CHAPTER : IV

PRESENTATION OF CASES

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In the present chapter, data display of all the eleven cases under investigation are done. The detail of each case is as follows:

4.1 CASE 1

Prof. Vidyavati was the Vice-Chancellor of Kakatiya University, Warangal. She was Vice-Chancellor for three years from May. 06, 1998 to May 05, 2001. She was the first women Vice-Chancellor of this University and till now the only Women Vice-Chancellor of Kakatiya University. She belonged to the Backward Community.

The case was contacted telephonically by the researcher to seek her consent to be a part of the study. She kindly agreed to cooperate in the research study. The case is settled at Warangal. Researcher took prior appointment before visiting Warangal for the interview. The researcher stayed at Warangal University Guest house for three days. The meeting was arranged with Prof. Vidyavati at her residence where the researcher also met her husband. The University where she worked as Vice-Chancellor was also located in Warangal itself. The researcher visited the University and met various people in the University to collect the information. After visiting Warangal the researcher went to Hyderabad where her children and siblings were settled. The data was collected through interview by personally meeting them. Later, after preparing the whole case, the researcher again contacted the case telephonically to collect some of the missing information.

4.1.1 FAMILY BACKGROUND AND CHILDHOOD DAYS

Vidyavati belongs to Gulbarga in Karnataka state of India. She studied at Hyderabad. Her father late Sri S.B. Saha was a petty businessman having a small medical shop. Her mother late Smt. Shankeramma was a lady with healthy mind. They belonged to

poor family. It was a large family having five sisters and two brothers. It was therefore difficult for her parents to rear all the children properly but still her parents wanted to provide good education to their children Her father was non matric, mother though not highly educated but was the Principal of school. She was fluent in Arabic. Both the parents had the knowledge of different languages like Urdu, Kannada, Marathi and Hindi to a certain extent. Vidyavati was the second child. Both the parents promoted education, especially for girls. They were of the opinion that the future is uncertain. After going to in-laws family, if needed the girls must have sufficient education that they can support themselves and their family. They had to face a lot of objections from the society as it was not open to girl's education. But it did not change their mind towards daughters' education. Ms Vidyavati said that her childhood days were very difficult due to economic problems. They used to stay in rented house for a long time. The earnings of her parents were not even sufficient for two meals a day so what to think about luxury! The parents wanted all the girls to be independent first before they get them married.

4.1.2 SCHOOL DAYS

Vidyavati was admitted in a girl's high school viz., Sri Bansilal Balika Vidyalaya, Begum Bazar, Hyderabad. At that time there were only limited medium of instruction available like Hindi, Urdu and English. As her parents could not afford to pay the fee for English medium school, she studied with Hindi medium and Marathi as second language in a Government school. All the sisters studied in Government school whereas the brothers studied in private school. At school she was always having merit and could also get prize for putting hundred percent attendances throughout her school career. She also got fee concession as she belonged to a very poor backward class family. In school, she was taking active part in singing and various other academic activities. She was not much interested in other co-curricular activities which were not related to academics like sports and dance. During sports period, she said that many times she used to go to the house of her teachers and helped them in their house hold works. She shared that the teachers in school were very good and observed strict discipline in the school. Every Saturday afternoon in the school they used to have sabha (seminar), where they used to take up academic activities very seriously and discussed certain concepts with the teachers. While recalling her school

days she remembered that she could use pen only in seventh class. Before that she used only baru (pencil like with point) and ink (two tablets soaked in water to prepare ink). She had only two pairs of sandals from 1st to 10th class. With this background, she passed her HSC with second division. At home her elder sister, Dr Chandrabai helped in her school education. Their parents used to be always there to guide them whenever needed. According to Chandrabai and Vidyavati their parents have sacrificed a lot for all the children. They had strict discipline at home. The school used to be around 3-4 kms away from house and she used to daily walk down to school. Morning Prayer used to be the daily feature in the school. In the assembly, teachers used to speak good words and give moral messages to students. She shared that this particular feature influenced her much. She was class representative for many years. That was the time when educational institutions were never thought to be commercial. The school's main motto used to be to impart education to the girls (as it was girl's school). Teachers and parents always encouraged her in her studies from the childhood. She had the habit of getting up early in the morning at 4-5 a.m. and sit for study only after having routine household work completed. During this period, she also got interested in reading autobiographies of great leaders which had influenced her a lot. She used to accept one or two friends and never had any permanent friends. She used to be very shy and timid. She had a habit of going straight to school and coming home straight from school. She used to enjoy reading books. During those days the fare of bus till school was just 19 paisa but she could not afford even that and used to walk down from home to school and school to home. Her sister shared that they had a very healthy relationship with all the siblings. Vidyavati could not recall any sibling rivalry, neither any of her siblings could recollect that she any time scolded them. Vidyavati's sisters found her very soft and loving person and was always helpful in their studies. Even Vidyavati did not think twice in giving her belongings to them if they liked something. During school days she had no planning for future.

4.1.3 HIGHER EDUCATION/UNIVERSITY DAYS

After passing HSC in 1955, her father politely told her that because she is very lean it will be difficult for her to take the stress of education. But the real reason was

financial problem. In reality it was difficult for him to bear the expenses of studies for all the children. Vidyavati was disturbed as she was very much interested in continuing her studies. She did not eat for three days to protest against the discontinuation of her studies. Her mother went to the extent of selling her gold bangles to pay her fees. The admission fee was only Rs seventy five at that time. Her mother then borrowed money from a nearby shop keeper and thus on the last day, she could pay the fees and got admission in intermediate science in 1956 first year at the Kothi Women's College, Hyderabad. Later on when her father came to know that she was continuing studies he never objected. Her mother also not had to sell her ornaments. Vidyavati also started giving tuitions to some students to earn the money for her fees. She used to get Rs ten as fees for giving tuitions which she used to give to her father to support him. Vidyavati shared that this period of transition from school to College was very difficult for her, as the medium of instruction has changed. Till school she had studied in Hindi medium and Marathi as second language and now the medium of instruction had changed to English. But she did not get demotivated; instead she took it as challenge. She did not do any household work as she did not have much spare time to help in domestic activities. She used to work hard and concentrated on her studies. She did not even used to participate in other co–curricular activities as she was not much interested. She started frequently visiting British Library and read English books. She then also joined shorthand course for a year with an intention to take down lectures quickly in English. For this course, weekly three days she used to attend short hand classes in the morning. The institute was located very near to her College and after that course she used to attend classes in College. She passed her intermediate course of two years in 1957. She was then given bursary for two years and then in the same College she joined for her B.Sc course. During her intermediate course, she was terribly afraid of doing dissection in Zoology and therefore in B.Sc she opted for Botany main and Chemistry, Zoology as subsidiary subjects with Hindi as second language. For Botany practical examination, there was only one centre i.e Botany Department of Osmania University. In her class, there were total fifty students and she passed her graduation with first class in the year 1959 by scoring the highest marks in Botany subject. She then applied for admission to M.Sc. with Botany in the Osmania University in 1960 and her name was first in the admission list. In M.Sc, she received merit scholarship and also one book as gift in the convocation. Throughout her studies, she received B.C fellowship also. In M.Sc

course they were only sixteen students in the class and this was the only PG course in the University and no other College could offer PG course. Here again she was bit uncomfortable as till now she studied in girls institution and now it was co-education. Hardly any teacher used to teach in M.Sc course. They only used to give salient points. After College hours she used to sit in library. She never hesitated to take help from her senior students. They also eagerly helped her. In M.Sc. final year she took Hydrobiology as her special subject. They were only five students in this course. Late Prof. Saxena was the Head of this subject. He was one of the greatest teachers she had come across in her career. She worked day and night and stood first among the successful candidates in the year 1961. Her College teachers were very good. She still can recall Dr Zafar Ali and Dr M.R Saxena who were her teachers and contributed a lot in her success. She has great respect for Prof. Saxena due to his mastery over his subject. She wanted to do her Doctoral work under his guidance only. But the problem was Prof Saxena, never took ladies for research. Even then after completing her M.Sc. she went to Prof. Saxena for seeking his guidance to pursue her Doctoral work. Prof. Saxena refused saying that he does not take girl students for Ph.D under him. She was disappointed by his refusal, but she did not lose hope. She was determined to work under him. She took her mother once again to him and made a request to be her guide. He said 'why did you trouble your mother', and agreed to be her guide. She was the only female candidate who was doing research under him. Even at that time she was the only female in her Department to do Ph.D in Biology. Her guide Prof. Saxena was very particular that she should not stay till late in the College. One of her colleagues Dr. Mohiuddin took the responsibility of dropping her at home whenever she used to be late. Due to the nature of the work she had to work till late 9 pm. She recalled how her father used to wait for her and many a times used to sit on the footpath waiting for her. During the same period Prof. Zafar Nizam, who was Dean and twice Vice-Chancellor of Kakatiya University returned to India after taking his Ph.D degree at Queen's Mary College, London. Although she was registered under Prof. Saxena, all the research guidance was given to her by those two gurus. Irrespective of any festivals, she used to work for her research for not less than 16-18 hours per day. Frequently she had to stay in the laboratory for day and night to conduct her experiments. In her laboratory there were only two ladies who were also working and they were of great help to her. For her thesis, both the supervisors guided her before she started her laboratory work. For six month, she collected the literature

pertaining to her research topic "Experimental and cytological studies on Desmids". She visited many libraries for literature review. She cannot forget the contribution that her mother made in her career. She used to accompany her to different places. She visited various places like Delhi, Bombay, Calcutta and others for literature review. Those were the days when zerox and other facilities were not available. Most of the references she got in her area were in German language. On the advice of her guide, she even studied German language for three years (two years Junior Diploma and one year senior Diploma) at Arts College, Osmania University. Although she completed her research work within four to five years, her guide was very particular that only after completing the thesis correction of her seniors he will take up the correction of her thesis work. She completed the translation of one book from German to English for her senior during this period. Finally, she submitted her Ph.D thesis and got the Doctorate in the year 1967. She shared one incidence wherein during her research she was awarded C.S.I.R fellowship of Rs. three hundred. For this fellowship she had to go to Delhi for attending interviews. The rail fare was Rs. thirty six only during those days from Hyderabad to Delhi. Her father gave her Rs. seventy two and her friends helped her to meet the other expenses. She was awarded the fellowship of Rs. three hundred per month. She said she will always be grateful to these friends who helped her, especially in that crucial time.

4.1.4 MARRIED LIFE

Vidyavati had decided not to get married as her parents had to struggle a lot in educating all the children and then marriage was not easy in those days for educated girls. People were reluctant to marry an educated girl. Even her parents were not so curious in getting the daughters married at early age.Vidyavati allowed the family for fixing her younger sister's marriage first as she was more attached to her father and did not wanted to get married as she was a helping hand in running the family. But later on, her parents persuaded her for marriage. She agreed. During those days the boys and girls were not allowed to meet before marriage and even in her case she did not see her husband before marriage. Her father one day came and told her that her marriage was fixed. She did not have any objection about such arrangements as it was very common practice and they never thought of knowing their soul mates before

marriage. When her father told about her marriage being fixed she did not ask anything about her would be husband like what he does, his qualification, looks, nature etc. She got married in the year 1972 to a teacher who was from a poor family in Devarakonda. Devarakonda is a prominent town of Nalgonda District. It is geographically surrounded by Nampalli, Chalakurthy, Dindi and Mahaboobnagar district. This place was under the rule of Padma Nayaka Velama Raja's. Here in this region forest occupies 20.85% of the mandal area. Quality Timber is extracted from these forests. After marriage she was taken in lorry to her in-laws house. She even faced difficulty in climbing the lorry. Her brother-in-law was the driver of the lorry. When she reached the in-laws house in Devarakonda she found that they were not having many facilities in their house. There was no bathroom and even no stove in the kitchen. They had typical chulha made up of wood. Her husband was the youngest son in the family and mother-in-law was no more there as she had died long back.

Vidyavati's in-laws belong to a very poor family than hers. Her sisters-in-law till date sits on the roadside to sell flowers for their livelihood. She found that they were poorer than her own family. Nobody in the family was educated except her husband. Her husband was Pandit from Agra. She faced a lot of cultural difference after going to her in-laws. All were uneducated, she loved her two sisters-in-law but being uneducated could not relate herself with them. But still she could not utter a word in front of them. She used to fear them like a typical Indian daughter-in-law. She thought of educating the people in that family. She kept the children of her sisters-in-law with her and educated them. She had never worked in her own house as she used to be busy with her studies. But here at her in-laws place she had to do all the house hold work. She never complained regarding the same. She thought that if she will not work and complain regarding the same, the whole blame will be put on education. People will say that just because she is educated, she does not work. With her own salary, she was running house and even was supporting her sisters-in-law's family and the education of their children. Her husband was teacher in Devarakonda. The next day of her marriage only she saw her husband wearing a torn shirt, she felt bad and she bought some clothes from Hyderabad for him. Her father had given her some Rs. Ninety for buying a bed and he had given her table and chair which will help her in her studies. Her father even gave her gas stove and cooker. After marriage her

husband worked hard for his Ph.D degree. He had to struggle a lot to establish a house and at the same time helping his brother and sisters children. For some time she had to stay alone at Warangal to continue her job and her husband used to stay at Devarakonda. Vidyavati then gave an application that her husband should be transferred to Warangal so that both of them can stay together. She got him transferred to Warangal district. Her sisters-in-law also shifted and used to stay with her. Though they were married, she kept them with her because they were very poor. Vidyavati had to clean their clothes and do other household works and they did not help her, but she never complained. She took care of six children of her sisters-in-law and also brother-in-law. She helped all of them in their studies. Vidyavati shared with the researcher that inspite of doing so much, she feels hurt that she is being blamed by her sisters-in-law rather than appreciating her concern and sacrifices. But she has no complaint. Vidyavati has two children, one son and one daughter. She did not know cooking much. She learnt it after marriage. Her husband used to cook on holidays and he never even complained about her not knowing cooking. Vidyavati used to get up at 3 o'clock in the morning. She used to cut vegetables in night itself and in the morning first she used to take bath in five minutes and then do all house hold work and prepare for class. The day she used to have theory class, she avoided preparing chapattis (as it takes more time) and made only dal chawal as it saved her time to prepare for day's class. It was really difficult to manage the children and work. She had initially kept a servant who took care of the children and many a times the sister-in-law along with her children used to look after Vidyavati's children also. The son of Vidyavati shares that they used to miss her mother a lot and many times also did not like her taking care of his cousins as her love used to get distributed. But he further said that as they grew up they started appreciating her mother's concern for their cousins and felt proud to be her son. The daughter also in the same way feels proud of her mother. The way she had brought them with discipline and taught them simple living and high thinking is remarkable.

Vidyavati used to help her in-laws a lot, economically as well as socially and emotionally. Vidyavati shared one incidence with the researcher which had hurt her a lot. Once Vidyavati got reaction of some medicine and fell ill. None of the relatives from her in-laws family came to see her. Vidyavati was expecting the same concern

from her in-laws family, what she has been showing to them as a family member. She felt very bad and a feeling came in her mind that she used to help all the relatives so much that many a times she even neglected her own children and now when she needed family support nobody came to see her. She then made a decision that now she will also start thinking about her children only and instead of spending money on others will save that money for her children and secure their future.

When Vidyavati went abroad for her post Doctoral work, the kids were small. She had one servant at that time. She took photo of her kids and used to cry seeing the photo as she missed them a lot. She tried to keep herself busy in laboratory to avoid this. Children used to write letters and make demands like bring toys, such as car, doll and so on. The house in which Vidyavati stays was given by the first Vice-Chancellor of the Kakatiya University as he appreciated her hard work. Earlier, she used to stay on rented house. She always used to help poor people. She would collect children from poor families and educate them and even made them eat at her house. She never believed in saving money. Whatever she earned she used to spend on needy people. She gets satisfaction in helping others. Even now she is associated with an NGO and collects children from slum huts and teaches them at her own residence. She spends her own money in educating the deprived children. When the researcher went to meet Prof. Vidyavati at her residence, the researcher saw some of the slum children sitting under a tree in the garden and studying.

Vidyavati's son is married and her daughter-in-law is M.Tech. They are blessed with one son and one daughter. Her daughter-in-law is working. The daughter of her son stays with Vidyavati as her daughter-in-law is working and they also think that their daughter will learn more values staying with her grand mother. Vidyavati very well takes care of the studies of her grand daughter. The daughter of Vidyavati is Dentel Surgeon and son-in-law is Chartered Accountant in Satyam.

4.1.5 PROFESSIONAL LIFE

In 1966, Vidyavati got an opportunity to work as lecturer on temporary basis in Osmania University. After two years in 1968 she got permanent job as Lecturer at P.G Centre in Osmania University (which was at Warangal). For the first time she had to

leave her home and stay alone due to job. She says that she used to cry like a small child and used to request her mother to come and stay with her, but she had other children to take care of. The centre where she was appointed at Warangal was newly established. There was only one room for Botany and only one staff that was she herself. No other needed facilities were available, not even basic facilities like chalk and duster. She used to work day and night being the only faculty in the centre. She was not having even a laboratory attendant. She herself had to clean the laboratory and room also. One of the Professor from Commerce and Management Faculty shared that he found Vidyavati an unassumingly simple lady. He said that she used to clean the Department herself as there was no sweeper appointed. She even used to take classes under trees. She also believed in the saying that 'education is the temple of learning'. During her College days, most of the teachers did not teach properly but only gave notes so she faced a lot of difficulty as teacher. She had to work hard for teaching the students. She used to study for the whole night to teach next day to her students. Due to her hard work many times she even neglected her health and this led to asthma problems. Slowly and gradually as the Department grew, more people were appointed. According to her "It was a testing time for me". In between she got married and had small child. It was difficult to balance both. Later her guide became the Head of the Department. He used to adjust her classes at convenient times so that she can take care of her small child. She became Reader in 1978 and then Professor in 1990. She was very simple, no make up and fashion. When she was lecturer, some of the teachers used to say that she should wear good saris as she is lecturer now, but she could not afford many new saris. She belongs to BC community and poor family. The staff members thought that she do not know anything and hence did not allow the students to go to her for any difficulty. Many of the staff members harassed her a lot; they were afraid of her hard work and did not want her to progress in life. They used to even put acids in the microorganisms on which she was working and had grown for two years. She lost her entire organism and her effort of growing them over years all went in vain. This is just one instance and the faculties used to harass her like this. She just used to cry but never retaliated. According to her opinion, people in the faculty did not want her to work. Especially the male members used to trouble her a lot as she became popular amongst her students and this used to hurt their male ego. In spite of many staff members speaking negative about her to the students, they still used to come to her for sorting out their difficulties and even for enrolling as Doctoral

students. Till date she has good relationship with her old students. She was known to be a committed teacher and a good researcher. The researcher interacted with two of her Doctoral students who shared that she was very loving and caring guide and showed concern for her students. They said that she always encouraged them in their academic endeavors. Due to many such problems in the Department she developed health related problems and she suffered a lot. Many a times she thought she is a loser. Her guide understood all this, and he persuaded her to go to London on scholarship as it will give her good exposure and boost her confidence. She thinks that her London exposure resulted in paradigm shift in her life. She felt more confident and bold to face challenges.

In her entire career she was always active in research in the field of Botany. After many years of her retirement, she has been publishing papers and keeps herself engaged in Botany research. In the year 1980-81, her guru Dr Zafar Ali told her to go on one year scholarship of Commonwealth. She refused it because of her family. But then he encouraged her a lot and said he will take care of her family and small children. He even talked to her husband and discussed the matter. She later agreed and went to U.K, Royal Holloway College for her Post Doctoral research under Common Wealth Academic Fellowship. The research was carried on "an electron microscopic study of Desminds". During that same period she also visited, France, Oxford and Cambridge for literature review. In the year 1986, under Cultural Exchange Programme she visited Czechoslovakia (Trebon) and also Bratislavia. She met all the algologists of that country and published around 40 papers out of this work and delivered talks. She brought out many publications through her London visit. She became Head, Department of Botany, Kakatiya University. The staff members really enjoyed working under her leadership as they found her very much concerned and highly academic oriented. Her main focus was to improve the quality of education and involved all the staff members in any important decision making. She was also the Chairperson, Board of studies, in charge for Central instrumentation centre and member of standing committee and also member of Executive Council of the Kakatiya University. Throughout her career she has guided twenty five students for their Ph.D degree and two students for M.Phil Degree. She has published more than 250 research papers and written seven books. She attended many seminars,

conferences, symposia. She is also a life member of various scientific societies and was awarded gold medal from Plant Science Society, Bareilly, Indira Gandhi Priyadarshini award and various other awards by different professional bodies for her contribution in her field. She was to retire from the service in September 1999, and was preparing for her retirement but the Government of Andhra Pradesh appointed her Vice-Chancellor of Kakatiya University.

4.1.6 BEING A VICE-CHANCELLOR

There was a demand of SEBC candidate by the Kakatiya University staff members to be the Vice-Chancellor and that too somebody local from the same University. The University teachers association met Chief Minister and put this demand of SEBC Vice-Chancellor. This request for social justice was appreciated.

Many staff members wanted Vidyavati to give her biodata to be Vice-Chancellor as they did not wanted that somebody from the opposite group should become Vice-Chancellor. The University had groupism. Vidyavati's biodata was also strong so people were supporting her as they wanted somebody from this group to be Vice-Chancellor. Some people in the University persuaded her to apply for the post as she was a good academician, researcher and a non controversial person. She also basically belonged to Karnataka state and was also the research student of first Vice-Chancellor of Kakatiya University. She was known to be very committed teacher and a good researcher. But at the same time she did not have any kind of political connection and was very soft and introvert. So people in the University system were very cynical about her being appointed as Vice-Chancellor.

The Chief Minister called Vidyavati. Vidyavati was of the opinion that once Chief Minister will see her, he will not give her this position, as she was very thin and short stature lady, poor personality and not at all good looking. Chief Minister asked her whether she will be able to take up the highest post in the University of being Vice-Chancellor. She said " I can just work hard", though she was 100 percent sure that she will not get this position once he will see her, the Chief Minister said, "I am experimenting on you". She was then appointed as the first women Vice-Chancellor

of Kakatiya University which is located in the historical City of Warangal in Northern Telengana of Andhra Pradesh. This University has been named after the great Kakatiya Dynasty which ruled this region with Warangal as capital during the twelfth and thirteenth centuries.

This appointment was a surprise to her as she had never even in dream aspired to be a Vice-Chancellor. She shared that she was satisfied being a teacher and researcher and never thought herself capable of being the Vice-Chancellor. She had lost her mother just before five months of her receiving this post. Vidyavati felt bad as her mother could not see her at this position, who struggled so much for their education. The people who troubled her earlier now used to come to her with their problems. She used to solve their problems without any personal grudges as this was the difference between her and them. Prof. Sailoo from Commerce and Management Faculty who stayed in her neighborhood said people used to respect her a lot, including himself. Though she kept distance but as silent observer, she used to notice people and when she became Vice-Chancellor she remembered him and offered him administrative position as she has minutely observed his work over the years. In past he said, he had never moved closely with Prof. Vidyavati inspite of being neighbors but later they used to be seen together a lot. They shared high regards for each other. She was the first women Vice-Chancellor of Kakatiya University and Prof Sailoo served important statutory positions of being Head of the Department and Dean in her tenure. Her guide was also the Vice-Chancellor of this University who served two terms. She shifted to the campus after becoming the Vice-Chancellor and was available to the University staff whenever they wanted, while the earlier Vice-Chancellors failed to do so. They never shifted to the campus and stayed outside University campus. People in the beginning thought she has many handicaps like, no strong political linkages, no administrative experience, she was a woman, so they doubted whether she will be able to withstand the problems in the University. They thought that she herself will resign as she won't be able to bear the pressures of such post. People used to make fun of her physique as she was very thin and short and not good looking and they used to say, "she will not fit in the large chair of Vice-Chancellor". Vidyavati wholeheartedly used to believe people. People in the University with whom the researcher interacted opined that she was a fair and honest lady. But at the same time she was very strict administrator though she had not much prior understanding of

administration. This was her first purely administrative experience. She was so simple that though she was a Vice-Chancellor she continued to eat and drink with students. As an administrator she saw the groupism of teachers. Student's indiscipline was a major problem. Many times she didn't like being Vice-Chancellor. She used to help lots of students economically. Initial six months according to Vidyavati were very difficult for her. Even many of the University staff members shared that initially they found that she was not happy being Vice-Chancellor. Even the present Vice-Chancellor of Kakatiya University who worked with her during her tenure of being Vice-Chancellor said that "First year she faced a lot of problem as she was not able to adjust with this new responsibility as she was not prepared for the same. Second year she picked up, she understood people and had a thorough understanding of the system and people in it. In the third year she emerged as a very good administrator and a strong Vice-Chancellor."

Vidyavati, being a simple person, could not enjoy higher post as she always felt uncomfortable. Vidyavati shared that many times she used to cry alone. One day she thought if she will cry, people will take undue advantage of her. She decided of becoming a strong person. Every other day there used to be agitation and people used to shout the slogans, "V.C. down down". The teachers used to be behind the students to make agitation to create problems for her. One of the senior Professor shared the incidence that once there was a problem in hostel management of overstaying of students. They prepared a list of due amount and decided to get the rooms vacated from those students who had not paid hostel fees. For the first time this was done. The Doctoral students were forced to complete their work fast within stipulated time as later they won't be allowed to stay in campus.The hostel students did not pay the hostel fees and used to stay in the hostel for years and years, free of cost, neither had they studied nor did they think of clearing their exams. She took a strong step and locked the hostel and did not allow those students to enter the hostel who had not paid the dues. The dues were almost 17-18 lacs rupees. She could recover dues from student which none of the earlier Vice–Chancellors neither thought of nor could do it. Due to this strong step, the students had to take their studies seriously as they knew that they will not be allowed to stay in hostel free of cost. This incidence was shared by many of the faculty member of the University and they thought that it took lots of

courage to take such a step. They further added that none of the previous male Vice-Chancellors could do this and she being the lady made it happen. She even took the Guides of Doctoral students at task, who took more than five years for completing thesis which made the students to stay in hostel. She used to take rounds in the University to see that all are regular.

One of the senior Professors said that "if she wanted she could have shifted her husband to University system. But she did not want people to point a finger towards them". He also added that she was like a mother to those who used to approach her with justified needs. She was strict and never spared anybody who was found corrupt. She was a very approachable person, people who were corrupt and dishonest were afraid of going to her but at the same time who were genuine and honest could go to her without any fear. She never believed in giving or taking undue favor. Most of the people in the University agreed that she was very hard working. Before offering any administrative positions to any person, she used to be careful about their academic background and need and never acted on any pressures. There used to be many pressures on her, but she never succumbed to any pressures. She used to deal very strictly with those who approached her with favors. She always encouraged the right and deserving persons. She never tolerated misuse of power by anybody neither she herself misused her power. She never used office cars for any personal work. The present Vice-Chancellor of Kakatiya University, Professor Lingamurthy, was contacted by the researcher and he said that she had appointed him Campus Principal, who is supposed to be the chairman of hostel in all the campuses. When students used to approach her for hostel problems she never used to entertain them as she had faith in him and entrusted him with the responsibility. She used to tell the students that they should first meet the Campus Principal and if unsatisfied then only should approach her. He further shared that she was a simple lady and she used to take lunch with them and always used to ask people working with her whether they had their lunch or not. She used to entertain all of them during lunch. The Present Vice-Chancellor was very close to Prof. Vidyavati and said that he always used to tell her that " madam you have an advantage of being a woman. Because you are a woman you can be a tough and a very powerful Vice-Chancellor". He also opined that she was a nice and honest lady and did what she thought was right. She spoke her mind in a very natural way, was not a polished person. What was there in her heart would be on her lips. She

never thought of second term for Vice-Chancellorship. According to him many Vice-Chancellors could not take certain bold steps even if they wanted and had an expectation of being continued. They will take calculative steps as to what will affect their being continued or discontinued. And in case of Vidyavati she did not had any ambitions of getting second term so she did not had that weakness. According to the Present Vice-Chancellor she was a very smart person and could make out why people were frequently visiting her and flattering her. She used to appreciate critics as according to her they make you alert. She had knowledge about University administration and selected good people in administration. She proved herself to be a good administrator and became the most successful Vice-Chancellor appointed in the Andhra Pradesh state. The staff member from Botany Department shared that she was tough but at the same time soft also with motherly feelings. As per the situation, she can be harsh or be soft. Prof. Vidyavati shared that, she many times used to challenge people that they won't be able to do work because she thought if she will request they may not do it but if she will challenge them they will definitely prove that they can do. All the people whom the researcher met were of the opinion that she never harmed anybody. There were no complaints being registered against her during her tenure. Many times people used to put pressures on her not to appoint particular person as Head of the Department or Dean. She used to take the decision without any bias. After seeking the opinion of other people also she used to make the final decision single handedly. She was very sympathetic to employees of the University. One incident was recalled by the present Vice-Chancellor, Prof. Leengamurthi, that when the non teaching staff was on strike for some of their demand. He had suggested them not to agitate but request the Vice-Chancellor and put their problems in front of her and surely they will get the solution. Prof. Leengamurthi further shared that even during agitation she used to ask him to find out whether they have eaten something or not. At that time Prof. Leengamurthi was the chairman of the employee's grievance committee. He told them before agitation that if they would have first approached Prof. Vidyavati and put their demands, she would have genuinely given a thought over it. Nobody could succeed in getting anything through putting pressures on her. Pressures never worked in her case. With this incidence it was clear to people that it was not easy to get things done through putting pressures. During those days North Telagana Nexalites movement was very strong in Warangal. Prof. Vidyavati used to check examinations and teaching and used to punish those found not working. She

also transferred people if they are found to be not working. Being a woman, she was very soft and was very sympathetic. Still people in the Kakatiya University remember her as a strong Vice-Chancellor. The present Vice-Chancellor had no hesitation in saying that "She is my role model and even role model for many others". He said that he has developed a lot of insight during her tenure as an administrator. He expressed that it was a nice feeling that he was considered to be a part of her family during her tenure. She never behaved like a Vice-Chancellor with people in the University. She was tough but people respected her a lot. Now also people respect her. Till today she comes and takes classes for the University without any honorarium. Vidyavati is the recipient of various awards like: Indira Gandhi Priyadarshini Award, Best Women Scientist Award, Life Time Achievement Award from Chennai, Bareilley Gold Medal. She is also the chairman of mentally retarded children.

4.1.7 RESEARCHER'S OBSERVATIONS

Vidyavati belonged to a very poor family from a humble background who believed in education of children. Though the parents gave education to all the children irrespective of gender but still the gender discrimination was seen in terms of the different schools they were sent to. Her parents sent the boys to private schools and the girls were sent to Government schools. But still this is appreciated that they encouraged the girl's education and even sacrificed a lot to provide them education. Her parents also had a tough time as society during those days did not approved girl's education. They had to go against the family relatives and society to educate their daughters. The parents were not highly educated but in context of those days they can be considered as educated and broad minded. She struggled a lot during her childhood and even later due to poverty. She studied throughout in Government school that too in girl's school and later on in Government College with Hindi as medium of instruction. She was very shy since childhood and did not have a big friend circle. She was not good at socializing. She was very introvert. She was good in academics throughout and got scholarship that supported her education. She did not participate much in co-curricular activities except singing and some academic activities. She was not at all interested in sports. She was very determined and a strong person since birth and this was exhibited at different point of time. She showed her determination to

continue studies by going on hunger strike and at last succeeded in continuing her studies. Even she was determined to do her Doctoral work under Prof. Saxena and convinced him though he was not willing to take her as student just because she was a girl. Even Prof. Vidyavati's mother was very strong; she also struggled hard for her children's education. Both the parents were very supportive and encouraged her to pursue higher education, inspite of facing many difficulties due to poverty. The parents of Vidyavati did not lay much emphasis on marriage. For them education was the priority and marriage came later, which is not a common thing for a girl in Indian society. The parents got the daughters married after they finished their education. Vidyavati was very hard working and learned English and short hand so that she does not face difficulty in pursuing her higher education. At different points in her career she had strong people to support her. During College days she got a support in male friend who dropped her to her home whenever she used to get late working in laboratory and even other friends who contributed money for her expenses to visit Delhi to avail her CSIR fellowship. Another strong support was her parents through out her career, especially her mother. Her mother even went with her to Prof. Saxena to plead him to take her daughter as her Doctoral student and even accompanied her to different places during her Doctoral studies for library work. Two of the teachers were also of great support to her and are also her role models and even acted as mentors. They groomed her and supported her a lot at different points of time viz., Prof. Saxena and Prof. Zaffar. They guided her whenever she was stuck up and could not take decisions. These people have played an important role in making Vidyavati what she is today. It is very evident that these two people shaped her life a lot. She lacked confidence. This is reflected at many junctures of her life. She used to take her mother for library work and even when she joined at Warangal for job, she used to cry alone and felt lonely. She is very hard working and worked hard in her professional career. She even did not hesitated sweeping College building in spite of being appointed as Lecturer. She believed in dignity of labour. She had strong perseverance. She was the single faculty and had too much work load but was not afraid in putting hard work to pursue her career. She was unassumingly a simple lady. She was so dedicated to her profession that she even did not care for her health to give her best and even became an asthama patient.

Prof. Vidyavati had lots of family responsibilities. She had to take care of her husband's family, his sisters and brothers and their children. She never neglected her family responsibilities. In turn she took even more responsibilities of offering education to her sisters-in-law children and kept them with her. It was very difficult to balance both work and family. At various points of time, she kept the family first and made her career secondary but it was her Guide who encouraged her in her professional career. Prof. Vidyavati was very good in her time management skills. She used to get up early in the morning and finish household work. Her husband was very cooperative. She hired maid as a support system. She also faced gender discrimination at the work place. The male colleagues of her could not take this that she was becoming popular among students. Most of the students were willing to do Doctoral work under her and due to this the male colleagues harassed her a lot by creating troubles in her research work. She never aspired to be an administrator and has not planned her career. She took up the responsibilities as it came.

Even today, she is a simple lady. She believes in simple living and high thinking. When the researcher visited her, she was surprised to see a very simple short and thin lady and could not believe that she could ever be a Vice-Chancellor looking to her physique, dressing style and her way of living. Researcher saw that she lived in a very old simple house not properly furnished. There were some slum children in her verandah playing under the tree. Later the researcher came to know that she used to teach these slum children and brought them to her house by visiting their huts. She is very affectionate and loving lady. She greeted the researcher nicely and even served the food. She was angry on the researcher as the researcher stayed in the guest house and she expected her to stay with them at their residence. The researcher visited many Vice-Chancellors but found Prof. Vidyavati very different from others. All the other Vice-Chancellors had a particular life style and a way of living, but Vidyavati was the one who had kept a very low profile and believed in living the life in the minimum facility. She is very traditional and put the tilak and gave some gift while seeing off the researcher as per the south Indian tradition.

4.1.8 POINTS THAT EMERGED

1. Prof. Vidyavati belonged to poor family background, socially as well as economically.
2. She was bought up in a large family.
3. Her parents were less educated but had concern for education and they had language facility.
4. Gender biasness can be observed at home in admitting children to school, sons were admitted to private school and daughters to Government school.
5. Prof. Vidyavati studied in Government school with Hindi Medium
6. Vidyavati was very introvert and not interested in sports or any other extra curricular activities.
7. Vidyavati used to take care of siblings and domestic work, responsibility was shared from childhood.
8. She was a determined lady, honest, simple, hardworking, very soft
9. Vidyavati was very good in studies
10. Very hardworking and mild lady, used to get disturbed by simple incidents.
11. During her Doctoral work, she found a support system in one of her friend
12. Husband was very supportive and cooperative
13. Her guide and one of her senior Professor acted as mentors and always encouraged her and guided her during difficult times.
14. Did not had strong support system to take family responsibilities except husband
15. She was known as good researcher and teacher
16. She completed most of her studies before marriage
17. She was asked by many of her colleagues to apply for Vice-Chancellor as she was non-controversial person and that year a women from backward community was to be appointed.
18. As a Vice-Chancellor also initially she had tough time to handle the pressures of the position, but slowly and gradually she picked up
19. She had no role model as she was the first women Vice-Chancellor in that University
20. She had no networking and even lacked in socialization

4.2 CASE 2

Prof. Munniyama was the Vice-Chancellor of Gulbarga University, Gulbarga, Karnataka. She was appointed as Vice-Chancellor of this University in February 1996. She completed her tenure of three years and was relieved in February 1999. She belonged to backward community.

Prof Munniyamma was contacted by the researcher through e-mail. Researcher could get her email ID from website. Researcher sent her the details of the study and sought her consent for being a part of the study. She showed her eagerness to be a part of the study and appreciated researcher's efforts to take up such a study. Prof. Munniyamma was settled in Bangalore. The researcher with prior appointment visited Bangalore to conduct interview. The researcher stayed at Bangalore for two days and interviewed Prof. Munniyamma in one of the institute wherein she was associated with. The interview lasted for three hours. Researcher also made a visit to Gulbarga University in Gulbarga where she was Vice-Chancellor, to collect information from other sources. The researcher visited Gulbarga University and stayed in the Guest house of the University for two days. The researcher contacted various people who were referred by the case in the University by making personal visits to different Departments. While contacting different people researcher knew who were closely associated with her and then tried to contact them who had important role in her career and who knew her well and could contribute to the study. The researcher also visited Mysore University as the case has started her career from Mysore University and had spent a long tenure in that University as a teaching faculty. The stay at Mysore University was of four days. Researcher contacted some of the University staff members and especially the staff in the Botany Department where she was working. Some of her friends who had left University but were staying in Mysore were also contacted and a meeting was arranged in Guest House and in some cases at the residence of the source.

4.2.1. FAMILY BACKGROUND AND CHILDHOOD DAYS

Prof. Munniyamma was born in a small taluka viz., Anekal in Bangalore District. Anekal lies in the southern part of the Bangalore metropolitan area around 40 kilometers from downtown Bangalore. It is known for the Karaga festivals. Muthyalamaduvu a picnic spot with a small waterfall is five kilometers away from the town. It is famous for the cereal Ragi which is being grown in the area and is the staple food supporting the agricultural fraternity. Anekal Town is known for its power looms. Munniyamma was born in a very poor family of a backward community. She belonged to B.C class and a very poor family. Her father was a shop keeper. He was not highly educated but she says he was highly cultured. She lost her mother at a very tender age and do not remember anything about her. Her father encouraged her a lot. He always wanted her to study hard and become something in life. Her father had visualized that one day she will be successful in life. Though her father was illiterate but in her opinion he was a good educationist. Education starts at home. She had one younger brother who was five years younger to her. Both of them shared good relationship. They had a very difficult childhood as their economic condition was not very good. Even the basic need of food was not properly satisfied. Two times meal was a big problem for them. During those days even proper utensils were not there in their home. They used to cook in pots. Her father used to cook for them and even took good care of both children. She also shared that their family was a very conservative family. Without performing pooja they would not take even a cup of tea and had to follow all the customs and cultures. Her mother was also from a very poor family. Her grand parents too were not educated and led a very poor life as said by her.

4.2.2 SCHOOL DAYS

The school days were also full of hardship. She studied in Municipal school which was in Kannada medium. Her school was co-education school. No English medium schools were there at that time. She studied in Kannada medium. They were only three members in the family. All the three of them used to cook together. Even her father and brother also used to help a lot. She said that she learnt most of the cooking from her father. Her mother died at an early age and her father used to take care of them a lot. He only used to cook for the children. She was more of a tom boyish type.

She was not very regular in her study habits. She could not recall that she had any such study habits. She was more into playing but she paid attention in schools and thus scored good marks in examinations.

She completed her SSLC in 1956 with first class. Even the secondary schooling she completed with Kannada medium only. She was very fond of sports during her school days. She used to play various sports like volley ball, throw ball, and was master in tennis. She was very fond of watching cricket also but in those days there were no televisions. She had a good friend circle and was good in socializing. Her science teacher influenced her a lot and he was the inspiration for her to pursue science subject further. She still can recall many teachers who had great influence on her grooming, like her English teacher Satyananda who was very good in teaching grammer. She says that she owes a lot to him for her English knowledge. Her father was a strong supporter of Congress and used to actively participate in canvassing for Congress party during elections. She and her brother also used to join him for campaigning.

In the Higher Secondary stage, she Joined English medium school. The society raised objection on her entering English medium as she was a girl and that too with Science subject. They suggested why to go for science subject; if at all she wants to study she should take Social Science or Arts subject. But she said that she and her father were adamant of joining English medium and they did what they wanted. In her class there were only three girls and forty boys. At that time they had only one person with a Science Master Degree holder and he was their teacher. He encouraged them a lot. Most of the students from that batch are well placed today but nobody is Doctor.

4.2.3 HIGHER EDUCATION/UNIVERSITY DAYS

For her higher education Munniyamma went to Bangalore and stayed in hostel. It was not a common practice to send girls out of home for education, but her father did not care for the society and allowed her to pursue her higher education. She did her higher secondary with English medium from Maharanis' College in Bangalore which is a premier and reputed College within Karnataka state, imparting quality Science

Education to girl students. Maharani College was established in 1938, by the erstwhile Maharaja of Mysore, it is situated close to Vidhana Soudha, the seat of Government and a prominent landmark in Bangalore city. The College is governed by the Department of Collegiate Education, Government of Karnataka. During those days she said that they did not have Pre-University. She was very much interested in Medicine field and wanted to be Doctor. She could not get admission in Medical Science so settled for graduation in Science. She also completed her graduation from Maharani College in Bangalore for her graduation. She was very much interested in Botany subject because her Botany teacher influenced her a lot. She was good in studies but could not give final exam as her marriage talks were going on.. She later on completed her graduation in 1961 and then joined for her Master Degree. In those days they had only Mysore University with a campus at Bangalore. All Humanities courses were in Mysore and science courses were in Bangalore. She had one year discontinuation. She joined Mysore University which had a new campus at Manasgangotri. At Bangalore the P.G student were not given hostel accommodation and hence she had to join at Mysore. All the three subjects there were considered as major subjects. She completed her masters with first class. After M.Sc under the Central school scheme, she got teaching job. She joined and taught for few months and in between she received UGC fellowship and left the job. She joined her Doctoral work under the guidance of Prof. Narayan, Head, Department of Botany at that time. He was very busy in his administrative work and had no time to look for her thesis. He was a well known scientist and also Principal of Yuvraj College. He could not manage time, always was on tour. All his students used to suffer a lot, especially the students who had registered under him for their Doctoral work. Even Munniyamma could not meet her guide regularly and so took a very long period to finish her Doctoral work i.e of 10 years. Her father had to face objections from the society regarding her being a girl and studying further but he did not listen to anyone and was adamant on her continuing studies. Her father wanted her to be Doctor but she said that she didn't have much guidance regarding how to reach there. So she joined her Doctoral work to fulfill her father's wish of calling her 'Doctor'. She had only one younger brother and they shared a very healthy relationship, they were very fond of each other. But unfortunately she also lost him. She feels that God was very unkind to her. Her brother passed away in 1965, when he was in the final year of his science graduation.

After her BSc her marriage was fixed with her maternal uncle but her uncle refused for the marriage. This incident disturbed her a lot. He was highly educated and hence she decided that she will prove to him that even she can reach his status. One north Indian palmist once told her that she will never get married and will one day become a strong administrator. Her friends used to tease her as at that time her marriage was already fixed with her maternal uncle. She said that she does not have any regret that she is not married. After her graduation she was planning to work to support her family but her father insisted on her studying further. She had an opportunity to work in Central School which was paying her Rs. Four hundred but she decided to study further. She also got opportunity to work in Government College but she refused at three places and went to University system. Throughout her studies she received backward class scholarship which helped her in continuing her studies. Even her mother was also very much interested in her studies but passed away without seeing her achievements. Throughout her higher education she enjoyed her hostel life and had made great friends. She was also very serious in her studies and always secured first class.

4.2.4 PROFESSIONAL LIFE

After M.Sc, Munniyamma said that she got teaching job under the Central School scheme. She joined and taught for few months and in between she received UGC fellowship and so left job. In 1967 she was appointed as Temporary Lecturer in her own Botany Department in Mysore University, where she was a student and in 1969 became permanent at the same place. Work progressed, she became, Lecturer, Reader and then Professor at Mysore University itself.

One of the Professor, associated with her since 1969, who knew her as a teacher and also as a friend when contacted by the researcher said "he never liked her as a teacher". Even another Professor in the same Department was of the opinion that she was not a good teacher. He was student at Masters Level, later became her colleague. He shared that "She was not a good teacher, made several spelling mistakes on black board". Because of this they did not had high regards for her. The Professor who was her student shared that "she was a STRONG OPINIATED PERSON" and stressed on

this and "was very blunt may be due to her upbringing as her mother left her at a very tender age and she received very little parental guidance". He further stated that she may have picked up some family values from her Guide's family as she was close to his family. She was very clean in her habits, used to wear only sari that too nicely starched. She used to be very elegantly dressed. She was strictly a vegetarian. She never used to easily take help from someone. She was highly sensitive and lonely person to take decision. He also said that Munniyamma did not get along with friends as she was different from stereotypes. Her guide was Dr K.N Narayana who did his Ph.D under top intellectual people in US. Munniyamma's Guide was also Head of the Department and was not very much keen on developing good researchers. He had also served as Police sub inspector and many times thus used police tactics. Munniyamma had high regards for her Guide. They both belonged to same caste. Some of the faculty members shared that her Guide promoted her as Temporary Lecturer as he was unable to give her needed time for her Ph.D. She being alone without any family responsibilities could devote more time in laboratory. She focused on Botany Department and had no diversion from family. The Professors of Botany Department and even some of the other members in the Department shared that the colleagues in the Department were not very much fond of her. They never found her a good teacher and said she was not at all academically sound. She had difficulties in mingling with the girls. She was comfortable with male colleagues as there were more male colleagues in the Department. Munniyamma was not very much fond of coffee, no wandering, so less wastage of time and devoted more time in laboratory for work. According to her friend Prof. Nagendran, Prof. Munniyamma was biased lady; she had strong likes and dislikes. She was prejudiced towards people. Once she had formed an opinion, it would be difficult to change that opinion. She became unpopular because of her this nature. If she makes up her mind, she will do it. She will hardly change her decision or opinion about people and this brought a downfall to her. In the year 1975 she got a Post Doctoral fellowship, in University of Western Ontario, Canada. This exposure of working in Canada under Dr. Phillips had changed her drastically and even the opinion of people regarding her academic calibre changed after that international exposure. Same Professor who was her student and did not had high regards for her teaching said "he had lots of regards for her publications elsewhere which were the outcome of her work in Canada". Even she got excellent work done by her Ph.D students. One of the Professor who had worked with her while

talking regarding her as a person said that "she looses her temper very fast, as such her name only has the word 'MUNI' which means 'ANGER'". Whatever she wants to achieve she could do it. He further said that whatever she wanted could get it done by using any means, even through manipulation. He was of the opinion that she could even harm anybody to achieve what she wants. As a colleague nobody liked her in Mysore University. One of the Professors, Dr. Ravish, shared one incident wherein she even slapped one of her Ph.D student and that student later changed the Guide. She had the habit of calling students to her house and even asking them to do some of her personal work. Professor Ravish further said that on listening her name, immediately negative things comes to mind, even if he wants to say something positive about her he is not able to think of anything. Four lecturers gave complain against her of manipulation in examination where she was later found guilty and was punished. Professor Ravish said that till date he had not come across anybody praising her. She has the capability of impressing people in her first meeting. After passing out, the students were reported misbehaving with her, they took advantage. She even had the habit of crying in front of people holding positions such as Dean, Head of the department, etc (to gain sympathy), and never felt bad after doing such things. As said by the Professor Ravish, she was not good at controlling her emotions. Prof. Munniyamma's Doctoral work was recommended for DSE but University did not extended any support. She got her Post Doctoral fellowship from Canada. She had no exposure till that time. She didn't even know the difference between escalators and lift as shared by her. Her going to Canada was delayed for 6 months and then she received a call from Canada from National Research Council of Education who paid 3000 dollar for publication of paper. There was lot of research facilities in Canada. She traveled a lot, visited all botanical gardens, all biological labs and carried out very good productive work.

4.2.5 BEING A VICE-CHANCELLOR

In 1996, she sent her biodata to the Governor of Karnataka state and was appointed Vice-Chancellor at Gulbarga University. She was the first woman Vice-Chancellor of this University. It was very challenging for her, as she was purely an academician and did not have any administrative experience. Economically, Gulbarga is a very backward area. However, it has lot of cultural heritage of National Importance. The

people here are not open to new ideas and they oppose everything. There is a sort of regional bias existing to a greater extent in this area, which is seen in selections and appointments at various important positions.

SMT. HANSA MEHTA LIBRARY The M. S. U.

In the year 1980, Gulbarga University was declared as a University by an Act of Karnataka State. Until 1970, it was functioning as a post-graduate centre of Karnataka University, Dharwad. Its jurisdiction extends to the five districts of Gulbarga, Bidar, Raichur, Bellary and Koppal of Hyderabad, Karnataka. Earlier it was a post-graduate centre of Karnataka University, Dharwad since 1970. The main campus is situated on a 860 acres of land, 6 kilo meters east of Gulbarga city. It has 38 post-graduate Departments and four post-graduate centers located at Krishnadevarayanagar, Bellary, Raichur and Bidar. Another post-graduate centre at Basavakalyan is on the anvil. The University enrolls about 3500 students every year for various post-graduate, M.Phil. and Ph.D. programmes in various disciplines. There are about 160 faculty members and about 700 technical and non-technical supporting staff. There are 305 Colleges affiliated to this University which enroll graduate/diploma courses in Arts, Fine Arts, Music, Social Sciences, Science & Technology, Commerce, Education and Law. When Prof. Munniyamma was appointed as Vice-Chancellor in the Gulbarga University, it came as big surprise for the people in the University as they had never heard her name before. There were many other names which were being heard who were expected to be appointed as Vice-Chancellor. The names which were moving in the University were very famous and popular people and Munniyamma being selected against those well known people was a big surprise to everybody. According to Prof. Hiramath of Sociology Department in Gulbarga University, she manned her way to Vice-Chancellorship as she enjoyed the confidence of several politician of her own caste. Prof. Munniyamma is a short stature, short physique lady. Looking at her nobody can imagine that she can do certain things and can command a position like that of a Vice-Chancellor. People in the University were of the opinion that Prof. Munniyamma was very short tempered, harsh, strict disciplinarian and a Task Master. But at the same time one of the Professors from Economics Department shared that "I think sometimes it is needed also". Even one Professor from Education Department also was of the similar opinion that people in Gulbarga University are basically very lethargic and even majority of the students come from backward areas, there is so

much politics for raising marks. Hardly teachers teach here and just give higher marks so both teacher and students are happy. Prof. Muniyamma wanted to change all this and for this a hard Task Master was needed. She used to get unhappy if the results were not produced. She was very particular about minute details and was very much concerned about her job. She was a strict disciplinarian. During her tenure every one used to be punctual. People used to reach office by 10:00 a.m. which was not a practice earlier and even after she left, people are no more punctual. Professor of Economics gave his own example saying, "see today I came to the office around 11:30 a.m. which was not at all possible during her tenure, I used to be very punctual". This Professor of Economics and other staff members shared that she used to frequently make visits to the Departments. She used to give surprise visit to any Department and if found somebody absent in the Department would put his/her leave herself in the muster. But at the same time if she liked somebody and had a positive opinion of someone than it becomes very difficult to change that opinion. If she likes somebody she would not listen anything against him/her and would not believe if anybody says against him/her. At the same time if she dislikes somebody then also it is very difficult for her to change opinion. This was also shared by her close friend and Professor who made a statement "she is a strong opiniated person". The Professor of Economics also agreed to this and said she had a good opinion about him and hence even if he used to be late, she would say, "I know he must be busy with some work related to the Department only". Prof of Education Department, Prof. Ekbotte said that she was not a well perceived personality at Mysore University as per what he has heard from people. She was not at all adjusting person. Even the neighbors here in Gulbarga were not happy with her. Prof. Ekbotte, from the experience of his own in the University and from what he heard from other people at Mysore University has now formed an opinion about her personality that "she had a double face". For public she would be very soft. But while dealing with somebody at personal level she will be totally opposite, very harsh and straight forward. She did not even hesitate to use dirty abusive language in front of people. But one thing he appreciated and even many other people in the University said that though she was very harsh in words, very rude and abusive orally but when it came to putting things in black and white, they could not recall even a single person whom she has harmed by writing something against him/her though orally she may have many times abused that person. This quality of her, people in the University admired a lot. She never did any harm to any person in

his/her career. Prof. Ekbotte shared that many times he thinks may be she was misunderstood as her intentions were never to spoil anybody's career. People though were not very happy with her behaviour and usage of harsh language but still later on (after she left as Vice-Chancellor) realized that how effective she was, now they miss her. They now realized and even shared that she was not at all a corrupt lady and never supported any corruption during her tenure. Regarding her leadership style people were of the opinion that she was an autocratic leader. No consultative approach. Decision making always used to be hers. She used to be very informal with the employees. When needed even did not hesitate to scold people, but used to avoid humiliating anybody in front of others. She would call the person in the office and then scold. People found her a mixture of strange qualities, at one side she was very harsh, rude, task master and on the other side they said they even found her very emotional and touchy person. She could not tolerate if she feels that somebody has taken her for granted. She used to give message through her behaviour that she cannot be taken for granted. She used to give due respects to the positions. People in Gulbarga University were to see the woman Vice-Chancellor for the first time. They said that they were expecting the woman Vice-Chancellor to be soft and aloof and very courteous. But to their surprise this woman was very bold, very harsh and less courteous. They could not see any difference in her being a woman as she did not showed any qualities of woman like sympathy. Professor of Sociology Department shared that she was very down to earth person. As an administrator he found her quiet efficient in handling people. She would go from Department to Department, individually call people, shout at them and come back. At Administrative level she was good, even Prof. Ekbotte agreed to this but he said that she was not good at legal matters, lacked knowledge and hence used to depend on Registrar's office. He shared one incidence wherein the result of one of his PhD student was withheld. He went to Supreme Court. Supreme Court issued a letter to declare the result. She got confused and didn't know what to do. She consulted Registrar's office and Registrar said 'we cannot do anything; we have to declare the result'. The Registrar declared the result. Many other people also agreed that she knew how to get the work done from the people. She had the capability of getting work done even through her enemies. She would contribute to the task in whatever way she could. According to Head of Zoology Department, she would not hesitate in approaching people for getting any work done, both at high level and even at low level. In any of the University functions

also she used to take personal interest. Till now he said, she was the strictest administrator Gulbarga University had come across. The head of the Zoology Department strongly believes that no one can match her capabilities. As an administrator she was very resourceful. All the people whom the researcher met agreed to her being a resourceful person. She brought lots of funds to the University. She used to visit place to place for funds around the month of March. She was very efficient in getting funds to the University. She also used to find out about the unspent grants by the month of March so that she could channelize them properly. She often visited UGC personally for grants. She had good political connections which she used nicely for bringing grants to the University. During her tenure, the University received lots of grants and projects especially UGC, DBT, and CSIR. Earlier this University just had State Government projects. Due to her efforts the Department of Biotechnology was recognized at National level for research work. She started some new Departments like Department of PG studies and research in women's studies which was started in the year 1997, and it offers courses such as MA. M.Phil, Ph.D. According to Prof. Ekbotte, this course on women Studies, she started without proper plan and even did not give thought on its future prospects. This course had very few takers. Next year, in 1998 she came up with another Department which is known as Department of PG studies and research in Physical Education which offers courses like B.P.Ed, M.P.Ed, M.P.Ed (vacation), M.Phil and Ph.D. A Diploma course in Vachan Sahitya in Kannada Department was also introduced. Department of PG studies and research in Sugar Technology at Bidar 1996-97 was introduced as Karnataka Sugar Industry ranks 3rd in terms of its contribution of sugar in the total sugar production in the country. The Sugar Industry in Karnataka is able to manufacture sugar in such huge quantities due to the fact that sugarcane is abundantly available in the state. In fact, Karnataka stands 4th in the country in the cultivation of sugarcane. The land for this Sugar Technology was also acquired by Munniyamma at Bidar. The previous Vice-Chancellor also tried for land but could not get, she managed to get 300 acres of land from Government. The PG centre at Raichur was also upgraded during her tenure. The credit of constructing a Gymkhana in the University also goes to Prof. Munniyamma. She even created an Indoor stadium with the help of architecture from Mumbai which was the biggest project. It is the biggest stadium in South but is unused because of some technical fault in its construction. It is leaking and is in dispute (till researcher visited the University). She had spent lots of

money for sports. She had the enthusiasm to create a big piece of work and hence created the biggest stadium, but did hurriedly and then could not solve the problem. She also got various UGC funds for non planned expenditures like play grounds, building roads. Four working women's hostels were also constructed by her. According to the Librarian, Mr. Dadgimath, her period was the most productive period. Librarian shared that she was good in her subject. Due to her interest in her own subject she was very much keen working with the Biotechnology Department as it was her field and even because she was in various committees in the field of Biotechnology and in different Task Forces. She also created a Task Force in Biotechnology Department for empowering women. She had love for her own field and hence having attachment with the Botany Department was quiet obvious. She also had soft corner for under privileged group and showed priority in selecting them. She also had friends from other community. Basvadi sharan centre as centre of excellence was started by her. She was interested in the overall development of the University. Four crore rupees were mobilized for research. She used to boost the faculty members. Encouraged them to visit abroad in seminars and even in exchange programmes with University in Korea. She was a strict administrator. Many people in the University said that they admired her abilities and strength; she never used to be tired in spite of frequently traveling. She did a lot for Botany Department, even then the people in that Department do not have a positive opinion about her, and they don't like her. She did various interesting things. She wanted to develop a lake in the University campus as a water resource management. She even thought of recycling the water of hostel for garden purpose. She developed Botanical garden and even brought grass to maintain lawn as she was specialized in Grass. She established medicinal plant specialization in Botany subject and garden as she was specialized in grass. Prof. Munniyamma faced lots of criticism when she planned to build a separate Pariksha Bhawan in the University campus costing one crore Rupees. She did not bother about the criticism and succeeded in building a separate Pariksha Bhawan. This building is used optimally, when exams are not there, this is also used for conducting courses of MBA and even has centre of women studies. Even when she was planning to build a new Vice-Chancellor's residence though there was one already, people in the University were against her. In spite of so many hue and cries she could get the residence built on which crores of rupees were spent. She used to say "I am not going to stay in this residence forever; this is built for future Vice-

Chancellors". (In fact she was expecting her second term as per the University people) but unfortunately she could not stay in that residence for more than three months. She wanted to give a face lift to this University. One quality of her which all the people shared was that she was very Ziddi/stubborn, strong willed. If she will decide something then she will see to it that she achieves that. Prof. of Sociology shared one incidence; she once wanted to call the Chief Secretary to the University campus. The administrative machinery was against this due to security reasons. But she was very adamant. She said security is not her headache, it has to be taken care of by the Government employees and she succeeded in bringing him to the campus. The Chief Minister during that period Mr.. J.H Patel was also against the Chief Secretary going to campus, he instructed him not to go, but all failed. One more incidence was shared by the librarian "She was hathi, if decided something she will do that by hook or crook. She even once succeeded in inviting Prime Minister into the University campus. She even made Education Minister to visit the University". She also completed all the ongoing projects initiated by the previous Vice-Chancellor. She had vision. If she would have continued, many more projects would have come to the University was the opinion of Mr. Gadgimath. Prof. Ravindra Pal of Zoology Department quoted one incidence, "Once HRD Minister promised her some grants for projects. She called everybody to Department though it was a Dassehra holiday and this festival is celebrated at a large scale in this area. She made everybody sit and asked to prepare proposal which she can present to HRD Minister for grants. She made all the people work and got two suitcases full of project proposals and she herself carried those bags to the Minister and got grants". People at that time didn't like to be called on holiday but now they realize that it was good for the University. Prof. Pal also shared another incidence wherein she mobilized students force when she did not get grant to build the wall surrounding University campus. She got it built with the help of NSS students. She also worked with them in hot weather and got the compound wall built though she later on succeeded in getting the funds also. Another quality which was appreciated by people in the University was her being a good host. People in the University loved to have breakfast and dinner with her. She was a good cook. She herself was also very fond of eating. She used to go to meet people during lunch time so that they are bit free and also invited them for lunch so that she got sufficient time to talk. She used to go to Mr. Qureshi the Deputy Election Commissioner of India and Joint Secretary of MHRD, at lunch time and used to invite

him for lunch with her. This also used to give personal touch. She was very hospitable lady. People found her a mixture of strange qualities. They said that they can neither totally disliked her nor totally liked her. They liked her because of some of her good qualities then at the same time they also used to dislike her for some of the bad qualities. She was a very unpredictable person. Prof of Sociology said that she could not be taken for granted, especially by male. She was very blunt, would not allow people to take more liberties. She was very strong willed. If she says something then that has to be done at any cost. She was very meticulous lady. While arranging ceremonies in the University and organizing different events they could see that quality in her, very particular about each and every small thing. She was short tempered, but Professor of Sociology says that "I think sometimes it is needed also". She never used to consult anybody. Decision making always used to be hers. She was an autocratic administrator. He thinks that she was very effective administrator. After her tenure was over and she left the post of Vice-Chancellorship, people realized that how effective she was, now they miss her. She was not at all corrupt lady and never supported any corruption during her tenure. She had limited contacts so less scope for corruption. Professor of Sociology was also of the opinion that she could succeed in her approach because she succeeded the earlier Vice-Chancellor, Prof. Rudraiya who was also strict, so her strictness was not taken very negatively. She could even succeed because he had kept everything in order by the time she joined. When Prof. Rudraiya handed over the charge to Munniyamma there was reserve of around 15-20 crore rupees. She was stricter than Prof. Rudraiya and even more daring. According to Prof. Ekbotte from Education Department, the earlier Vice-Chancellor Prof. Rudraiya had already done a lot to the University. People started comparing Prof. Munniyamma with Prof. Rudraiya. Prof. Rudraiya belonged to the dominant group and believed in showing more and doing less whereas Prof. Munniyamma believed in working, was not at all a show person. What Prof. Rudraiya did in eight years Munniyamma could do just in three years, but she could not show to people what she did. She was a plain person but used to shout a lot at people. She brought more money than Prof. Rudraiyah and brought more discipline in the University. She belonged to backward community but never discriminated on the basis of caste. Prof. Ekbotte said that in the earlier period (during Prof. Rudraiya) injustice was done to him; his promotion was due but was not promoted. Prof. Munniyamma realized this and promoted him without even letting him know inspite of having certain clashes with him and even

Prof. Ekbotte accepted that he never liked her. According to Prof. Ekbotte, she was big at heart. She was not at all diplomatic and even that diplomacy he thinks would not have worked in Gulbarga University as the attitude of people here is "Chalta hai" they don't take their work seriously. While comparing her with the earlier Vice-Chancellor, Prof. Ekbotte said that Prof. Rudraiya was strict in letters whereas she was strict just in her words. She appeared to be sectorial and the dominant group did not like her to be the Vice-Chancellor and hence were not supportive to her. She was not open; she would depend only on few people in decision making. She depended on only few people whom she trusted. She has not harmed any body. At individual level she was not liked by many people in the University because of her harsh language but hey shared that as an administrator she was good. She created many enemies in her life due to her rough and harsh language, used abusive language. Prof. Ekbotte confessed that he never liked her and even fought with her in various committees. He could never recall any incidence where he favored her. He further stated that he was never happy during her period. He shared that he used to get tensed whenever he had to work with her. But now he feels that she was good. She did not get the community support. Her concern was only that people should work. And to an extent she was successful also in getting work done from the people who were not interested in working. People say that she was harsh, even Prof. Ekbotte felt the same but now he thinks she wasn't harsh by heart, she was soft as she never harmed anybody through writing something against them which can spoil their career. Many people shared that she was not spendthrift Vice-Chancellor. She made money but according to Prof. Ekbotte, she even lost it in trying to get second term. Prof. Munniyamma was very social person and created a network of people. She was a good communicator on phone. People were of the opinion that she did not have any family and hence may be harsh. But one large view which was shared was that she was a very courageous lady. Prof. G.R. Naik from Biotech Department shared that he knew her before she came to the Gulbarga University as Vice-chancellor as they both were from the same field. They also had more interaction because of sharing the same field. He believes that it was a great achievement for her inspite of being from backward community. She had persuasion. If she thinks of doing something she will pursue it till the end. Prof. G.R Naik also shared that she was a Task Master. While sharing one incidence he said, there is one minority College attached to Gulbarga University, the admission were to be done till a particular date and that date was over. During that time the admissions

were not done. The management asked her to extend the date, she took out her gold chain and said sell it and pay the amount but I will not extend the date. Sometimes such attitude helped her and sometimes not. She was very adamant, this was the idea of most of the people, but according to Prof. Naik she was not adamant but stood by her decisions. He believes that she made an impact as strict administrator. Her straight forwardness many times did not help her. She never used to hide things. She was very rude; sometimes what she feels may not be correct. This behaviour of hers made her more unpopular. People got united and started agitation to remove her. She never went back to her decisions. She was academically sound and had quality publications to her credit. She had high research thinking and wanted that students should be involved in quality in research work. She produced only few Ph.D students. Before accepting any students for research work she used to analyse the student before admitting, that also created problem. These students later on created problem for her. She did not had any other concern in life as she did not have any family responsibilities. She had contacts abroad. She used to cultivate relationship with people. She used to constantly keep in touch with people whom she thinks will be helpful in future. She used to maintain contacts. People in the University believed that the post of Vice-Chancellorship came to her because of her good contacts. She has contacts all over India as she is part of various Task Forces. People did not realize about her qualities when she was there but now they realize that she was the one who brought discipline in staff, punctuality was maintained, and calendar of events were maintained and followed. She used to consult people in the beginning but later on decision will be hers only. Many times decisions were not accepted by people and it was imposed on them. For somebody whom she likes she will even go out of the way to help that person. In one case she even got transferred the Professor to this University as his wife was here. Sometimes she was very humane. She did not cause any harm to anybody. In one incidence, there was a Professor in Economics Department who used to drink and come to campus. When he saw her, he locked the room. She knocked the room, instead of taking disciplinary action, she asked the other staff members to counsel him, find out what is the problem, why he drinks, and she showed concern for him. The Professor of Sociology got lot of opportunities to work with her during her tenure as he was in Syndicate, Senate and even in Academic Council. She used to dominate everywhere. He said that "We expected the woman to be soft and aloof and she was less courteous but very bold". He further stated that

they did not felt any difference in her being a woman, as she did not showed any qualities of woman like sympathy. He also added that she was not criticized just because she was a woman. She was also a part of various planning committees and even in State Planning Board and contributed a lot being part of them. She also got International collaboration with Twssi in U.K. Faculty exchange for split side Ph.D which concentrated in information technology and women studies and science. She received two National awards, Priyadarshini Award and Navratna award. She was appointed as member of task force in many National and International programmes even at UNESCO. She used to mix with everybody. She encouraged social interaction, social gathering to lessen the gap. People in the University opined that if she would have controlled her temperament she might have got second term of Vice-Chancellor. Almost she had managed to get second term. All the teachers in the University joined hands to see that she do not get the second chance as they were not happy with her behaviour.

4.2.6 RESEARCHER'S OBSERVATIONS

Professor Munniyamma belonged to a humble background and a poor family. Her mother died when she was too small. Both the parents were not highly educated. She got a strong support from her father for her education. He supported her inspite of objections from the society. She was brought up by her father and lacked the presence of a lady in her life. This had a lot of impact on her personality. Because she did not had mother she did not develop many of the womanly qualities and the impact of father had led her to have a life style like a man. She was more of a tom boy and was more comfortable with male company compared to female. Many of the family values were not developed in her, whatever little bit family values she adopted was learnt from the Guide's family. She had a very difficult childhood as they belonged to below poverty line. She was a very social person and made friends easily. Researcher when interacted with her on telephone before personally meeting her, she was very much impressed by her concern. She showed lots of concern and care towards the researcher and was very helpful. On meeting personally researcher found her a very short stature lady in a cotton starched saree, an elegant dressing style. Though she was above sixty five years, the researcher found her very energetic. She would literally run. She welcomed the researcher and offered breakfast. She was very worried whether the

researcher had taken breakfast or not. She also showed concern for the expenses of the researcher and asked if the researcher gets some scholarship or not. She extended her help to make the guest house accommodation free on the visit of the researcher to Gulbarga University as well as in Mysore University. The researcher was welcomed nicely in the Gulbarga University and was not charged any expenses for the guest house. Prof. Munniyamma was influenced by her science teacher because of whom she selected science subject and later on her Botany teacher had an important influence on her to enter into the field of Botany. She was very well known in her field due to her research contribution and because of this she was member in various committees and task force which made her known in bigger circle. She was very good at socialization since childhood and had a large friend circle. Prof. Munniyamma did not have any family responsibility from childhood. She did not get married as she was hurt by her maternal uncle with whom her marriage was fixed and who later on refused to marry her. She took this as a challenge and wanted to show that she has achieved greater heights then him. People had mixed opinion regarding her. They appreciated her as an administrator at the same time they also disliked her. She had good qualities of administrator, like ability to get the work done, courage to take bold decisions, determination, perseverance, self confidence. She had many good qualities but she had also some weaknesses which overshadowed her good qualities and she became unpopular among people. She had strong likes and dislikes; if she likes somebody she could go to any extent to help him/her without even seeing whether it is good or bad. She had strong opinions regarding people which would be difficult to change. She even used abusive language. She used to shout at people and scolded them. This quality of her was not appreciated by people. She was hardworking and a great academician. She has contributed a lot to the University in terms of bringing various grants and projects. Due to her socialization she had created a social network and even was politically well connected. This has helped her lot to attain the administrative position. She could spare time for social networks as she did not have family responsibilities and was single. She started her career as teaching faculty and slowly and gradually reached to top most position of being Vice-Chancellor.

4.2.7 POINTS THAT EMERGED

1. She belonged to poor economic backward and also backward Community.
2. She lost her mother at a very young age and was brought up by her father.
3. She studied in Government school
4. Both the parents of Munniyamma were uneducated and she was the first generation learner
5. Her father had a great influence on her and he encouraged her to study.
6. There was opposition from society for her education as she was girl, especially entering science stream was objected.
7. Joined science stream in spite of objections from society and community people.
8. She was not known as a good teacher, but had a turning point after foreign visit
9. She was later, rated high as a researcher in the field of Botany.
10. she was single and did not get married due to which family responsibilities were not there and did not had any barrier related to family.
11. She entered the profession as lecturer and slowly progressed
12. She had not planned her career initially, but after entering the profession became ambitious
13. She worked hard to progress in career, she wanted to take up administrative positions and also aspired to be Vice-Chancellor
14. Being single she had an advantage. She could devote time for socialization and social networking
15. She had developed some attributes of male as was born and brought up by male and in male company.
16. She was hard Task Master
17. Due to her socialization, entered into political group also which helped her to achieve to top position
18. She was very manipulative and knew how to get work done
19. She was very ambitions and even aspired for extension of tenure of Vice-Chancellor.

4.3 CASE 3

Dr. Naseem Bhatia was the Vice-Chancellor of Jay Narayan Vyas University, Jodhpur, Rajasthan. She belonged to Muslim community, married to Hindu. She was appointed as Vice-Chancellor in February, 2003 and completed her tenure of three years. She was the first women Vice-Chancellor of this University and after her no other women Vice-Chancellor was appointed till 2010.

A telephonic call was made to Dr. Naseem to seek her consent for the study. She willingly agreed. Dr. Naseem is settled at Gurgaon. The researcher conducted interview at Gurgaon at her residence with prior appointment. The interview lasted for three and half hours. The researcher visited UGC office at New Delhi and met people whom Dr. Naseem has referred, who knew her and worked with her when she was associated with UGC. A visit to Jay Narayan Vyas University at Jodhpur was also made. The researcher stayed in Jodhpur for a week time and met people who were referred by the case and also some people whom the researcher thought could be important source of information at the University. While interacting with different people in the University, the researcher came to know about the politics during the tenure of Dr. Naseem and hence researcher also tried to study the newspaper articles published regarding University politics during her tenure.

4.3.1 FAMILY BACKGROUND AND CHILDHOOD DAYS

Dr. Naseem Bhatia belongs to a highly educated and illustrious family. She was born in Lucknow on 9th January, 1943. Lucknow, the "Golden city of the east" is the capital city of Uttar Pradesh and is popularly called the city of Nawabs and Kababs. It is located in, what was historically known as the Awadh region. Lucknow has always been a multicultural city. Though it is rapidly modernizing, it has still kept its past glory and is known for its cultural refinement. Indeed, it is difficult to remain unimpressed by its 'tehzeeb' (cultural refinement), hospitality, politesse, cuisines and 'Shaam-e-Awadh'. Her father Late Sayyed Sajjad Zaheer was born on November 5, 1905, belonged to the aristocratic Muslim family of Lucknow. He was the fourth son

of Sir Wazir, former Chief Justice of the Awadh Chief court (Lucknow). Following into his father's footsteps, Sayyad Sajjad Zaheer studied law at Oxford and became Barrister. He was associated with Congress in his initial days of politics. He was amongst the favorites of Pandit Jawaharlal Nehru. Pander Jawaharlal Nehru was very fond of him as he was very soft spoken and a very highly intellectual person. He was a renowned Urdu writer, (Marxist) thinker and revolutionary. Later he became leftist and a progressive person. He was one of the founding members of the Communist Party of India and later in 1948, the Communist Party of Pakistan, along with Faiz Ahmad Faiz. Both were later jailed in Rawalpindi Conspiracy Case along with Mohammad Hussain Ata, Zafarullah Poshni and others. Major General Akbar Khan was allegedly the main conspirator. He was extradited to India in 1954 and revived his activities in that country. Sajjad Zaheer was also a leading figure in the Progressive Writers' Association. A collection of short stories, "Angaray", which had stories by Sajjad Zaheer, Ahmed Ali, Rashid Khan and Mahmud-uz-Zafar was published in 1936 and was immediately banned in India by the British Government, "for hurting the religious susceptibilities of a section of the community." Dr. Naseem's grand mother though was not a highly educated woman but was an enlightened woman. Her mother Begum Razia Sajjad Zaheer also belonged to the high class Muslim family. She came from a very orthodox Muslim family, studied at home and did her College education privately. She passed her M.A in Urdu with distinction from the Allahabad University. She was topper in Urdu language. She was a teacher of Urdu in the Karamat Hussain College, Lucknow. She was a famous creative writer, wrote short stories and was also a novelist. She used to write a lot on women problems and on society. She was a progressive Nationalist Muslim lady who was concerned with the problems related to the backwardness among the women folk, especially the Indian Muslim women. Zaheer family had four daughters. Eldest daughter Nazma Baquer (Emeritus Professor) was Professor at Jawaharlal Nehru University (New. Delhi), in Bio-Chemistry Department, now retired. Naseem was their second child, the third daughter, Nadira Zaheer, now known as Nadira Babbar is an activist in her own right and married to the Bollywood star-turned politician, Raj Babbar. Youngest sister, Noor Zaheer is a Journalist and settled in Delhi.

Sajjad Zaheer died on 13th September, 1973, at the age of 68, while attending a conference of Afro Asian writers at Alma Ata, Kazakhstan (then one of the republics of USSR). Both the parents were enlightened people. Mother was a teacher herself and hence there was no gender discrimination in the family. The parents never felt the need of having a male child in the family. They gave a very progressive atmosphere to their children. In the family all the girls were educated and were given opportunities to grow and make a bright career. Though full of challenges but still Prof. Naseem says they had a good childhood. Her father went to Pakistan during his early period to work. The family used to stay in Vazir manjil which was very huge and was located near Gomti River. Because of the river there was crematorium nearby and in the evening they could hear voices like 'Ram naam satya hai'. They had been brought up in such a way that they cultivated respect for all the religions. As per Naseem and her sister Nadira, Razia Sajjad (mother) used to tell them stories from different religions. She used to show the children all religious films. Dr. Naseem could still recall that her mother once took them to watch religious film of Lord Krishna on the occasion of Janmashtmi. She made them realize that how good human being Krishna was that he became God to people. All the four sisters were very fond of watching movies and their mother was also very fond of Dilip Kumar's movies. Very often, their mother used to take them to watch movies. She (Razia Sajjad) was interested in music and so took the children to watch musical movies also like Tansen, Baiju Bawra.... All the daughters feel that their mother, Razia Sajjad was a very talented lady. She tried to instill good moral values in all her children. Nadira (sister of Naseem) said, whenever we, the daughters went to buy clothes, their mother used to tell them to see around that how many people do not have clothes to wear and so they should not unnecessarily spend much on clothes. Nadira during her interaction with the researcher said that Naseem was a very loving sister and was not very naughty as child. She also said that Naseem was favorite to her father, most loved one and was very close to him. Nadira said though being younger sister she never called her (Naseem) "aapa" (a word to give respect to elders) and used to call her baaji. All sisters used to sleep together. Nadira while sharing one experience said that Naseem was very autocratic at home. She narrated that she used to share bed and blanket with Naseem and while sleeping, Naseem used to make Nadira put blanket on her. Even if Nadira used to be asleep she used to wake her up and asked her to put blanket on her.

4.3.2 SCHOOL DAYS

Naseem started going to school in the year 1948. Their mother wanted her children to study in public school so that they have the basic knowledge of English at the same time she also wanted them to learn about their tradition and culture and so she made the children study in a Karamat Hussain College, which was a famous Muslim College for girls. She studied till class twelve in the same school. According to Naseem, her mother was of the opinion that one must learn about their culture and should also know from where they have come which will help to have a broader vision of life. Before going to Karamat Hussain she had also gone for Montessori for one year. Naseem, was good student, very sincere in her studies. She was very hard working. She said that she was never fond of getting up early in the morning for studies and so developed a habit of studying till late night. She always secured first division in her school. Apart from studies she was also interested in other activities like reading novels, comics, stories and also had interest in drama, music, sports and dance. She participated in dramatics and sports during school days. She was a very good volley ball player in her school. She had even joined Bharatnatyam classes and was also very fond of embroidery. Prof. Naseem shared, that she had embroidered a sari for her mother when she was sixteen years old. She also used to write for College magazine during her school days and was member of friendship association. She, along with her mother founded literary organization for children in the age group of 16-18 years named 'Naye Tare', wherein the children who were talented were given an opportunity to write poems and stories and even recite them. The members of this organization used to meet once in a week. Even the famous writer Javed Akhtar who was in the age group of 16-18 years used to come to attend this forum and recite his poems. As Naseem grew up, she started reading newspaper a lot and was very much inclined towards politics. She shared that from quite a young age she was very much interested to understand about the problems of people and their sufferings. She used to think why people have to suffer due to poverty. She was very much popular in school due to her academic excellence and her helpful nature and was leader of her class during school days.

Naseem and her sisters said that they did not had any kind of pressures from their parents regarding studies, but they insisted them to be good human beings. Their

parents were liberal and never constructed any barricades in minds of their children, neither raised any expectations from them. Their father used to be busy in politics and could not devote much time at home. Their mother and the eldest daughter used to take care of their studies. Their parents had kept tutors for the elder daughters who used to come home and teach them. While the tutor used to teach them, the younger daughter, Nadira was also made to sit with them. Nadira never used to like this. She herself hated studies and therefore nobody could help her. Despite Nadira being terrible academically, she was never criticized at home. Naseem was very beautiful, used to give complex to her other sisters. She used to take care of herself a lot, very conscious about her beauty. Dr. Naseem shared that she had an ambition of becoming air hostess at a very young age. She always wanted to go abroad and visit different countries. But many people close to her said it is not good for female to enter into air hostess profession. She later gave up the idea of becoming Air hostess though she was sure that if she will try she will be definitely selected. As a daughter, Naseem was very helpful and very cooperative as said by her sisters.

4.3.3 HIGHER EDUCATION/UNIVERSITY DAYS

In the year 1961, Naseem joined her graduation (BA) with History major and English literature and Sociology as subsidiary subjects. All the children in the family had different interests. They all were independent in choosing the field of their own choice. Naseem said that she was always interested in History and hence she joined B.A with History as major subject in Lucknow University. She used to work hard and frequently visited library for reference books and prepared notes. She also used to have discussions with friends. Apart from studies, Naseem used to help her mother in routine household work. She came across many good teachers in Lucknow University, who not only believed in teaching but also in giving moral values but she says that she was wholly dependent on her mother for her moral constructive development. Her History teacher had a strong influence on her whom she remembers. She topped Lucknow University. During this phase of her life she had developed interest in teaching and wanted to be a teacher, still some where in the corner of her heart the inclination for politics was there but could not take it up as it was difficult for girls. Even her role model during those days was political leader, Pandit Jawaharlal Nehru. She said, she was very fond of him and always used to

wonder whether she could enter into politics and do something for her country. She till date has an inner urge to enter into politics and also feels that one thing which she so desperately wanted to enter into could not happen. In her University she became member of different associations and also made it a point to attend all its meetings and even College meetings. Even though she was very much interested in politics since childhood, she did not try to enter into University students' politics. According to her, during those days it was not easy for female students to be part of student politics as it was totally male dominated. She said that she was very outspoken, bold student and fond of listening music and was never hesitant in talking to male colleagues as she was brought up in the environment of liberal thinking. She completed her B.A with good marks in the year 1964 and enrolled herself for M.A in History in the same University. She was always good in studies. As history was the subject of her interest, studies were never difficult for her. She topped in the examination in Lucknow University.

After completion of her M.A she received a scholarship for her Doctoral work and went to Moscow. She was very much interested in religion, specifically "religion and its impact on peoples' mind" as she thinks that being Indians, we have so many religion and we face many problems due to these varied religions. She also expressed that she wanted to research on Central Asia. She enjoyed reading about world, history of religion, history of culture .....etc. She was always interested to know more about culture of Central Asia. While working with Nehru Memorial Museum at New Delhi, the Director of that centre, Mr. Gafoor who happened to be the friend of Naseem's father suggested him that Naseem should opt for the scholarship and go for Doctoral work to Russia. She then went to Russia in the Year 1970 and did lot of work on Central Asia, about its culture. It has a mixed culture and India has also received its culture from Central Asia. Even now she thinks that there is a need to take up thorough studies in Central Asia which will help us to establish good political relationship. Naseem's mother acted as a guide throughout her life. She wanted that all the children should pursue higher education.

4.3.4 MARRIED LIFE

Naseem's parents later shifted to Delhi in 1969 where she met her husband (Prof. Vinod Bhatia). After completing her University studies she got an opportunity to work with Nehru Memorial Museum: School of International Studies (now part of JNU). There she met Mr. Vinod Bhatia who also worked there. They developed likings for each other and decided to get married. Mr. Bhatia, belongs to a Punjabi family migrated from West Pakistan and settled down in Delhi. His Father was a senior officer in the Railway. He was a simple God fearing man and mother was a housewife. His parents liked Naseem from the beginning, as she used to visit their house occasionally. She used to be a part of the family in all religious functions. They got married on 19th February, 1969 with the consent of both the families. After one year of their marriage, in the year 1970 they both went to Russia on scholarship for their Doctoral work. Mr. Bhatia was interested in studying Foreign Policy. It was a good experience as both of them got the opportunity to be together in Russia and continue their studies. She is happy with her married life. She was married to a non-Muslim person. They did not face any problem in their marriage from either side of the family though it was an inter-religious marriage. Inspite of being married to a non-Muslim person she was not asked to change her religion after marriage, this shows how broad minded family it is. She did not face any kind of problem in her marriage which usually occurs in inter religious marriages. This was because of her progressive background. She was taught to respect all religions and knew much about Hindu religion also, so there was no difficulty in adjusting. She had very supportive in-laws. They used to stay alone as a nuclear family. She did not stay with the in-laws for a long time. Being in a nuclear family managing home and work was a challenging task for her. She did face problems in balancing home and family. Her first child was born very late in the year 1979, but it was planned that way. As she was busy with her research work they did not plan the child. Her husband and even the in-laws were very understanding and supported in her decision. In the initial years of the child she used to take care of him with the help of servants. Sometimes the servants used to trouble her but many times she used to be lucky also to get good servants. When the son was of two years old, she kept him in crèche. After the work hours in the evening while returning she used to collect the child from the crèche. Till he was young she kept him in the crèche and after he started going to school and became a bit

independent, she kept a domestic servant at home to take care of his needs. Many a times, she said that she used to have a guilt feeling of neglecting the child but then thought she could not do anything, being a working woman she has to bear that. Her husband was very supportive. He used to share the responsibility with her. She was a very loving mother as said by her son. Though she was working, she used to take care of all the personal requirements of her son. She used to devote time for his studies. The son has no complains from her mother regarding him being left with the domestic servant. Naseem got his son married in the year 2003 when she was Vice-Chancellor of the University. Her son had selected the girl and Naseem and her husband accepted her. She says that she belongs to a totally different culture, from Gujarat community and she is a very nice and cultured girl.

4.3.5 PROFESSIONAL LIFE

Naseem started her career from Nehru Memorial Museum where she met her husband Mr.. Bhatia. They both got married in the year 1969. The Director of Nehru Memorial Museum, Mr.. Gaffoor where both Naseem and Mr. Bhatia were working was the friend of Naseem's father. Mr. Gaffoor suggested Sajjad Zaheer (father of Naseem) to send both the children for Doctoral studies to Russia. After marriage, Naseem and her husband both received scholarship for their Doctoral studies in Russia. Naseem was always interested in working in the area of Central Asia and for this she got an opportunity to go to Russia for her Doctoral studies. She said she was always interested in studying the different cultures and even today she feels that there is a need of thorough study of Central Asia which will help us in developing good political relations. Mr. Bhatia was also interested in the area of Foreign policy. They went to Russia on scholarship for their doctoral studies in 1970. She did lot of work in the area of Culture of Central Asia and feels that it was good exposure and a great learning experience. After returning in 1974, Naseem then joined Indian Council of Historical Research (ICHR) as Research officer in New Delhi. She got various international research projects because of her proficiency in foreign languages like Russian, French and Germany. She worked there till she got an opportunity to work at UGC as 'Education Officer' in the year 1984. This profession was not of her choice. She always wanted to be a teacher, wanted to teach in University, but somehow it did

not happen (which she regrets till date). There were many reasons for this but the most dominant reason which she thinks was that she did not belong to Delhi and it was almost impossible for an outsider to get job in the University or College in Delhi during sixties. Administration hence became her profession and she was happy with her work. People at UGC opined that she was a very nice lady. Very good natured and cooperative. She had good communication skills, both formal and informal. She never treated her juniors as subordinates but always treated everybody as her colleagues. During her tenure in UGC, people working under her never felt tension of any work. A relaxed atmosphere was created. She was very particular in her work and was excellent administrator and never showed any biasness towards anybody. One of the person (Dr Dev Swaroop) who worked with her as colleague felt that she did not had any special skills of administration but had general skills of administration. He said she has excellent command in policy administration. He also expressed a feeling that she could reach to the position of Vice-Chancellor because of her background of politics and not because of her administrative ability. She had good relationship with her colleagues at UGC and never experienced any gender biasness there. Naseem gives the credit of her success to her educated family. At UGC, she had to deal with Academic Administrators, Professors etc. She was also taking care of International Cultural Exchange Programmes. Her knowledge of foreign languages was very useful here. She used to receive scholars from different countries like U.K, USA, Russia, China etc and also was taking care of sending Indian scholars to different parts of countries. She used to look after Central and State Universities. During that time only the Academic Staff Colleges were started. She used to look after the academic training programmes. She said that she enjoyed her tenure at UGC and did not face any serious problems over there. She shared that being a woman was never an advantage to her, infact it was a disadvantage as most of the decisions were take by the male staff members. She even gave an example that "if you see you will hardly find a female being appointed as a Vice-Chancellor of Central Universities and even at State level it is very rare to see women Vice-Chancellors".

In the year 1994, she was given additional responsibility to be a Diplomat at Tazakistan for a cultural centre established there in 1994. She was sent on deputation by the Indian Council for Cultural Relations (ICCR) on Government assignment. She was the first Director at Almaty (Tazakistan) for more than three years. She enjoyed

working there as she was always interested in Culture. She opened various cultural centers there. This cultural diplomacy was started by Maulana Abdul Kalam Azad. She did everything she could to give a proper picture of Indian Culture. Government of Kazakh appreciated and recognized her work in the cultural centre and conferred her Degree. Naseem said that though she was very happy on receiving this honor but she also had a feeling somewhere that her own Government should have recognized her work. Then Naseem retired as Additional Secretary from UGC in January 2003. She had inclination towards politics which was obvious looking to her background and her fathers' influence, but she never tried to enter into it as she thought that she won't be able to cope up with the existing dirty politics.

4.3.6 BEING A VICE-CHANCELLOR

The Jai Narain Vyas University (JNV), Jodhpur (erstwhile University of Jodhpur) was established in the year 1962 especially to cater higher education facilities in the western part of the Rajasthan. In this University till now there had been 21 Vice-Chancellors and out of them only six were lucky enough to complete their tenure of three years, while the other Vice-Chancellors, as popularly said were "bhagoda Vice-Chancellors", (one who runs away from the battlefield). Mr.s. Naseem Bhatia is the first women Vice-Chancellor of this University, in fact the only woman Vice-Chancellor till now (Sept., 2010). To be a Vice-Chancellor of the University like J.N.V is a daunting task according to Former V.C of J.N.U, Prof. Shyamlal. After the University of Rajasthan, Jaipur, J.N.V University, Jodhpur is the second biggest University in the state of Rajasthan. The status of such a Vice-Chancellor could easily give an incumbent exaggerated notion of his own importance. Caste has been a dominating factor in our country and particularly in Jodhpur. Former Vice-Chancellor of this University, Prof. Shyamlal in his book "Untold story of a Bhangi Vice-Chancellor", mentioned that.....

"It *will not be out of place to mention here that two Vice-Chancellors died while in office due to unbearable politics of pressure groups of the University. The fact is that almost all but once; the Vice-Chancellors eat through the spoon of the power brokers and were, therefore totally kept in dark about the happenings in the University. Most of them were surrounded by the sycophants who had formed a coterie. The result was*

that they were pressurized to do certain illegal appointments, admissions and financial irregularities and taking sides of one particular group. Their doors were not open to all the teachers, students and non teaching staff. The people had to approach through power brokers in order to get the things done. This naturally resulted in the resentment and ultimately the Vice-Chancellors' had to run away before completing their tenure with all humiliation."

Mr.s. Naseem Bhatia was offered the post of Vice-Chancellorship of such a University in February, 2003. It was a very difficult task to be a Vice-Chancellor of this University. For the first time in the history of this University a lady Vice-Chancellor was appointed. She said that she can't reveal the facts but her appointment as Vice-Chancellor was done with great difficulties (which she came to know after her appointment). She was not aware that her name is being suggested for such a post. On coming to know that she has been appointed as Vice-Chancellor, she was very happy as she always wanted to be in University. She could not enter into teaching but at least she could make to the University. The family was also happy when they came to know that she was appointed as Vice-Chancellor. Before joining the University she was not much aware about the University politics. She had planned that she will be doing whatever she could for the development of University and its people. She has thought few things which she will do, First was to improve standard of University as many people didn't knew much about this University though it had potentials to develop. It was a secluded University and did not even had NAAC Accreditation. Second thing was to promote academic research in different Departments of the University, and getting funds, she also thought of establishing various Centres, modernizing University. With these thoughts she went to Jodhpur. Some people close to her had tried to brief her that the people at University are very ungrateful. But she was of the opinion that the job of a Vice-Chancellor is a thankless job whatever best you do. Naseem said that she was welcomed with lots of warmth. Soon after joining she had not anticipated that there would be such a strong opposition from people. The opposition was just because she was considered as an outsider (not from Rajasthan). She was criticized by anti group just because she was an outsider. She always used to request people not to treat her as an outsider and said 'I AM HINDUSTANI'. Most of the people when contacted by the researcher at the University expressed that she was soft, very polite, kind hearted and sensitive person – which is a natural quality to her

being a woman. Even the people who were in opposition of her, opined that as a person she was very good and cultured lady as she belonged to a very strong and cultured background. The Co-ordinator of Womens' Studies Centre, Mr.s Poonam Bawa found her an affectionate lady and was recalling that during Idd festival she herself used to prepare sweets (siwaiyaan) for all the visitors. She had many domestic servants for her help, but she did not take their help and preferred to make sweets herself for the guests. The Researcher also met an old peon who served in the University for a long period and was also there during Naseem Bhatia's tenure. This peon was very excited when he came to know that the researcher is working on Mr.s. Naseem Bhatia. His immediate reaction on telephone while taking appointment was 'she is very good lady, no Vice-Chancellor can be like her'. On meeting also he told the researcher that she is worth to be studied (though he did not understand the purpose of study) and further stated that 'In my career, I have never seen any Vice-Chancellor who is so considerate about their employees, that too employees of fourth grade". He further stated, 'she was the only Vice-Chancellor, who visited the quarters of fourth grade employees and showed interest in knowing their problems and even made an attempt to solve them'. This peon shared one incidence, when the Vice-Chancellor came to visit his house and other fourth grade employees, on seeing that the house is not spacious, immediately took a step to improve the condition of their houses. He shared with the researcher that University had already received a grant for the same from Government of around 12,00,000 (twelve lac) Rs. for the improvement of the staff quarters before she joined as Vice-Chancellor. But nobody bothered to use it. She treated non teaching staff as important pillars in the University system and cannot be neglected. She immediately looked into this matter, called the Engineers and took action to improve the staff quarters. This peon further cited one incident where in his neighborhood lived a woman who used to stitch clothes. Vice-Chancellor on knowing this during her visit to staff quarters told that lady that she will bring her daughter-in-law to get her clothes stitched and she did that. He made a remark that till date no Vice-Chancellor of such kind he has seen in his entire career and neither can any one be there in future. The security Guard also shared his experiences and said that she was very affectionate lady. She always used to meet the employees with warmth. She never denied anybody to meet whosoever came to her residence. This security guard got retired but looking to his hard work and sincerity the Vice-Chancellor Dr. Naseem again reinstated him to continue his job. Mrs. Poonam Bawa,

Co-ordinator of Womens' Study Centre said she was a good leader, did not believe in any discrimination. Her approach used to be same whether the person belonged to teaching staff, non-teaching staff (without any discrimination). As an administrator she was very responsive (as she was sensitive), very good listener. She even rated her 100/100 for being a good listener. According to Mrs. Poonam, as Dr. Naseem had earlier worked in UGC and was an experienced lady, this helped her to take quick decisions. She was very cool minded, very cooperative, always agreed for any kind of invitation. Mr.s. Poonam shared that Dr. Naseem was even ready to go to the remotest areas. She shared one incidence that once she invited her for some programme of Women's' Study Centre, she kindly agreed, and even did not hesitate to join them to Pakistan boarder for programmes conducted under this centre. Mr.s Poonam Bawa said that " Mrs. Naseem believed in team work as an administrator". She was very co-operative, listened carefully to people and tried to solve their problems whatever was possible under norms. She said that due to her listening skills, at least the person used to get satisfaction that they were heard, even if nothing could have been done. Against this one of the leader of the Teachers' Association and a Senate member, Dr. D. Khinchi, agreed of her being a good lady as an individual but as an administrator found that she did not hear the demands of Teachers' Association, and never discussed the issue and without discussing she used to give her views, and these views used to reach the association of teachers through other mediums rather than to be told directly. This used to hurt the Teachers' Association. The relationship between Teachers' Association and administration was not open as felt by some of the members of association. She was prejudiced and the association felt the need that at least they should be heard by her and should try to know their opinions on different issues'. The Ex Procter who worked with her for a short period felt that she was not a good administrator. He opined that she was incapable to understand even routine matters of administration as she was never associated directly with University system and had experience of working with UGC only. She lacked in decision making and other kills as she was lacking the knowledge of rules and regulations.

Dr. Naseem was alleged for misappropriation of money in competitive exams of Engineering. She made her office air conditioned. She bought a car for the University, which would be used by the University Vice-Chancellor whoever succeeded her. She

was an aristocratic lady. She wanted all the facilities in University, she was interested in making University attractive but people could not understand that whatever she was doing was for University, the facilities she was availing will not be taken away by her, it will always remain with the University and others will also take the benefit of the same in near future. This matter had gone into court and after her retirement the judgment had come wherein she was proved innocent. Though she has been given clean chit by the court, the anti group still feels that she somehow managed to come out of it clean due to her political linkages. The Senate member and the leader of the Teachers' Association Dr. Khinchi said that "CBI gave clean chit to her in the case of misappropriation of fund, but we do not believe in this decision, we have enough proof to prove misappropriation. The misappropriation of fund was proved in High court, there were various missing bills, receipts and investments did not tallied. Many bills were manipulated. She did not invited tenders even for big orders. More expenses were done on something which was not justified". He also further stated that we are sure that she may not be interested in money matters but she was used by the people around her and she herself may be innocent but was used for misappropriation which she herself may not be aware of. There were two views existing regarding her. Some were of the opinion that she treated everybody in the University equally. She did not discriminated people on any aspect. But at the same time there was a group who opined that she could do anything for her own people and for people whom she was not interested she will do anything not to give even their rights. She was capable to take bold steps for her own people even if they were against norms. To substantiate this point the previous Procter narrated one instance to the researcher where she made one of the temporary lecturers permanent during her tenure, who was not even eligible. This shows that she did not knew rules properly and later the stay was brought against that appointment. There was one High Court decision which recommended constituting a committee against ragging matter- a monitoring committee was to be formed under the chairmanship of the Vice-Chancellor. The committee should also have representation from Teachers' Association (as recommended by High Court)- the Vice-Chancellor herself nominated people to be part of the committee for which the Teachers' Association was against her as they themselves wanted to nominate the person who will be representing the committee from the association. She did not listened to the association and did not rectify her mistake. The teachers association filed a case against her. It's a strong irony that even

after narrating so many instances where the opposition group was not happy with her they said that 'She did not had any individual vested interests but acted under the influence of the group which had their own vested interests and used her to fulfill their interests'. These people who used to oppose her felt that as an individual she was really a good person but she became the victim of groupism and under influence of one group acted against another group. People who were close to her misguided her. She could not distinguish between good and bad. They also further stated that she was incapable to balance both the groups and failed to co-ordinate between both of them. She was ignorant about the politics and was not capable to understand that she was becoming the victim of University politics. She was a good natured lady. Very neat and clean but lacked administrative skills.

JNV University was ignorant of UGC's contribution to education through different schemes before the arrival of Dr. Naseem as Vice-Chancellor. She had an advantage of being from UGC which helped her in acting as a showcase of UGC to University. She made the University people aware of different schemes of UGC which they did not know earlier. She was an instrumental in bringing various grants. She established around five-six Centres in the University during her tenure namely: Women Study Centre, Nehru Study Centre, Ambedkar Study Centre, Child Care Centre....She also started a girls hostel with the help of UGC funding (Kalpana Chawla Hostel). Even the University initiated Internet Networking throughout its campus during her tenure. During interaction with the people at University, it emerged that she was very tough Vice-Chancellor and worked under lots of pressure. There was groupism in the University and she faced lots of pressure from anti group. She tolerated anti group and never cared about them. She continued doing her work without being affected by them. The Procter to Vice-Chancellor in his interaction with the researcher narrated one instance where some miscreants misbehaved with her. He told that they used abusive language and even manhandled her. The people close to the Vice-Chancellor said that she should take strong actions against such people. She had decided to take serious steps against these people who misbehaved with her, but then after going home she called him (Procter) up at late night around 11:00 pm and said she could not implement this decision of suspending them as her motherly feeling does not allow her to do so. She said that this decision of her will disturb their family and why should

their family and children suffer because of their deeds. She never wanted to hurt others. She had strong faith in God. She was not vindictive but at the same time was very tough and bold. She believed that such punishments will not change the people. Dr. Naseem when being asked about this incident by the researcher said that she believed in forgiving because by forgiving them you can make them realize their mistakes and win their hearts. Dr. Naseem according to many people was very focused and determined and contributed a lot to the University. She was a visionary as said by the coordinator, Womens' Study Cenre. During her tenure, the University got NAAC accreditation. Due to her efforts University got 'A' grade by NAAC. Before her the University was not even accredited by NAAC. She also drafted the proposal for Central University long back but University could not get the Central University status as teacher union did not cooperate her in this effort, because she was a lady. She had taken many initiatives and in many of them she was successful but in some due to narrow minded people in the system could not succeed. One such initiative was starting a certificate course in Urdu language. The people in University objected and did not allow it to be started. Some of the people were of the opinion that if she had got the second term then they would have succeeded to get the Central University status because of her interest and dedication towards that. The people had great expectations from her as she belonged to UGC and was an administrator. They expected that expansion will take place, new centers will come up, and qualitative education will be there. To certain extent their expectations were fulfilled. Though certain centers were opened but they were not satisfactory as said by some of the teaching staff. Various projects for UGC grants were prepared but when the time to appoint Directors came, she appointed her own people in these positions though the projects were prepared by others. This de-motivated people who worked hard on those projects and when time came to appraise then someone else took the credit. This spoiled the academic culture.

The Rector to the Vice-Chancellor during that period in his interactions said that Newspapers, especially Dainik Bhaskar frequently used to publish articles against her. She never used to get disturbed by those articles, instead she used to call the Editor and appreciated the news article and also used to ask them what they are going to publish next day about her. She used to request people not to involve her in local

politics, as she want to work for the betterment of the University and University people and would not like to waste time and energy in local politics. On her retirement many people were remorsed. According to the security Guard, "she was the first Vice-Chancellor till date for whom we saw people crying. Till the distance of around 30 kms., around 100 teachers, with 25 vehicles went to see her off. Then madam only requested them to go back". Mr.s Naseem is contented with what she has contributed to the University. She was successful in establishing various study centers and also got NAAC accreditation. Interestingly, even in Jamia Milia University which has never had a woman Vice-Chancellor, the name of Mr.s Naseem Bhatia, then Vice- Chancellor of JNV University was doing the rounds for the post, but eventually the University did not get a women Vice-Chancellor. Mr.s Naseem said that somewhere in her heart she was expecting an extension and would have done lot more if continued. One regret which she still carries is she could not get the Central University status for which she had worked a lot and prepared project. She said that she still regret not being in politics and many times she thinks may be now it's the time to enter into politics but the people close to her say 'no', now its too late, there is a lot of competition, people will not listen to me and even bother for me. She shared that "In fact I didn't get anybody in my life that could inspire me to go into politics except a role model like Pandit Jawaharlal Nehru".

When asked about her suggestions for other aspiring women administrators, she said that they should compete with the male counterparts and also have socialization. Social network is a must if one wants to reach till administrative positions.

4.3.7 RESEARCHER'S OBSERVATION

Researcher found the case very simple, down to earth person. When the researcher went to meet her at her residence (with prior appointment) at Gurgaon, researcher was very nervous as this case was the first case whom the researcher was meeting. The researcher did not know how the person at the top most position will respond. The researcher when reached her residence, she welcomed very warmly. It was felt that she had a good aesthetic sense as the house was decorated very nicely. All the things which were there were all traditional. The researcher found very neat and clean and a very well organized house. Mrs. Naseem offered sweets. She was very soft spoken

and very cooperative and helpful. She belongs to a very aristocratic and cultured family which was reflected in her behaviour. Her family was educated and many academicians. Throughout her career she lived life with dignity and was very honest. Her strong family background has helped in nurturing good value system which has helped her. Dr. Naseem got a foreign exposure at a very early stage of her career. Naseem aspired to be a teacher but unfortunately she did not get an opportunity to enter into teaching profession. She was very much interested in history and understanding culture of different countries. Mrs. Naseem started her career from a Museum and later entered into the UGC as an administrator. During her intial years of career she had a responsibility of one son. Naseem stayed in nuclear family and so lacked support system. Dr. Naseem used to keep her son in the crèche. This was very difficult for her. Many times she used to get guilt feeling of neglecting her child but then she thought if she has to be a working woman she has to bear this. She also appointed a maid to help her. Mr.s. Naseem had a very cooperative husband who supported her in all her decisions. After working for a long period in UGC she got an opportunity to enter into University system as Vice-Chancellor. She has not aspired to be Vice-Chancellor and as soon as the opportunity came she grabbed it. Her mother had a strong influence in her life. She is very soft spoken and a delicate lady. Very humble and was a motherly figure to everybody. She is very strong also. She could complete the tenure of Vice-Chancellorship in a University which has a history wherein very few Vice-Chancellors could complete their tenure and she even being a woman could complete. She did face gender discrimination wherein people were not happy that a woman should be appointed as Vice-Chancellor that too in a male dominated state such as Rajasthan. Even when she was working in UGC she had faced gender discrimination when many of the decisions were taken by the male members as they were in majority. Mr.s. Naseem did not had any role model to follow when she became the Vice-Chancellor as she was the first woman Vice-Chancellor of JNV University.

4.3.9 POINTS THAT EMERGED

1. Naseem Bhatia belonged to rich and illustrious family and to a cultural city, Lucknow.

2. Both her parents were highly educated and well known in the society.
3. She had a political background in her family, as her father was closely associated with Pandit Nehru.
4. Politicians and renowned persons from the field of literature used to visit their house.
5. She had parental influence and had liberal value system at home.
6. She also had foreign exposure
7. She completed most of her education before marriage.
8. She joined the profession as an administrator
9. She got support of husband and in-laws
10. She had social network because of her well known family background.
11. She had support at workplace
12. Her personal qualities were :Intelligent, Dynamic, sobre, honest, hardworking, forgiveness
13. She faced difficulty in balancing family and work.
14. She wanted to be a teacher but did not get an opportunity
15. She had knowledge of rules and regulations of University administration
16. She never aspired to be Vice-Chancellor.
17. Could reach to top administrative position because of her political linkages.

4.4 CASE 4

Prof. Sudharao was the Vice-Chancellor of Karnataka State Open University from June, 2003. She was the first women Vice-Chancellor of Karnataka State Open University which was established in the year 1996. After her no other women Vice-Chancellor has been appointed in this University. She completed her tenure of three years and even got extension of one year more. She belonged to upper caste community from Karnataka State.

Sudharao was contacted by the researcher through E-mail. Researcher got her contact details from the website of NUEPA, New Delhi. The detail of the research work was

sent to her electronically and her consent was sought for the study. She very quickly reverted back appreciating the study and her willingness to be a part of the same. The interview with her was conducted at NUEPA in her office with prior appointment. The interview lasted for four hours. She herself gave the various cuttings of local newspapers which were published during her tenure. The researcher also made a visit to Karnataka State Open University at Mysore. The researcher stayed in the Guest House of Mysore University for four days. The people from the administrative section like the Registrar, non-teaching staff, P.A to Vice-Chancellor in the University were interviewed by visiting to the University office. Many of her relatives like her brother, cousins were settled in Mysore as she belonged to Mysore. The researcher met them with prior appointments at their residence. A visit to Jaipur was also made to meet some of her family friends in Jaipur as she had stayed in Jaipur for some time and also studied their and hence has people there who knew her well. The researcher prepared her case and again met her in the NUEPA, New Delhi to collect the information personally which were missing.

4.4.1 FAMILY BACKGROUND AND CHILDHOOD DAYS

Sudharao was born on 10th March 1946 in a upper caste family of reputed Businessman at Mysore. Her father originally belonged to Udupi, a small place in Karnataka, near Mangalore. Udupi is known for the Krishna Mutt (Temple of Lord Krishna). He later got settled in Mysore for business of gold and diamond. Mysore is the second largest city of Karnataka. Today, Mysore is a vibrant city teeming with tourists and visitors. It is known the world over for its exotic sandalwood and rich silks. Its grand and imposing palaces, majestic temples, gardens leave an ever-lasting impression on the visitor. Her mother also belonged to the business class family. Both the parents were not highly educated. Her father studied only till seventh class and mother studied till fifth class. Her father was highly respected in their community as he was well off and was also involved in lots of social service. He used to search for jobs for poor boys and girls in his own business. He also took the responsibility of marrying poor girls. He used to tell the parents of these poor girls to search appropriate match for them and he would take the responsibility of all the expenses for the marriage. They stayed in a joint family of around forty eight members. Her

father had three brothers. He was the youngest of them, but all the children in the family were married by him. They all lived together happily. Till the age of thirteen years, Sudharao did not know who were her real brothers and sisters and who her cousins were. They had such a close knit family. Sudharao had four sisters and seven brothers. Sudha was the eldest of all. Her father wanted all the sons to get good education and never wanted them to join his business as he thought that one gets more respect in society if he is educated. At the same time he did not believed in educating girls too much. According to him it is sufficient if the girl is educated till primary classes. Their family has Doctors, Engineers, Chartered Accountant's, Legal advisors in their house. They all were the first generation learners. Her father was a bit orthodox and did not believe in higher education for girls.

4.4.2 SCHOOL DAYS

Mr.s Sudha Rao studied in Government school till eighth class in Chamrajpuram in Mysore. She said that, she had no particular study habits. She used to study at school itself. At home she was interested in reading story books in Kannada language. By the age of 13-14 years, she had read Ramayana and Mahabharata. She used to help her mother in household work before leaving for school. She will help her in kitchen by cutting vegetables and grinding masalas. After eighth class she was not allowed to study further by her father. He allowed the daughters in the family to study till class eighth only and did not allow continuing studies further. The reason for not sending the girls to school after eighth class was that the school of higher studies happened to be in front of boy's school. Another problem was also of transportation. Bus facility was not available for going to school. So every time one person was needed to drop and pick up which was not possible. Basically, he never gave importance to educating girls. One of Sudha's cousin who was working in Railway service tried to convince her father for Sudha's further education. He had also put his own sister in ninth class i.e. high school. Sudha's mother was also in favour of her education to be continued and tried to convince her husband for the same. She was excellent in studies, sports, drama, debates and also participated in scout and guide. She has many prizes in inter-school competition to her credit. She said, that whenever there used to be cultural programme and competition, or sports day, she would go with an empty bag and while returning, her bag used to be full of prizes. Minimum, she used to win seven

prizes and in one particular year she won fourteen prizes, which was a very big achievement. Her father was not in favour of her participating in various activities. Her teachers used to convince her father to allow her to participate in different co-curricular activities as she was talented and brought fame to school. Her middle school teachers encouraged her a lot and one of her teacher pleaded her father to allow her to study further. Though hesitantly, but he allowed her to continue studies after eight class. In the Government School she had an excellent headmistress that had a great impression on her. The Headmistress was so dedicated to her profession that she even taught the weak students on holidays under the tree. She also used to invite Sudharao to help her teach those weak students and she used to enjoy doing that. Sudhrao even excelled in high school. She always wanted to study medicine and become a doctor and serve the community. But her father did not allow her to enter science stream as he thought that it needs a lot of hard work and this profession is not suitable for girl. Sudharao was not allowed to study science. During her higher secondary days, her teachers used to praise her for her ability to do various things. She never wasted time sitting idle. She will study, or play or help in kitchen or if any time left will do embroidery. She had no friends for chatting purpose. Whatever she did, she did with some purpose. She loved singing; she was a good singer and also joined some music classes. She was champion in sports at state level and won trophy in 1962. She won trophies in throw ball and kho kho. She was very popular among people for her talent in sports. Whenever she used to enter the field people used to start cheering. Even in throw ball whenever she received service, the ball used to be in her hand till the end. She shared one incidence that, once when they won the game, people picked her up and she was worried whether they will be able to catch her back but they managed. Her father also used to visit her sports ground (though was not very happy in her being extrovert) and enjoyed her game and also felt proud, but hesitated in expressing those feeling to her. She also participated in dramas and her father always enjoyed watching her and somewhere in the corner of his heart also felt bad that he had stopped such a talented student from further studies. Once she was participating in the running race and was doing well, she was far ahead of the other participants but at the end she could not reach the finishing line as her foot got stuck in her lehenga. As she belonged to a traditional family, she was not allowed to wear skirts (not even for sports). On that day her father felt very bad. After coming home he shouted on her mother and blamed her that it happened because of her. He told her

that if she could convince him for her further studies then why she didn't convince him for her wearing a skirt for sports. He blamed her of being so traditional that because of her, she lost the game (though he himself was orthodox and never wanted the daughters to wear modern dress). Sudharao believes that her father had a community fear, as he was leader in his own community, so he feared to take bold steps.

4.4.3. HIGHER EDUCATION/UNIVERSITY DAYS

Sudharoa took up higher education after a long break from her studies as she got married when she was in SSLC. After around eight to nine years she resumed her studies. Immediately after marriage she had to stay in village with her in-laws for six to seven years and after that she shifted to Jaipur with two children, where her husband was placed. After going to Jaipur, she thought of continuing her education. She decided to give Pre- University exam as an external candidate from Rajasthan University but it was not an easy task. She initially did not get permission to appear as private candidate, but she is thankful to the then Vice-Chancellor who supported the education of women with children. He was of the opinion that women who had children and want to pursue further studies should be encouraged and promoted to appear as private candidate. Because of this she got permission to continue her studies as an external candidate. She prepared for her Pre-University which used to be of one year duration. This was also not very smooth path as she was not having books or the money to buy books. But her teachers were good enough they shared their books and she cleared her exams with good marks. During her Pre-University exams she had two children, one three and half years old and the other of just nine months. Her husband then became Lecturer. Life became slightly comfortable and they bought a bicycle which was their first conveyance.

In 1970, her husband went to USA. They both decided that Sudharao will stay with her parents at Mysore during this period and continue her studies. She thought of getting admission in Maharani College at Mysore for her B.A. During those days married women were not admitted and in her form she had mentioned marital status as married and her surname changed to husband's surname. She was not admitted.

Her one year was wasted, but she did not lose hope and next year she used her maiden name and mentioned marital status as 'unmarried' in the admission form. This time, she got admission and also stood first in studies. Her maiden joint family took care of her children. Her brothers helped a lot in leaving her children to school and bringing them back from school. She also used to come back home to feed her younger child. It was difficult for her to attend classes regularly. She could not go to College regularly due to her responsibility towards her small children. The teachers there understood her problem and did not want to lose such a bright and sincere student and hence they used to manage her attendance. Her father also supported her. He used to see that one of her brother accompanies her while going and coming from College and never allowed her to sit behind their bicycle as that was considered below dignity and her brothers used to walk with her with their bicycle. She used to wear good saris and she being a beautiful lady, her father was worried.

During vacations her husband used to call her to USA and she used to join him there. She completed BA and her husband also returned back from USA and once again they went back to Jaipur. In Jaipur she joined for her MA course in Psychology Department. Her in-laws were not happy by her continuing studies but her husband supported her a lot. He fought for her. There was lot of pressure but she continued. According to her brother she became a role model for all the children in the home as well as for others in Mysore. From her experience, her father educated all the other daughters and even encouraged his daughters-in-law to study further. He graduated all of them after marriage.

During her MA previous class they were asked to refer 'Kerlinger' book for the statistics paper. This used to be an expensive book for her. In their library they had only two copies. One was issued by a teacher who never used to return and another issued by a senior student who would also not return. She did not get this book for reference or could afford to buy. She did not appear for her M.A. previous exam due to lack of preparation. Then she thought of negotiating with the senior student. She talked to him and convinced him that he needed the second half of the book and she needed the first half, so why not divide the book into two pieces and at the end she will get it bound and return. He kindly agreed.

During her M.A previous class, her husband had to go to Mumbai as he had got good opportunity there. Her brother came to stay with her to help her during this period. According to him, she had excellent time management skills. She could very well manage home and even study. He further narrated one experience. During her M.A., she was having one experiment of Psychology which was to be done in the Department. She had two children at that time and it was difficult for her to manage both. She could not go to the laboratory for doing the experiment to monitor the behaviors of rat. She then thought of one strategy, she thought of shifting the experiment to home, so that she can do the experiment without neglecting her children. Her guide was also very apprehensive initially that how she will take care of rat at home, but she convinced him. She then kept one room exclusively for her experiment. She used to bring animals from laboratory and take reading. In her absence she had also trained him to take the reading. According to her brother, she knew how she can involve or make use of people around her to achieve her purpose. She completed her M.A successfully with first class. During her M.A farewell party, she was given the title of "Most Admirable Person" as she was very much focused on her studies.

Her husband did not like Mumbai. He did not have long plans to settle in Mumbai. He asked Sudha to put children in Mysore school and join him at Mumbai. She went to Mysore, admitted her children to schools, adjusted them and joined her husband at Mumbai. Her parents took care of her children at Mysore. They left Mumbai in six months. In 1976, the Jawaharlal University invited her husband to join its Life science Faculty. He then accepted this invitation and joined Jawaharlal Nehru University at Delhi. Sudharao also joined him at Delhi. By this time she had completed her MA with first class. She did not do anything after this. She lost one year due to this shifting from Jaipur to Mumbai and then from Mumbai to Delhi. All money earned in Mumbai was spent in adjusting in Delhi. She then joined school of Social Sciences to study further. The topic of her study was "Medical Termination of Maternity" popularly known as MTP, during those days. That was the time when the MTP Act was passed in the parliament by Mrs. Indira Gandhi. This topic was approved by Mr.s. Indira Gandhi, the then Prime Minister of India for M.Phil. But the duration was of

around seven years, she thought Ph.D takes just twenty three months. She left M.Phil with this thought and then went to IIT, took admission for Ph.D under the Professor who was internationally recognized in the field of Education and had studied from Chicago. He had only three students working under him at that time including her. All the three students were girls. According to Sudha, he was very modern in his thinking and she found difficulty in associating with him due to cultural differences. He was very modern, always with cigar and beer in his hands. She was very uncomfortable with him whereas the other two girls did not mind sharing drinks with him. Sudha was very orthodox and thought of leaving him as a guide. She shared this problem with her guide. He did not want to leave such a bright student. He first tried to convince her not to leave him, then asked that if she has made up her mind to leave then with whom she would like to work, and assured her to help in contacting that person. She thought of working with a Professor, who was Joint Director, NCERT at that time. She contacted him and showed her interest of working with him and also told about leaving the previous Guide. This Professor from NCERT was shocked by knowing that she was leaving the opportunity of working with an internationally known brilliant academician and in turn selecting him who was at the verge of retirement. She told him about her problem of modern versus traditional. Even her previous guide spoke to him regarding her problem. She then got registered for her Doctoral work at Delhi University. She had to travel long distance for her Ph.D but never complained. She used to say "Every threat is an opportunity to prove yourself"

4.4.4 MARRIED LIFE

Sudharao was married immediately after her SSLC (11th), when she was just fifteen years old to Mr. Ramesh Rao. Mr. Ramesh was keen to work under a Professor, who was a celebrated Zoologist and reputed reproductive Biologist of the country at that time at Mysore University. Ramesh Rao came to Mysore University on scholarship. When he came to Mysore University, he stayed in Sudharao's house. All people of their community were welcomed in their house. They had a big house. Then the Professor under whom he was interested to work, later shifted to Rajasthan University. Ramesh Rao also tried for scholarship there in Rajsathan University so that he can work under him. He got scholarship in Rajasthan University and was

planning to go to Rajasthan University and the family wanted to get him married before leaving as they were afraid that he does not find somebody there in Rajasthan. Ramesh Rao's parents insisted that he should not go out of Karnataka state without marrying the girl of their choice. His parents were very particular to bring a decent girl from a good and large family. Mr. Ramesh Rao's mother had silently informed in Sudha's house to search an appropriate bride for him. Sudha's mother thought that he will be a good match for Sudha and she showed her to him and he liked her. It was a typical arranged marriage of those days when the girl had no say in the marriage. Even Sudha's opinion was no where taken in this process. Her father was not ready for the marriage as Sudha's other cousins, who were elder to her were still unmarried and he was not agreeing to the idea of the younger daughter getting married earlier. He put up the idea to Ramesh Rao of giving a thought to Sudha's elder cousin sisters. But Ramesh's mother did not agree on her other cousins and was adamant only for Sudha as she found her beautiful and appropriate for her son. Sudharao's father made an arrangement with her in-laws that after marriage Sudha should be allowed to stay with them at Mysore for some time to continue study. They agreed at that time but later refused.

Prof. Ramesh Rao belonged to Araga, a village in the evergreen foothills of Western Ghat region of Karnataka. He was born in a very pious and respectable Konkani family. His father, besides being a plantation owner and dealer in antique jewellery and precious stones, was a social worker and freedom fighter. Dr Rao's family circle was active in freedom struggle. He was a brilliant student and for education the family later shifted to Shimoga. After marriage, Sudha went to Araga village in Thirthahalli taluka, Shimoga District. Her in-laws had lots of land there, farms and were well settled. After marriage she spent six to seven years with in-law and did nothing, just managed house and took care of family and gave birth to two children. Her father in law was a freedom fighter, and supported Congress during those days. He was very much respected in the village. Mr. Ramesh Rao (her husband) submitted his Ph.D at Rajasthan University, Jaipur. They then shifted to Jaipur with two sons. Till now she had lived life of simple house wife and gave birth to two children. She had an urge to study further but her in-laws were not in favour of this. She thus kept quite and was waiting for the right moment to continue her studies. When she shifted to Jaipur, her husband was getting fellowship of around Rs 200 and they were not economically

sound. During their marriage they received ornaments and few sarees but there was no trend in their community of giving utensils. Life was tough in Jaipur. They were not even having cooking gas, pressure cooker, the basic requirements in a kitchen. Sudha used to cook on stove. They could not afford any luxuries. In spite of so much hardship, that was the time which she still considers as her best period. So much warmth and emotional attachment was there. After going to Jaipur, her husband's friends and colleagues invited them to their house to welcome them. During those meetings, she realized that all the women or her husband's friend's wives were educated and they used to ask about her education. She was the only person who was less educated amongst them. They used to ask about her specialization and she used to feel embarrassed. In Jaipur, she even faced communication problem as the only one language she could speak and understand was 'Kannad'. Her husband asked her to learn English. She could not understand how to learn English. Her husband then suggested her to read newspaper. She started reading newspaper but could not understand anything. Then she started writing in English from news paper, even which did not help her in learning English. One day she took an oath that she has to learn English and she will learn English. She was determined and to her surprise she learnt English within two months. She was of the opinion that one should not fear of speaking wrong English as it's not the speakers' problem, it's the listeners' problem. One should start communicating even if it is incorrect and should not feel ashamed as this is the way one can learn. She also thought of continuing her education while being in Jaipur. It was difficult to manage studies and family. Taking care of two children along with studies was a challenging task. But she did not lose hope. During her B.A, she was in Mysore, so her whole maternal family was there to help her. Her mother took care of children and her father and brother saw to it that she does not face any problem in reaching College and coming back. The whole family including parents, brothers and sisters were there to support her in balancing the responsibility of a mother and also continue studies. During her MA, in Jaipur, her elder son studied in fifth class and the younger was in third class. She had to take care of both the children and also do all house hold chores as she could not afford servant and also has to go to College. Her husband used to help her in household work. He used to inspire her a lot and also taught her. He helped a lot in her studies also. Her husband also used to take care of children and sometimes also used to cook.

During her M.A.previous exam, her husband got a job in Mumbai and he had to leave Jaipur. At that time they were staying in University quarters. Now it was difficult to manage studies with children. One of her brother came to support her. He stayed with her, even her father supported this. Many times her brother used to cook. He was just around 15 years old. She says that she is very much obliged to him till date. Her brother took a drop from studies to help her. He used to take care of children and she used to attend College. At present he is a Professor at Mysore University.

After joining the profession, she had made a rule at home, "no office at home". They discussed only family matters at home and no office tensions were brought at home. She said that she sacrificed a lot on personal front. She never enjoyed life with friends or alone. Whatever time she got was given to family. No socializing outside without family. Her friend circle in Delhi and Jaipur who were close to her and whom the researcher could contact shared that whenever they were faced with any problem regarding their child at home, they used to bring the child to her and she used to counsel the child and bring him on right path. The best part used to be that the person never ever felt that he/she had been counseled. She did not stopped after this, but also kept monitoring the problem through the child and the parents and sometimes even school. She used her knowledge of psychology for helping others.

Her husband was very popular among students. They very often used to come to visit him at their residence. She used to treat her husbands' students like her own children, served them food when they visited home. Her brother who had seen all this said that he had rarely seen that kind of relationship which she shared with those students. Even the students respected her equally as certain values are inculcated in the students by her. The students felt comfortable with her and even did not hesitate in sharing their family problems with her. Sudha used to guide them. She even used to talk to their parents regarding their marriage problems and convinced them for love marriages. She used to make the students part of her family. These students of her husband used to seek advice from her for their personal problems. Even after studies are over, the students used to come to visit her from far away places because of their attachment with her.

When she was Vice-Chancellor, she was settled in Mysore where most of her relatives stayed. These relatives shared that she used to keep all her holidays free for the family and arranged family get together so that all the family members mingle with each other and have fun. There used to be lots of enjoyment with the family. This also she used to do with a purpose of maintaining family bondage strong. In some holidays she will do some work, prepare some chutneys or halwa and then distribute to the family members who used to stay in the Mysore itself. She was good at making different types of paranthas. Family members loved Punjabi dishes and she was good at it, she will invite everybody and make parathas or will send to their houses. She never believed in going to hotel for lunch or dinner. She was very much fond of eating at home only. For office also she used to prepare lunch at home and take. Her husband was against eating outside. Sudharao loved Pani Puri, she had great fascination for it but her husband never allowed her to eat outside so she also became like that.

When she was Vice-Chancellor, her husband met with an accident on their way to Satya Sai Institute. He became deaf and even got paralyzed. That was also the time when they were building their house in Mysore as they were planning to permanently settle in Mysore after retirement. Sudharao used to make it a point to involve her husband in all the decision making related to their new house in spite of his health problems. Just because her husband wanted a house in Mysore she took that decision. Her husband could not move but still she never dejected him or sidelined him and used to take him to the shops for selecting anything for the house. According to one of her brother who is very close to her and considers her as his role model said that in spite of so many problems, he never saw that the communication between both of them have ever stopped or reduced even by 0.1 percent. She wanted him to be aware of daily happenings. She used to put television 'on' where he can just read the captions as he could not hear. They had one white board with them and they used to communicate through that white board. She will write whatever she wanted to tell him and he will reply by speaking. They even sometimes used letter pad. She will write what is going on in television. In this way the communication never broke between them. She never used to get irritated or tired doing all this. He further shared that his brother-in-law many times used to tell that "I am alive because of her only. I am living because of her". She used to make a visit to home from office after every two hours (15 min break). She used to feed him personally through tube and never wanted

that he should be fed by some maid or nurse. He says that she respected her husband a lot and he has not seen such kind of love and affection between a husband and wife and even has not witnessed such a dedicated wife. According to him, they both are role model for any husband and wife. They shared mutual respect for each other. It was really a challenging task for her to take care of her husband along with being a Vice-Chancellor. She never brought office at home. His recovery was due to her. She took care that the dignity of her husband should not come down. At home she was a dedicated wife. She used to work at home on her own and did not take help of any office servant at home. She never allowed anybody to spoil their personal life.

4.4.5 PROFESSIONAL LIFE

The Head of Open School in Delhi saw Sudha's presentation for open school in one of the forums and offered her job of Rs One thousand two hundred. At that time she was receiving Rs. Four hundred as scholarship and was at the verge of completing her Ph.D. She said that she was interested in joining but cannot do immediately as she has to complete her Ph.D. and would like to have leave. She applied for leave and told the Professor, 'if my leave is sanctioned, I will join if job is free till that time otherwise I will come with sweets of my Ph.D submission". Her leave was not approved. The Head, Open School felt bad as he did not want to leave such a talented scholar. After her completion of Ph.D work she joined NIPCCD: National Institute of Public Cooperation and Child Development. She worked as Project Associate for Rs.One thousand five hundred. She worked there for eight months. Later she applied in NIEPA (now NUEPA) as Lecturer and was also selected in 1981. She took up studies late and hence her entry in professional career was also late compared to all her other colleagues. Hence she wanted to compensate for all those years, this made her highly motivated than others. She used to reward/punish herself. She never was dependent on extrinsic motivation, it was always intrinsic. Whenever she did some good job she used to gift herself, and tell herself, 'Come Sudha let me give you a gift', and used to go to shop to buy something for herself. Similarly when things did not go well she also used to punish herself by depriving self from something good. She used to keep deadlines and targets for herself. She decided that in five years, she will become Reader and then in next five years will be Professor. These many publications in these many years. She used to fix targets for herself and used to work hard towards its

fulfillment. She then applied for full bright scholarship. She had to mention the place and also show letter of acceptance from the University abroad. She was called for interview and asked her about letter. She said, she has applied and is waiting for the acceptance letter. They asked her if she needs their help in getting letter from any University. She refused to seek their help. She said she do not want to go to 'ANY' University, she would like to go to selected best universities only for her full bright scholarship, as she need some good experience. If she doesn't get in the University of her Choice, then she would not like to go. They exclaimed and asked if she was sure about her decision. She was selected in both the interviews conducted at national and international level but still she did not receive the acceptance letter from the University. She told in the interview that she is hopeful of receiving letter as still she has not received any rejection letter. It means that the U.S University may be thinking to accept her application and hence taking so much time otherwise rejection would have come. She then received letter from Harvard University, School of Education, Cambridge, USA for a period of eight months. She went to Harvard University in the year 1992. Experience at Harvard was very educative. She learnt a lot about Professional ethics in University. How to practice professional ethics, she noticed there. Her children by this time were grown up. Her eldest son Nitin Rao was MBBS and youngest Nishit Rao was Engineer. Her husband and children encouraged her a lot. The children were also happy that their mother is doing some constructive work and were always eager to help her.

After coming back from Harvard, one of the AICTE administrator came to her room and asked if she had applied for Advisor's post in AICTE. She was surprised and said she do not have any Engineering degree. She is not fit for this post. He said, 'you are Engineer in Education'. She applied and was also selected. She was the only non Engineer there in AICTE. The question that she was asked there in the interview was: 'will you be able to do job in the way male can do?' There were seven male and one female in the interview committee.

They again asked: "this job demands much of traveling and tour, will you be able to manage that?"

"How will you manage family and children?" Was their next question.

She replied, 'the children are not the responsibility of mine alone. If male can do the job then even I can do'. All the members were amused by her very casual approach and self confidence.

She was selected but not as Senior Administrator, the post for which she had applied but as Junior administrator. They still had doubts about her capability, just because she was a woman and hence were bit apprehensive in giving Senior post. She worked as Junior Advisor for around two years and during this period the institution realized that she was better than many of her male counterparts and she was promoted to Senior Administrator. During her tenure at AICTE, she drafted around twenty seven different schemes for teachers.

After coming back to NUEPA, she was offered, Head of Higher Education Unit. She conducted several training program for Vice-Chancellors, Registrars, Deans, and Heads etc. Her husband then retired from Jawaharlal Nehru University in 2002 and during his work tenure he had visited USA 17-18 times. Her elder son Nitin went to Sydney for his further study of M.S. The younger one Nishit went to USA. Both Sudharao and her husband were left here in India and they thought of shifting to their native place Mysore and settle in South. She then sent her bio-data to Heads of Department of Education at various Universities in Karnataka. She also wrote to the then Education Minister and Government of Karnataka that she would like to settle in Karnataka and if they have any position for her over there, she would like to join. While she was trying all this, her husband was on his visit to France as an expert in the field of Carcinogenesis. After his work at France they were planning to go to USA before finally shifting to Karnataka. In response to her distribution of bio-data she received a fax from Government of Karnataka that, she was appointed as Vice-Chancellor of Karnataka State Open University (KSOU). She was surprised with such an early response and was also excited. She was asked to join within few days but during that period she was to join her husband at USA as planned earlier and from there they were supposed to go to Karnataka. She tried to contact her husband to share this news but failed to contact him. She did not know what to do as her tickets for USA were aslo ready. She was in dilemma what to do as she was not able to contact her husband and he will wait there in USA on the date decided. In the night she

received a call from her husband and she felt relieved. She shared the good news with him. He asked her to immediately go to Karnataka and join as Vice-Chancellor and cancel the tickets to USA.

4.4.6 BEING A VICE-CHANCELLOR

Sudharao reported to Karnataka State Open University (KSOU) in June 2003. She was the first women Vice-Chancellor of this University. The Karnataka State Open University established on 1st June 1996 vide Karnataka Govt. Notification No. ED 1 UOV 95 dated 12th February 1996. KSOU is considered to be a reputed Open University amongst the open learning institutions in the country. Keeping in view the educational needs of our country, in general, and state in particular, the policies and programmes have been geared to cater to the needy. KSOU is a recognized University of Distance Education Council (DEC), New Delhi, regular member of the Association of Indian Universities (AIU), Delhi, permanent member of Association of Commonwealth Universities (ACU), London, UK, Asian Association of Open Universities (AAOU), Beijing, China, and also has association with Commonwealth of Learning (COL).

Karnataka State Open University is situated at the North–Western end of the Manasagangotri campus, Mysore. The campus, which is about five kms, from the city centre, has a serene atmosphere ideally suited for academic pursuits. The University houses at present the Administrative Office, Academic Block, Lecture Halls, a well-equipped Library, Guest House Cottages, a Moderate Canteen, Girls Hostel and a few cottages providing limited accommodation to students coming to Mysore for attending the Contact Programmes or Term-end examinations.

The outgoing Vice-Chancellor handed over charge to Dr Sudharao in a simple function at the Vice-Chancellor's chamber, KSOU on 25th June, 2003 in the morning. Dr. Rao signed the appointment letter sent by Governor, who was also the Chancellor of the University. According to news paper, addressing local press persons after assuming charge as the first woman Vice-Chancellor of the KSOU, Dr. Sudharao promised to make use of her experience in the field of distance education to carry on the good work of her predecessors. "I am delighted to return to my native place," she

remarked. She had a word of praise for previous Vice-Chancellor for his contribution to the popularization of the distance-education concept. She vowed to continue in the same tradition, and expand the activities of the University to rural areas. "I am told that there are about 36,000 students who have enrolled with the University for different courses. I would certainly like to reach out to more students and increase the strength (of the University)," she said (as reported by the news papers). Dr. Sudharao hoped that the KSOU would become the best University in the country and promised to strive towards achieving the objective during her tenure. It was very sudden and unbelievable for Dr Sudharao to get such an opportunity as the post of Vice-Chancellor is political. Nobody could believe that she got this opportunity without any political connection. People suggested her to meet politician and show her face to them especially the Chief Minister. She said before this she had never met any politician. She neither believed in giving favors nor taking from anybody. Even from family also nobody ever dared to seek favor from her. Many relatives used to approach her for permanent positions, but she did not entertain anybody and strictly believed in merit.

On the first day of her Vice-Chancellorship, six servants went to her residence saying that they are sent from office for her help. She said "what for you are here, your work is at office not at my house". She appointed her own people for her domestic help. She never used office staff at home. She believed that if we set standards for ourselves then only others will follow. The lady staff who were working under her, like the Personal Assistant to Vice-Chancellor and other staff members when contacted by the researcher to know about the Vice-Chancellor, they became emotional and had tears in their eyes on hearing her name. It was obvious from their eyes that how much attached they were with Dr. Sudharao. They did not interacted with the researcher about her immediately but instead made a call to Dr. Sudharao and ensured whether they should interact with the researcher or not. After informing Dr Sudharao and confirming about the visit of researcher they interacted with the researcher. They shared that they felt very comfortable working with her as she treated them like her own children. Even now after leaving the University she is in touch with them and they freely discuss their problems with her. She used to attend the students' problem personally. They said that she was an excellent administrator. Even now they

remember her daily for her excellent working style. They frequently discuss among themselves that if she would have been here she would have dealt this way and so on. She was very bold and transparent administrator. She would not obey anybody who is not authorized, never bothered about pressures and always did what she believed in. According to them it's because of her efforts that they all are permanent in the University.. They said they were temporary staff since last ten years and would have remained same for next ten years if she did not put efforts. One of the lady from clerical staff got very emotional and shared that "madam was very affectionate towards people and especially towards women and that too women with family. She always motivated women to be independent and gave positive energy to all. She even helped in solving their personal problems". Whenever she received any complains from students, she will immediately try to solve the problem. She had a habit of immediately calling the concerned person and tried to bring solution to it. She did not believe in keeping the problem for long. Even if she is not in office she will try to solve the problem through telephone. She had good convincing capability and would patiently deal with students like a mother. She had a habit of using affectionate words like 'beta' in her conversation. With these words only people used to get pacified. The clerical staff shared one incidence wherein the peon of the University was engaged in gambling on cricket. Sudharao came to know about it, she called and scolded him and said she should never now hear that he is gambling. He stopped engaging himself in gambling activities. That peon also shared that he is thankful to madam for showing so much concern for him. He earlier used to be absent for weeks but now have changed for good whose credit he gives to Dr. Sudharao. Whenever needed, she did not even hesitated to scold people but the next moment she would be same. Just like a mother who scolds her children and the next moment she is same. The people who worked closely with her opined that she had the ability to manage emotions. One person's anger will never be shown on other person. She will show her anger only to that person on whom she is angry and not to others. Many of the non teaching staff said that they still are in touch with madam. She had helped many of them in solving their personal problems; she would give them moral support. Even now whenever they are free and feel low make a call to her and share their problems and very patiently she will listen to them and even give suggestions. For almost all matters they said that they consult her till date. During crisis they always call her. They further

stated that she will bring gifts for all of them even now whenever she visits her native place Mysore.

The Deputy Registrar during that period described her being the lady of good character and being courageous and bold lady. According to him she took various good academic decisions during her tenure. She was student oriented and started student support services. She took various bold decisions and also ensured that social justice prevailed. This was never the case in previous Vice-Chancellor's tenures as said by the Dy. Registrar. According to him previously the social justice was not observed in appointments and many people from same category were appointed. Till one and half years of her joining there was no problem but after that there was problem created by temporary employees. The employees went on strike for one and half years as they wanted to force her to make them permanent/to regularize them. She denied as it was not possible according to University statutes and acts. She explained them that without advertising posts for permanent position they cannot be made permanent. She assured that she will advertise post and let them appear for interview and things will be done in systematic manner and to do this she will need minimum of one and half years time. At the end of tenure, she was trying her level best to get the posts sanctioned. She used to think in the benefit of the employees. The people who were hard working and sincere supported her administrative decisions; those who were lazy and not interested in work protested her. As per the Deputy Registrar, she was politically, socially and religiously attacked by vandalism. The tenure of Vice-Chancellorship was very exciting and full of challenges. Many people tried to influence her decisions but failed to do so as she did not had any political connections and neither had she got this position by any obligation from any politician. So neither she was obliged to do any favors to them as she did not receive from them nor they could ask for any favors. Many people especially the Ministers had complain against her that "she was too sophisticated to be a Vice-Chancellor". Vice-Chancellor has to compromise a lot for his/her safety but she did not compromise. She struck to rules, regulations, acts, statutes and did her best. People wrote a lot about her sincerity, honesty and her fairness in newspapers during that period. The temporary staff in the University was on daily wages at that time. They used to receive Rupees One thousand per month. There were a total of such two

hundred twenty employees. She raised their salary on humanitarian ground as she thought that she was paying rupees one thousand five hundred to her maid. The employees still went on strike, may be they thought that she was a kind person and will agree to their demands. They had been influenced by some political leader and their demand was to make them permanent. She was helpless as could not go against the acts and statutes of University. One day, when she was busy in her house warming ceremony she received phone call from P.A to Chief Minister and he said 'Chief Minister is visiting University and you are supposed to be there'. The employees had also gone on strike. She asked her staff to be ready for the Chief Minister's visit and she went to the office leaving the ceremony. The Chief Minister then barged into her room and asked her to stand up. She offered him seat but he kept on insisting for her to stand up. She decided 'I won't stand up, I have to respect the chair'. He wanted all the employees to be made permanent. He ordered her to make all the staff permanent by tomorrow. She tried to explain him that it is not possible according to rules and regulations. She also told him, she is working on it but things have to be done systematically. She said, advertisement has been done, let them apply and appear for interview. But the Chief Minister did not understand and tried to pressurize that "nothing doing by tomorrow all should be permanent". He also asked the police for not giving her protection and said that if she will not do according to his will by tomorrow the office of University will be locked. He asked her 'whether I am big or you are big?' She replied 'You are big sir and will appreciate if you give what you want in writing, I will follow your written orders. Just write two lines, it will be sufficient for me to implement the orders'. He shouted, 'I am telling you to do'. It was all blown up in the newspaper. Enlightened people supported her, Mysore people supported her.

"Mr.. Kumaraswamy allegedly treated the Vice-Chancellor in a disrespectful manner when he went to the University to discuss the issue of agitation by temporary employees there. He reportedly told the agitating employees to lock the University office if the Vice-Chancellor prevented them from rejoining duty" (as reported by 'The Hindu' 10-5-2007, Mysore)

Various Women's organisations under the banner of Samata Vedike and Vishwakarma Jagruthi Vedike staged a demonstration in front of the Deputy Commissioner's office

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condemning Mr.. Kumaraswamy's "disrespectful" conduct. Meena Nayak, the convener of Vedike said that "the Chief Minister's behaviour amounted to showing disrespect to the entire women community. His order to the KSOU employees was provocative and the fiat to the police not to provide protection to Dr. Rao is condemnable," she said. "We don't need a Chief Minister who differentiates between genders and practices casteism," the protesters said. The Former corporator Sulochana Aradhya and Hebbal self-help groups urged women MLA's to raise their voice against the Chief Minister's conduct towards a woman. A slogan was given at that time by the people who were supporting Sudharao

'We don't need a Chief Minister who differentiates between genders and practices casteism'

She came back home and called up Governor. She submitted the report and asked for leave. During one month she worked from home only. Next day all the employees who were on strike came back to office and sat in their respective offices thinking they all are now permanent. After five to six days they realized that they are no more on job, no attendance were taken and now they were not even temporary as per rule as they were on strike for almost two and half years. All were out of job. Politicians came and forced them to sit. There was more problem on campus. Governor asked her to join back, but she said that she will need police protection and all illegal people should be kept outside the University campus. She was ensured about both the things and she joined. This became sensitive news in newspapers, which rose problems in the University. She gave interview to media and gave all facts and figures. The posts were not approved and so could not advertise earlier. Earlier Vice-Chancellor made appointments and said you all are permanent which was not legal as the posts were not sanctioned by the Government. She tried to solve the problem. The employees had two demands; Grade pay and making them permanent. In this University Governor makes appointment of Vice-Chancellor whereas in other places its Chief Minister who appoints Vice-Chancellor. The staff was on Satyagrah for two and half years. Only 90 people used to join the work. She was very dynamic and acted with courage. She framed statutes. She also forgave the people who were on dharna for two and half years. She did not take any strong action against any of the employees as she did not want to spoil their career. The office staff shared that when the strike was there and

people used to create problem in the campus, she did not allow any of the person to give name of staff or name and address of students to the police who were involved into it. She kept the file in which the addresses were there with her as she did not want to ruin their life. She framed statutes, got posts approved and then advertised, which the former Vice-Chancellors did not do. On March, 6, 2007 the posts were advertised and people applied. Her term was coming to an end in next twenty-one days. She did not fill the positions intentionally but was successful in streamlining the things. She added a clause that the people who are working here since three to four years should be given preference in selection.

The people who were close to her, who understood her, did not go on strike. She also put the word to next Vice-Chancellor that these people are loyal to the University and should be retained. Media supported her a lot, and protested against the Chief Minister that he has no right to interfere in academic matters, the Education Minister or the Governor has the right to do so. All the news papers condemned the act of Chief Minister. Though the Chief Minister was very popular in public, in this case his popularity also got down and Vice-Chancellor's decision was appreciated. Governor cautioned the Chief Minister about his interference in KSOU's academic activities. Vice-Chancellor used to receive various threatening calls. According to the then Deputy Registrar, 'No future Vice-Chancellor can be such an honest, hard working and courageous'. He said that she never misused any money or any facility. Even when she used the car on holidays which is available for Vice-Chancellor for twenty four hours, she used to pay rent, if used on holidays. Teachers liked her a lot. Some teachers who were lazy and not interested in working did not like her. Post Graduate study material were prepared and implemented by her. The Deputy registrar said that people here in this University do not like to work. Kannada and English language material was to be prepared and nobody worked. She made all the employees to work. Her administration was strict. She introduced Post Graduate courses materials , developed materials and this has increased the strength in the University. She was sympathetic towards staff. She was far away from corruption. Earlier twenty one lakh stationary used to be purchased which was misused. She reduced it to seven lakhs. Saved money on purchasing unnecessary things and this was a saving of the University. Employees used to be afraid of her. She used to sincerely take rounds. The

Deputy Registrar who had worked with many Vice-Chancellors in his career did not hesitate in saying that "She was the first Vice-Chancellor till date in this University whose administration I liked. She was a "COURAGEOUS MAN". She completed three years of her tenure and got one year of extension.

When her husband met with an accident and was in hospital, she used to see files in Bangalore hospital. She used to be with her husband and herself used to take care of him. She was playing the role of wife along with being the Vice-Chancellor of the University. Sudharao was very popular speaker in Mysore. She gave three lectures on radio and was also repeated because of popular demand. She used to talk on very practical things which were needed in molding children. She guided three Doctoral studies and various national level diploma dissertations. She has many publications to her credit.

4.4.7. RESEARCHER'S OBSERVATIONS

Sudharao is a very charming and beautiful lady. She had understood what the researcher wants through the initial communication made by the researcher informing about the study. She kept all the details ready along with newspaper cuttings which she thought might be helpful to the researcher. The researcher did not had to intervene in the interview as she went on very systematically, narrating different phases of her life. Researcher found her very helping. She was very much concerned about the researcher's stay during the data collection in Mysore. She even offered her house in Mysore to stay while visiting there for data collection.

She belonged to the upper caste business family settled in Mysore. Her family was a very close knit, joint family with good economic background. The parents were not highly educated. The children in the family were first generation learners. Her family was very orthodox and rigid and did not give mush importance to girls education, though wanted the sons to take up higher education and not enter into family business. She faced lots of gender discrimination during her childhood days. She was not allowed to continue her studies and even got married at an early age of fifteen years. All her school education was from Government school. She wanted to pursue

medicine but was not allowed to do so just because she was girl. Her father was of the opinion that science stream is not suitable for girls. Even in dressing also she had to wear traditional lehega and kurti throughout. She was good in sports but even for sports she was not allowed to wear skirts. She was a very brilliant child. She was very extrovert, participated in various co–curricular activities like sports, singing, and debate. She won various prizes also in the co-curricular activities including sports. One of her teacher in school days was her role model and had a great impact on her. Her studies were interrupted many times in her career. With lots of difficulty she was allowed to continue her studies after eighth. Then due to marriage there was break in her studies after SSLC. After this, her in-laws did not allow her to study further and she was looking after family for almost six to seven years. She had a strong urge for continuing studies. Instead of arguing with her in-laws she patiently waited for the right moment. After a long gap, she resumed her studies and even then also the path was not smooth. Many times she again had interruptions because of her husband's job. She gave priority to the career of her husband, like a typical Indian woman and her own career became secondary. But she never lost hope. She was determined and chalked out the way to continue with her studies. Her husband supported her a lot. She did most of her studies after marriage and that too after giving birth to two children. It was very difficult but she could mobilize the support systems. Her maiden family was very supportive. Even her father who was against her studies initially later supported her by sending one of her brother to help her. While studying in Mysore, her parents took care of children. Even the teachers were very cooperative; they gave flexibility to her and even managed her attendance to see that they do not lose a brilliant student. Her experience shows that there is no time limit and age limit for education. In spite of starting the career very late she could achieve so much which is ordinarily impossible for many women. Researcher found her an extraordinary woman with lots of determination. She became a role model for many. Even the researcher got very much impressed by her take on life. She very well managed both the job and family along with her studies and later with her career. She had good time management skill. She never looked for extrinsic motivation, she had intrinsic motivation. She never aspired to be an administrator but got an opportunity which she grabbed and proved her ability. She started her career as Project Associate, became lecturer and in between also got administrative post in AICTE and then Head at NUEPA. She got administrative experience apart from being academician. She is a

very affectionate lady and also very bold. Her parents were quite supportive at different phases of her life. Her brother also came to her help. She very well knew how to generate support system and thought of various ways to overcome barriers. Even after entering profession, her life was not smooth. She had problems wherein the husband met with an accident and was bed ridden. She played the role of a dedicated wife along with the role of a Vice-Chancellor. As an administrator, she took various bold steps and did not succumb to any pressures. She even fought with Chief Minister on correct issues with all politeness. She had no political influence and was appointed as Vice-Chancellor sheerly on her merit. This was the reason that she could be straight forward. She had never taken any favors from anybody and hence was not obliged to give any favors to others. Her knowledge of University administration, self confidence and determination helped her a lot in sustaining the position in spite of so many ups and downs.

4.4.8. POINTS THAT EMERGED

1. She belonged to upper caste, upper middle class family
2. Both the parents were educated only till primary classes.
3. The family was very orthodox and did not promote girls' education.
4. She studied in Government school in Mysore
5. With great difficulty continued studies after class eighth.
6. She was married at an early age of fifteen years.
7. Aspired to be a Doctor but was not allowed to pursue medicine, being a girl.
8. Very extrovert and participated in various extra co curricular activities including sports. Even won various prizes
9. Faced Gender bias at various stage of her life, during childhood days, in school, after marriage, in profession.
10. In-laws did not supported her continuing education
11. Education was not smooth, was interrupted at various point of time and resumed her studies after a gap of around six to seven years along with the responsibilities of two children.
12. Was very dedicated and determined lady.
13. Was very good in mobilizing support systems

14. Balanced the family and studies nicely with the help of husband and maiden family.
15. Started career as Project Associate and slowly progressed the ladder
16. Got an opportunity to work as an administrator at various levels before being a Vice-Chancellor.
17. Did not believe in any networking and socialization for career progression
18. No role model in her life or mentor
19. Without any political connections could reach to the post of Vice-Chancellor
20. Never succumbed to political pressures and was very honest and dedicated person.

4.5. CASE 5

Prof. Sarojamma was the Vice-Chancellor of a women University, Sri Padmavati Mahila Vishwa Vidyalayam at Tirupati, Andhra Pradesh state. She was appointed as Vice-Chancellor in February 2008 and was holding the position when the researcher met her. She belonged to middle class family from Backward Community.

Sarojamma was contacted telephonically by searching her contact number from mail and her consent was sought. Prof. Sarojamma willingly agreed to be a part of the study. The researcher with prior appointment visited Sri Padmavati Mahila Vishwa Vidyalayam and interviewed her at her residence and even interacted with her husband and children. The interview lasted for three and half hours. The researcher also met the people in the University whom the case has referred to collect information. Some of the staff members whom the researcher found important source of information were also interviewed as they had worked with Prof. Sarojamma under different capacities. After preparing the case, the researcher again contacted the case through telephone to collect the missing information.

4.5.1 FAMILY LIFE AND CHILDHOOD DAYS

Sarojamma was born on 28th June, 1955 in a middle class family. They belonged to backward community from rural background. Her father was born and brought up in a village named Idamamakallu which was earlier in Kurnool District but at present it falls in Prakasam district in Andhra Pradesh. Prakasam district was formed in the year 1970. This district is named as Prakasam in remembrance of Andhra Kesari Sri. Tanguturi Prakasam Punthulu, who hails from this district. In the year 1972, some talukas in this district were added from Guntur, Nellore and Kurnool districts in the coastal belt. Prof. Sarojamma's father was the first generation learner in their family and her mother belonged to a merchant family from Kadappa. Sarojamma's mother was not educated, she was just literate. Her father had a great value for education. He had an urge for learning and wanted to get educated but he was deprived of higher education. Sarojamma's grand parents were not interested in educating their children. Sarojamma's father was later on called by her great-grand-parents who supported him for education and convinced his parents to give him education. As he was the only son they later agreed to educate him. He did his education from the nearest place to his village. He later got job as a Lecturer, then Sarojamma's grand parents realized and said 'if we would have known this then we would have helped him'. Without any interruption they then encouraged him for post graduation course also. Sarojamma had a big family of three brothers and two sisters. She was the eldest of all. Her maternal aunt also used to stay with them. They had many relatives frequently visiting them at home. Her Aunt used to support her mother in domestic work. The girls in the family were not allowed to do any household work and were encouraged to study.

4.5. 2. SCHOOL DAYS

Sarojamma did her schooling from many different places. She got an exposure to various schools in various places in Andhar Pradesh. Her father was a Lecturer in State Government. He was transferred frequently and because of this transferable nature of job, she had to change her school frequently. She started her schooling from Municipal school at Srikakulam where her father was working at that time. Srikakulam is chiefly inhabited by the tribals. Later they got shifted to Rajamundry and there she was admitted to private girl's school and studied up to seventh class.

After this, they shifted to Hyderabad, where again she studied in Municipal school for one year. Then they got transferred to Nellore where she was put into Christian Missionary School. She did her tenth class from Municipal School in Anantapur. Sarojamma liked her maths teacher of tenth class a lot. She was an inspiration to her. Sarojamma did her entire schooling from Telugu medium. She and her sisters were the first ladies from the family to get educated. Sarojamma was an intelligent child and stood first in her class. They were in all six children (three brothers and three sisters). She being the eldest used to take care of her siblings. Their father never forced them to study instead encouraged them for study. He made it a point that whatever he could not get in life he should give to his children. Till his last days her father had a habit of reading newspaper and also maintained a book of vocabulary which he shared with his children. He used to help his children in their studies but only when being approached. Sarojamma never went for tuitions in her life. She used to study on her own and even used to take care of the studies of her brothers and sisters. She was very sincere in her studies. She had a regular study habits. She used to devote minimum three hours for her studies daily. She was known to be a very studious student in school. She was very introvert and did not take part in other co-curricular activities of school except academics. During school days, she tried to learn music. She used to go to music classes with her friends when they were in Rajamundry. Rajamundry was a good place and she got a good music teacher. Even her music teacher asked her to purchase Veena (musical instrument) and she did it. She later could not pursue her interest in music due to transferable nature of her father's job. She did not get proper teacher later on and hence had to discontinue music. Sarojamma was bit shy in nature. Till ninth class she stood first in her class. In the tenth exam she stood second. She then wrote a letter to her grand father sharing the good news of her coming second in class and that she missed first rank just by half marks. Her grand father instead of appreciating her achievement wrote back to her saying that she has studied enough and now there is no need to continue further. But Sarojamma's father did not cared for this and supported her in continuing studies. Sarojamma also felt bad on reading the letter of her grand father as she was expecting words of appreciation from him. She then stopped writing to him. She secured good marks in Higher Secondary class also. All the children in the family irrespective of gender continued their studies. According to Sarojamma, they had a very good childhood. All the facilities were available to them and they had not to suffer for basic

amenities. Her sister shared that they all shared a good relationship and had any sibling rivalry. Amongst all the children, Sarojamma was most studious while others were good but not as sincere as Sarojamma. Her younger sister and her brother appreciated her as an elder sister. They said she was never a dominating sister. As it happens in all the family, even they used to fight in childhood but then it never used to last longer and it was always Sarojamma who used to mediate. Her brothers said that sometimes they used to get angry on her as she was very particular about studies and she used to force them also to study and they were not much interested in studies. They always wanted to go out for play and many a times they used to fool her also by making false promises. But now they realize that it was all because of her effort that they could pass in examinations. Sarojamma's father never suggested any course, neither had he forced for any particular field. He just made them realize their own potentials so that they themselves can decide for their life.

4.5.3. HIGHER EDUCATION/UNIVERSITY DAYS

After completing twelfth class, Sarojamma was interested in Engineering course. Her father did not encourage her to opt for Engineering because he felt that it will be difficult for her to adjust as very few girls enter in this field and majority of her classmates will be male students. Sarojamma did not argue with her father and like an obedient daughter, joined B.Sc in Sri Venkateswara University in the world famous temple town of Tirupati on the sprawling campus of 1000 acres with a panoramic and pleasant hill view. When she was pursuing her B.Sc, she wanted to be Nuclear Scientist. But in her institution the laboratory facility was not up to the mark and hence she went for mathematics and dropped the idea of being Nuclear Scientists. She opted for mathematics as major subject. Her father was also lecturer of Mathematics subject. Sarojamma had studied in Telugu medium till now and in the University all the studies were in English medium. Sarojamma's batch was the first batch in the College with English medium (earlier it was Telugu medium) and hence the books available to them were in Telugu language. She translated the notes from Telugu language to a very simple English language. One of her teacher was from Kerala and it was difficult for them to follow her English accent but later they adjusted to her. Her father at this stage acted as a role model in her life. He being from the same

discipline also shared his books with her, which he thought would be helpful to her. She was sincere in her studies even during graduation. She maintained her study habits. She now devoted more time to her studies compared to earlier as now it was difficult for her being the medium of instruction English. She also used to frequently visit library for reference books. She was very regular in attending College whereas many of her friends used to bunk classes. She passed her B.Sc with good marks and even stood first in her class. She then joined for post graduation in Applied Mathematics. She was Awarded Andhra Pradesh State Special Merit Scholarship during the years 1974-76 while pursuing M.Sc. At M.Sc level again she was impressed by her Mathematics teacher. Even now she remembers her that teacher of Mathematics. He has left a strong impression on her. He used to teach Mathematics like English Drama class. She till date recalls her teaching style. Sarojamma's two younger sisters were also good in studies; she kept a track of their studies also. But her brothers were not much interested in studies, they were more into playing. They would play out with friends till late night and will not study. Sarojamma could not tolerate this and she kept on insisting them to study which was not liked by them. Sarojamma's mother used to ask the daughters to help her in household work as she was of the view that being a girl they should know all the household work. Like a typical Indian mother, she was worried because she knew that now they are growing up and they are to be married and before they go to in-laws family they should be expert in house hold work. Though she never objected in their studies but for her, studies were secondary and knowing household work was primary. At the same time she would insist the sons to study who were not at all interested. But her father used to tell their mother not to give them any work and allow them to concentrate in their studies. He supported them for education. But at the same time Sarojamma has one complain from her father till date that though he encouraged them to study and gave importance to their studies, she could not recall a single moment when he has expressed that she was doing well. She used to discuss doubts with him being from the same subject. Even they had arguments. She felt very free to approach him. She even passed her M.Sc with good marks in 1978 and stood first in her class. Throughout her academic career she was a brilliant student. She was always appreciated by her teachers at all levels. She was not much interested in playing. Even in College she was an introvert student and had few friends. After completing her M.Sc she thought of joining for M.Phil as she was very much interested in continuing

her studies. To her surprise her father who supported the girls so much in their studies objected her to enroll for M.Phil and Ph.D. She did not like this. She was very determined to continue her studies and fought with her father for the same. When he did not agree, she protested and did fasting for 2-3 days. Till date she does not know why her father refused her to enroll for M.Phil and neither had she ever dared to ask him. Now on giving a thought she thinks that may be because of marriage he did not wanted her to study further, as finding a suitable match for educated girl during those days was difficult. Sarojamma's sister at that time used to say that "father is not allowing you to do M.Phil as then you will be more educated then him". Sarojamma shared that she does not know till date what was in his mind. Nobody dared to speak against him. At last she succeeded in convincing him for her further studies. She started her M.phil in the year 1976 and later joined for Ph.D. She was awarded CSIR Junior Research Fellowship during 1976-78 while pursuing M.Phil and Ph.D. During her Ph.D she also applied for job in Sri Padmavati Mahila Vishwa Vidyalayam and was selected. She continued her Doctoral work along with her teaching. For her doctoral work, she was dependent on computer. She hired services of computer programmer. She took help and even used to visit IIT Chennai for technical help. After analyzing the data of her study, she took the results to her guide said everything what she did was incorrect. This statement disturbed her a lot. She didn't know what to do at that point of time. During those days she used to get a salary of Rs. One thousand and she had already spent around Rs. Eight hundred on her work. Sarojamma shared that she did not want to break the programme which she had prepared as a part of her doctoral work. She kept thinking on it and then an idea struck to her that it can be redone without breaking the programme. According to her, her guide was not well versed with the programming aspect. She therefore contacted some of the senior researchers, even they did not know much, but they could tell that it was not correct. She contacted various research scholars. Her guide had scolded her and said that "for this rough page you spent Eight hundred rupees". This also she took as an insult. During the same period in the Engineering College at Sri Padmavati Mahila Vishwa Vidyalayam, a course in computer was introduced. Sarojamma joined that course out of interest. She wanted to prove herself and took it as a challenge. She then joined evening computer course. At that time Sarojamma had small children, and she had to leave them at home. Sarojamma even stood first in computer class. She

learnt programming. She did two programming languages. With this knowledge of computers she could then successfully complete her Doctoral work in 1981.

4.5.4. MARRIED LIFE

Sarojamma got married in 1978. By that time she was yet to finish her Ph.D. Her husband was her relative. It was an arranged marriage. Her husbands' family belonged to Ananatapur. Her father-in-law was District Commission Taxation Officer (DCTO). Her mother-in-law was not an educated lady. Sarojamma's father-in-law had expired at a very early age of around fifty two, even before she got married. Her father-in-law could just get his daughters married but could not live to see the marriage of his sons. Her mother-in-law though not very educated was a very powerful lady. After the death of her husband, she took up the responsibility of the family. This made her emerge as a strong lady. Sarojamma's husband was working in Bank at Indore, when she got married. He then took a transfer to Tirupati, where Sarojamma has joined as Lecturer. They settled at Tirupati after marriage because of their jobs. They used to go to Anantapur during vacations. Anantapaur was also Saraojamma's maiden home. While staying with in-laws she used to face initially some cultural differences. In Sarojamma's family they had freedom of expression but at in-laws place they did not had. Her mother-in-law was supreme and none of the family member could speak in front of her. Sarojamma shared that at the time of marriage she was very innocent and did not know how to behave at in-laws place. She was busy in her studies till she got married and her mother never taught her as to how to behave at in-laws place. The longest period when she had to stay in Anantapur was during her maternity. She stayed with her parents for the whole maternity leave period. At that time Sarojamma used to visit her in-laws and even they used to frequently come to her mother's house. Sarojamma was the only person in her in-laws family who was highly educated. All the relatives from her in-laws side used to respect her a lot and even used to say that inspite of so much education she is very simple, cool and calm lady. Her mother in law though was strict but never objected Sarojamma's working outside. Sarojamma was in the eighth month of her pregnancy when she submitted her thesis. That was very tough time. She had to take care of herself as well as had to finish her work. She shared that her husband was quiet supportive. In the initial period when her child was small, Sarojamma's mother used

to stay with her. Sarojamma had also appointed a maid who would help her mother to look after house and child. Later, when her children grew up she had a good land lady; she used to take care of her children till they went to school. The land lady would look after them as her own children. She provided all the support. Sarojamma's first daughter started going to school and the second child was just of three years. She used to then keep him with her maid servant. It was very difficult to manage both work and family. Many times she used to have her first class in the morning at 7:45. She never complained about her classes being kept so early as she said she never wanted to use her personal problem as an excuse. She used to keep the child with her husband and go and take class and come back before he had to leave for job. After job nobody bothered where she was. After joining as Reader, she used to reach home late by 8:30 in the evening. Her children used to ask her why she used to come late though the aunties in the neighborhood, teaching in the same University used to come early. She used to tell them, "I am a Reader and they are Lecturers. I am paid more than them and hence I have to work more, compared to them". Her children also used to question her why don't she visit to school with lunch boxes and have lunch with them as some of the mother's of their friends used to do that. She used to tell them these mothers are not working and she is working. They cannot come by bike and she can come by bike. She shared that it was very difficult to answer the questions of children. Many a times she also used to feel guilty that she is not able to give sufficient time to the children. When Sarojamma was Principal, at that time her children were very young. She had to reach College at 7:00 a.m and send children to school by 7:30 a.m. Many times she used to be preparing food and would receive call from Vice-Chancellor. She had to comb hair of her daughter and send her to school. Her husband helped a lot and cooperated. She even had to attend many functions as Principal of the College but she said that she never used to take her children and husband with her. At times, her husband used to take the children out for dinner in some restaurant. Sarojamma's husband shared that many times she used to behave like teacher with her children (more dominating) and he had to then tell her not to shout at children and behave like a boss to them at home. He said he had to tell her to stop shouting to them and show affection towards children. He further shared that many times she had to attend meetings after College hours in the late evening. Children used to wait for her and then he used to take care of the children at home and explained them that their mother's work is also important. Many times children used to complain that she

should stay at home. She said that she taught them to be independent as she had to many times come late in evening. She shared one incidence that one day her son fall down while jumping over a compound wall and he got hurt. They used to play in the compound till she came from work. She then put them to tuition classes. Now she says that she feels that they used to miss her a lot. Many times they used to come to campus also searching for her.

4.5.5. PROFESSIONAL LIFE

Sarojamma shared that she was never keen on taking up a career. She was more inclined towards research and wanted to be a life long student by conducting research in various area. But her father asked her to apply for job in Sri Venkateswara University. She never went against her father in her life. She applied for job and she got an interview call letter for the post of Lecturer from the Sri Venkateswara University, where she had studied. When she went for interview in Sri Venkateswara University, there was a long queue. People, who were appearing for interview had come with books and were busy referring. She found that many of her friends also had applied for the same post and they were also busy studying. Unlike others, she went there without any books. She said that she has a very sharp memory so did not require any last minute referring. She faced the interview with confidence and answered all the questions properly. After six-seven months of interview, she received order of her selection. The teachers, who interviewed her, later shared with her that her interview was the best. She joined Sri Venkateswara Engineering College in January, 1979. She had never planned to be a teacher. But now, she feels that she was always inclined towards the teaching profession. Many of her friends used to come to her since school days for their difficulties in different subjects and she used to help them. Even during her higher education days, she used to teach her friends. She says that may be she did not realized but she liked teaching. Sarojamma used to teach Engineering students. These Engineering students were not serious and this disturbed her as a teacher. She shared one incidence that one day after coming from College, she was in tears. She used to feel bad that she was going with so much preparation and then students were not paying attention. They were not at all serious regarding their studies. Her colleagues advised her that these students do not want basics. They suggested her to change her teaching style. She tried and then she became popular among students. She

always had a habit of meeting students before the exams. Many students used to attend classes till the last days of examinations. Some of the students who were not enrolled in her class also used to attend her classes as they liked her teaching. This was the time when she was also enrolled for her Doctoral work. Along with teaching she had to do her research work also. Till the year, 1987 she was not eligible to take Ph.D students. She used to lead a leisurely life. She would take classes and go home. In 1985, she appeared for merit promotion scheme. Even many of her own teachers were also there who had applied for merit promotion. Sarojamma was the only candidate who was not given merit promotion. This made her feel insulted and humiliated. Her friends said that just because she did not meet Head of the Department frequently she was not given merit promotion. She then applied in Sri Padmavati Mahila Vishwa Vidyalayam for the post of Reader and in February 1987 she was appointed as Reader. This she says was the turning point in her life. In the same year she was offered Headship of Applied Mathematics Department. Initially she was reluctant to join as Head, as this was a new University and she was not sure whether she could be able to give justice to the post. But then she took up the challenge. She shared that she enjoyed the period of Headship which was of thirteen years from (1987-2000). None of the faculty members whom the researcher met had any complaints under her Headship. They said that she was very mild and introvert person. She was known for being a good academician and a good researcher. With her soft nature she could get the work done. Many a times she used to do work on her own as she could not be harsh to people. Even she herself shared that she is happy that during her headship no complaints were registered against her. She never applied for any leave unless it was very urgent. She said that she followed a principle in life that "if my staff members are not able to do any work then as Head of the Department, it's my responsibility to do that work". Even the faculty members agreed that she used to follow this principle in her routine life. Sarojamma used to teach the toughest subject herself. She used to study day and night to prepare for her classes. This she learnt from her father. She used to see her father since childhood studying for atleast one hour daily to prepare for his classes. She also developed the same habit. She took the Computer Engineering subject for teaching, as it was the toughest one. Even, she had not studied this paper earlier. She used to prepare for her classes from all permutations and combinations, the students can ask questions in class. She said that this practice helped her in answering most of the queries of the students. If at all she

used to face any problem, she never hesitated in seeking the help of her senior teachers. She said that she shared very good academic interactions with her colleagues. She had always enjoyed her teachers' teaching during her student days so she also tried to teach her students with the same spirit. There were only two Readers in their Department including her when she went to Sri Padmavati Mahila Vishwa Vidyalayam. Most of the senior teachers were only lecturers. More responsibility was assigned to her as she was a Reader. Even if she didn't know, she never said "No" to any work and tried to complete it with the best of her ability. She took it as a process of 'learning by doing'. People in the University found her very punctual about time. This view was supported by many of her earlier colleagues. Some teachers did not go to class in time, even some of her friends also had the habit of going late in the class. But she never bothered about others and worked even on Sundays and other holidays. Many times in the evening also she used to go back to the Department to prepare for her next day's class, as at home her children would not allow her to study and would want her to pay attention to them. Sarojamma shared that she used to go home after College hours, attend children and then come back for studies in the Department and then she would return home at around eight o'clock so that she can have dinner with her family. This according to her was the toughest period of her life as both the family and work demands were equally pressurizing. It was becoming difficult to balance both.

She guided many M.Phil Students. Initially she confessed that she faced difficulty in guiding them as it was long back that she submitted her research work. Many times she used to take help of her guide in guiding the research students. She also had some tough time in the Department. One of her colleagues, who was also a candidate for Reader along with her was not selected and she was selected for Readership. After eight to nine months of Sarojamma's selection she also got the confirmation of Reader. This incident made her frustrated and she started creating troubles for Sarojamma in the Department. Sarojamma could not handle this tension and thought of resigning and even sent her resignation letter. The Vice-Chancellor at that time called her and said "You don't even have courtesy to tell me about your resignation". Even the Principal of Engineering College during that time was giving her trouble. These all experiences made her tensed and she thought of resigning from job as she was not having mental peace and decided to go back to her parent institute which was

Sri Venkateswara College of Engineering. The then Vice-Chancellor asked her, the reason for her resignation. Why was she disturbed, was it because of work place or her house hold problem with husband. She told her its family problem as she did not wanted to create more troubles. Vice-Chancellor was not convinced and insisted that she should tell her the problem otherwise she will not relieve her. The Principal who had created trouble was also afraid that if Sarojamma will leave the job her misbehavior with Sarojamma will come in light. The Principal was also known to Sarojamma's guide and was also aspiring to be future Vice-Chancellor. Sarojamma's colleagues and well wisher hence suggested her to give the reason of family problem. Vice- Chancellor explained her that very soon she will become Professor and she can visualize that within her early fifties, she will also become Vice-Chancellor. Sarojamma said that "the then Vice-Chancellor could see that, which she had never thought of". Even her guide came to know this problem and he came to visit her. People in the College told her Guide that many people in the College want Sarojamma to leave as they were afraid of her sincerity and dedication. Sarojamma's guide explained her that she should not leave so easily and he even talked to her husband. Then Sarojamma decided to stay back. She withdrew her resignation letter. She then started resisting the problems which were created by others. Researcher tried to contact some of the old students who shared that they felt very comfortable with Sarojamma madam and even used to visit madam's home for clarifying doubts. Even many of the Ph.D students also shared that she used to spare a lot of time at home for guiding them. She is a very motherly teacher and cared for them. She used to attend them even on holidays.

Sarojamma was then also given additional responsibility of being Principal of the University College in 1991 along with Headship. She was not interested to take up the responsibility. Sarojamma shared that she is basically an academician and would be happy to contribute academically and was also heading the Department. She was then forced by the then Vice-Chancellor to take up the responsibility. When the researcher contacted the Ex Vice-Chancellor, she said that she had faith in Sarojamma and she found her the most suitable person for that post. This was offered one year back also but she had refused. Sarojamma, then took charge of Principalship and during that time only, the University also received a new Vice-chancellor. Sarojamma served as Principal for three years and then requested the Vice-Chancellor to relieve her from

the responsibility of Principalship. People in the University opined that she did her work with full impartiality and during the process she did not earn many friends but got enemies. She never favored any particular person or group; this was the opinion of most of the people in the University. Sarojamma said that she believed that 'respect cannot be demanded it is commanded'. She felt reduction in responsibility after being relieved from Principalship. Then she worked as head of the Department only. People found Sarojamma very systematic in her work. She had a habit of keeping record of everything. Even the students were happy with her teaching. Students found her very strict with regard to attendance. She never gave any fake attendance to any of the student. Sarojamma said that now when she looks back she feels that "Many times I felt that by following rules strictly I have created problems for myself". At the age of just 37 years, she became Professor. She was also a senate member. She was a non-controversial person according to most of the people in the University and hence was made member in several commissions and committees as she was known overall for being impartial. Sarojamma was appointed as Dean, School of Science, Technology and Management in the year 1999. She was also made in-charge of Computer Centre in 2000. One day the Vice-Chancellor asked her to take charge of Library. She refused as at that time she was Dean and also in charge of Computer Laboratory. Sarojamma was facing problem in Computer Laboratory because of her over disciplined nature and she did not wanted more responsibilities. She was also sent for Principalship training by the Vice-Chancellor in the year 1993. She also received the Best Teacher's Award. Sarojamma was not applying for the Best Teacher award but her Vice-Chancellor said "if you don't want any such award then give it in writing". Sarojamma then thought why she should give in writing and in turn applied and also got the award. Sarojamma had nurtured the Department of Applied Mathematics for fourteen years. She was always consulted whenever the computers were to be purchased in the University. Anything related to computer, they used to consult her as she was known in the field of Technology and till date she keeps updating her knowledge in the field of Technology.

4.5.6 BEING A VICE-CHANCELLOR

Prof. Sarojamma became Vice-Chancellor in the month of February 2008. The former Registrar who was working in the Sri Venketeswara University suggested her to apply for the post of Vice-Chancellor. Many of her colleagues and University teachers also told her that she is capable and can contribute a lot to University by being a Vice-Chancellor. Sarojamma's well wishers and colleagues in the University tried to convince her to give bio-data and some also offered that they will introduce her to the political group. She was bit hesitant and said that 'I am too young and not interested to take up this challenging post at such an early age of my career'. She was still thinking over the offer and then it was there in the newspaper that she is in the race for Vice-Chancellor of Sri Padmavati Mahila Vishwa Vidyalayam. This news was a surprise to her. Even the then existing Vice-Chancellor was trying for extension. When this all was going on, she happened to visit her own University where she studied for some evaluation assignment. She was asked by the people there also to submit her bio-data for Vice-Chancellorship. Then also she told them she does not think herself to be capable for such a top administrative position. People also suggested her to meet the Andhra Pradesh Minister for Higher Education personally and submit her bio-data. Sarojamma's husband was not willing for this, as he thought that this will lead to politics and may harm their personal life. But then he also got convinced by the people. Many people had earlier also told Sarojamma at different points of time that "one day you will become a Vice-Chancellor". She said that at that time she used to take it very lightly. Even her guide who had lots of affection for her used to say, "one day you will become a Vice-Chancellor". She was in dilemma and could not decide. She discussed this matter with her sister. Her sister also suggested her to give her bio-data to Chief Minister and not to ask for anything. Her sister further said that "If you won't do it people will think you are proud". Sarojamma's brother also offered his help; he said "if you want I will come with you". After so much discussions and consultations she was convinced and she submitted her bio-data and was also selected and got appointed as Vice-Chancellor of Padmavati Mahila Visvavidyalaya (University for Women) in February 2008. This University was founded in the year 1983 by Sri N.T.Rama Rao, the then Chief Minister of Andhra Pradesh, with the fervent desire to train women students as better builders of the Nation and to inculcate skills of leadership in all aspects of life. The University was

established under the Sri Padmavati Mahila Visvavidyalayam Act of 1983, which has come into force on the 14 of April 1983. It was started with ten faculties and 300 students and twenty staff members. Today the University has a student population of 2700 and an academic staff 250. The Chief Minister at the time of selecting Vice-Chancellor of Sri Padmavati Mahila Visvavidyalayam in the year 2008 had said that "this time we want to select a person for Vice-Chancellors' post who is not political and who is not trying to woe anybody for the post". Sarojamma was found suitable and was appointed for Vice-Chancellors post.

Sarojamma shared that in the month of December 2009, she faced some problems of internal politics. There was some planning going on to change the Registrar. Sarojamma was told by some of her well wisher that something of this kind is going on. She ignored, thinking its all rumors. It was not that easy to change the Registrar, as the Registrar is supposed to be Vice-Chancellor's person. The people who wanted to create problem for Vice-Chancellor and Registrar played some internal politics. They brought the pension issue in light. It was ordered to Sarojamma by the state Government that the pension expenses are to be born by the University. Previous Vice-Chancellor had tied up with the LIC and some 3 crores Rupees were paid to LIC by the University. Sarojamma initially did not understand and she also paid the installments as was done earlier. Then she asked for documents from LIC and they said they do not have any documents. Then she realized that the amount was paid to LIC without any approval from Executive Council. She also searched for documents in the University, but did not get any documents and then she denied paying any further installments. Some people in the University were very adamant and they wanted her to pay the installments. The non-teaching staff in the University went on strike. They said that if she does not pay to LIC contribution then they will go on strike. The matter was put to Executive Council and a committee was constituted. During this period, the NAAC team was scheduled to visit the University. Once it was already postponed due to state disturbance and now again she thought of postponing it as the people were on strike. She requested the NAAC committee to postpone their visit. The director of NAAC committee refused for any further postponement. Sarojamma then requested the non-teaching staff to keep the differences aside and attend their jobs for three days. The non teaching staff also wanted to use this situation to their advantage and pressurized her to succumb to their demands as

NAAC team is visiting. She openly shared her problem with the NAAC team and they also suggested not to give up and not to accept their unjustified demands. She then asked for police protection for NAAC visit. She interacted with the people in the University to resolve the matter and many were of the opinion that she should pay the installment to LIC. Sarojamma said "from where should I pay". Then everyone realized that she is not going to give up. She personally met people and said that she can do whatever the rules permit her. They later joined the duties after 45 days strike and demanded for salary. She refused and said that she will go as per rules. The Executive Council meeting also said that salary cannot be given and that strike will be considered as leave only. Then one of the leaders from non teaching staff supported the people on strike saying that he will help them in getting their salary and also quoted the Chief Minister of Tamil Nadu Mr.s Jaylalitha. Many MLA's and MP's also came to use this even in their favour. Everything was politicized but they could not do anything. She strictly said that "I will do whatever rules permit me. It's my institution and I will take care of welfare of my employees". The politicians also then realized that she is firm and pressure will not work with her. At last these leaders also suggested the people on strike to listen to their Vice-Chancellor. She took stern actions if somebody was not found doing the work properly. Prof. Sarojamma also suspended University Financial Officer Mr. Rangappa on 6th January, 2010 for his alleged misbehavor with her. According to University sources, the trouble started when the teaching staff, who received their Income Tax papers lately, approached Mr.. Rangappa for comment. But, the Finance officer stated that the papers were delayed due to lack of staff and also pointed out that the teaching staff had no work and were submitting fake TA bills for claim, however, the teaching staff immediately resorted dharna in front of the University administrative building demanding apology from the Finance Officer and submitted a memorandum to the Vice-Chancellor. Prof Sarojamma, who intervened in the issue immediately called the Finance Officer at her chamber and issued the suspension orders to Mr. Rangappa Mr.Rangappa also blamed her using unparliamentarily language over allegedly misusing University funds. During the course, the University non-teaching staff who supported the Finance Officer also organized dharna in front of the University administrative building demanding the Vice-Chancellor to revoke the suspension orders issued to Rangappa without any enquiry. The University Vice-Chancellor also allegedly cornered the Finance Officer while he was drawing the funds independently without her signature.

This Finance officer had also harassed and threatened other Vice-Chancellors of this University since 1992. Prof Sarojamma shared that such incidents helped her in emerging as a more strong person and have learnt never to succumb to pressures.

Sri Padmavathi Mahila Viswa Vidyalayam (SPMVV) has entered into a Memorandum of Understanding with Hanze University, Groningen (Netherlands) for academic cooperation and to exchange knowledge, information and expertise between the two institutions under the leadership of Prof. Sarojamma. According to her, who visited Netherlands recently to ink the pact, the tie-up promotes academic and research cooperation, curriculum development, institutional exchanges and professional development. Then considering the immense job potential in Netherlands, she announced to introduce a post graduate diploma course in 'Retail Business Management' and 'Facility Business Management' in regular and distance mode from the next academic year. As facility managers take care of an organization for improving its efficiency in functioning, the students graduating from the latter course will have a bright employment future in banks, insurance companies, hotels and schools. The University has deputed B. Vijayalakshmi, an associate Professor of Management at SPMVV for a training programme on 'Retail Marketing', organized by the Hanze University experts at Bangalore.

The National Assessment and Accredition Council (NAAC), who visited the University recently, has given B grade to the Sri Padmavati Mahila Visvavidyalayam. The main observation was lack of infrastructure. Prof. Sarojamma shared that 'We are disappointed over retaining B grade, but the NAAC in its report had appreciated the University's faculty, research works done by various Departments and the library which had nearly 70,000 books," The Committee in its report also pointed out that the campus network system was not up to the mark and asked the authorities to take up students' grievances on priority basis. Prof Sarojamma also shared that a campus network system work was going on and would be completed shortly with an estimated cost of Rs 58 lakh. The UGC also sanctioned Rs 4 crore for construction of two hostels and one guest house. She said more buildings would be required for the Engineering Department including lab facility as presently engineering students were doing their lab work at private labs. She said that she is sincerely working towards improving the rating. She has planned to inspect all the Departments in the University

at the end of every year through an experts committee. The NAAC also stated that the Placements at the campus were not held effectively. A proposal for Rs 125 crore had been submitted to the Government for development of infrastructure, including buildings, at the University.

Prof. Sarojamma took an initiative and started an 'Equal opportunity cell' for the benefit of marginalised women students recently in 2010. This is a UGC-funded cell which will provide a two-month training programme for students in spoken English, oral presentation skills, computer skills, group discussions, positive attitude etc. Around 200 students have been enrolled in the scheme, including 73 SCs, 10 STs, 70 BCs and the rest from OCs in the Below Poverty Line (BPL) category, studying in SPMVV, Sri Padmavathi Women's College and GATE Degree College. Classes will be conducted for two hours (4-6 pm) on working days and from 10 a.m. to 5 p.m. on Sundays. Vice-Chancellor G. Sarojamma appealed to the students to adopt a positive attitude for learning. Cell coordinator K.A.Parvathi expressed the hope that more students would make use of the facility to become self-reliant. According to Prof. Sarojamma this will help in overall personality development of students. Sarojamma also shared that she has taken the task of streamlining the administration. She said that accounts are not in good position and she is working towards making it computerized and more transparent. Sarojamma guided 10 M.Phil and 6 Ph.D students. She also served as President, Teachers Association, Sri Padmavati Mahila Visvavidyalayam, Tirupati. She also published 20 publications in International and National Journals.

4.5.7 RESEARCHER'S OBSERVATIONS

Sarojamma was the existing Vice-Chancellor of Sri Padmavati Mahila Vishwa Vidyalayam (Women University). She belonged to the backward class family. She was supported a lot by her family to pursue her education. Sarojamma's father was highly educated and struggled a lot for his education whereas her mother was not educated. Sarojamma was very brilliant and studious and always secured rank throughout her studies. Inspite of being the eldest child she never dominated her siblings. She was not very extrovert and did not participate much in the co-curricular activities. She was very shy and very soft in nature. She could not be harsh. Even after

being on administrative positions she could not be harsh to people. Sarojamma faced gender discrimination in her family. Her grandfather was not in favor of girls being allowed to get educated. Even many of her relatives were not in favour of girls being educated. Sarojamma's father supported his daughters and did not care for what others think. Her mother though did not object their studying but was of the view that first they should learn household work and then study. At the same time she would insist for the sons to concentrate on studies though they were not interested. Even while selecting the subjects for Higher education, she was not allowed to pursue Engineering as it was thought by her father that it is a male dominated stream and she would not be comfortable studying with majority of the male students. Even at one point of time her father did not permit her for taking up Mphil and Ph.D, because in those days marriage of a highly educated girl was very difficult. She completed all her education except Doctorate before marriage. Her father had a strong influence on her life. Though she is very soft and timid, she could be strong and determined if needed and this was exhibited by her when she was not allowed to continue her studies. She was determined. She was focused in studies but not very much focused in career planning. She just wanted to contribute in academics by being a life long researcher and never aspired for any career neither any administrative positions but her father made her apply for Lecturer's post and she did it. Though she said that her father never suggested them for taking up any course or stream but it is evident that her father had a strong interference in her studies. Sarojamma wanted to take up Engineering in her higher education but her father did not approve that and she decided to study B.Sc with mathematics. She did not enjoyed much to be on administrative positions as she was not able to contribute to academics which were of her interest. As and when opportunity came to her she took them. If we see her career progression, though was not planned but she progressed in her career step by step. She started as a teaching faculty and slowly and gradually was offered various administrative positions like head, Dean, Principal and then Vice-Chancellor. She had to struggle in balancing work and family which many times led to guilt feeling. She did not have any support from the elders as she had a small unitary family. She got a support from a land lady and even hired a maid to look after the children. Her husband contributed a lot in her career. He was very cooperative. He supported her in her study as well as in her career. He also took care of children in her absence. Her guide also at many point of time acted as a mentor and guided her. He played a very

important role in her life. Even the Vice-Chancellors encouraged her a lot. Though she looked very simple, shy and timid lady but had acted very strict in times of crisis. Sarojamma never aspired to become a Vice-Chancellor. She was suggested by many of her well wishers and friends to submit her bio-data for the post of Vice-Chancellor. Sarojamma never thought herself to be fit for such a top administrative position as she was too young. She submitted her bio-data after being convinced by her well wishers. Sarojamma got selected at the Vice-Chancellors post without any political interference. She even could act strongly after being Vice-Chancellor because she did not have the position by virtue of any favour. Sarojamma did not even believe in socializing. She is very simple and introvert person. Whatever free time she gets she would like to spend in enriching her academics or with the family.

4.5.8 POINTS THAT EMERGED

1. Father highly educated, mother not educated
2. Very shy, mild and soft in nature
3. Very introvert, did not participate in sports and other co-curricular activities
4. Very determined lady, if decides something will surely do it
5. Faced gender discrimination at home, stereotypical attitude of mother
6. Completed most of her education before marriage and only Ph.D she did after marriage
7. Husband was very supportive
8. Did not plan her career, joined the profession as teaching faculty and took positions as they came. Career progression was very systematic and sequential, though not planned
9. Initially used to get disturbed very easily, lacked self confidence
10. Very good academician and researcher
11. Never aspired for administrative positions
12. Her Guide acted as a mentor at various stages of her life
13. Did not have any political influence
14. Her colleagues and well wishers made her submit her bio-data for the post of Vice-Chancellor
15. Though looked mild but had the ability to take stern actions and stick by them
16. Did not succumb to any political pressures.

4.6 CASE 6

Mr.s. Indrajit Kaur was the Vice-Chancellor of Panjabi University, Patiala, Panjab. She was the first Women Vice-Chancellor of this University and even first Women Vice-Chancellor in Northern India. She was also the third Women Vice-Chancellor in world as quoted by one of the Newspaper, (The Tribune, August, 2009). She joined the post of Vice-Chancellor in May 1975. She did not complete her tenure and resigned from the post. She belonged to Punjabi Jat Sikh family. She was born in an illustrious family of pre-independence India.

The researcher found an article on the internet which mentioned that "Mr.s. Indrajit Kaur was the first women Vice-Chancellor in North India and till now there is no women Vice-Chancellor in Northern India". Researcher was very much interested to study this case but was not sure whether the researcher would be able to trace her as it was thirty five years back that she held the position of Vice-Chancellor. The researcher through internet succeeded in getting the details of Indrajit Kaur's son Roopinder Singh, a well known Journalist and a Photographer of 'The Tribune'. Researcher contacted Roopinder Singh through his personal blog and got the consent and appointment of Mr.s. Indrajit Kaur through him. Indrajit kaur is at present settled in Chandigarh. The researcher visited her residence at Chandigarh and interviewed her. She is very old lady, now of around 87 years and not keeping well. Her son sat throughout with the researcher while the interview was going on so that he can help if the researcher could not understand. Even he was present there to see that her mother's health is okay. In between the researcher had to give Dr. Indrajit, a break as she used to get tired after speaking for some time (due to her health problem). In this break the researcher took the opportunity to interact with the other family members like her son, daughter-in-law. Indrajit Kaur referred some of her colleague's name who could be an important source of information for developing the case. Though she gave the names but did not have their contact numbers. The researcher located the telephone numbers of the old colleagues of Panjabi University through contacting people in the University at Patiala. It was very difficult to search them as long time has passed. Some of them had expired and for some the researcher was successful in

getting their contact number. Researcher contacted them telephonically. Many of the respondents were hard of hearing now. But still researcher could collect the required information.

4.6.1 FAMILY BACKGROUND AND CHILDHOOD DAYS

Indrajit Kaur belonged to the Jat Sikh family from Patiala. Patiala in those days was known as the princely state. She belonged to one of the prominent families of Patiala. Her grandfather had served as a "Crora" or Comptroller of the household for the Maharaja of Patiala, and her father was a Colonel in the Patiala State Army. She had very affluent background. All the family members were highly educated in those days. Indrajit Kaur was born in such an illustrious Feudal family on 9th September, 1923 in the city of Patiala in Punjab. Her father celebrated his daughter's birth as much as others did for birth of a son. He was an unconventional man who had not followed his father in the service of the Maharaja of Patiala at the Durbar but had chosen a more difficult career that took him and his family to remote regions, including the North West Frontier Province and Peshawar. The family (there were five children—two sons and three daughters) divided its time between Patiala and the 'family station' postings. The mother of Indrajit Kaur though had not undergone any formal education was literate to the extent that she could read religious scripts. Indrajit was the eldest child in the family. They lived in a huge house which was like a mini palace in those days. The house was full of servants. Indrajit Kaur was brought up with all the luxuries in the house. All the children were brought up like children of king. They were not expected to do any work in the house. They were always surrounded by the servants. These children played in the house only as they had a big palace with lots of space inside for playing. They were not deprived of any kind of facilities. Indrajit Kaur's family had a very modern and liberal thinking. They educated all the children without any discrimination of gender. That was the period when education was not taken seriously and scenario of Girls' education was even worse. Very few people used to go for higher education. But her family was an exception. They had all the royal interests. They had adopted most of the modern culture as Indrajit Kaur's father was involved in British army. They had very modern and fashionable dressing style. The choice of the people in the house was all princely.

They enjoyed luxurious life and were engaged in all royal interests like drinking and merry making.

4.6.2 SCHOOL DAYS

Indrajit Kaur belonged to the period when going to schools was not common, especially for girls. But Indrajit Kaur and her sisters used to go to school. Her family promoted the education of children. Indrajit Kaur used to go to school in baggis with her brothers and sisters. Their baggis used to be covered as they belonged to a rich family. Covered baggis was the sign of richness in those days and it signified that somebody from illustrious family was going. They were not allowed to remove veil of the baggi in between as it was considered below dignity. Indrajit Kaur shared one experience of her childhood days. Once, when she was going to school in baggi, a brick fall on it. In spite of this, the baggiwala did not stop the baggi and moved the baggi towards the house with high speed. He entered the baggi in the mini palace and then only the veil of the baggi was taken up to see whether she was hurt or not. This pardah was the sign of elite class people. Indrajit Kaur was fond of music from childhood and also reading. She used to study in the Victoria High school which was a Government school. In those days there were only Government schools available. The culture of private and public schools was not there. She was a much focused student. She was good in studies but did not followed any particular study habits. There were no tuitions, she used to learn in school and did self study at home. She was the role model for her other siblings. Indrajit Kaur was also fond of horse riding and used to regularly ride horses and also learnt 303 rifle. After class tenth she had to make a choice either to go to College for further studies or sit at home. Her paternal uncle, one day came to their house and said that its enough, she had studied a lot. To this Indrajit shared that she politely replied "Uncle ji, if my brother can study further, then why can't I". Even Indrajit Kaur's father supported her decision of studying further. According to Indrajit, during those days, the teachers used to go to the houses of students and taught them. The children were not sent to schools. But she shared that her family was modern as her father was in Army. Indrajit Kaur's father believed in sending the children to school rather than calling teacher at home. Indrajit Kaur shared that she got an opportunity to be born and brought up in open environment. All the children played together in the house itself. They were not allowed to play outside

in the open place as they belonged to a high class family and it was not thought to be good to mix with common people.

4.6.3 HIGHER EDUCATION/UNIVERSITY DAYS

Higher education during those days was good at Lahore. Those were the days when India and Pakistan were not separated. Indrajit Kaur had good support from her family for studies though girls' education was not promoted at that time. She got support from both her mother and father and she was sent to Lahore for further studies. She joined her Bachelors in Arts. The Principal of the College where she studied was Ms Sen and she became her role model. Indrajit Kaur always wanted to be like her and be 'Principal' in life. She at that point of time aspired to be 'Principal'. After completing her Bachelor of Arts she got admitted in B.T course which was known as Bachelor of Teacher Training in those days. She did her B.T from Sohanlal Teacher Training College, Lahore. It was a premier institute for grooming the academia, set up at Lahore in 1939 by Rai Bahadur Sohan Lal. After the partition of the country, the College was re-established at Ambala City in 1954 and is since then being run by the DAV College Managing Committee, New Delhi. Indrajit Kaur was allowed to continue her studies without any pressure for marriage. She later joined for her Masters degree in Philosophy. She stayed in hostel at Lahore which was a co-educational institution. They were in all just three students enrolled in M.A with Philosophy subject. Out of these three, two were girls and one boy. The girl got married so left the studies in between. The boy was very serious in studies and he got nervous break down so could not appear for exam. In that year Indrajit Kaur was the only one who passed M.A Philosophy. She was always a shy girl but she used to participate in various activities such as sports and debates. In those days interaction with boys was not common. She was known to be good debater and a good orator. In sports also she was interested and was very good in playing volley ball. The environment in Government College where she studied was very good. They had regular tutorials and the staff members were also highly qualified. Indrajit Kaur shared that she had good Professors, some had done their Ph.D from Oxford University and some had done from Cambridge University and some from Harward University and in this way almost all the Professors were very scholarly. The College though had strict discipline but during tutorials the whole atmosphere used to get

changed. The first Indian Principal of that College was G.D Sondhi. His wife used to take her tutorials. Indrajit was first girl of Patiala to get higher Education. She also later did her M.A in Punjabi from Mahindra College, Patiala. Researcher met a lady who owes a lot to Indrajit Kaur and she shared that she was a divorcee and her parents approached Indrajit Kaur to help her, as she believed in making life of people and especially women. Indrajit Kaur suggested her to continue studies and helped her to enroll for her Masters in Punjabi. She enrolled for this course and Indrajit, herself also enrolled for that course to encourage her and also to help her in her studies. She used to make notes for her also and taught her daily. This incidence was also quoted by her son while talking about her concern for women. In this way she completed her M.A in Punjabi from Mahindra College, Patiala. She was in the first batch of students who were awarded an MA Degree in Punjabi from this College. This was the time when she was already appointed as Lecturer in Government College, Patiala.

4.6.4 MARRIED LIFE

Indrajit Kaur belonged to one of those illustrious families, which were degenerating in those days. People were rolling in wealth and indulged in sharab, kabab, shabab. She did not like this culture. Indrajit Kaur always wanted to marry a person who was simple and committed. She wanted an honest and forward looking person, who will be there to support her in thick and thin. Loyalty was the most sought quality by her in life partner. Indrajit Kaur met Sardar Gurdit Singh, who proposed her for marriage. Sardar Gurdit Singh belonged to Mithewala village in Punjab. Childhood for young Gurdit was fun, games, play and a warm loving atmosphere at home. He was a scholar of great repute, who made significant contributions in the areas of journalism, politics, Sikh religious studies and Punjabi culture. However, he was best loved and is best remembered today for his little epic that captured the heart and soul of Punjab's rural life as it was in yesteryear. This is not to say that his contributions in other areas were any less. He played a pivotal role in the establishment of Punjabi University. Patiala. Giani Gurdit Singh Ji graduated as "Giani" from Panjab University, Lahore in 1945 and he specialized in literature, divinity, history and folklore. There was no school in the village and he learnt the basics of Gurbani and Gurmukhi at the local Gurdwara. Gurdit Singh's father left him at an early age and the young Gurdit Singh had to shoulder the responsibility of looking after the entire family. He had to arrange the

marriage of his sisters. Indrajit Kaur, though accepted his proposal but had lots of problem in marriage. Her parents did not agree to the marriage and even Gurdit Singh had the responsibility of his sisters. They both together fulfilled the responsibility of the family and after marrying off all the sisters, Gurdit Singh got married and started their family and together they made Chandigarh their home. In 1947, he started and edited Parkash, a daily Punjabi newspaper from Patiala. He set up a printing press at the edge of the city near the Motibagh palace and it soon became a gathering place for such scholars as Prof. Ganda Singh and Prof. Pritam Singh. Parkash was the premier Punjabi daily newspaper of PEPSU. A new city, Chandigarh, then beckoned him. He moved there and with him moved the press and the paper. Parkash continued as a daily till 1961, and subsequently, it was published as a weekly till 1978. In Chandigarh he met Indrajit kaur who was at that time working in B.T College of Education, Chandigarh. Soon after Giani Gurdit Singh moved to Chandigarh, he became Member, Legislative Council, Punjab, a position he held from 1956 to 1962. He also founded the Sahitya Sabha, Chandigarh in 1956 and was its first President. For Giani Gurdit Singh, time was divided between the Punjab Legislative Council and running his newspaper, Prakash. He managed to convince Mr.s Indrajit Kaur to part with all her savings, a considerable fortune she had kept "safely" in a bank and "sink" the money in a plot of land in Sector 18, near the printing press. In time, they built a house there, which in his words, "always provided her with more rent than whatever pay the Government gave her". The year 1967 was a significant one for this family. Giani Gurdit Singh won the UNESCO prize for Punjabi literature for the book 'Mere Pind da Jiwan'. That was the year when Indrajit Kaur was posted to Patiala as Principal of the local Government College for women. Gurdit Singh also moved with his wife to Patiala. For Indrajit, it was a homecoming. She belonged to Patiala and had started her teaching career in the College that she now headed. Giani Gurdit Singh also set up a printing press in a building he bought on Rajbaha Road. As the Editor-cum-owner of Parkash, which he had converted into a weekly newspaper by then, he would spend time in the press. The paper did not make much money. However, insolvency was never an issue, which Indrajit thanks to continual reprint orders of Mera Pind (first published in 1961), Mera Pind da Jiwan (Life of my Village, 1967) and the series of books that led to Mera Pind, which were published in 1960—Tith Tihar (Functions & Festivals) Reetan te Rewaj (Traditions and Customs), Mere Pind di Rup Rekha (Facets of my Village) and Viah Dian Rasma (Customs of Marriage).

Indrajit Kaur shared that she and her husband were opposite in nature and likings. He was too simple and believed in simple living. Indrajit, wherein was born and brought up in aristocratic family so her life style was very trendy. She was fond of clothes and dressing up. Inspite of being so opposite in nature they supported each other and lived a happy life. They never imposed each others ideas on their life partner. Each was free to live in their own way. They had two sons. The elder son was born in 1960 and the younger one just one year after. Indrajit Kaur herself used to take care of her children. An evangelical phase in Giani Gurdit Singh's life can be traced to his becoming the General Secretary of the Singh Sabha Shatabdi Committee in Amritsar in 1972. This meant that the family had to move again. Mr.s. Indrajit Kaur sought a transfer and she became Principal, Government College for Women, Amritsar. The children also had to change the school. Her elder son Roopinder shared that they had a family tradition that they all will sit at the dining table and rhyme. Often the need to rhyme overtook the content, but it was always fun, and educative. Reading and discussing issues came naturally, given the home environment and being always surrounded by elders. He further shared that they were never alone at home. There house used to be full of relatives. Some or other elder person used to be at home for them. After coming back from College Indrajit Kaur used to take care of her children. Roopinder said that "She balanced her life in such a way that family got its time, even as her professional accomplishments demanded more and more from her". Roopinder Singh shared that "at times we wondered how she managed all that but to children the jump from reading Superman comics to expecting a Super mother was a simple, almost a logical one". In those days there were no tuitions, she herself took care of her children's studies. Indrajit Kaur was also very conscious regarding the health of her children. She believed in giving everything pure to her children. She had buffaloes at home so that she can give pure milk, butter and butter milk to her children. She also maintained a kitchen garden at her home to have fresh vegetables. She still at this age of eighty five years maintains the kitchen garden. Even they had chicken from their house only. They had a small poultry. Indrajit Kaur used to regularly check the notebooks of her children and kept a track of their studies. Other children of their age could fake things to their mothers as during those days very few mothers happened to be educated but they could not make their mother fool as she was an educated lady and that too Principal as shared by her elder son. She also took her children for field trips and this used to be educative trip also. She used to take them to industries like

Coco-Cola and they got an exposure to see how Cola is prepared, they also visited Bhakra Dam. The places she chose for visits were such wherein they had fun and also gave an exposure to various things which they studied in schools. The children were sent to good schools though economically they were not so sound. Other students came by cars and they used to go by rickshaws but their parents were respected a lot in the society. The son shared that he used to feel very proud of his parents when the parent of other children who were supposed to be rich touch the feet of his parents in some meetings. When she became Principal, Government College Patiala, she had to shift to Patiala. Indrajit Kaur's husband also shifted to Patiala with her. He moved his printing press to Patiala. She later shifted to Amritsar from Patiala for husband. Children did not like this shifting. They did not like their new school also in Amritsar. They studied in Yagvinder Public school in Patiala. Considered among the top rung of Indian Public Schools, Yadavindra Public School, Patiala popularly known as YPS Patiala, is an English Medium Co-Educational Boarding-cum-Day school founded in 1948 by the late H.H. Maharaja Yadavindra Singh. It was the most expensive school compared to other school in those days. It was not very easy for them to bear the expenses of such school but Indrajit Kaur insisted on for the best school. The eldest son Roopinder Singh was admitted for Higher Education in Delhi. Roopinder Singh shared that he never wanted to go away from house. He had never stayed without family. But her mother was very firm; she did not approved of his taking admission in her University where she was working. Then he offered to be in Chandigarh but she refused. She did not wanted him to be near the house also. Indrajit Kaur sent him to Delhi. Roopinder then put the condition saying, if it is Delhi he would like to study in St. Stephen College. He gave this choice as somewhere in his mind he was of the opinion that he will not get admission there as it was one of the most prestigious institutes and admission there was not easy. But his plan failed and he got admission. He now says that decision of his life has changed his life. Roopinder wanted to study Philosophy but his mother suggested Economics, she never forced the decision and Roopinder went for Philosophy. When Gurdit Singh was writing his famous book "Mera Pind", that whole period Dr Indrajit was with him as a support. This book also won two awards by UNESCO. The drawing room where he used to write looked like piles of papers. Only in the corners they had sofas or else only piles of papers. Prof. Harbans Singh from Punjabi University once went to their house and he saw and said " I wish I also get same freedom to keep my drawing room in such a mess". When the

book "Mera Pind" was completed Gurdit Singh requested Indrajit Kaur to go through the book as she had newly completed her M.A in Punjabi and was good at Punjabi phrases, anecdotes, spelling mistakes etc. She contributed to that book as per her capabilities. Indrajit Kaur then returned to Patiala as Vice-Chancellor of Punjabi University, Patiala, a position she held from 1975 to 1977. During this period, her husband also moved to be with her, just as she had done earlier. She took over as Vice-Chancellor of the University in a place where she had started her career.

Gyani Gurdit Singh supported her a lot. He even accompanied her to Boston, USA, where she attended an international conference of executive heads of Universities. He used to wait outside in the evening for his wife to join him. He also accompanied her for other foreign visits. In 1978, Mr.s Inderjit Kaur finally got to live in her house in Sector 18, Chandigarh, after she demitted office as Vice-Chancellor. It was a two-year sabbatical, a time for consolidation and writing, as even Giani Gurdit Singh took a break. In 1980, both husband and wife moved to Delhi, where Indrajit kaur had been appointed chairperson, Staff Selection Commission, New Delhi, for a five-year term. At that time Roopinder Singh, her elder son was already studying at St Stephen's College, Delhi, and younger son continued to live in Chandigarh till he graduated. Gurdit Singh then passed away at the age of 84 on 17.01.2007 at Chandigarh, after a massive heart attack.

4.6.5 PROFESSIONAL LIFE

Indrajit Kaur's dreams came out to be true when she got job in her own College, Victoria Girls College for women in December 1946. It was the Government College. In 1947 there was a chaos in Punjab. It was a tough time. This was the time when the country was witnessing the partition of Punjab. Punjab was divided into two parts, houses were getting destroyed. People had lost their houses. They were living as refugees. On all the four sides only refugees were seen. She could not see the condition of people in 1947 as she was too sensitive and was hurt. Indrajit Kaur decided to do something for the people and became an activist. She helped from the Mata Sahib Kaur Dal, of which she was Secretary .and worked for the rehabilitation of refugees. She was successful in rehabilitating around 400 refugee women. She gave

them sewing machines and other work so that they can be independent. She also tried to search jobs for the young boys. At the time of the Partition, there was an influx of refugees from the area that fell in Pakistan. Food and clothes were collected from families in Patiala and given away. Indrajit Kaur alongwith her other friends used to visit people and collect clothes, utensils, food for distributing it to refugees for their help. It was a very big thing in those days that a girl from such an illustrious background going house to house to collect the routine things for the refugees. They used to collect materials and also used to send to other places for other refugees. Indrajit Kaur said that she was known as 'Fire brand'. Once she will decide to do something she will do it without any fear. They even sent out truckloads of such material to persons in Baramulla, Kashmir, where the Patiala Army had come to the rescue of the locals. Indrajit Kaur was also instrumental in setting up Mata Sahib Kaur Dal School, Patiala, for mainly refugee children. She believed that girls should be given military training. She herself was also trained in the use of 303 rifle being the daughter of Colonel. Indrajit Kaur organised self-defence training for women refugees and took part in it, topping the shooting competition. One of her colleague during those days whom the researcher could telephonically contact shared that she was an enlightened lady and a socially conscious person. She shared that Indrajit Kaur wanted to bring change in society. She worked in Government College for women in Patiala for around ten years. While meeting some of the people who knew Indrajit Kaur it was known that many ladies at that time were impressed by her and took her as their role model. They used to get impressed that in spite of being from such an illustrious family she was very helpful and supportive. Indrajit Kaur then was posted in State College of Education at Patiala as Professor in 1955 and worked there for around three years. Being in the Government job she was frequently transferred from one place to another. After this she went to Basic Training College, Chandigarh in 1958 and served there till 1967. She was known to be a very good teacher. She then became Principal of Government College for women, Patiala in 1967 and was at this position for five years. She contributed a lot to the College during her tenure of Principalship. Within a short span of three years, she had added a science wing to the College and the strength of the students increased exponentially. Today, she is particularly proud of the way in which co-curricular activities were encouraged and gidda revived. Taking the College girls to participate in the Republic Day parade with the gidda troupe gave the traditional Punjabi folk dance, a national exposure. Indrajit

Kaur was known for strict discipline. There were many examples where she encouraged women for further education and even talked to their parents and convinced them for further studies. Principalship was the position which she always aspired for and she was satisfied on achieving it. She had aspired only to be Principal in life and never thought that one day she can also be a Vice-Chancellor of some University. Indrajit Kaur later took a transfer to Amritsar in 1972 as her husband had to shift to Amritsar as he was appointed as General Secretary of the Singh Sabha Shatabdi Committee in Amritsar. She was then posted as Principal of Government College for women, Amritsar from 1972 to 1975. She became Vice- Chancellor in the year 1975 and after Vice-Chancellorship she was appointed as Chairman, Staff selection Commission for Delhi in the year 1980 for a five year term. Indrajit Kaur was the first women appointed to this top most position and till date in India, no other women has been appointed to this esteemed position. Apparently anticipating good times ahead, the staff of Staff Selection Commission distributed sweets when they heard that a woman was to head their organization. They were surprised when they found that the boss could be tough as nails but kind and helpful when it came to personal problems. Indrajit Kaur is credited with streamlining the examination process, making and sticking to schedules for results and laying down of norms for objective evaluation that are in use till today. She administered the vast network which often depended on the goodwill of the state Governments for conducting examinations with tact and when necessary firmness. At times there were more than a hundred thousand candidates for a single test. To take one example, the Commission handled 6.7 lakh applications for examination during 1983, out of which there were 4.6 lakh candidates for clerical grade examination alone. In all, the Commission provided candidates for over 20,000 vacancies. To interview such candidates, she had to fly to various regional centers of the Commission and there were times when she was traveling twenty days in amonth. She was a leading votary of the objective-type examination system and in 1983 she delivered a keynote address at a workshop-cum-seminar on objective tests held at Aligarh Muslim University, Aligarh. Interestingly enough, her predecessor at Staff Selection Commission, Mr. Hamid had taken over the AMU as Vice-Chancellor. She was Chairman of Staff Selection Commission, Delhi, till 1985, after which she moved to Chandigarh, where she devotes her time to her family and her gardens. She can afford to rest on her laurels, now she feels.

4.6.6 BEING A VICE-CHANCELLOR

Indrajit Kaur's name was recommended for Vice-Chancellor's post by Mr.. M.M Chaudhary who was Governor of Assam. He had met Indrajit Kaur at several occasions and had seen her work. At that time Chief Minister of Punjab was Gyani Jail Singh, who was a good friend of Indrajit Kaur's husband. This opportunity of being a Vice-Chancellor, she shared was sudden. She had never expected. Her own College Principal was her role model and she always wanted to be like her, wanted to be Principal and this she had achieved. Beyond this she had never thought of. She was appointed as Vice-Chancellor of Punjabi University, Patiala in May 1975. According to her son and Indrajit Kaur, Gurdit Singh at that time remembered fondly that he had moved a resolution while he was a member of the Punjab Legislative Council, demanding and proposing a Punjabi University many years ago. Gurdit singh also played a supportive role to Indrajit Kaur, contending that the spotlight was now on the lady who was then one of the three women Vice-Chancellors in the world. This University was established on April 30, 1962 in the erstwhile Princely state of Patiala with the main objective of furthering the cause of Punjabi language, Art and Literature. Gyani Gurdit Singh (her husband) played an important role in the establishment of this University. Indrajit Kaur was the third Vice-Chancellor of the University and first women Vice-Chancellor also. Till date (September, 2010) this University has not appointed female Vice-Chancellor after her. The night before she took the charge, there was a row in the University and mob of students came to the guest house in which she was staying. One of them was bleeding profusely. "Madam, we know that no action will be taken against the student who beat me up, he is from the king's party," said the aggrieved boy. (Here he was referring to previous Vice-Chancellor as King). "How can there be a king's party when there is no king?" asked the Vice-Chancellor designate. There were titters of laughter and the students soon dispersed to the dispensary for medication. They did not know how to deal with a lady as till now they never had an experience of a female administrator. She invited them in her house and offered them tea and snacks like a common house wife. They all got pacified and did not react further. Just being a woman helped her. It was this approach that was seen during her tenure. During her tenure the University teachers had a habit of bunking classes. They hardly remained in the premises for the full working hours. She initiated a practice of keeping one period in the last three days of a week for

students to meet the teachers and the teacher was expected to be available to students during that time. She wanted to improve the research work and also was interested in seeing that research students are not exploited by the guides. She procured the list of the Ph.d students enrolled in the University and started meeting the guide and the student. She used to keep the track of the progress of their work. In that year greatest numbers of Ph.D's were done. Even the number of books published during her tenure was more compared to the previous years. This was due to her personal interest shown to publications and research. She said that, "I am very happy that we were able to publish a large number of books and have more students finish their Ph.Ds during that time". Her colleague, Hazara Singh, who headed the publishing Department of the University, shared that "we often used to say at that time, that Madam managed to get us to do a lot of work and we did it so willingly. It was very satisfying." He further shared that even Dr M. Santappa, Vice-Chancellor of University of Madras, had once remarked at a Vice-Chancellors' conference that he was surprised that more books had been published from the University at Patiala than from his University. He even asked her in the Conference: "Madam, how can you do it?". She is also remembered for allotting a house of higher category to one of the Professor L M Joshi. When some people protested, they were told: "I have given the house to his books. He had no space to keep them in his old house. When you have so many books, I will give a bigger house to you, too." Indrajit Kaur shared that, once when she visited the house of Prof. Joshi, she saw that his house was full of books and did not had place to keep them and they had to shift the books to make her sit. This made her give him a bigger house to him so that he can preserve the books well. She justified to the people who questioned her decision that the house is given not to the person but for the books which he has. She even further explained that Prof Joshi do not have kids and they are just two people and they do not need a big house but she gave the house for the books to be preserved.

The unique position Inderjit Kaur held meant that she represented the country at various International Conferences. She attended the Conference of the Association of Commonwealth University at Wellington, New Zealand and represented India at the International Conference of the Executive Heads of Universities, held in Boston, USA, where she was among the three women University heads in the world. Such

visits generated generous media coverage, something she handled with flair. She did not neglected any academic responsibilities and neither her own work. She delivered the 1976 Guru Nanak Lecture at University of Hull, UK, on "Guru Teg Bahadur, Nanak IX" and also spoke at the School of Oriental Studies, London, during the same trip. She lectured at various Universities during her foreign tours. Because of political differences with the Government that came to power, she resigned just before her term ended in 1977. This was followed by a two-year sabbatical in Chandigarh.

Prof. S.S Bir, Prof. Emeritus who is retired now worked as Dean, Academic Affairs with Indrajit Kaur Sandhu. He found her a very sensible lady and good in management and administrative skills. He said that "she used to care a lot for students and was always accessible for students. She was one of the most popular Vice-Chancellors of the Punjabi University till date". She was appointed as Vice-Chancellor during the regime of Congress Government. As soon as the Government changed, the new Government created problems for her. She was very simple lady and could not handle the political pressures. The new Government was interested in making the Vice- Chancellor, a person of their choice. She herself resigned from the post of Vice-Chancellor. Indrajit kaur was the member of the Commonwealth Universities, London. She was also the member of University grants Commission Advisory Committee. Member of Punjab School Education Board, Chandigarh, Vice President of the National Association of Women Economics, New Delhi and many more.

4.6.7 RESEARCHER'S OBSERVATIONS

Inderjeet Kaur Sandhu was born in luxury. She was brought up in a feudal milieu during pre-Independence India. Going by the social norms prevailing in those days, she could have easily slipped into the role of a housewife after going through some pre-determined motions of getting education and acquiring relevant skills in housekeeping and child rearing, coupled with requisite social graces and etiquette. But she was determined to walk off the beaten path. Indrajit Kaur was the first women Vice-Chancellor in the North India. Even she could be the second women Vice-

Chancellor in the whole India after Smt. Hansa Mehta (but researcher does not have any concrete evidence to prove it). Even her son whom the researcher met thinks the same. She is also the only women till now who became the Chairman of Staff Selection Commission. She belonged to a very elite class Sikh Jat family and lived a very luxurious life in a palace like house. She had a very strong background economically as well as socially. Her parents and grandparents were highly educated and were on high positions in the British Army though her mother was not educated. They were brought up in a very liberal environment. Their whole life style, choices were high class. Her family supported her education a lot. Though her parents did not objected to education of girls but her extended family did objected girls education. She did face gender discrimination from her extended family but was supported by her parents and continued her further studies. There was also no force for early marriage. She completed all her studies before marriage and married to the person of her choice. Her marriage was not supported by her parents but she was determined and sacrificed a lot but ultimately got married to the man she loved. During College days she found a role model in her College Principal and aspired to be 'Principal' like her in life. She lacked mentor in her life. She started her career as a Lecturer in Government College for Women in Patiala. She was in Government job and hence had to face transfers. Her husband supported her a lot. He was associated with his own Press. Sometimes he shifted with her to the place of transfer and many times she took the transfer to the place where her husband used to be. She did not face much difficulty in balancing the family and work as she had lots of elderly people at her residence who used to take care of children. The children were never alone. She was Principal of two Colleges and had administrative experience of around eight years before joining as Vice-Chancellorship. Indrajit Kaur started her career as Teaching faculty and also gained administrative experience as Principal of Colleges. Indrajit Kaur's role model was one of her College Principal and she wanted to be like her. This influenced her to become Principal and she could achieve that. She had never planned her career and took the opportunities as it came to her. She had never aspired to be Vice-Chancellor. It emerges from this case that she had strong political connections due to her husband. Though Indrajit kaur herself did not try for networking and entering into political group, she had good social networks and knew many politican because of her husband being a renowned personality and closely associated with eminent personalities. Her husband was a well know person in Sikh

Community due to his contribution to Sikhism. He was a well known writer and many eminent people used to visit them at their residence which included literary people as well as political people. He was also member of Legislative Assembly and was the prominent person who contributed to the establishment of Punjabi University to which Indrajit Kaur was appointed as Vice-Chancellor in 1975. This was her first University Experience, earlier she had worked in Colleges. Her husband was closely associated with Gyani Zail Singh, a renowned politician and former President of India. The family was close to Congress Government. The most important point to be noted here is that Gyani Zail Singh was Chief Minister of Punjab from 1972 to 1977. This was the time when Indrajit Kaur was appointed as Vice-Chancellor of the University. Their family was close to Congress Government. She had to resign from Vice-Chancellorship as Congress Government lost elections in 1977 and she had political differences with the new Government. She is the only women Vice-Chancellor out of those interviewed by the researcher, who did not complete her tenure of three years.

4.6.8 POINTS THAT EMERGED

1. She belonged to illustrious family with strong social background.
2. Her father was highly educated and Colonel in Army. Mother though not educated but she could read religious scriptures.
3. Her parents supported her a lot for education in spite of objection from extended family.
4. She was very extrovert and had all royal interests like horse riding and shooting.
5. She did her schooling from Government school and at that time only Government schools were available.
6. She was the first women to complete her higher education in Patiala.
7. She found a role model in one of her lady Principal and aspired to be Principal.
8. She started her career as Lecturer in Government College and later became Principal and had an experience of eight years of being Principal.
9. She herself did not do any socialization and networking but still had a big social network as her husband was an eminent personality.

10. She did not face much problem in balancing work and family because of her support system at home.
11. Her husband was very supportive and even accompanied her for her foreign academic trips.
12. She had strong political connections which helped in reaching the top most position.

4.7 CASE 7

Prof. Saraswati Rao was the Vice-Chancellor of Sri Krishnadevaraya University, Anantapur from April, 1999 to June, 2002. She completed her tenure of Vice-Chancellorship and was offered the second term which she denied due to personal reasons. She belonged to a middle class family from upper caste. She was the first women Vice-Chancellor of Sri Krishnadevaraya University, Anantapur, Andhra Pradesh state.

Prof. Saraswati Rao was contacted telephonically and consent was taken to be part of this study. Saraswati Rao was settled in Hyderabad. Researcher visited her residence with prior appointment to conduct interview. The interview with her lasted for three hours. The researcher also interacted with her husband. The researcher met her sister who also stays near her residence in Hyderabad. The researcher later visited The Sri Krishnadevaraya University, Anantapur. Researcher interviewed the people in the University whom the case had referred and some whom the researcher felt were important source of information. Some of the University staff members like the Rector and Ex Registrar were contacted telephonically by the researcher for their consent.

4.7.1 FAMILY BACKGROUND AND CHILDHOOD DAYS

Saraswati Rao was born on April 22, 1933. She belonged to lower middle class family from rural background in Kadiri village in Anantapur district, Andhra Pradesh. Kadiri is known for world's largest Banyan tree. Saraswati Rao was from the upper caste

Brahmin community. Her father had agricultural land in Kadiri. He used to look after farming before he got married. Her father was not highly educated. He had studied till eighth class in his own village. But after marriage, he shifted to Anantapur city as the income from farming was not sufficient and he took up the job. Her father got married at the age of twenty years. At that time her mother was fifteen years old. She was also not highly educated. She had studied only till fifth class. Saraswati's mother had lost her father when she was just of fourteen years age. Hence the responsibility of her marriage came on Saraswati's maternal grandmother. She wanted her daughter to get married as early as possible and hence got her married off at the earliest. Saraswati's father kept on changing places for job purpose. He later started working in British company dealing with export of oil seeds. As he was working in British Company, his English language communication was very good. His life style also later became like European. Saraswati was born at her mother's house as according to their tradition the child is delivered at the mother's parental house. Due to frequent posting of her father, they had traveled throughout the South especially three states viz., Andhra Pradesh, Karnataka and Tamil Nadu. Saraswati had one sister and two brothers. Eldest of all was the brother, then her sister and the youngest one was the brother. Saraswati was the third child in the family. According to the elder daughter Sushila, Saraswati was the most outgoing child in the family but Sushila was an introvert person. Their family was not very rich, they had limited economic resources. Inspite of this, Saraswati's parents wanted their children to get good education. During those days girls were not educated but in her family her father educated all of them.

4.7.2 SCHOOL DAYS

Saraswati's father used to get transferred frequently so her whole education was from different places. She had to keep changing her schools almost every year due to transferable job of her father. She started her schooling from Municipal school at Kadiri in Anantapur district. During the Second World War, her father lost job as the company was closed. Her father then went to Madras for work and there he started his own business of coffee powder and charcoal. There was fuel shortage during Second World War, the vehicles were run on charcoal and hence her fathers' business prospered. He used to supply charcoal to big companies. They had a charcoal depot at Madras. Saraswati shared that she and her siblings felt pride in sitting in charcoal

depot and never thought it was below dignity. Saraswati was very outgoing and an extrovert child. She was very bold in nature. Saraswati did her sixth and seventh class from Madras. After the end of Second World War her father joined the same company where he worked earlier. Then her father again shifted to Kadiri. She again continued her studies from Government school in Kadiri till tenth class. Her sister Dr. Sushila shared that Saraswati Rao would never stay at home. Whole day she would play outside and enjoyed more in the company of male friends. She never behaved girlish, always liked to emulate boys. She studied in co-education school. In school also she had more male friends than female. Saraswati Rao was then put in hostel for her eleventh class in Madras as the school in Kadiri was only till tenth class. She passed her eleventh class from Lady Willington High school. At that time she was given pocket money of Rs. twenty per month. Her expenses were of about Rs. 14-15 and she used to have Rs. five extra which was more than enough to enjoy. She enjoyed with this money. She used to spend on moving out, eating and watching movies. The fee was sent by her father. Her sister also stayed with her in the hostel. According to her elder sister, Saraswati was always an outgoing person. She was not much inclined towards study but believed in enjoying life. She would participate in most of the extra-curricular activities.

4.7.3 HIGHER EDUCATION/UNIVERSITY DAYS

Saraswati Rao did her Pre-University studies from Mysore. One of her uncle was settled in Mysore and he was very fond of Saraswati. He suggested her to study in Mysore. She did her Pre-University from Maharani Women's College in Mysore. Till now Saraswati Rao had studied in co-education schools. It was very difficult for her to adjust in Girl's College as she was more comfortable with boys. She was known as 'Tom boy' because of her very rowdish and bold nature. Saraswati Rao took time to adjust in Mahila College. She later came back to Madras and did her graduation from Presidency College (considered as mother of Madras University) at Madras. It was the most prestigious College in those days. She did her B.Sc with Zoology and Botany. She used to stay at hostel for her education. She said that many times she used to beat up boys, if they misbehaved. Saraswati's brother was very proud of her because of her bold nature but her parents used to be worried because of the same nature. Saraswati never cared much. Her uncle's and her mother's family were against Saraswati's

family on the issue of girls' education. They were not in favour of educating girl child. Whereas Saraswati Rao's parents had the opinion that whatever may come but they will educate all the children irrespective of their gender. They never cared much about what people thought. Saraswati's father used to say, "I cannot give you property, but I can give you education which no thief can rob". Her parents educated all the children. All the four children were Post Graduates and this was a big achievement in those days. All the children used to study in hostel. Saraswati Rao shared that, now at this point of time she realizes that her parents must have had tough time educating all of them. It would have been expensive for them. Saraswati's mother at one point of time also sold her jewelry and saris for education of children. Saraswati's father used to get transport allowance from his company but he never used it on his transportation and instead used to come walking from office and saved that money for education of children. Such was the sacrifice and dedication towards education. They used to save money for the education of their children by sacrificing on their comforts. Saraswati was very active in co-curricular activities. She said that "You name any activity and I was there". Dance, drama, sports, singing etc. She was very extrovert and never believed in brooding over things. She believed in settling the scores there and there itself. She was very blunt and bold. Though in those days girls were sent to girl's school only, they all were sent to co-education. She was very used to male company. She had even acquired some of the male behaviors. After graduation she stayed at home for two years. By that time her father was transferred to Hyderabad and they were staying at Hyderabad. Saraswati Rao's parents were not able to afford the education of all the children at the same time. So she had to take a break and even she was not very much interested in studies. She had completed her graduation with third class and so getting admission at M.Sc was difficult. But her mother wanted her to study further. Her mother was very much interested that all her children should do post graduation. Saraswati's sister Sushila shared that all the brothers and sisters had break in their education due to financial crisis but inspite of all this they all did their Post Graduation. Saraswati later showed interest in Public Administration. During those days only in Nagpur, M.A in Public Administration was available. Saraswati Rao then went to Nagpur for her further studies. She completed M.A and then searched for job. After a long gap she once again took up studies. She enrolled for her Ph.D. At that time she was married and even had a child. It was difficult but for professional growth it was necessity.

4.7.4 MARRIED LIFE

In those days finding a suitable match for highly educated girls was very difficult and people did not prefer educated girls to be bride in their house. Her parents started seeing a match for Saraswati Rao and found one person suitable for her. The boy named Y.V. Narsimrao belonged to a land lord family from Sri Kakulum near Vizag. They were old jamindars. Mr. Y.V Narsimrao was M.Sc in Technology. He is the only son with three younger sisters. Mr. Y.V Narsimrao was working as Dy. Chief Engineer in Railways. The marriage was fixed. At that time Saraswati Rao was working as a Lecturer. Mr. Y.V Narsimarao once wrote her a letter before marriage to Saraswati Rao and sent it to the College address. When she received the letter, she got scared as it was not very common in her family to communicate before marriage. She was very afraid of her parents, what they will do if they will come to know about this. Her hands were shivering while opening the letter. This was against her nature. Though she was very bold but in this case she was scared. One of her colleagues helped her out. Saraswati Rao read the letter sitting between the colleagues. In this letter, Mr. Y.V Narsimrao was asking her opinion regarding getting married to him. Till now nobody had asked about her opinion, not even her own family members. Her colleague asked her to reply the letter. She was bit hesitant; she didn't know what to write. Her colleague suggested her to give reply and helped her in writing the response. One of her friend dictated the matter to her. Mr. Y.V Narsimrao had also showed his willingness to meet her in the letter. Her colleague asked her to say 'yes' and told her to call him in the College and also offered that she can meet him in her chamber. Narsimrao came to meet Saraswati and they spent some time with each other before a formal meeting was organized by their parents. Saraswati Rao shared this incident with her younger brother. He was the only one in the family who knew about this meeting. Then Mr. Y.V Narsimrao went to her house with his family to formally meet her. At that time Saraswati's parents were not at home (they had gone to Bangalore) but her brothers were at home. Saraswati Rao opened the door. She welcomed them. Her brother informed her that they have come to see her. They wanted to know whether she knew Telugu or not. It was all a drama created as these two had already met. Then a marriage proposal was kept and accepted from both the sides. She got married in 1960. It was an arranged marriage. Dr Saraswati shared that she found a lot of cultural differences in both the families, in food habits etc. She was

urbanized brought up in urban setting. At the time of their marriage, her husband was working at Bangalore and she was in Hyderabad. Her in-laws wanted her to leave the job and stay with their son at Bangalore. But her husband gave her freedom to do what she wanted. Mr. Y.V Narsimrao said that it will be her choice whether to work or not to work. He was of the opinion that she should continue her work though he left the decision on Saraswati Rao. Saraswati Rao decided to continue her job. After one year of marriage she was appointed as a full time Lecturer. One year both husband and wife had to stay separate because of their jobs. They used to keep visiting each other on holidays. After one year Mr. Y.V Narsimrao got transferred to Allahabad. At that time Saraswati Rao took leave for two years and stayed with him at Allahabad and then they both came back to Hyderabad as Mr. Y.V Narsimrao got transferred to Hyderabad. After shifting to Hyderabad, Saraswati Rao gave birth to a daughter. Her parents supported her a lot in taking care of her daughter as they were in the same city. She had also appointed maids but the responsibility of the child was on her mother. Saraswati Rao used to go to her in-laws only during vacations. She used to have difficult time staying with them due to cultural difference but tried to manage some how. She did not enjoy her in-laws' too much interference in her personal life. Her husband was very supportive. Her daughter was also very cooperative. She never complained about her working. She used to do most of her work on her own. Saraswati Rao used to take care of her studies. Many times her husband also used to help her. Her husband was very fond of the daughter. He used to take care of her drawing and she used to take care of Mathematics. Saraswati Rao used to take her for her dance classes also. Saraswati Rao enrolled for her Ph.D after marriage and it was little tough with the child. Sometimes it was irritable. Her daughter used to help her a lot; she used to ask her if she wants some book she will get them. Her husband also shared many of the family responsibilities.

4.7.5. PROFESSIONAL LIFE

Saraswati Rao got job as Project Fellow in Osmania University in the Public Administration Department after her Masters Degree. She worked in a project for three months and used to receive Rs. sixty per month during those days. After this she was offered part time lecturer job in an evening College. After two years she got regular lecturer position and was transferred to University Arts College, Osmania

University. Then she got an opportunity to be Principal of Osmania University College for Women at Kothi in Hyderabad. This College is a prominent educational institution in Hyderabad and started with only seven students admitted into the Intermediate Arts Course in 1924 in the premises of what was then the Nampally Girls School located in the "Golden Threshold", a former home of Smt.Sarojini Naidu.

Saraswati Rao's parents were happy that she was now independent (as she got job). They were not in a hurry for her marriage as at this stage her elder sister was still unmarried. Saraswati Rao's elder sister was studying at that time at Banaras Hindu University and it was her turn to get married first. Saraswati Rao's cousin sisters were all married at an early age but Saraswati's parents wanted all their children to study well and be independent before they got married. Saraswati Rao's sister then went to Canada and there liked one of her colleague and got married there in Canada. Her parents accepted it but the society didn't take it so easily. Intercaste marriage was not common in those days. Whenever anybody used to come for Saraswati's match, they were more interested to know about her elder sister's marriage and the person's caste to whom she got married. When Saraswati Rao was serving as Lecturer in Arts College, there was a notification for Reader's post. She had worked as Lecturer for almost fifteen years. She applied for Reader post but was not selected. The reason for not being selected according to her was "the problem was not with my ability, but just because I did not use to meet my Head of the Department frequently". People used to tell her that she should go and say hello to her Head. As per Saraswati, her Head of the Department many times used to behave stupidly and she was very blunt and she used to respond bluntly to him which he never used to like. She said that she can't be sugar coated person. If she doesn't like something she will say on face without thinking that it may have effect on her career. She came to know later on that, in the interview there was tussle in selection committee. The outside experts found Saraswati Rao suitable for the position but the University people did not want her to be selected as Reader. So in that tussle the third candidate was selected, neither Saraswati Rao nor the person whom the Head of the Department was favoring but a third candidate got selected. The candidate who was selected was Saraswati Rao's own student. This was a great setback to Saraswati Rao and even humiliating. The

reason given then was that Saraswati Rao does not have sufficient number of publications. This she took as a challenge and then she started publishing papers. Every month she used to send one paper for publication and started attending conferences and seminars. She then again appeared for interview. In between all this, railways in Hyderabad started a degree College and wanted some experienced person as Principal for that. By that time the Vice-Chancellor of Osmania University had changed. Colleagues in the Department wanted Saraswati Rao to take up that position. She was sent on deputation to start that degree College. For six years she worked hard towards building of that institution. Then she felt boring as the College by then was established. She felt like going back to her own Department. After being a boss there for six years now, she again had to work under the Head of the Department, which was difficult. Her Head of the Department felt that she acted more like a boss. Even if she will give some suggestion, he would not like it. He complained to the Vice-Chancellor, who was an IAS officer that she was not cooperating and was creating trouble in the Department. Vice-Chancellor believed what he said. In the interview of the Reader he put embarrassing questions to Saraswati Rao. She was short tempered; she answered all his questions bluntly. The experts, who had come, kept smiling at the tussle which was going on between her and the Vice-Chancellor. They appreciated her courage. Due to that tussle the selection was postponed. In the interview the Vice-Chancellor said "you seem to be angry today, see me after you are cooled down". Saraswati Rao was carrying a big bag of publications. When she was asked that what was it that she was carrying. She bluntly replied, "Sir I am a salesperson and I am selling my products" and the Vice-Chancellor didn't like her answers and asked her to meet when she cools down. She went next day and met him and said "Sir now I am cool". She told Vice-Chancellor all that had happened in the Department with the Head of the Department and he said that Head of the Department told him something else. She replied, "Sir you are Head of the University, before believing somebody you should have called me. You cannot believe to everybody coming and saying something. This is not the sign of a good administrator". This sentence of hers' hit him. She had taken with her one copy of book published by her as a complementary copy to Vice-Chancellor, she gave him. She then received a call after two days saying that the Vice-Chancellor wanted her to meet him. The Vice-Chancellor said "you are the only men I found in the University". She said sir "I do not take this as a complement, as Men is not the ultimate". She was also appointed as Reader.The Vice-

Chancellor also offered her responsibility saying "I have a responsibility to offer you and if you receive it, I will be happy". He offered her the post of Controller of Examination (which was till then supposed to be male dominated position). Before giving her this responsibility Vice-Chancellor had gathered all the background information about her and he said he want her to come next day and say 'yes' to this. She went home and discussed this with her husband and friends. Many of her friends suggested her not to take that responsibility as it will be very difficult to handle. Many of her colleagues were of the opinion that a man can only handle that job better and she being women will be difficult for her. Then she thought that how can there be a gender discrimination. She decided that she will prove everybody wrong that a 'woman cannot manage' and took up the challenge. She wanted to prove that woman is not less than man. She went and said 'yes' to this offer. Since then the Vice-Chancellor was very supportive to her. She took up this challenge. She tried to stop malpractices in examination by changing the centers to make fair and free exams. She did not even hesitate in debarring the students caught in malpractices. She became very popular in University because of her strict actions and because she meant 'business'. She made it a point that results should be declared in time. Everybody liked this as it was going on systematically. People used to say that she was workaholic. She said that she used to work for eighteen hours. She was hard task master. After one year the Vice-Chancellor changed and the new Vice-Chancellor said "Mr.s Rao the Department needs you badly and you should now go back to the Department" and she was relived from the post of Controller of examination. She then became a Professor. After one and half year, the new Vice-Chancellor called her and said that there is a problem in Women College and she should take the charge. She went to that College as Principal. The students there were on strike and they wanted somebody to listen to their problems. After she joined there, within six months it became an autonomous College. She retired from women's College. She was member of Executive Council in many Universities before becoming Vice-Chancellor.

4.7.6 BEING A VICE-CHANCELLOR

After six years of her retirement from job Saraswati Rao received a call from the then Chief Minister Chandra babu Naidu's office that her name is suggested by the search

committee for the post of Vice-Chancellor at Sri Krishnadevaraya University, Anantapur. Earlier also her name was suggested for Sri Padmavati Mahila Vishva Vidyalayam for Vice-Chancellorship but was never selected. She was not very excited about that call. She replied that she is not interested and refused to give her bio-data. After sometime, one of her own student who was at the post of Secretary to Chief Minister called her and said that, he will personally come to collect her bio-data and asked her to keep it ready. He came and collected her bio-data. Later she came to know that he was the one behind suggesting her name. He then called and said 'madam Chief Minister wants to meet you'. She went to meet Chief Minister. He said, 'I don't know you and I have never met you before but I found your bio-data best amongst all which I received and this time I am looking for a woman Vice-Chancellor for Anantapur'. Instead of being excited she replied, "I have a doubt, there will be political interference in work and I won't be able to tolerate that". He assured her that there will be no political interference and if she needs any help he and his Department will do that. He had just two expectations from her, one was she should bring discipline in the institution and other improving standards of education. He then introduced Saraswati Rao to the Higher Education Minister and Principal Secretary, Education. They sought her consent and she gave. After coming back from that meeting she never made any enquiries. One day her student called and said 'madam please collect your orders'. She replied "Why should I come and collect, it should reach to me" He then said he will send orders.

Dr Saraswati Rao was appointed as the first women Vice-Chancellor of Sri Krishnadevaraya University, Anantapur in April, 1999. Anantapuram College was established as a Post Graduate Center of Sri Venkateswatra University in 1968 in Anatapuram also known as Anantapur. This College was upgraded to a Sri Krishnadevaraya University in 1981. Its jurisdiction is limited to areas within a circle with a radius of 30 km Anantapur as the center. Approximately 50,000 students are enrolled in this University. Mr. Purushottam, the present Rector, explained that heading the Sri Krishnadevaraya University is a very challenging job. He said that Anantapur is a very backward area and a draught prone area. The students here come on roads for agitation even for petty things. For each and every problem, howsoever small it is, they will directly approach the Vice-Chancellor surpassing all other authorities. He also gave some illustrations like, even if there is more chilly in

sambhar they will go to Vice-chancellor, if there is any water problem they will come out on roads with tumblers and reach to Vice-chancellors' office. He further said that Saraswati Rao is a very dynamic person and dealt with them tactfully. Most of the students are politically well connected and there are various organizations to which they are associated. When Saraswati Rao was declared as the Vice-Chancellor of Sri Krishnadevaraya University, people at Anantapur started enquiring about Saraswati, how she got this position. They all started speculating whether she knew some M.L.A. They could not believe that she could get such a post without having any political connections, that too being a woman. Then they thought may be she belonged to Kamma caste to which the Chief Minister belonged but later they came to know that she wasn't from that caste also as they saw a sacred thread worn by her which meant that she was Brahmin. Many people thought that as she had retired six years back so she must be very old lady and may not join the University. Some said she was divorcee and hence was free, had no liabilities and responsibilities and so may join. There were many such speculations as she was a woman and they were questioning the selection of woman to such a position. Initially, Saraswati Rao was delaying going there. She used to get frantic calls. Some said she should join immediately as some group of people may be working for canceling her orders. She then decided to join and went alone with her P.A. People asked why she came alone and why her husband did not accompanied her. She replied to that "I am alone appointed as Vice- Chancellor and so I came alone". Her husband shared that he wanted her to go alone because if he would have gone then it may have created problem for her. There is a tendency that when woman is in a position and takes some decision, it is always said that her husband takes the decision and she is just a puppet. If he will also go there then he might interact with some people and people may say that "he is the real Vice-Chancellor and he takes all the decisions on her behalf". This is the normal thinking in this male dominated society that the husbands only take decisions on behalf of women. He refused to accompany her to Anantapur. Even Saraswati Rao said that she liked that decision. It suited her too. Researcher met one of her servant who shared that she used to ask all the servants there to take food along with her only as she was alone. He said that she used to tell them "you feed me and you also have food here". They all were happy. Very soon the news spread in the University that this lady serves the servants also. A stage came when many of the Professors who came to visit her used to directly go to the kitchen and demand for

breakfast from her servants. Some of her University staff members shared that "We all enjoyed that freedom with regard to food".

Saraswati Rao thought of promotions as people were stagnating. She thought why the money of University should be kept in bank; it should be given to employees for their promotions. She decided for giving timely promotions and wanted to pay them for their worth. People in the University opined that she was a very fair administrator and did not show any biasness in interviews and never did any injustice to anybody. Those who were not selected were just because they had not worked on publications. She assured them also that if they work hard and do research and publication work, then they will also get promotion. She gave them six months time to update their bio-data. All those who deserved got promotions. She never showed any gender or caste discriminations. Many SC, ST's also got promotions during her tenure. Prof. Purushottam, who is a faculty in Sri Krishnadevaraya University described Saraswati as a very dynamic lady capable of handling any situation in the campus. In one of the Vice-Chancellor's conference there was a criticism on her giving promotions to employees by surpassing the UGC rules. They all said that 'we all (Vice-Chancellors) have to come to an understanding for the rules of giving promotion. To this Saraswati Rao replied that she has an autonomous University and she has her own autonomy to give promotions and whatever is being done is done under the rules stated by UGC. All the Vice-Chancellors made a complaint to the Chief Minister but he was also of the opinion that if she could conduct the interviews, why can't they. In one of the University, a case of malpractice also came in light where the Vice-Chancellor had made money out of interviews. This case came into the notice of Chief Minister and the money of Vice-Chancellor was confiscated. Once the Higher Education Secretary visited the University at Anantapur and the people at the University thanked him for giving a good Vice-Chancellor like Saraswati Rao. The Secretary said that Chief Minister has selected her after collecting information from different sources and everybody gave clean chit to her. She got funding of about five crores for the University. She shared that she personally used to go to Delhi with senior faculties for grants. People in the University were good. They just needed encouragement.

Prof. Venkat Naidu, who worked as Registrar with Dr. Saraswati Rao shared that Saraswati Rao tried to get research funds for various projects in the University

especially in Bio Technology. During her period there was sanction of 1.5 crores rupees from the Neitherland people for Biotechnology. She also tried to interact with various agencies which promote research work and give funds. She would frequently visit Delhi to mobilize funds for University. Saraswati Rao tried to establish Local Area Network (LAN) for the University and Sri Krishnadevaraya University became the first University in the state to have LAN. During her tenure NAAC visited University and University got Four star rating. Sri Krishnadevaraya University was the second University in the state to get four star rating. Lots of fund from UGC was sanctioned in tenth plan. Saraswati Rao also attended the Commonwealth meeting in USA . Prof. Venkat Naidu and many other staff members in the University appreciated her efforts in the field of Examination Reforms. Before she took up position of Vice-Chancellor, the University results used to be declared in the month of August-September and the whole academic year of the students used to get wasted as they could neither apply for employment nor could apply for admissions for further studies due to non-availability of results. Sarwaswati Rao initiated in this area and systematized examination process and then ensured that results were declared in the month of May itself. Some of the old students whom the researcher could meet in the field also appreciated this reform. At the same time she was also given additional charge of Vice-Chancellor of Sri Padmavati Mahila Vishwa Vidyalayam for ten months. Looking to her efficiency she was given this extra responsibility. She was also Chairman of Andhra Mahila Sabha Hyderabad. Saraswati Rao was described by Prof. Punnaiya, Prof. Venklat Naidu and many more whom the researcher met as very honest lady. Saraswati Rao was very unbiased in all her decisions and was very Democratic and transparent leader. She shared very cordial relationship with all the Principals of affiliated Colleges. Prof. Venkat Naidu shared that she was the best Vice-Chancellor he has come across in his life till now. People in the University still remember her as being one of the best Vice-Chancellors.

People in the University shared that she was the Vice-Chancellor because of her capabilities and not by political influence They even do not hesitate in saying that 'it was the golden period in the University'. They used to feel free to express themselves in front of her. Saraswati Rao completed her tenure of three years successfully and looking to her work she was offered extension of one more term. But Saraswati Rao

refused to take up second term due to her personal problems. She had planned to visit her daughter in U.S.A.

4.7.7 RESEARCHER'S OBSERVATIONS

Saraswati Rao belonged to a middle class family from upper caste. Both the parents were not highly educated. They had studied only till primary level. Her father belonged to a rural background but later shifted to urban area for his job and giving better education to children. They were financially not good but still the parents believed in giving higher education to their children. Their parents sacrificed a lot on their comforts so that they can save money for education of their children. Both the parents encouraged the children for higher education. Her mother even sold ornaments and saris at one point of time so that they do not face problems in their education. In those days, girl's education was not promoted. Even the relatives of Saraswati Rao objected to this. Many of the relatives even distanced themselves from their family on this issue. But her parents never bothered. Saraswati Rao was not very much interested in studies. She was very outgoing from childhood and was very much interested in playing. She would always be seen out of the house. She used to actively participate in extra co-curricular activities and use to take part in almost all activities. She never aspired to take up a profession or career. She took life easy. She studied in co-education Government school and later she did her plus two in Girls College. She was never comfortable with girls. She had more of male friends and had become like them only in her behavior. She had even imbibed some of the qualities of male and hence was known as 'Tom boy'. She took time to adjust in Girl's College. She studied till post graduation before her marriage. She did her Graduation in science and then did her Masters in Public Administration. She was not good in studies and hence could not continue with science stream. She had a break in her studies after graduation. She had to sit at home for two years as it was difficult for her parents to afford the education of all the children at the same time. She did her Ph.D after marriage and with one child. She started her career as Project fellow and later became Lecturer and Reader and Professor. She had been appointed as Principal of one of the College where she was at the administrative position for almost six years. She then got an opportunity to be Comptroller of Examination. This was the male dominated position. She was the only women who had been given this position. She was known

to be very blunt and a straight forward person. Because of this nature she was not liked by many people in the University. She did not even believe in buttering people. She would not even used to meet her Head of the Department and Dean frequently which made her to be seen as more of an arrogant person. This was not appreciated in the male dominated society. Her Heads and Deans did not like this behaviour and they never preferred her for promotions and not even for giving administrative positions like Headship and Deanship. But she never cared for this and did her work. If she did not liked anything she would speak straight on the face of the person, whether it is Head, Dean or even Vice- Chancellor. Because of this nature, she had suffered a lot but then was paid later. At least she had not taken any obligation from anybody and could achieve on her own. She maintained her self respect through out her career. Her in-laws were not supportive in her profession. They never wanted her to take up the career and instead wanted her to be a house wife. Her husband in turn supported her a lot and suggested her to continue her job. He was also supportive here when she was doing her Ph.D. Her daughter also supported her. She worked rigorously for publication as she felt humiliated when she was not selected as Reader. Saraswati Rao never aspired for positions and was not even career minded. She also did not spend much time in socialization as whatever time she would get she would go and visit her husband as for some time they were staying separate. After her retirement, her name was suggested for the post of Vice-Chancellor through one of her student who was Secretary to Chief Minister. There also she did not show any excitement for the position as she knew that it is political position and she would be expected to do many things by the Government. She bluntly refused the position. But by her students' efforts she gave bio-data and later before taking position she clarified with the Chief Minister that she would not like any political interference in her work and this was assured by the then Chief Minister.

4.7.8 POINTS THAT EMERGED

1. She belonged to a middle class family from Brahmin caste.
2. Her parents were not highly educated (Both of them had studied till primary classes) but were very broad minded.

3. She got a wide exposure as her father was working and got transferred to various places.
4. Both the parents struggled a lot for providing education to their children (especially girsl) due to financial constraints and objection from relatives.
5. She was not very studious and ambitious in life.
6. She was very extrovert and out going from childhood.
7. She started her career as a Project fellow, then became Lecturer, Reader, Principal of women College.
8. Her in-laws were against her taking up the career.
9. Her husband supported her a lot in taking up career and encouraged her.
10. Her mother was a strong support system, as she took care of her only child when she was on work.
11. She was not having any political connections and even did not believe in politicking
12. She even did not spend time in socialization as whenever she used to be free she would visit her husband or will spend time with her daughter.
13. She had no role model or mentor.
14. She never aspired for positions neither she was very ambitious.
15. She was very strong, blunt and straight forward lady.

4.8 CASE 8

Kusuma Kumari was the Vice-Chancellor of Sri Krishnadevaraya University, Anantpur in Andhra Pradesh. She became Vice-Chancellor in August, 2008 and was holding this position when the researcher met her. She was the second women Vice-Chancellor of Sri Krishnadevaraya University. She belongs to upper middle class and upper caste family.

Kusuma Kumari was contacted through E-mail. The details of the study were sent to her electronically. She gave her consent to be a part of the study through postal letter. She was the only case who gave the consent in writing. Her family is settled in

Tirupati and she was to visit Tirupati to attend some social function when the researcher was planning to visit her. A meeting was therefore arranged at Tirupati through prior appointment. The researcher met her personally at her residence in Tirupati and conducted the interview. The interview lasted for four hours. The researcher also got an opportunity to meet the children of the case as they were also present there to attend some social gathering. Researcher interacted with the son, daughter-in-law and the husband of the case at their residence itself. Researcher later also visited Sri Padmavati Mahila Vishwa Vidyalayam, Tirupati where Kusuma Kumari had worked for a long period. Researcher interacted with some of the faculty members whom the case had suggested and even others whom the researcher found important source of information while interacting with some of the respondents. Researcher made a stay of four days at the Guest house of Sri Padmavati Mahila Vishwa Vidyalayam. Later the Researcher also visited Sri Krishnadevaraya University, Anantapur where Kusuma Kumari is presently holding the position of Vice-Chancellor since August, 2008. Researcher interacted with the Rector, Registrar and other administrative staff. Researcher interacted with various people in Sri Krishnadevaraya University also whom Kusuma Kumari had referred and some whom the researcher considered as important source of information for the study. Some of the sources of data collection were contacted telephonically also whom the researcher could not meet in the field due to their non-availability in the Anantapur at that time. In this case, the newspaper is also an important source of data as the Vice-Chancellor is in news due to some malpractices in appointments. After developing the case, the Vice-Chancellor was once again contacted telephonically to collect the missing data.

4.8.1. FAMILY BACKGROUND AND CHILDHOOD DAYS

Kusuma Kumari was born on 22nd November, 1951. She was born in a village near Madanapalle in Chittor District, where Ravindranath Tagore composed National song, 'Jana Gana Mana'. She belonged to upper middle class family and upper caste. Kusuma Kumari had a strong economic background. By profession, her father was an advocate. Kusuma Kumari had political background in the family since her childhood days as her father actively participated in freedom struggle. Her father was a strong communist. He was also a social activist and fought for the rights of the deprived. In

this connection he was also arrested twice. Kusuma Kumari's mother belonged to rich feudal family compared to Kusuma Kumari's father. She adopted liberal thinking after marriage. Kusuma Kumari's mother was not a graduate but was well versed. She was very strong lady with great humane values. According to Kusuma Kumari she was a great example of role model for women in family and society. Kusuma Kumari was brought up in a large family with six children (four girls and two boys). All the children in the family were brought up with liberal thinking. In their family all the children were treated equally without any discrimination of gender. All the girls were given proper education. The thinking in the family was that, a woman gets liberated through education only. To give proper education and good environment her father thought of shifting from rural area to city. According to Kusuma Kumari the environment at their home was very conducive. Her father made all of them read good books, especially autobiographies of great, eminent personalities. Her father was very much against oppression, he used to treat all people equally. Both her parents shared good relationship. Kusuma Kumari shared that till now they have good harmonious relationship at the age of 83 years.

4.8.2. SCHOOL DAYS

Kusuma Kumari studied class first to third in her own village in Government school. Later on her father shifted from the village to Madanapalle city as he wanted his children to get good education. Kusuma Kumari did rest of the studies till twelfth class in Madanapalle. She had a strict head-master in her school days. He used to emphasize much on discipline and also kept a track of activities going on in the school. Kusuma Kumari was an extrovert person and actively participated in various extra co-curricular activities like debates and extempores and also used to win many of them. She was even very much interested in sports and was also good in it. She did not even hesitated in competing with boys in all the activities. Kusuma Kumari said that she could not think of any activity which was there in school and she did not participate. Because of her enthusiasm and over all personality, she was very popular in school. She was very social and good in making friends. She could easily make friends and even maintained friendship. At home also she shared good relations with all the brothers and sisters. They used to play together and even studied together. They did not go for any tuition classes. Kusuma Kumari recalled that her father

himself used to teach them 'English' subject. It was fun to learn from him. She said that "he was an excellent teacher". She was not very studious and had no fixed study habits but still did well in exams. She used to do her homework regularly but took studies seriously only during exams. Teacher used to love her a lot as she used to bring lots of prizes to the school. She was more interested in playing and extra curricular activities compared to studies. She also loved reading and read various story books. Amongst all her siblings, she was very active. From the childhood, she was very bold. In the school also she was made monitor and given various responsibilities.

4.8.3 HIGHER EDUCATION /UNIVERSITY DAYS

Kusuma Kumari did her graduation in Botany subject from Sri Padmavati Mahila Vishwa Vidyalayam at Tirupati. She wanted to continue her studies at Madanapalle itself but did not get the combination of subjects which she wanted. Therefore she shifted to Tirupati. Tirupati was just 112 kms away from Madanapalle. Sri Padmavati Mahila Vishwa Vidyalayam where she got admitted is known as the oldest Women College. Women from all over the world come here for studies which helped her to get a National level exposure. She found the teachers at Sri Padmavati Mahila Vishwa Vidyalayam very friendly. They were always available for students to guide them in their studies. Kusuma Kumari said that, "she enjoyed her student days but never took studies seriously as she had no future plans of making an earning out of it". Even during her higher education, she continued participating in extra co-curricular activities. She took active interest in extempores and debates and here also she used to win various awards for the College. She shared that she used to enjoy sitting in canteen rather than attending the classes. She still has good memories of her College days. She maintained the habit of studying only during examinations even at University level. During her Higher Education days she used to stay in hostel. The University was not far from her home so she used to go home during vacations or any public holidays. Her parents used to come to University to take her to home during holidays. Later on her sister also joined her at the same College and it was fun. Kusuma Kumari shared that she still can recall the looks that her mother gave her when she was leaving for her College for the first time. She was bit worried in sending her to hostel. Kusuma Kumari had no ambitions about studies and career.

Later for her Masters' degree she applied for various fields like Veterinary, Agricultural Science, and other science streams. She even got admissions in many of the subjects for which she had applied. Her parents and other relatives around her discouraged her for joining the science stream as these streams were not considered appropriate for girls as they were not expected to take up career. Kusuma Kumari ultimately ended up opting for Arts stream even after completing Graduation from science stream. She joined her M.A in Telugu subject. Before leaving the University campus, one day she seriously introspected while sitting on a cement bench in the hostel campus under a tree. At that time she had completed her previous year of M.A. Kusuma Kumari asked herself what will she do after M.A? Stay at home or take up career. When her previous class result was announced and she had secured fifty one percent, she decided that she will work after her studies and since then she started taking studies seriously. In the final year of M.A, she worked hard and passed her Masters degree with first class. In the year 1972, she finished her Master's degree. In the year 1973 she joined as Lecturer in Anantapur and next year in 1974 she got married. Even after getting job her inclination towards studies was always there. She had a lot of interest in linguistics and hence took up further studies in this area. She did Post Graduate Diploma in Linguistics in the year 1978 and also completed Post Graduation Diploma in Translation in 1991. In between she had also done some certificate course in Hindi Subject in 1973. She had love for all languages. In the year 1982 she completed her Ph.D in Telugu Language. Even after Ph.D, she did B.Ed in 1990. She shared that she loved studying and kept on developing herself academically. She even secured first class in all the course. Her sister said that she was from the beginning very voracious reader. She used to read lot of fictions in English and also Telugu literature. Kusuma Kumari even used to read lot of literature of top leaders in Telugu. Kusuma Kumari's father used to buy lots of books for them. He also used to bring books on women liberation. Kusuma Kumari also loves listening to music especially old hindi film songs and even has a good collection of music albums. She loves gardening, embroidery, stitching, visiting and even traveling a lot and reading of course. She used to prepare table mats, television covers, wall hangings with embroideries. Even now she has the same interests and devotes time to these activities. She reads Mahabharata and has a great respect for Gita. She has a strong feeling that our scriptures needs to be retold and reanalyzed. Their application in life is needed in present days.

4.8.4. MARRIED LIFE

Kusuma Kumari got married in the year 1974. Her husband's family belonged to Padappa District but to give better education to children, her father-in-law had shifted and settled in Tirupati. Kusuma Kumari and her husband though were contemporaries, they were not knowing each other very well. They used to compete in extempore and met at various competitions before marriage. After marriage was fixed she could recall all this. They had never interacted at that time and never thought that one day they will meet for a marriage proposal. One of the family friends of Kusuma Kumari, who knew both the families well, brought the marriage proposal. The meeting of would be bride and would be groom was arranged. They met at Kusuma Kumari's work place. Even the father of Kusuma Kumari accompanied them as during those days meeting of would be bride and would be groom was not common before marriage. It was a very informal meeting. He was from Political Science background. She shared that they discussed a lot about literature as he also shared the same interest of reading. She said that in her family, all including her had a clear idea of marriage. Her family was against dowry. Even her husband had the same views. Her marriage was a non traditional marriage. She got married on 12th May, 1974 by just exchanging garlands and taking oath. Their marriage was performed by a reputed Telugu writer. She said she did not even wear a mangalsutra in marriage which is considered to be very important in south Indian marriages, which a woman wears throughout her life. After marriage, her mother insisted her to wear mangalsutra and she wore it. She said, for her it was just an ornament. Till date she says that she is not very particular in wearing it. She also added that she even never insisted on her daughter-in-law for wearing it.

In the initial days of her marriage she had to face some cultural differences as after marriage one has to adapt to new family. She was grown up in a liberal setting. Her husband also had a liberal thinking but the other family members had a different thinking. Still it was not much of adjustment problems. She received support of all the members in the family. She stayed with the in-laws for some time. She later received scholarship by UGC and shifted to Tirupati for three years. They stayed alone there, she and her husband. Her mother in law died suddenly. Her father in-law stayed with them and they used to take care of him. Her husband were six children and all were

well placed. One sister-in- law is Professor in Women's studies Department at Hyderabad. She shared good relationship with all her brother-in-laws and sister-in-laws. Her sister-in-laws and brother-in-laws whom the researcher met praised her a lot. They shared that "she is a very good human being and always worked for bringing the family together. She encouraged the women at home to take up education seriously and be independent". Her first daughter was born in the year 1975 and the son was born in the year 1978. When she was pregnant with her first daughter she went to her mothers place for delivery. Her husband and her father were political activists. They were involved with Jay Prakash Narayan. Jayaprakash Narayan is widely known as JP or loknayak (leader of the masses) was an Indian independence activist and political leader and remembered especially for leading the opposition to Mr.s Indira Gandhi in the 1970s. When Mr.s. Indira Gandhi was found guilty of violating electoral laws by the Allahabad High Court, Narayan called for Indira to resign and advocated a program of social transformation which he termed Sampoorna kraanti [Total Revolution]. Instead she proclaimed a national Emergency on the midnight of June 25, 1975, immediately after Narayan had called for the PM's resignation and had asked the military and the police to disregard unconstitutional and immoral orders; J.P, opposition leaders, and dissenting members of her own party (the 'Young Turks') were arrested on that day. Political detentions were made during that period and Kusuma's husband, father and even her brother-in-law were arrested (at present her Brother-in-law is contesting for MLA from Tirupati). When she came to Tirupati, she came to know about her husband and her brother-in-law's detention. Before marriage also she knew that her husband has this kind of political thinking and she was even mentally prepared for a situation when some day, he may loose job and she may have to support the family because of his such kind of involvement. At that time she was just twenty three years old. She alone went to meet the Chief Minister at that time for the payroll of her husband. She requested him that she is pregnant and on these grounds her husband should be granted payroll. She says that she was brought up in such a manner that she never feared talking to anybody. She had no inhibitions to talking to anybody as she never considered herself inferior to anybody and treated everybody equally. She used to feel that being women itself is great. Her first child was born during this phase of detention of her husband. She used to take her small child to Mushirabad jail in Hyderabad to show the child to her husband, father and brother-in-law. Her husband shared the incidence that during that time, he used to be

brought for inquiry to Tirupati, via Anantapur. They used to reach Anantapur at 12:00 mid night and had to stop there for ten minutes to get another train. Kusuma Kumari took advantage of these ten minutes. She used to take her child to station and meet her husband there. Due to all this, he had lost his job but fortunately Kusuma Kumari had the permanent job. According to her husband, these incidents in life helped her to emerge as a strong woman; even Kusuma Kumari believes the same. She strongly believes that adverse things in life make the person stronger. For almost a year she kept going to Anantapur station, late night to meet her husband. Afterwards, when Government changed, he got his job back with all the arrears. His job was also given back to him and life once again came to normalcy.

After marriage most of their money was spent on buying books as they both love reading. Her husband was very supportive at all points of life. She did her Ph.D after marriage. During her doctoral studies she was pregnant with her second child. Her husband used to get books for her. Marriage was not at all an obstacle for her in higher learning and this was just because of her husband. Many students used to discontinue studies after marriage, but she was fortunate to get such a support from her family which made her complete her work. She had good maid servants. She used to believe in breast feeding. She never compromised on breast feeding of her child till the age of one year. Her mother was very helpful during this time. Either her mother used to come to her or she used to go to her for the sake of her child. This was possible as they used to stay nearby. Her mother used to train the maid servants. Kusuma Kumari used to come home during lunch time for breast feeding. She used to pay liberally to her maids and treated them equally as family member. She had to go out frequently to attend various conferences so needed maid. She shared that even the milk supplier also used to help her a lot. Till date he is like a family member to her. She treats him like her younger brother. Her husband is now retired; he was also from the field of education. Now he is Director of Sri Venkateshwaraya Employees Association SVETA and associated with TTD-Devsthanam. After becoming the Vice-Chancellor, she had to shift to Anantapur. Now both husband and wife are staying separate as she is Vice-Chancellor at Anantapur. Husband is in Tirupati and she is in Anantapur. Her husband shared that in spite of staying apart they do not lack communication and talk regularly on telephone and also keep visiting each other.

They both shared that they have a very harmonious relationship with each other and are very fond of traveling and whenever time permits they do make a point to visit lot of new places. Kusuma Kumari said that her children never complained about her working. She never preferred to work for late hours. She had good servants and was also fortunate to always have some elderly person with her, either her own mother or sometimes her mother's sister who used to take care of her children. She never kept her children alone with maids. She herself used to look after their academics also in the evening. She used to check their notebooks and used to look for their home works. She used to give lot of support during exams. Her son shared that he had the habit of studying till late in night. His mother used to be awake with him till he finished his studies as he had a habit of keeping watch on her mother (whether she is awake or not). He shared that she never used to watch Television when they were studying, so that they do not get disturbed. She is very much interested in watching good movies and whenever time permits watches good movies. Both the children said that they sometimes used to feel that their mother does not stay with them throughout the day but at the same time they also used to feel proud for her being a working woman. Kusuma Kumari has a great respect for family values. She enjoys family get together and even makes it a point to attend all the family functions and social functions and even death ceremonies. By attending all such social functions she feels that she is giving importance to family and spare time for family. She is very meticulous and plans things in advance. She plans all her programmes; she even plans her travels well in advance. Kusuma Kumari shared that her daughter is of very liberal thinking. She never believed in the typical role of wife in Indian culture and always demanded equality. She was not in favor of marriage and was very independent in nature. Kusuma Kumari used to be very much worried for her because of her liberal thinking. The family also had a liberal thinking, but her daughter was extreme and Kusuma Kumari shared that she could not tolerate her independent nature. Her daughter was against marriage and used to say that "I am independent and why should I submit myself to somebody". Her marriage was a worry to Kusuma Kumari. She ultimately got married out of caste, religion and even country. Her son-in- law is an American. They got the marriage arranged. In her house they used to respect all religions, castes. She used to tell her daughter that she won't mind whomsoever she will select as her life partner. She chose one of her colleague who was American. They got married at America and the parents arranged the reception here in India. Her daughter's sister-in-

law takes care of her a lot. Her son's marriage is an arranged marriage. The mother of her daughter-in-law was known to them. Both the families talked to each other and got the marriage arranged. Her daughter-in-law has done M.Sc in Nanotechnology. According to her daughter-in-law, Kusuma Kumari do not interfere much in their personal life. She does not show much interest in their personal activities and gave them their space. They share good relationship at home as they all respect each others' freedom. She always allowed children to take their own decisions. When her daughter shared with her about her decision to get married to an American she told her it's her decision and she should be sure about it. She respected her decision as she also believes that good understanding, cultural relationship needs no regionalism.

4.8.4 PROFESSIONAL LIFE

In 1973, Kusuma Kumari was appointed as a Lecturer of Telugu Literature at Satya Sai Baba Womens' College of Higher Learning, Anantapur. It was a well disciplined College. Many students from across the country used to come here for studies and almost all were devoted students. She feels that she was very lucky to start her career from such an institute as it gave her a very good exposure. Anantapur is a very backward area but still this College had a cosmopolitan structure. Kusuma Kumari believes that exposure of Satya Sai Baba College helped in developing her teaching skills. She was the junior most staff member in this College. At that time, she was just twenty one years old. She worked in Satya sai Baba College for eleven years, till the year1984. She was very sincere and dedicated teacher as per some of the old students whom the researcher could meet. Some of the teaching staff opined that as a colleague she was very cooperative and a caring person. According to Kusuma Kumari's Head of the Department and Dean during that period, "she was a very punctual teacher and students loved her". She used to be a favorite teacher of students and they never had any complaints from students regarding her behavior or teaching. Whatever task was assigned to her, she used to perform it with the best of her ability and never said 'no' to any work given to her. After working for eleven years, Kusuma Kumari applied at Sri Padmavati Mahila Vishwa Vidyalaya for Reader's position and even got appointment as Reader. At Padmavati Mahila Vishwa Vidyalaya Kusuma Kumari became the senior most teachers with eleven years of teaching experience. Sri Padmavathi Mahila Visvavidyalayam, a women's University was founded in 1983 by

Sri N.T. Rama Rao. The purpose of establishing this University was to provide adequate training facilities to women candidates in the state. She got an opportunity to work at various administrative positions in this University. When she joined this University, it was in its inception stage and she had much scope to grow there as she was the most experienced teacher. The administrative posts came very naturally to her because of her experience. In the year 1984 Kusuma Kumari was given the responsibility of being Assistant warden. She was the Warden for one year only and later on seeing her concern for students and her work, she was promoted to Chief Warden. She was at the position of Chief Warden for three years. Some of the girls who stayed in hostel during her tenure when contacted by the researcher shared that Kusuma Kumari was a strict warden but they do not have any complains as whatever she did was in the benefit of students. In spite of being strict, they found her very approachable. They felt free to contact her and share their problems. She even used to guide them in their personal problems. Some of the students who were settled in Tirupati and the researcher could contact, they shared that "she always encouraged girls to study and pursue a career". Many girls used to approach her even with their personal problems, like many students' (girl) parents were not allowing them to continue studies. One of the former students said that whatever she is today is because of Kusuma Kumari. Her parents had told her to discontinue studies and get married and settle down. Girl's education was not promoted in her family. She shared her problem with Kusuma Kumari, that she is interested in continuing her studies. Kusuma Kumari met her parents and convinced them that she is a brilliant student and they should allow her to continue her studies and she succeeded in doing that. Now, even the parents of this student are very much thankful to her. In the year 1989, Kusuma Kumari became the Head of the Department of Telugu Studies and occupied this position for twelve years. In these twelve years she contributed a lot to the Department. The faculty members who worked with her in this Department shared that she had a passion for Telugu language and worked hard to promote it. The staff members found her very bold and courageous lady. She was very straight forward and blunt. In the year 1992, she became Professor. Along with being a Head of the Department she was also given other responsible positions like, she was Student union Advisor for one year (1985-86), N.S.S Coordinator for three years (1988-1991), Cultural Co-ordinator for two years, Chief Superintendent for Exams for two years (1994-1996), Secretary and Co-ordinator for the Pre-Examination for three years

(1995 -98) and Director, Centre for Women's Studies for two years (1997-99). The faculty member shared that she had the ability to handle various tasks together. She later was given additional responsibility of being Dean of the faculty for one year along with being Head of Telugu Department in the year 1998. At the same time she was also the Co-ordinator of Women's Studies Centre. The present Coordinator of Women's Studies Centre shared that there was problem in the centre in the year 1997 and Kusuma Kumari being the dynamic person was thought for the post of Coordinator of the centre. She took up various projects in Women's Studies and even encouraged others to take up projects. The issue of Empowerment of girls and women was very close to her heart and hence she shared that she enjoyed being associated with this centre. She had love for Linguistics. Many of the staff members had a common view that she was good in Linguistics and had good command over languages, especially English and Telugu. She also has a good communication skill and is known for being a good Orator. Apart from Telugu language she was also good in Sanskrit language and worked to promote this language also in the capacity of being Co-ordinator for Simple Sanskrit Speaking Centre. Kusuma Kumari has special love for Telugu literature and also was Chairperson, Board of Studies in Telugu for twelve years from 1990 to 2002. The present Vice-Chancellor of Sri Padmavati Mahila Vishwa Vidyalaya, who also worked as a faculty with Kusuma Kumari said that she was known to be very strong and bold lady and could be aggressive whenever needed. Many people also described her to be very diplomatic and manipulative which helped her in getting various administrative opportunities. Kusuma Kumari was later also made in-charge Registrar for five months in the year 1999. In the year 2005 she became Director of Distance Education Centre. She is still holding this position along with being Vice-Chancellor of Sri Krishnadevaraya University. She said that, she had worked on almost all important administrative positions. Her name was also suggested for Vice-Chancellor of the same University where she spent most of her period of professional career (Sri Padamavati Mahila Vishva Vidyalaya), although she was not selected. The Vice-Chancellor of Sri Padmavati Mahila Vishwa Vidyalaya, shared that "Kusuma Kumari was a very bold lady and whenever the University was in crisis the first person who came to her mind, who can take up the responsibility was Kusuma Kumari and she could not recall even a single incident wherein she was asked to take up some challenging task and she had refused". Kusuma Kumari shared that she had never learnt to say "No", whatever opportunities came to her she grabbed

them and all these gave her an exposure to various administrative positions and also helped in building confidence in her. She accepted that she was ambitions and always wanted to be at the administrative positions. Initially she had not aspired for the top most position as Vice-Chancellor but when she became Head of the Department, her next goal was to be the Dean and when she became Dean she thought of moving ahead in the ladder. She also agreed that she was very much conscious that for reaching the top most position, building up of social network is a must and she worked hard for building such networks. Working in different capacities she got an opportunity to work with different people in her own University as well as outside University and she built a good relationship in and outside University and maintained the same. According to Kusuma Kumari, her motto in life is, 'whatever one undertakes he/she should do it sincerely'. She never used to say "No" to any work or any opportunity and took it as an opportunity to do something and prove herself. The Boss used to have faith in her and she got opportunity or responsibility to work for different centers. This gave her wider perspective and she could grow and also sharpen her skills. Due to different kinds of work undertaken by her, she says she could also develop contacts in different fields. This gave her recognition. She proudly says that she has the ability to work with anybody.

4.8.6. BEING A VICE-CHANCELLOR

Vice-Chancellor is a political position. When her appointment was made, the Government wanted to have a women Vice-Chancellor for Sri Krishnadevaraya University, Anantapur and her name was suggested by some academicians, administrators and even local politicians. Her appointment was made in August 2008. She was the second women Vice-Chancellor of this University. It was not at all a surprise for her when her selection was made as she was always very keen to be Vice-Chancellor and even worked for it and her name was suggested for various Universities in Andhra Pradesh. Many people opined that she could get this position because of her family and husband being well connected to politics and the Chief Minister at that time was of their own caste. Some people were also of the view that she got this position on her sheer merit. Her family was Communist and no connection with the Congress Government that was in power when she was made Vice-Chancellor. Anantapur was not a new place to her as she had started her career

in teaching from Satya Sai Women's College at Anantapur. Prof. K. Nageshwaram, who is present Rector, shared his views about Kusuma Kumari. He was of the opinion that "she believed in participatory administration. She wanted to promote work culture, sincerity and dedication. She used to involve people and never behaved like a boss". In contrast was the view of Prof. Venkat Naidu, who was Ex-Registrar, he said that "Kusuma Kumari was not at all an honest person. He found her very autocratic, biased and egoistic person". He even said that "she would speak something and would act totally opposite". Kusuma Kumari strongly believed that one should be in public service if one wants to contribute in the development. One Professor from Botany Department, Dr. Punnaiya, also agreed that Kusuma Kumari is a good person. He further stated that she has very good intentions but many a times could not implement them properly. He appreciated her encouragement to bring lots of projects. He shared that here in this University students do not come regularly; absenteeism is a very severe problem. She made seventy five percent attendances compulsory and this has helped in increasing the attendance of students. They started attending the classes. According to him she is not a biased lady and people in the University from opposite community are always ready to attack her. The faculty members in the University, whom the researcher contacted, all appreciated her bold nature and her ability to solve the problem immediately. They all agreed that she is a very dynamic lady. Her University has four hundred affiliated Colleges and she proudly says that still she do not keep any pending work. She deals with files systematically. She even many times takes home the files if they are of important nature and needs time to be given on them. She shared that she also involves the Executive council for fulfilling the vacancies. She is of the opinion that she had taken so much from the society that now it's an obligation to return back back to the society and hence she is very actively engaged in social activities. She was once invited by the retired women pensioners association. She met all old women and shared with them their problems, family responsibilities, monitory problems and insecurity problems. She is a good orator and impressed them. All women were happy to have her there as it helped them to relate well with a woman. She also is of the opinion that in this way linking with public issues will also help her in attaining higher positions.

Anantapur is very backward place. Girl's education is not promoted here. Parents get their daughters married at a very early age. She shared that her University faced a large number of drop outs of girl's students. Most of them used to leave the education in the mid due to marriage. In many cases the girls were interested in continuing their studies but were not allowed by the parents. Kusuma Kumari as Vice-Chancellor strongly felt that something should be done. She shared that, as a Vice-Chancellor in her own University she used to write letters to parents requesting them not to discontinue the studies of their children, especially girls after marriage. When the girls used to share with her that her parents or her in laws are not allowing her to continue studies, she many a times even used to meet the parents personally. She has respect for the family system but at the same time feels that there is a need to restructure it and arrange internal things. Kusuma Kumari shared that "Socialization is needed for anyone to aspire for higher posts". She was associated with many panels and this she says is only because of her strong network. She shared that she never felt in her life that because she is a woman she did not receive anything in life. She says she is heading the senior most University in Andhra Pradesh State. She has received National fellowship also. For all this she gives weigtage to her decision making. She has a practice of conducting periodical meetings with the staff. She is of the view that one should have good communication, knowledge and exposure to administration. One should expose himself/herself which is important both for men or women whoever is aspiring to be an administrator. The Rector of the University was contacted by the researcher and a meeting was arranged in a restaurant in Anantapur. The rector described Kusuma Kumari as a strong willed and determined person. She has a very good approach and is firm decision maker. She is very much concerned about the welfare of students. He said that she has plans for development of University. She brought grants to University. For the first time the University got huge grants and each faculty received around twenty lakhs each for infrastructure development. According to the Rector this is a very unique achievement during her tenure. She encouraged Research publications and special centre for Research Development is established by her. She also opened different Centres like Ambedkar Studies Centre, Indira Gandhi Study Centre, Women Studies Centre. She also contributed in computerizing the administration work. She tried a lot to improve University administration. The Rector said, she is a very daring lady, she even does not hesitate to visit the boy's hostel herself to get the first hand information. She has a

habit of solving the problem immediately and do not believe in keeping the issues pending for a longer time. She is planning to restructure the examination system. She is thinking of initiating a common structure of examination. Kusuma Kumari shared one experience, once when there was a food poisoning incident in her hostel and at that time unfortunately she was not in Anantapur, she received a call informing her about the incidence. She tried not to panic because if she will panic, she may commit a mistake. Some students were hospitalized and they had examinations the very next day. She talked to the Warden and Rector and asked them to monitor the situation. These students had exams scheduled next day so she had to take some immediate decisions. After all the exams were over, she asked that after giving one day gap they should arrange the exams for those children who were affected. She shared that her University is a radical University as they have students with strong political background studying there. She always believed in being positive to students and be helpful to them. She has kept a time fixed which is 3-5 p.m for students, wherein they can freely meet her for sharing any problems. During this period the students can go and meet her directly. She said "I do not believe in any middle person". She shared one more incidence wherein she received a phone call saying that one congress candidate was contesting for elections and wanted a big senate hall of University for campaigning. She received this call from one of the influential student leader. They thought that women are vulnerable and can be threatened. She asked him to wait and immediately asked her Rector and Registrar to talk to the Collector and find out, whether such things fall under the election code of conduct. They talked to him and reported her that University is not bound to support such activities. The person contesting the election was known to her. But she said that she does not believe in mixing personal and professional relationship and she denied the access to senate hall for such purpose. She believes that one should not oblige anybody for wrong things. She always used to project herself that she has a strong knowledge base of administration and she is not vulnerable and believe in her own decision. She advised all the aspiring women administrators that "we all are human beings and we may commit mistake whether it be a men or women but women has to be doubly sure before they do something, otherwise people are waiting outside to react. Women have to be very careful and cautious". She further stated that one should have habit of learning from mistakes rather than repeating mistakes. One should study and analyze the decisions if it turns out to be wrong. Introspection and analysis is must. One

should have strong appearance to outside world and should have the attitude of accepting mistakes and learning from it. One should not appear weak.

Last year the Block grants of crores of rupees were given by UGC to the University but the salary grant was not released by the Government due to elections. There was uproar in the University. People used to say that just because she is a female Vice-Chancellor she could not maintain good interpersonal relationship with the people at higher ranks and in turn failed to get the grants released. But all the Universities of the state were facing the same problem. All the Universities went on strike; even her own University employees issued notice for strike. She said "fine if you want to pressurize Government by doing so, go ahead but we have NAAC visit during the same time". She called a meeting and requested the employees to postpone the strike and work for the NAAC visit. They agreed to this request and started working for NAAC visit. As the strike was over, she then called up the Government officials that if they will not release the grants then there is going to be serious problems. She pressurized the Government to release the grants. She kept contacting senior IAS officials. They released grant and only her University could manage in receiving hundred percent grants. She says that she do not have a habit of going to people unnecessarily and believes in maintaining the respect of chair. She tries to do things just through phone calls. If needed she sends her own people like the Rector or Registrar for visiting people at higher level. If still needed or during emergency she goes personally. For salary grant she even met people personally. Her opinion is that for good administration one should have good human relations. Many faculty members shared that she could get the grants released because of her well connected political background. She had both types of people. If she failed in doing something they will blame her, for being a woman and if she succeeded they will say it is because of her political connections. With all her efforts for NAAC visit, she ended up getting 'B' Grade. According to the present Registrar, Mr. Purushottam, they failed to get 'A' grade because more than 200 positions are vacant in their University. After NAAC grading, she took this seriously and immediately thought of appointments. She advertised posts and within a very short time even managed to conduct interviews. Many staff members in the University shared that they had high expectations from Kusuma Kumari as she could have done a lot with the help of her political networks,

but she did not used it to the optimum. The faculty members from different Departments agreed to the view that she encourages all people in the University irrespective of their caste or religion to apply for projects. She encouraged all the Departments to apply for SAP projects. She even got three programmes sanctioned. During her tenure SKU College of Pharmacy was established in 2008 as a mark of Silver Jubilee Year Celebration of Sri Krishnadevarya University. In a short period under the guidance of Vice-Chancellor Prof. P. Kusuma Kumari, the College of Pharmacy has been recognized as one of the best Pharma-Education centers of South India. The College building includes specialized Pharma-laboratories and Hi-tech Classrooms (with LCD and Laptop), Tutorial room, Animal House and Computer Net-lab with Hi-end servers, Internet clients with Wi-Fi network. Sri Krishnadevaraya University (SKU) has entered into a Memorandum of Understanding (MOU) with Girne American University (GAU), USA, for mutual cooperation on academic issues including sharing of teaching expertise and research. The MOU was signed here during a visit by a delegation of the GAU. The delegation comprising Rector of GAU Neilgen Sharp and President of International Division, GAU, Shel Hulac. They had a meeting with Vice-Chancellor P. Kusuma Kumar, Registrar G.H. Philip and other authorities of SKU. This agreement would enable students, researchers and teachers of both Universities to exchange plans, syllabus and research work. The Vice-Chancellor said the agreement would improve the quality of education in the University and develop academic plans. She tried to bring change in the work culture. She has very few female teachers in her University. She worked for encouraging the female staff members to come out and take up challenging tasks. But in spite of her so many efforts, most of them do not want to take up positions as taking up positions means additional responsibility and they do not think themselves capable of striking a balance between work and family. She wanted to promote them but they themselves refused. Most of them are ready to work but are not ready to take up the positions, as positions come with responsibility and this will further lead to accountability. But she says that still she has not lost hope and is still in the process of convincing them to come out and take up responsibility. They give family reasons though they have strong bio-data. She even tried to give the post of Rector to a woman but all in vain. She feels that there is a need of personal inclination to take up responsibilities. She feels and insists that women should not degrade themselves in society. There is a need of creating a culture in women. A balance has to be strike. Families do not have

democratic structures. A sympathetic understanding towards woman is needed. Attitudinal change is required in the society. She also added that position of Vice-Chancellor in India is better as we have more women Vice-Chancellors in India compared to any other Common Wealth Country. She loves spending time alone. She talks to neighbors, housewives in society without being conscious of her position. Her neighbors appreciated this quality and said they never felt they were talking to a Vice-Chancellor. For them she was just one of them. She believes and always says to girls that 'India is best place for any women to grow and reach at any height'. Being women here is a strong point. Women do have some barriers of their own which no one can help but she herself has to design a mechanism to overcome them.

Kusuma Kumari had to face some trouble since September 2009.The academic activities in the University came to a halt on September 2009 as several students' unions called for frequent bandhs against the Vice-Chancellor due to maladministration in the appointments. However, the Vice-Chancellor on January 27, 2010, issued the appointment orders to 29 candidates for teaching posts without even taking the approval of the Executive Council, the highest governing body in any University. Sri Krishnadevaraya University Executive Council meeting did not approve the appointments of 23 Assistant Professors by Vice-Chancellor Kusuma Kumari and recommended to the Government to cancel the same. The then Registrar, Dr Ravindranath refused to issue the orders of the appointments. The Vice-Chancellor had then immediately replaced him and issued appointment letters. The Executive Council of the Sri Krishnadevaraya University-Anantapur on Saturday, 6th February 2010 decided to cancel the recruitments to the post of Assistant Professor made by the Vice-Chancellor, Ms Kusuma Kumari, due to "gross irregularities" in the selection process. However, since there were differences within the members of the Executive Council, the matter has been referred to the state Government. The Government is to take a final decision on the issue. The filling up of the posts by the Vice-Chancellor triggered a controversy with student organizations alleging that the Vice-Chancellor's husband had taken money from those selected for the posts. They alleged that the Vice-Chancellor did not follow the roster system and did not take the consent of the Executive Council members. The CPI, CPM and TDP had earlier met the Chief Minister K Rosaiah and the Governor following which the Government cancelled the

recruitments and issued a fresh notification. The Vice-Chancellor, however, filled up 23 posts again without the consent of the EC members. Kusuma Kumari also removed the University Registrar, Ravindranath, as he declined to sign the recruitment orders. With student organizations protesting against the fresh recruitments, also the Principal Secretary (higher education) had asked the Vice-Chancellor to conduct the EC meeting in the City. The State Government convened an emergency meeting of the SKU Executive Council at the APSCHE office in Masab Tank. Scores of policemen were deployed as several students' unions held demonstrations in front of the APSCHE office demanding that the Vice-Chancellor to be sacked for resorting to malpractices in the selection process. Tension prevailed as activists from the SFI, AISF and the MRPS tried to enter the office premises. Police had to resort to lathi charge to disperse the agitating activists. Meanwhile, some Professors, who had secured jobs in the recruitment drive threatened to commit suicide if the Government abolished the notification. Police intervened and pacified both the groups paving way for the smooth conduct of the meeting. Several political leaders and aspirants questioned the timing of recruitment arguing that there was no need for such a hurry as the entire state was still mourning the tragic death of the then Chief Minister, Dr Y.S. Rajasekhar Reddy. The meeting reportedly recommended for the removal of fresh recruits. Executive Councils (EC) of the Sri Krishnadevaraya University as per the News paper reports and some of the University members is packed with political appointees. Many members have secured their posts not on personal merit but by political clout. The Executive Council consists of the Vice-Chancellor, Registrar, Principal Secretary-Higher Education, Principal Secretary-Finance Department, a Senior Professor of the University College, a Principal of the University College, a teacher from the University College, a teacher from an affiliated College and four "eminent persons" representing industry, agriculture, trade, commerce, education, public life, legal profession, social work etc. It is this "eminent persons" category that provides a loophole. Those who manage to land the post often use their office to secure permissions and affiliations for Colleges of their choice. Apart from taking a "sitting fee" of Rs 1,000 for every EC meeting, the members use University vehicles for themselves and their family. Though the term of EC members is three years, several continue for more than five years. There are allegations that four members on the EC were recommended by top Congress leaders and the rest came through the Chief Minister's Office. The EC has the highest decision-making body of any

University. But several EC members allegedly spend more time fighting for their share in kickbacks in contracts and purchases. For instance, some EC members who strongly opposed the out of turn appointments made by the Sri Krishna Devaraya University Vice-Chancellor, Ms. Kusuma Kumari, made a u-turn when the state Government ordered a probe into the matter. It was alleged that the Vice-Chancellor pacified them by promising that their candidates would get preference in the next recruitment notification. Recently, Prof. Kusuma Kumari came under the judicial probe for allegedly committing several irregularities in the recruitment of faculty and non-faculty members. It was reported in the news papers that this is for the first time that a Vice-Chancellor has come under judicial probe. Governor ESL Narasimhan, the Chancellor of the Sri Krishnadevaraya University, Anantapur, on Wednesday, 3rd March 2010, instituted a judicial enquiry against Vice-Chancellor P Kusuma Kumari for "wilfully disregarding the provisions of the AP Universities Act, 1991." The governor appointed justice (retired) A Hanumanthu of the HC the enquiry authority. The orders concerning the appointment of enquiry authority were issued by Chief Secretary S V Prasad on Wednesday 3rd March 2010 evening. It was alleged that the Vice-Chancellor was responsible for a large-scale irregularities in the selection of 29 Assistant Professors. The University filled the posts without complying with standard recruitment procedure. The state Government wrote a letter on 10.12.2009 asking for corrective measures. But, the Vice-Chancellor chose to ignore the Government letter and issued orders without jurisdiction, the GO (MS NO 18) said. According to the GO, justice A Hanumanthu is conducting an inquiry into the alleged irregularities committed by the Vice-Chancellor in the appointment of Assistant Professors and the deliberate omission of the provisions of the Act. A majority of teaching staff met Mr. Hanumanthu and submitted memorandums. They strongly opposed the Vice-Chancellor's unilateral decision in appointments though the two-member committee appointed by the state Government had directed her to cancel the employment notification. Some teaching staff reportedly complained that the Vice-Chancellor had tampered with records and issued two appointment orders to Mr. B. Srikanth, who secured a job in the recruitment drive as Zoology Assistant Professor, to misguide the H C. Mr. Hanumanthu reportedly asked them to submit their allegations in the form of affidavits within a week. A single member enquiry commission led by retired high court judge A. Hanumanthu has cross examined Ms Kusuma Kumari over the irregularities which took place in the recruitment of 23 Assistant Professors.

However, Ms. Kusuma Kumari reportedly argued that she had discretionary powers to recruit Professors. Another former Executive Council member Prof. K. Ramakrishna Reddy, who submitted five affidavits against the Vice-Chancellor, attended before Justice A. Hanumanthu and reportedly explained that the Vice-Chancellor had violated the financial code as well as the UGC Act as she had spent Rs 33 lakh beyond the actual budget allocated of Rs 17 lakh for maintenance of the Vice-Chancellor's residence and spent Rs 50 lakh for publicity on distance education as against the actual allocated budget of Rs 15 lakh. During cross examination, Ms. Kusuma Kumari allegedly lost temper and scolded Mr. Ramakrishna Reddy; a heated argument took place between them for a while in the presence of Mr. Hanumanthu. Mr. Reddy also pointed out that the Vice-Chancellor had bought outdated 101 volumes of encyclopaedias with Rs 13.5 lakh for the central library without the consent of the dean and librarian. Prof. C. Sudhakar reportedly pointed out the Vice-Chancellor's violation of roster points in the recruitment of 1 Professor, 2 readers, 2 lecturers and 2 tutors in the Centre for Inclusion and Exclusion. It is learnt that the Vice-Chancellor was silent to the questions posed by Mr. Hanumanthu. After the report of Mr. Hanumanthu Committee which suggested that Kusum Kumar was involved in the malpractices in the appointment of 29 Professors of the University. Prof. Kusuma Kumari was sacked on August 2, 2010 after the state Government had accepted the recommendations of the one-man Justice Hanumanthu Committee Report and issued orders removing her from the post. This was the first time in the state's history that Government had removed any Vice-Chancellor of any University. Meanwhile, Yogi Vemana University Vice-Chancellor Ramachandra Reddy has been directed to act as incharge Vice-Chancellor of Sri Krishna Devaraya University. Her removal led to accusations by the Kadapa M.P., Mr. Y.S. Jaganmohan Reddy's supporters that she was sacked due to her closeness to the Jagan camp. Prof. Kusuma Kumari termed her removal from service as "an act of political vendetta." She said she will challenge the removal orders in the AP High Court. She alleged that she was targeted because of her family's close association with the late Chief Minister, Dr Y.S. Rajasekhar Reddy. Prof Kusuma Kumari also alleged that the Minister for Agriculture, Mr. Raghuveera Reddy, and Anantapur L.S member, Mr. Anantha Venkatarami Reddy, have conspired to oust her since she took charge in August 2008. "My husband and my son were close to YSR. My brother-in-law, Mr. Karunakar Reddy, is a supporter of Mr. Y.S. Jagan Mohan Reddy. It is for this reason I am

targeted though I have not committed any irregularities. We are now political orphans. Our political opponents have pressurized the Government for my removal," she said. Prof Kusuma Kumari further said that the Government had given her no opportunity to explain the charges against her. What was the need to issue suspension orders overnight without seeking an explanation, she asked. She said the judicial inquiry ordered by the Government was part of a "political conspiracy." Kusuma Kumari, on her part, lambasted the Government. "Just because of my family's loyalty to the Jagan group, I was targeted and removed from the post," she alleged. "The academic activities in the SKU were badly hit because there were no recruitments since 1998. I took the initiative to solve the problem. What wrong did I do by appointing 16 candidates from SC/ST categories to fill the 29 vacancies?" she asked. The Government has strongly denied these allegations. The Principal secretary, higher education, Mr. C.R. Biswal, and Prof K.C. Reddy, Chairman, AP State Council for Higher Education, clarified that the decision to remove Prof Kumari from service was taken by the Governor based on the report submitted by the judicial committee and the Government had nothing to do with it. "The inquiry was conducted by a judicial committee," Mr. Biswal said. Higher Education Minister D Sridhar Babu, also clarified that the Vice-Chancellor was removed only according to the rules following the judicial committee report. A decision would be taken on the illegal appointments made by her after due enquiry, he said. PCC secretary and Jagan loyalist KotaMr.eddy Sridhar alleged that it was nothing but a conspiracy by the Rosaiah Government to remove Kusuma Kumari for the simple reason that she happens to be the sister-in-law of former TTD chairman and Jagan loyalist Bhumana Karunakar Reddy. Vice-Chancellor Kusuma Kumari then decided to knock the doors of the Andhra Pradesh High Court following her unceremonious termination from her post.

On 11th August 2010, Prof. P. Kusuma Kumari, the suspended Vice-Chancellor of Sri Krishnadevaraya University, Anantapur, won a judicial battle against the State on Wednesday (11-08-2010). The State H.C. ordered the Government to immediately withdraw the suspension and reinstate Kusuma Kumari. The H.C order gave Prof. Kusuma Kumari a partial relief as she was advised against discharging her duties till further orders. The court directed the State Government to provide all facilities to Kusuma Kumari. The court issued the directives on the sacked Vice-Chancellor's petition that she was not given an opportunity to offer her clarifications on the

findings of the Justice Hanumanthu Committee. She had also contended that the Government had ordered her removal without giving her a chance to explain the charges The Court further ordered the Government to give a copy of the Justice Hanumanthu Committee's Report to Prof. Kusuma Kumari and also directed the Vice-Chancellor to offer her explanations over the findings in the Report within 30 days.

Till date Kusuma Kumari has guided 18 students for the Ph.D. and 4 for M.Phil apart from handling 3 research projects. She has authored 7 books, published 45 articles in journals, Delivered 20 talks on All India Radio. She has visited countries like USA, China, America, Egypt, Bangkok, Malaysia and Singapore. She is associated with a number of academic bodies and Universities. Prof. P. Kusuma Kumari has significantly contributed for Telugu Language Development and Modernization. She has several distinctions and awards to her credit some of them being the Best Teacher award from the Govt. of A.P. during 1992, Woman of the year award by the American Biographical Institute in 1999, Kavithraya award from T.Rama Reddy Jayanthi Sangam, Nellore in 2001.

4.8.7 RESEARCHER'S OBSERVATIONS

Kusuma Kumari was the Vice-Chancellor of the Sri Krishnadevaraya University. She was appointed to the position in August, 2008. She was the second women Vice-Chancellor of this University. Kusuma Kumari was very co-operative. She sent her driver to the guest house to pick up the researcher and drop her to her residence for interview, though her house was at a walking distance from guest house. She met the researcher very informally in a night dress. Though she was busy with a social function, she gave enough time to the researcher for interaction and even introduced the researcher to her family. She also made arrangement for the researcher for Tirupati darshan. According to her, coming all the way to Tirupati and going back without darshan is not good. Researcher found her very simple and helpful lady. Kusuma Kumari belonged to rich family from upper caste. Her father was educated and was a well known advocate, but mother was not highly educated. She was brought up with all the facilities and had a strong support from parents. Her family was modern and had liberal thinking. Since her childhood, she witnessed political association of her father. He was actively engaged in freedom struggle and social

service. Since childhood she was very active and enthusiastic. She was very extrovert and participated in all the extra and co–curricular activities in school. She studied in Government school. From childhood she was very bold in nature. There was no gender discrimination in the family. All the children irrespective of gender were given equal opportunity for study. In fact girl's education was given more importance as the thinking in the family was "a woman gets liberated through education only". But later, when she was going for higher education she faced certain stereotypical attitude of people towards girl's education. It was thought that for girls', there is only limited field and they were very easily accepted in the literature and arts field. It was not very common for the girls to go into medicine, as education for girls was not thought for career. Kusuma Kumari herself was also not strong and clear about her aspirations, when she enrolled for higher education. She was not very studious and took life very easy going without any goal. In her final year of Masters' degree she took her studies seriously and decided to have a career. She was a very social person and believes in attending all the social functions. She believes that socialization is very important for growth. She is good at socialization. She later became focused in her life and was very clear what she wants. She took her career very seriously and planned it. She was very clear that if she wants to grow in profession, she has to build a social network and she consciously put effort to meet people and develop relationship and even maintained it. As a part of various committees and being at different positions, she got an opportunity to meet different people and she optimally utilized those opportunities in her favor. She took up all the challenging tasks which were offered to her and tried to use them to her benefit. She was very bold, confident and had good human relation skill. She got an opportunity to work as an administrator at different positions and this has helped her a lot in getting exposure. She has progressed in her professional life by entering the administrative positions one by one. It shows a proper advancement in career. All her education except Doctorate was completed before marriage. She had strong support systems. She even maintained good relationship with the servants and even did not mind paying them more, so that she can manage family and work both nicely. Family responsibilities never acted as barrier in her career. She was lucky enough to have her mothers' support when her children were young. Her mother took care of her children along with the maid. She kept a watch on maids also. Even her husband was very supportive. He encouraged her in her Doctoral work and supported her at every walk of life. She struggled in the initial phase of her marriage when her

husband lost job but she emerged as a strong person and did not let this incident affect her. She faced the challenges of life with strong determination. She was not having any mentor at any point of time in her career except her parents who guided her and supported her. The strong political background of her husband, her brother-in-law and even her father has helped her in the professional development. It appeared to the researcher through interaction with various people and the news paper report that Dr. Kusuma Kumari has used the political influence to the optimum level. She took various bold decisions also in appointments just because of her political support.

4.8.8 POINTS THAT EMERGED

1. Belongs to upper cast and upper middle class family
2. Father highly educated, mother not highly educated but liberal thinking.
3. Family had political background.
4. Studied from Government school.
5. She was extrovert and competed with boys also.
6. Very social person and believed in developing and maintaining relations.
7. She was never studious till her graduation. Had a turning point during masters degree
8. Did her Ph.D degree after marriage with one child and pregnant for second child.
9. No clear goals in life initially but took career seriously from beginning of her professional career and worked for it, she planned her career progression
10. She always aspired for administrative positions and believed that socializing and networking will help in achieving that.
11. Received support from husband and mother to balance family and work
12. Worked on various administrative positions, Proper career growth is seen from faculty to different administrative positions.
13. She was ambitious
14. She believed that exposure is must to progress in career and hence used to get connected with people through social issues and made herself visible to people.
15. She used her political connections well for reaching to the Vice-Chancellor's post as well as in maintaining the same.

16. Personal qualities; very bold, good orator, social, courageous, blunt, determined, confident, straight forward.
17. She had no mentor.

4.9 CASE 9

Prof. Nirupa Rani was the Vice-Chancellor of a newly established Central University named Adi Kavi Nannaiya University at Rajamundry, Andhra Pradesh. She is the first Vice-Chancellor of this University. Nirupa Rani belongs to upper middle class family from a forward Community in the State.

Prof. Nirupa Rani was contacted telephonically. Her contact details were found from internet. After telephonic talk, the details of the study were sent to her electronically and she immediately consented for being a part of the study. The researcher met her at her residence in Rajamundry. The researcher stayed with her at her residence and interacted with her during lunch and dinners. Apart from this, a comprehensive interview of two and half hours was conducted at her office, which was near her residence. Being a small upcoming University, all the teaching and non-teaching staff of the University were interviewed. The researcher also visited the Andhra University, Vishakhapattnam where Nirupa Rani had spent a long period as a teaching staff. The researcher met many of her colleagues and other staff members to collect needed data. As the case and her family is settled in Vishakhapattnam, most of her family members were also sfrom the city. The researcher contacted her sister and other relatives telephonically who have settled in Vishakhapattnam and fixed appointments at their residences. Later, the researcher talked to the case twice over telephone to get the missing data.

4.9.1 FAMILY BACKGROUND AND CHILDHOOD DAYS

The family of Mr.s Nirupa Rani originally belong to East Godavari region in Andhra Pradesh State. East Godavari district covers a vast portion of the delta area of the

Godavari river. They were from upper middle class family. She belonged to forward community. Nirupa Rani was born in Rajmundry on 27th October,1953. Her Grandfather stayed in Rajmundry, he was a Civil Surgeon. Her father was a Post Graduate and was a police officer with the British Government. It was a transferable job. Due to this, they used to frequently shift from one place to another within Andhra Pradesh state. This gave Nirupa Rani a good exposure. Nirupa Rani's mother also belonged to the East Godavari region of Andhra Pradesh. Her mother was also educated. She had done her Graduation. Nirupa Rani has three sisters and two brothers. She ranked second among her siblings after her eldest brother. Her family was an educated family who were also serious regarding education of their children. They were born and brought up in a liberal environment. All the children irrespective of the gender were treated equally and given same exposure and opportunities.

4.9.2 SCHOOL DAYS

As Nirupa Rani's father had a transferable job, they had to frequently change the places. This helped her in getting a good exposure. She liked moving to different places as this gave her an opportunity to meet different people and make new friends. She had to keep on changing schools. She started her schooling from Nellore in Andhra Pradesh State, which is, one of the fastest developing cities in Andhra Pradesh. Nellore is also known for acquaculture called as Aquaculture capital of India. She studied in Nellore for three years and then her father got transferred to Vishakhapattnam which is also known as Vizag. Vizag is the second largest city in Andhra Pradesh State. Nirupa Rani studied in Government school in Vishakhapattnam for four years. After staying for four years her father got transferred to Srikakullam, where she did her further schooling and once again her father got transferred back to Nellore where she completed her tenth and twelfth class. Most of the schools in which she studied were Municipal or Government schools. Just for one year she studied in a rural school as her father was posted in a rural area otherwise all her schooling was done in urban schools. According to her sister, she was ambitious and always wanted to be in top position since her childhood days. She always believed in perfection. By nature, Nirupa was a very social person from beginning. She had many friends. She was the first girl child in the house and was very close to her mother. She was also interested in sports. She was good in both indoor and

outdoor games. She was good in academics also. She used to participate in all the extra curricular activities in school and won various prizes. She was very good in her studies and regularly studied. She was always above average student. Nirupa Rani had a special liking for paintings. In her free time she used to do painting. She always used to be among first ten students in her class. She helped her brothers and sisters also in their studies. She being elder was never dominating on her brothers and sisters.

4.9.3 HIGHER EDUCATION/UNIVERSITY DAYS

Nirupa Rani started staying in hostel from her plus two level till she completed her Post Graduation. She joined Government Degree College for women in Guntur for Bachelors of Arts. She completed her B.A with good marks in English literature as major subject. Government Degree College for women was affiliated to Acharya Nagarjuna University in Andhra Pradesh State. Guntur region where she studied is identified as a major transportation and textile hub in India. She enjoyed the hostel life. She was very studious and studied regularly. According to Nirupa Rani, her attitude at that time was 'take things as they come'. She had not planned anything. She was not much fond of extra curricular activities. Her hobby of painting continued even during College time and continued doing painting in her free time. Nirupa Rani later joined Andhra University at Vishakhapattnam for her Masters degree as this is known to be one of the best Universities in Andhra Pradesh State. Andhra University is not just one of the oldest educational institutions in the country, but is also the first to be conceived as a residential and teaching-cum-affiliating, mainly devoted to Post Graduate teaching and research. During this period her father was transferred to Vijaywada. Nirupa Rani stayed in hostel for her M.A studies. After completing her M.A in English subject she later enrolled for her Ph.D under the guidance of Prof. Ila Rao. She stayed in hostel for her Ph.D studies also. Nirupa Rani lost her father when she was in the first year of her PhD. Nirupa Rani's mother encouraged all the children to pursue higher education. Her guide Prof. Ila Rao was a source of inspiration for her. Prof. Ila Rao was the first women teacher in the Andhra University and also headed the English Department. According to Nirupa Rani she found a role model in Prof. Ila Rao. She learnt from her many things like how to be independent and manage multiple roles. She tapped much strength from her. At home she had her mother who inspired her. When their father died, none of the children were married.

Nirupa Rani got married before completion of her Ph.D degree. The elder brother by that time has joined IAS.

4.9.4 MARRIED LIFE

Nirupa Rani got married when she was doing her Ph.D. Her husband was in Indian Navy. After marriage she joined Andhra University as Lecturer in Department of English. Her husband was product of IIT Kharagpur in Naval Architecture. After two three years of marriage, her husband was transferred to Delhi. This phase was difficult for Nirupa Rani, as they had to stay separate. The distance between Delhi and Vishakhapattnam is 1880 kms., so it was not easy to meet even during weekends. Many times she would visit Delhi during her vacations and sometimes her husband would take leave and come to Vishakhapattnam. After she became Warden it was difficult to visit her husband even during vacations. Nirupa Rani sacrificed a lot at her personal front and even her husband cooperated in this. He never complained regarding the same and neither ever asked her to leave the job. At the later stage of her career, her husband was posted back to Vishakhaopattnam. Then he used to spend most of his time in Vishakhapatnam. This helped her to dedicate more working hours to the teaching profession. Her husband used to encourage her a lot. Her husband according to her is a much disciplined person and even wanted her to reach in time to College. Their son was born late after 17 years of their marriage, when she was of 48 years. He had no company to play with, as all her colleague's kids were quite grown up by that time. He did not get chance to play with the kids of his own age. He was always in the company of family members and so started developing all the traits of an adult. At that time both the parents were at the responsible positions. Nirupa Rani's son started showing the problems in reading and writing. Nirupa Rani took him to Chennai to consult Doctors and he was found to have marginal Dyslexia and it was suggested that he should be taught with phonic language. She took leave from her job and went to Chennai, stayed with him for seven months and then took him to home, as University said she would not get more leave and she was asked to join immediately. She then requested the then Vice-Chancellor to relieve her from the responsibility of Director of Women studies centre. All her leave were exhausted. During the same time, her sister-in –law got retired as teacher and she and her husband said that they will take care of the son in Chennai. She shared good relationship with her sister-in-

law and so she willingly extended her help to her. Nirupa Rani then left her son in the care of her sister-in-law in a school in Chennai which took care of special children and then joined back University. Because of her sister-in-law, she could balance both responsibilities of home and work. Till seventeen years of her career there was no problem of balancing work and family as they had no responsibility of child or in-laws. Her husband was a person of independent nature. The problems of dual responsibility came towards the later years of her career. The Director of school where her child was admitted said that her son was doing well; he is getting mixed with the children in school. The school suggested that now she can keep him in the hostel. The school used to take very limited children for hostel. In all the vacations and in between holidays she used to go and visit him. Her in-laws also showed immense love for her. Her father's loss was compensated by her father-in-law. He gave her the same kind of love and affection.

Her younger sister who is also associated with University in English Department is of the opinion that Nirupa is more committed to job than her family and also feels that she has neglected family responsibilities to fulfill her commitment to job. Now even Nirupa Rani feels that though she was not after name, fame, positions but she was given and she could not say "NO" and in turn may have neglected the child. For the child the mother is world to him, but she could not give him the time which he deserved. When she became Vice- Chancellor, her husband supported her a lot in her decision. He encouraged her. They both stayed separate. He was at that time settled in Vishakhapattanam and she had to shift to Rajahmundry. During this period her husband took care of the child. During vacations or holidays of the son, she would bring him with her and had appointed a full time maid, who will take care of him. It is not that easy as her son is very hyper. But still she did not leave the opportunity of being a Vice-Chancellor, though it meant less time for family, as it was not in the same city.

4.9.5 PROFESSIONAL LIFE

After her marriage Nirupa Rani joined Andhra University as Lecturer in English Department in the year 1979. She felt proud to be associated as teaching staff with the University where she studied. In her interview of Lecturer at Andhra University, some

of the interviewers were of the opinion that she is Navy officer's wife and will leave the job, so why to select her. But the then Vice-Chancellor of Andhra University said "she has the merit so she should be selected and if she leaves later, let her leave, we cannot deny".

Saying "NO" to any work was never there in Nirupa Rani's personality. She did not like the attitude of 'men' towards job. In her opinion, they were working only for getting privileges in life and did not have any commitment towards their profession. For them the home was their first priority. She said that she could not see the dedication to profession in her male colleagues. Nirupa Rani said that from the day she joined University, she was associated with the administrative work. She entered Andhra University as Lecturer and just after two-three years her husband got transferred to Delhi. During this period when her husband was transferred to Delhi, the Vice-Chancellor requested Nirupa Rani to take up the responsibility of Girls' hostel and asked her to take up Wardenship. She was reluctant to take up this responsibility as this would mean curtailing her freedom to go to Delhi at any time. There was some problem in the hostel and she had to take up that responsibility and other people in the University also supported this decision of giving Nirupa Rani the responsibility. People in the Andhra University were of the opinion that she streamlined many things after joining as the Hostel Warden and proved that her selection for being Warden was correct. The students also felt comfortable with her as she was too young and did not feel any age gap. She worked as a successful warden. Students were happy with her and even the administration was happy with her work. Her husband then went to Germany. She also took leave and applied for Post Doctoral and got fellowship there in Germany and went there for seven months. She linked the family togetherness along with her academics. She enjoyed her stay there. Nirupa Rani shared that she saw the sportsman spirit in Germany. This was her first exposure to outer world. She did not know German language. She saw almost entire Europe during that period. She said that she had the feel of world war experience through the museums over there in Germany and even could feel the Trauma of German people. This she says made her very sensitive towards people and now she thinks twice before being rude to any person. After coming back to Andhra University she became Associate Professor. There was no merit promotion or career advancement scheme

during those days, it was only open selection. She then thought of taking some days leave and go to Delhi to join her husband but things didn't work out as she had administrative responsibilities. There was academic administrative audit, College inspection and there was a need of person who is frank and outright and the University always found Nirupa to be the suitable person for such jobs. Later, she became Head of the Department. She gave birth to a son after becoming Professor, he was late issue. She became Professor in the year 1994. She was noted to take leave at that time but then she was appointed as Dean of the Faculty. She was reluctant to take up this position as she wanted to frequently visit Delhi, where her husband was placed. She talked to the Vice-Chancellor and said she needs a break now. The Vice-Chancellor said that for the first time they are appointing women to administrative position and she is saying 'No'. The Vice-Chancellor suggested her to take some time and then get back to job. She discussed the matter at home with her husband and in-laws. They all said 'since you have worked hard for so many years in the University and your University needs you, you should take up this post'. She was the first women Dean of that University in the seventeen years history of the University. She was Dean for four years and even Head of the Department for four years. She succeeded many colleagues. She had completed Ph.D in the initial years of her profession, so she was academically ahead of many of her colleagues. She was simultaneously holding both the administrative posts. She requested the Vice-Chancellor to relieve her from either of the post as it was becoming too much of administration and she could not concentrate on academic activities. But that was not agreed upon. She did both the job and even did not take any concession in her teaching work. Teaching was her passion so she used to take up all the classes. According to her, she learnt most of the administrative skills during this period of being Head and Dean. She got acquaintance of both teaching and non teaching jobs. Prof. Parvathi, her colleague in the English Department and present Head of the Department opined that she always found Nirupa Rani a pleasant person, very friendly and hardworking as a colleague. She always was willing to spend time on professional responsibilities. Always ready to take up responsibilities and do it to the best of her ability. She never spared any efforts to further her academic progress. Prof. Parvathi could not recall any incidence wherein Nirupa Rani has ever backed out from any responsibility. She was friendly even as Head of the Department and things moved smoothly in her Headship. Nirupa Rani always believed in democratic

decision making. In spite of being Head and Dean Prof. Parvathi shared that Nirupa Rani never neglected the academics. Nirupa Rani's colleagues in English Department described her as very social person who extended help to people who needed, without any hesitation. They found her very affectionate and very outspoken person. All the colleagues expressed that she was a very 'just' lady and never showed any biasness. Nirupa Rani was known for taking equal action for everybody irrespective of their positions and their relationship with her. Sometimes she would not be too 'kind' also. If needed she would not hesitate in taking stern actions. Nirupa Rani took up all the academic challenge successfully. She initiated various changes in the Department, like change in syllabus, geared up academic programmes to meet the requirements of the changing times. She was Chairman of the Board of Studies and during that period she took a lead in rearranging the syllabus. Nirupa Rani was also the recipient of the State Best Teacher Award. She published various articles and was a good researcher. The staff members form English Department were of the view that Nirupa Rani always aspired for positions. She was never hesitant in taking up any responsibility. According to Nirupa Rani, the experience of being Head and Dean gave a lot of exposure to her to administrative positions. She also coordinated funds of UGC. Nirupa Rani used to meet people to get funds. She had an opportunity of working with many Vice-Chancellors and all of them treated her very well. Her hard work was appreciated in the University. She also coordinated NAAC committee and worked for NAAC documentation. She shared that she learnt lots of work from Prof. I.V Radha Krishnan, great Scientist, who won National Award. Nirupa Rani got an opportunity to work with him. Nirupa was of the opinion that "you should take the group with you in any work that you do and if the people do not come with you then you do alone but do not mention that it was the effort of you alone". She usually wanted to work behind the curtains and never wanted to project herself. She handled the proposal of tenth plan and even audited the grants of ninth plan. She was given the responsibility of being Director of Women Study Centre at Andhra University. She organized international women's conference and even interacted with women at grass root level i.e. women workers. Prof Manga, from Andhra University who knew Nirupa Rani very well as they worked together in various committees was of the view that she was very good at organizing seminars, both of National and International level and even workshops. She was from the beginning associated with Women Studies Centre and later on was appointed as Director of this centre. She took up all the challenges and

tasks assigned to her thinking that it is her responsibility to contribute to the University. She has widely traveled being in the peer committee of NAAC. Prof. Manga was with Prof. Nirupa Rani in one of the committee created for NAAC visit when she was in Andhra University. She found in Nirupa Rani, an excellent friend, who was very bold. When Prof. Manga was Coordinator of UGC, she used to take Prof. Nirupa Rani with her to Delhi to get grants released as grants never came in time and Nirupa Rani had the efficiency to deal with such things. She will go and tackle problems. Prof. Manga said that Nirupa Rani's brother was IAS officer, but she will never take his help. She dealt things on her own. According to Prof. Manga, when Prof. Nirupa Rani became Coordinator for UGC for three years, they never suffered for funds release. She knows how things can be done. She was always in good book of the Vice-Chancellors in Andhra University. During NAAC visit she played a very important role. The Vice-Chancellor relied on her for various things. She was the key person. She prepared the proposal for NAAC and even after NAAC visit, she functioned well in different committees. She has to get information from different Departments. For this, she used to go to different Departments along with the Prof Manga and sit with them to get the required details.

Many of Nirupa Rani's Ph.D students also got award for their Doctoral work. She worked hard and also was contended, as her work was rewarded. Once, the Vice-Chancellor of the University felt the need of someone who can manage the Distance Education. Nirupa Rani was thought of, to assign this task. She was bit reluctant to take up this task as she thought that she may enter into conflicts by accepting this job. One of her colleague in Andhra University shared that Nirupa Rani encouraged her a lot though she was her junior. She nominated her for women studies centre as she was non controversial. According to her she is very bold lady. She calls her "Iron lady" in case of implementation. She further elaborates, as such she is very humble, very nice but when there is a question of policy making she is 'Iron lady' and she will put her words, "I want this". She added that she felt extremely happy for her when she was appointed as Vice-Chancellor.

4.9.6 BEING A VICE-CHANCELLOR

Nirupa Rani was appointed as Vice-Chancellor of Adikavi Nannaya University established in March 2006 through the Government of Andhra Pradesh Act No. 28 of 2006 at Rajahmundry which is a unique addition to the existing Universities in India. This University is named after Adikavi of Telugu literature Nannayabhatta, the eleventh century poet laureate who initiated a freeway authentic translation of the great epic Mahabharata from Sanskrit to Telugu. The University aims to combine the pristine glory and the contemporary demands of educational excellence. She joined this University in November, 2006.

Once while working with one of her colleague, who was a Professor in the University, Nirupa Rani had told the Professor that a person has come from outside and is working for Rajmundry and she belonging to Rajmundry could not contribute anything. At that time she was referring to her Vice-Chancellor of Andhra University who was also given the in-charge Vice- Chancellorship of the upcoming University at Rajamundry. She showed her willingness to do something for her native place which is Rajamundry. Both laughed at this and then she was one day asked for bio-data. Her bio-data was not even organized well at that point of time. The State Council Chairman had asked for her bio-data as he knew her and had seen her work. They hurried her for bio-data and she had no clue for what they were asking the bio-data. Three new Universities were coming up in the Andhra Pradesh state and they were appointing Vice-Chancellors for these Universities. She was out of Vishkhapattnam with her mother, when she came to know that she was appointed as Vice-Chancellor of Adi Kavi Nannaya University coming up at Rajamundry. She did not believe this news as she was expecting that the Vice-Chancellor of Andhra University will get the opportunity as he was in-charge at that time and even had congratulated him earlier in advance. Nirupa Rani received the call from the wife of the then Vice- Chancellor, Andhra University, who congratulated her. Even the Vice-Chancellor called and wished her and also faxed the details. On receiving this opportunity she was in two minds. She could not decide, as taking up that responsibility meant going away from family. Many people said that 'you are at your own place' as she belonged to Rajamundry and she always wanted to work for her native place and this was the opportunity which came to her. The in-charge Vice-Chancellor asked her if she

wanted to take up the charge but she said before taking the charge she would like to meet the people at Hyderabad. She met Chancellor of Andhra University in the University itself as he was there to attend some meeting and then met Chief Minister. The Chief Minister told her that she has to work very hard as she has to do everything from scratch. She replied that as long as there is support and no interference she will do at her best. The Chief Minister said that, he has confidence in her. She also met the Education Minister for Higher Education. All the people whom she met were asking her that she had so much administrative experience then why she never gave her bio-data. She said she never knew. She was working for the University and she gave her best for the University. Nirupa Rani had to work for a University for which the land was not finalized till August 2009 when the researcher visited. She was the founder Vice-Chancellor and had no other staff. She was the only staff and till that time only a building was hired. She had no facility which a Vice-Chancellor receives. She was given a rented house where she lived and even operated from there. She had to get food from outside, as nothing was organized. She had to do everything on her own starting from the Handbook preparation and starting different Departments, appointing people etc. In the recruitments of teaching staff, she strictly ensured that all the UGC norms are fulfilled. She was fighting against all the odds. There were so many pressures for recruiting, but she did not do anything under pressure. For recruitment she invited people as experts from outside state to minimize the influence in the recruitment process. She selected best candidates out of those who applied. She even went to Canada to attend International Conference. She visited many Universities and talked to them about Community College concept. It was a very good experience. Many other Vice-Chancellors along with her from places like Calcutta, Ahmedabad were there. She came back and took some initiatives in Community College. She thought that being a Central University, her University should have some standard. She had an exposure to many good practices as Peer Member of NAAC Committee. She tried to introduce some of the good practices. Choice Based Credit course was introduced by her from the beginning. Initially she started with six courses and introduced thirty more courses in due course. She introduced unique courses and was not interested in the common general courses which are already made available by other Universities. She took courses from all over India and abroad then designed her own syllabus looking into Indian context and her regional requirements. She also associated herself with industries so that the students can get

hands on experience and for this she also introduced 'Project work'. The thinking behind this was that the students should not be 'uprooted' from the society but should be 'de rooted' back to the society so that they can give back to the society what they have learnt. Nirupa Rani shared that her University gets students who are economically poor but intelligent, so she thought that giving them 'Project work' in a group will be good and in this way they will be able to contribute to the society also. She believes in giving freedom to students and even teachers. She also asked her teaching staff to visit some of the premier institutes like IIM so that they learn some new practices. She introduced student evaluation of teachers. She also established laboratories and took help of some of the old Universities in doing this work. She gives importance to each and every person in the institution and do not ignore even a single person. Being a new University she had various advantages also, like she has a very young staff, who were enthusiastic. The researcher met all the teaching staff as it was a small number. She found that all the staff members were very enthusiastic to work for the new University. They enjoyed the freedom given by the authority and felt their responsibility to give their best. They shared that Nirupa Rani never kept distance from the teaching staff. They all were like a family. She regularly conducts meeting and accepts the new ideas from the young teachers. Initially, she used to take most of the classes herself, inspite of so much work load in the upcoming University. The Vice-Chancellor shared that she has all the things except the Campus. The staff members were worried because the three years term was towards completion. They all expected that she should get another term, but what if she doesn't get. They wanted Nirupa Rani to see the University growing, as a mother would like to see her child growing. This University was like a baby to her. Nirupa Rani stated that, Campus or land acquisition is not her problem, as she cannot do anything about it. It is Government's problem. She said she is there to establish University. For which she needs academic excellence and infrastructure. She needs good library and good laboratory. All the Faculty members has to do more work as all of them are founder teachers of the University. She believes that faculty is more important part of the University than the Vice-Chancellor, as the Vice-Chancellor is there for a limited period and faculty is going to stay there for ever. She makes her teacher understand that they are very important pillars of the University and their commitment is a must. Their responsibility is more. Nirupa Rani has linked the increments with publications and incentives are also given. She wants to build their career consistently. She also

encourages them to submit proposals for various projects. She said that many people come and help them because of their good will. She also said that as Founder Vice-Chancellor, she takes care and nourishes Autonomy. She also got an opportunity to interact with Sam Pitroda in U.S on 'Knowledge Commission'. She strictly follows norms for everything like recruitment, admission, scholarship, attendance, continuous evaluation. She also makes students visit the society as a part of their Project Work. According to her colleague in Andhra University, who was also helping her in setting up the new University said that, she takes personal interest in all the activities and works day and night. She personally calls staff members and gives instructions. She is also very strict regarding classes and wants that no class should be neglected. She shared that she saw her personally going to inspect the classes. This colleague of her shared one incidence when they went to the place where project was going on and Prof. Nirupa found that the staff members were not there though the students were there. She immediately called the staff members and calmly scolded them.

Nirupa Rani believes in linking the community with the education system and strongly believes that together something productive can be done. She shows great respect for parents and arranges meeting with them and shares that she needs their cooperation to help them with emotions and not money. In this way she mobilizes community support. She encourages student's interaction with farmers in the nearby villages. The students work for fisherman community. They also work on weaver rehabilitation. They take students to community and make them work for the society. Students also interacted with the people on the East Godavari who are weavers and submitted a Research proposal. Nirupa Rani herself also accompanies the students and interacts with the weaver community families to understand their problems. For such work she felt the need for skill enhancement. She used to get funds and then used to organize workshop to train the students and then send them back to community so that they develop empathy for those families.

Nirupa Rani shared that, she wanted that her students should not miss on anything. Her University was a new University with few students as they had limited courses and only first year students were there in the system. She wanted her students to participate in youth festival. In her University it was not possible to organize Youth

Festival as the University was in its inception and had few students. She requested Andhra University to include her students so that they do not miss the fun of youth festival. Her students actively participated in the festival. Researcher met many students in the campus and found that students love her a lot. She believes in not emulating the practices which are not desirable. She thinks that it's her obligation as founder Vice-Chancellor. According to Prof. Manga, who was her colleague at Andhra University, she is very kind. She even serves food at her own bungalow. She gives utmost importance to the development of the University. Nirupa Rani herself looks after English Department being from that field. She asked for the help of Prof Manga initially in the development of the University and she readily agreed to help her. Nirupa Rani maintains faith in the staff members, both teaching as well as the non teaching staff. She encourages the people working with her a lot. She calls people to her office to discuss their difficulties and problem they face and there and there immediately tries to bring the solution to it. She fought for two and half years for land with Chief Minister. She wants a proper place for University. She got the site and laid foundation stone. With great difficulty she could procure the site. She is a very determined person. She stays alone at Rajamundry now after being Vice-Chancellor of the University. She is very much committed to the work. If at any point of time she has to choose between the family and the institution, Prof. Manga is sure that she will chose institution against the family. She has the zeal in her for the establishment of a University in a successful manner. According to her she is an excellent lady Vice-Chancellor. She is not at all timid; she will say on the face whatever she has to say that too without hurting anybody. She will not use any abusive language for anybody. She cares for everybody, even the people like sweeper; she will explain them their duties very nicely She will enlighten people regarding their role in the upliftment of the University. In her institution, she is the only female but she has no difficulty in working. She manages nicely. The Registrar is also from the same Andhra University. She introduced various new courses and even new dimensions within the courses. She started five years integrated M.S course in Biotechnology and Microbiology. She introduced courses like Tourism and Hospitality Management. She could give advertisement for admissions late in November due to sanction being late but even then she was successful in getting 32 students who joined the course and out of these 50% were very good students. The other students face the difficulty of medium of instruction as till now they have studied through vernacular medium and now English

becomes difficult for them. She conducts separate classes for students with language difficulty with the help of English teacher to bring them at the level of other English medium students. Students appreciate her concern for them. They love her for all such gestures. Prof. Manga felt extremely happy for her when she was appointed as Vice-Chancellor. She didn't even had a room when she went at Rajamundry, she rented room and slowly picked up. She is sweet, sincere, humble and good at language. Nirupa Rani also started course in Petroleum, looking to the regional requirement. She calls experts for lectures to the University and do not mind paying them good TA/DA but no compromise in education is acceptable to her. She wants excellent teachers who are good in their subjects. She could succeed in getting such teachers, though with difficulty. She is preferred for this post because of her experience and she do not hide anything but will speak on face. She is very expressive, very plain at heart. She will scold people, but also cares for them both goes together. She is very sincere at her efforts.

4.9.7 RESEARCHER'S OBSERVATIONS

Researcher found her a very sweet and simple lady. She asked the researcher to stay with her at her own residence. Nirupa Rani personally served food to the researcher and took care of her likes and dislikes as she was non-vegetarian and the researcher was pure vegetarian. Nirupa Rani had a strong family background, both economically and academically. She was an extrovert and a very social person. She always believed in perfection. She was good in her studies from beginning and very particular. She completed all the basic education before her marriage. When she got married she had already enrolled for her Ph.D. She found a role model in her guide. After marriage, she got support from her in-laws to continue her Ph.D and her professional career. She was amongst the few who had Ph.D degree in the University. This made her senior to others and her career progression was fast. She had no child till seventeen years of marriage. Because of this the barrier which a women commonly face looking after the children was absent in her case. She could concentrate in her profession without any hindrance. She could devote lot of time to her profession. For Nirupa Rani, her job was always a priority and family came later. Due to her sincerity, commitment and dedication she was given lots of important positions in the University. She being ambitious also took these opportunities as she

knew these opportunities will help her in future in career progression. She became the first women Dean of Andhra University. During this period her husband was transferred to Delhi and she could not frequently visit him due to administrative responsibilities. She had progressed till Deanship in her career and then she gave birth to a son. Still her priority was profession. She could not devote much time to her child and in turn the child developed psychological problems. Her sister-in-law came to her help to take care of her child. Nirupa Rani was very ambitious and to fulfill her ambitions she even neglected her only child. For her, professional life always came before her family. She developed good relations in family and because of this relation her sister-in-law offered her help to take care of the child. In spite of being ambitious, she did not plan her career, but her strategy was to not lose any opportunity which came her way. She knew that this was one of the way to progress in career. She entered into the profession as teaching faculty and later got an opportunity to work at different administrative positions, and this led to a good administrative career progression. She started with being warden and then Head and Dean and along with these administrative positions was also in the various committees. She became Vice-Chancellor of a new University and she was the first Vice-Chancellor of that University. She was asked by the Chief Secretary to give her bio-data. Though she says that she got the position without any political influence but it seems that it was because of the background of her IAS brother that she was offered this position. Though she even did not consciously did networking but her being at different positions and member in different committees had given her a lot of exposure and this has helped her know and meet different people at different places. For higher positions, one must be known to others and should have exposure. It is not an easy task to be a Vice-Chancellor of a new University. Rest of the Vice-Chancellors' enjoyed their position, as the University is already settled and established, but for her things were totally different. The post was not at all to enjoy the privileges of being Vice-Chancellor but had lots of hard work. She had to start from a scratch and bring the University into existence. She did not face much of political pressures in her career as Vice-Chancellor as the University was not established. It was in the state of inception. A limited staff was there and all were working towards the establishment of the University. None had the time to do politicking.

4.9.8 POINTS THAT EMERGED

1. Belonged to the upper middle and upper caste family
2. She had good academic background in the family. Her grandfather was Surgeon, father post graduate and a police Officer, mother also Graduate.
3. They had liberal background in the family. No gender discrimination at home.
4. She was very extrovert and social person since childhood
5. She believed in perfection and was ambitious from beginning
6. She did all her graduation and post graduation before marriage, but did her Ph.D after marriage
7. She always wanted to take up a career though had not planned what kind of career
8. She always wanted to be in top position in whatever she took up
9. Though she said she had not planned her career progression but her strategy to take up all the opportunities helped her in career progression
10. Her husband and sister in law came to her support for taking care of son
11. She gave first priority to work and then family because of which her son developed psychological problem
12. She was asked to give her bio-data by the Chief Secretary for Vice-Chancellorship
13. She had never thought to be a Vice-Chancellor
14. She developed good network due to her being at different positions and member of different committees.
15. She had political support as her brother is an IAS officer.
16. She did not face much of political pressure because of the University being new.
17. Personal Qualities: Affectionate, caring, ambitious, firm, bold, social, extrovert.

4.10 CASE 10

Prof. Kanta Ahuja was the Vice-Chancellor of Sri Maharshi Dayanand Saraswati University, Ajmer popularly known as MDS University. She was the first women Vice-Chancellor and the only women Vice-Chancellor of this University till now. She is even known to be the first women Vice-Chancellor of Rajasthan State. She was appointed as Vice-Chancellor in the year 1991 and was at this position till 1995. She was also made an in-charge Vice-Chancellor of University of Rajasthan, Jaipur for a year in 2000. She belonged to upper middle class Punjabi family.

Kanta Ahuja was referred to researcher by many persons during the data collection. Researcher tried to find out the details of the case from the website and by contacting people in the Maharshi Dayanand Saraswati University where she was Vice-Chancellor. She got the contact number and contacted her on telephone and discussed the study with her and sought her consent to be part of the study. She agreed and gave an appointment to the researcher to meet at Jaipur. Researcher visited Jaipur and met the case at her residence. The interview lasted for three hours fifteen minutes. Researcher also interacted with Kanta Ahuja's son and husband at her residence in Jaipur. She gave reference of some people from the University of Rajasthan where she worked and also from Maharshi Dayanand Saraswati University, Ajmer. Researcher visited University of Rajasthan and met the people referred by the case and also met other people from the administrative section as well as Academic section whom the researcher thought could be important source of information. Later, researcher also made a visit to Maharshi Dayanand Saraswati University, Ajmer. Researcher met people in the University. Some of the staff members were contacted telephonically from Baroda as they were not available during researcher's visit to University and were important source of information. Researcher after preparing the case once again contacted the report telephonically to collect the missing data.

4.10.1 FAMILY BACKGROUND AND CHILDHOOD DAYS

Kanta Ahuja belonged to a upper middle class Punjabi family. She belonged to the Khatri family from Gujranwala District in Punjab. Her mother also belong to the same

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district. They basically belong to the farming community and had agricultural land in their village. Kanta Ahuja's father was the youngest in his family. All his brothers studied only till matriculation. He was the only one who had done his Bachelor in Science. Kanta Ahuja's mother had not done any formal schooling but was interested in studies and learned on her own "Gurumukhi" so that she can read the religious scriptures. She was very religious minded and even trained the children also in that way. She used to take very good care of the children in their childhood days, as she strongly believed that this is the time when a child needs more attention. She believed that the child can be molded as one wants only during their formative years. She used to tell them stories from religious scriptures to instill moral values in the children. In Kanta Ahuja's maternal family none of her aunty and uncle (mausi and mama) were educated. Kanta Ahuja has two sisters and one brother. Her brother was the eldest and Kanta Ahuja was second child. Kanta's father was keen for providing good education to his children. He shifted from village to Shimla due to his work. Her father was working for Red Cross organization. Kanta Ahuja was born on 9th May, 1934 in Shimla. They were not very rich but had a comfortable life. They did not face any economic problems during their childhood days. It was a very happy family with close bonding.

4.10.2 SCHOOL DAYS

Kanta Ahuja studied in Shimla. Shimla in those days was considered as a British City. There were many Missionary schools run by Christian Missionary. She also studied in one of the good Missionary school and hence was very much fluent in English language. She was not allowed to do any household work. Her parents insisted on studying. Kanta Ahuja was very good in her studies. Her mother was very much interested in studies of her children as she herself could not study. Kanta Ahuja's mother encouraged her children a lot to study. While describing her school days, Kanta Ahuja shared that they were not having much of games in schools. No extra-curricular activities were being organized in schools. They used to play indoor games only like, carom. As she was staying in hilly region they had to walk a lot to go to school. She did not had any specific study habits. She does not call herself a very studious student but still was good and used to get rank in her class. She was not able to recall much from her school days but said that they were very few students in a

class. In her class there were only 10-11 students. She had no ambitions in life at this stage. She was a very introvert child. She took time to mix with people and so had very limited friend circle. Kanta Ahuja studied in the same school till her class tenth. After class tenth, she changed the school as that school was only till tenth class. She did her Higher Secondary classes with science subjects. She used to study six month in Shimla and then next six months in Delhi as the capital of Himachal Pradesh used to change from Shimla to Delhi in winters due to extreme cold weather in Shimla. In summer the capital used to be Shimla. After World War II, they shifted permanently to Delhi.

4.10.3 HIGHER EDUCATION/UNIVERSITY DAYS

Kanta Ahuja's family shifted to Delhi during her Higher Education. She got admission in University of Delhi for her Bachelor in Arts. The University of Delhi is the premier University of the country and is known for its high standards in teaching and research and attracts eminent scholars to its faculty. Though she had done her Higher Secondary education with science subjects, she decided to take Arts for her graduation. She did B.A in Economics Honours. She completed her B.A with first division. It was not an easy task to secure first division in those days in Economics Honours and that too in University of Delhi. Kanta Ahuja was the only student who received first division that year. Though she was introvert, she has made some good friends during her B.A days. Her B.A group was very small. There were very few students hence it was very natural that they all became good friends. She still is in touch with some of them. Most of them, are well settled, one of them was Mr.. Natwar Singh, the Indian politician and former Cabinet Minister, who expired on March 2010. After her graduation Kanta Ahuja got married and had to shift to Ajmer as her husband and in-laws were settled there. There was a break in her studies. She was very much interested to continue her studies but it was not possible to do as a regular student as her in-laws did not permit. She joined M.A as private student. She did her M.A in Economics from Agra University. Agra University was one of the largest examining Universities in North India in those days. It is presently known as B.R Ambedkar University. Studies were not easy for her along with family responsibilities. Still she secured first division in her M.A. With lots of difficulty she completed her Masters degree. Her father supported her decision of continuing studies

but her in-laws were not in favour of this. She had to do all household work and then study. She used to manage her time well so that her in-laws do not complain. She used to see that everything is in time and then studied at night. She wanted to work and take up a career and hence she was gaining the qualifications. Kanta Ahuja was very much interested in the field of Economics. She also later did her M.Sc in Economics from Michigan University. Kanta Ahuja did her Ph.D after a long gap. She enrolled for her Doctoral work after she joined as Lecturer in University of Rajasthan in 1974.

4.10.4 MARRIED LIFE

Kanta Ahuja got married in the year 1953 immediately after her graduation. After marriage Kanta Ahuja shifted to Ajmer. Both the families were known to each other. Even Kanta Ahuja and her husband knew each other from their childhood days. Though both the families were Punjabis, their castes were different. Parents from both the sides were interested in this relationship but the uncles from both the side of the family did not approve this marriage. Kanta Ahuja got married at an early age of eighteen years. The bride and groom were not consulted. They were taken for granted and the marriage was fixed by the parents. They were not even given a chance to meet each other and share their views before marriage. Her father-in-law was Doctor in Ajmer. Her husband was doing business of construction with his uncle. Kanta was not allowed to work outside after marriage. Her mother-in-law was strictly against her working. Her husband was eldest in the family and had two brothers and two sisters. Kanta Ahuja's father supported her in her decision to continue her studies. He helped her in filling up the forms. She completed her M.A with good marks. It was very difficult to continue the study against the wish of the in-laws. She continued her study as a private candidate as she was not allowed to got out for studies. Even her husband did not support her openly. He kept quite. Kanta Ahuja's mother-in-law like a typical Indian mother-in-law expected her to do all household work. She would neither help her nor she would allow to keep maids. However, Kanta kept herself focused and managed her time well. She used to finish all her household work and then would study late night. In the year 1955 she was blessed with a child. She joined the Lecturer's job when she was having her first child. Her son was too young at that time. Her mother-in-law did not liked her working so refused to take care of her small child. Kanta Ahuja did not want to leave job. She hired a maid servant and used to

leave the child with her. She would come home in between to feed the child. Just because it was a teaching job she could manage both child and work as the timings are fixed in such profession. It was a very difficult phase according to Kanta Ahuja but she faced it. When she went to America on scholarship she left the child with her parents, at that time her son was of four years. Her mother-in-law again refused to keep the child as she did not liked her going out of India for studies. Neither her husband approved this. But Kanta Ahuja did not bothered and she was determined. Her parents came for her support and they took the care of the child. Her son was admitted in a school in Delhi and stayed with Kanta Ahuja's parents in Delhi. It was a very difficult decision. She later had to stay separate from her husband with the child as she got job in Delhi. She used to stay with her parents. Her husband due to his business had to travel a lot to different places and whenever he used to be in Delhi he would visit them. When Kanta Ahuja shifted to University of Rajasthan, Jaipur, her husband also shifted to Jaipur so that they can stay together. Kanta Ahuja shifted to Ajmer after being appointed as Vice-Chancellor of M.D.S University, Ajmer. Her husband used to stay at Jaipur and they would visit each other on holidays. By that time her son had gone abroad.

4.10.5 PROFESSIONAL LIFE

Kanta Ahuja always wanted to do job and take up a career. After completing her M.A she came across some job openings in Government Colleges. One of her friend told her regarding these openings. Kanta Ahuja applied and she was selected. At that time she got support from her father-in-law. In the interview they suggested that she won't be able to handle boys as she was too young at that time and the students would be of similar age and she might face the problem of indiscipline and suggested that they will post her to nearby town Beawer in girls College, as many others who had come with influence were interested in being placed at Ajmer. They did not succeeded in doing this as Kanta Ahuja's father-in-law also had influence and then she was appointed as Lecturer in Government College, Ajmer for Economics subject. Kanta Ahuja taught there for three and half years. Dr. A.K Jain was the Kanta Ahuja's first batch student in Government College of Ajmer. He described her as an outstanding teacher. He said they were just 8-9 students in a class and she would take individual interest in the studies of the students. Dr. A,K Jain said that she had just finished her

M.A and had joined the College and there was not much age difference between the students and the teachers. Kanta Ahuja was just three or four years older to students and still she was very confident and never faced problems in teaching the adult group. She was very popular among students and had gained reputation. She later received the GDI scholarship and had to go to Michigan University America in the year 1958, where she did M.Sc in Economics. At that time Kanta Ahuja's child was of four years. Her in-laws and even husband were not in favour of her going abroad. She took it as a prestige issue. She went to America on scholarship. In those days ISD calls was difficult. She did not had any contact with the family. According to Kanta Ahuja, she got a very good international exposure and learnt a lot in her own field of Economics. After coming back from Michigan University she got an opportunity to work with Planning Commission, New Delhi. She then shifted to Lady Sri Ram College at New Delh and worked there for three years. Kanta Ahuja's parents were settled in New Delhi, so she stayed with her parents while working in Delhi. At that time her husband was in Ajmer. Kanta Ahuja had faced lot of objection from her in-laws, but her parents were supportive in whatever she planned to take. Later she was appointed in University of Rajasthan, Jaipur as a Lecturer in Department of Economics. University of Rajasthan is the oldest University in the State of Rajasthan. It was set up on 8 January 1947 as the University of Rajputana and was given its current name in 1956. One of Kanta Ahuja's old student Prof. Rathod, who was later also her colleague said that Kanta Ahuja was a very good teacher. He said the period when she became Lecturer in University of Rajasthan, was the time when very few women were seen in Public services in Rajasthan State. At that time there were very few Women Lecturers in University of Rajasthan and that too in Economics subject it was still fewer. She used to teach them International Economics. He appreciated her a lot as teacher. Kanta Ahuja had a very good teacher student relationship and many of her students are now well placed. Prof Rathod later also got an opportunity to work as Research Assistant in one of Kanta Ahuja's project. He appreciated her as a researcher also. She became well known in her field of Economics. Dr Mathur, from University of Rajasthan, described her as a very passionate lady. Dr. Mathur said that she was very good Economist and a very good teacher. She was very popular among students. Prof. Vidyasagar, Kanta Ahuja's colleague in University of Rajasthan also shared that Kanta Ahuja was a very good teacher. She was given every time new papers to teach and she gave justice to the paper. Prof. Vidyasagar said that Kanta

Ahuja always responded well to the Department's requirements. Kanta Ahuja progressed in her professional career by becoming Reader and then got promoted to Professor in the University of Rajasthan and she is also the first women Professor in Rajasthan state. According to Prof. Rathod who has seen her professional journey said that this progress was not very smooth. Her promotion was always objected by the people in University of Rajasthan. Rajasthan is a very rigid state and they did not liked that a women could progress and can be ahead than men. University of Rajasthan was a very male dominated University. She was then appointed as Principal of Maharani College, Jaipur and Kanta Ahuja was also first Principal of Maharani College. She also became Head of the Department of Economics in Rajasthan University. Subsequently she was also Dean of the Faculty. Even when she became Head of the Department, it was very difficult for people to accept her as a Head. It was because till then they were not used to having a female Head. She also got an opportunity to be a Director of Social Science Research Centre and at that time she promoted various research projects. A Centre for Development studies was started by University of Rajasthan and Kanta Ahuja was appointed as Director of this Centre. Dr. Ahuja has been known as founder Member and Hon. Associate Director of Institute of Development Studies. During this period Prof. Rathod who had migrated to Himachal Pradesh University happened to meet Kanta Ahuja. Kanta Ahuja asked Prof. Rathod to return back to his parent University, i.e University of Rajasthan. Kanta Ahuja told him that people of Rajasthan has a tradition of migrating. They migrate to other states and contribute there instead of contributing in their own state. She told him that he should come back and contribute to his own University and Prof. Rathod took her advice seriously and he came back to the University of Rajasthan and once again he got an opportunity to work with her and they conducted various joint research projects. Prof Rathod said that Kanta Ahuja was very practical and straight forward lady and was ready to take up initiatives. She had very innovative ideas which she used to design the new courses and enrich the existing ones. Prof. Rathod also found her a good administrator with pragmatic approach. He said that as an administrator she was very unbiased lady and was appreciated for her strict administration. Many people in the University of Rajasthan described her as a very gentle and good at heart person. Prof. V.V Singh who is present Head, Department of Economics shared that he joined the Department when Prof Kanta Ahuja was the Head of the Department. He found her a very strict and disciplined administrator. Prof

Singh also was of the opinion that Kanta Ahuja was very reserved lady and always kept distance. Though she was also the neighbor of Prof. Singh for five years but she maintained a reasonable distance. Kanta Ahuja also did her M.Sc in Quantitative Economics. She was fortunate enough to work with the eminent economist like Prof. Raj Krishna. Prof. Raj Krishna was Head of the Economics Department in University of Rajasthan. This University was fortunate enough to have Prof Raj Krishna for almost six years (1967-73) who had never stayed in one organization for a long time. Kanta Ahuja worked with him in the field of Quantitative Economics. Prof. Raj Krishna was developing his staff members in this area and Kanta Ahuja turned out to be outstanding in this field. Kanta Ahuja had later shifted to State Institute of Public Administration as Professor. Before this she was Reader in the University of Rajasthan. This Institute's main activity is to conduct the foundational training for officials recruited to various state services, viz. Rajasthan Administrative Service, Rajasthan Police Service, Rajasthan Accounts Service, and others. It also organizes professional training for the officers of the Indian Administrative Service (Allotted to Rajasthan), Rajasthan Administrative Service, Rajasthan Accounts Service, and Rajasthan Judicial Service. Prof. Raj Krishna wanted her back in the University and he shared this with her. After working for some time she shifted back to University of Rajasthan on the insistence of Prof Raj Krishna as Professor in University of Rajasthan. She visited several Universities abroad to learn more about developments in her own area. She was member in several committees and become a renowned personality in the field of Economics and even in the Jaipur city. She is one of the top known Economist in the state and later also became known at National and International level. She became part of All India Organizations also. She was Chairperson of Indian Economic Association in 1987 which is a prominent organization for Economists. Indian Economic Association (IEA) is a registered body of Indian Economic Professionals, established way back in 1917 with the objective of providing a forum for debate and discussion of theoretical and policy oriented Issues of Economic Science. The IEA organizes annual conferences, special seminars and lectures by eminent persons of the profession. She was also Chairperson of Rajasthan Economic Association. Dr. Ahuja's knowledge and contributions have been widely recognized. Government of India nominated her as Director of various public sector banks and Member of a number of committees/councils such as University Grants Commission's Pay Review Committee, the Governing Council for Universities and

Colleges in India, Working Group of the National Sample Survey, High Powered Committee on Fertilizer Prices, Expert Group for review of the structure and programs of the National Institute of Rural Development and the National Assessment and Accreditation Council for Universities and Colleges in India. She has been member of the Governing Council of Tata Institute of Social Science Research. SEBI has nominated her as public representative on the Board of Jaipur Stock Exchange. She taught International and Development Economics at Master's and Research level for almost 30 years., Chairperson of MGD School and visiting Professor of Agnes Scott College, Decatur, USA. Presently, she is faculty in international development courses of the Minnesota University.

4.10.6 BEING A VICE-CHANCELLOR

A new University had come up in Ajmer. Lots of problems were there in the University and hence her name was suggested for the Vice-Chancellorship. Earlier also, her name was recommended two times for some other University but she was not appointed. Vice-Chancellor was not considered a female's job and hence she was never considered seriously for this post. Third time there were some problems in the University in Ajmer and no one was ready to take up that position and hence she was given a chance. She never did any lobbying which is considered as important to get the position of a Vice-Chancellor. She had gone to a conference abroad and just had got down at Delhi airport when she received a phone call saying that she is appointed as Vice-Chancellor at Maharishi Dayanand University, Ajmer. She was happy to be appointed at Ajmer as this was a known place to her and her in-laws were settled there. The in-laws who did not allow her to study further and never cooperated her in her working were now feeling very proud to be associated with her as it was now a prestige issue for them. She said that she would have reached to this position earlier, had she received the support from her in-laws. After being appointed as Vice-Chancellor of M.D.S University, she shifted to Ajmer and her husband was in Jaipur. One of her sons had gone abroad by that time and other was studying medicine at Jaipur. She stayed alone in Ajmer till she was Vice-Chancellor and would go to Jaipur on holidays or else her husband would come to Ajmer.

Maharishi Dayanand University popularly known as M.D.S University was established on 1st August, 1987 as the University of Ajmer. The name of the University was changed on May 5, 1992. Jurisdiction of the University extends to entire state of Rajasthan. It is situated near Ghooghra Village on the Pushkar By-Pass. Kanta Ahuja was happy to be a Vice-Chancellor at Ajmer as this was not a new place for her. She has a credit of being first women Vice-Chancellor in Rajasthan state. Her parents were proud of her. The University for which she became Vice-Chancellor was a new University. It was just a three year old. She was the second Vice-Chancellor of M.D.S University. The University did not had even proper building. It was working in a building rented from DAV College. People in the University were not ready to accept a lady Vice-Chancellor and they did not liked her initially as she was strict in her administration and they decided that they would not allow her to continue for three years. Kanta Ahuja had so much work to do as she had the responsibility of establishing the University. From building to appointments, all things were to be done. She had to start courses. She was the one who got recognition from UGC. Kanta Ahuja got a new building as they were working in a rented place. The people in the University were reluctant to shift to the new building. People in the University went on strike to protest against shifting to new building. They did not realize that shifting is good as they are getting their own full fledged building. The staff members threatened her for moving to new building. She convinced people, talked to them and explained that they can't work in a rented building for long. The University has to expand and progress. The people in fact were not against shifting but wanted to create trouble for her, but when they came to know that she is very strong and will not succumb to their pressures they had to bow down. Kanta Ahuja initiated various new courses. She was the person who started the course in Microbiology for the first time in the whole Rajasthan. She thought of introducing new courses apart from the traditional courses. She started innovative courses like Applied Chemistry for Colleges. In the year 1991 courses in Environmental Technology and Laboratory Technology and instrumentation were started. In 1993, after transferring to a new campus, the courses of Food and Nutrition, Management Studies and Computer Applications were created. She also introduced PG Diploma courses and Ph. D. programmes. Kanta Ahuja then established different Departments. Kanta Ahuja, being the Vice-Chancellor of new University had so much scope to do and she used this opportunity to the maximum. One of the founder members of the University Prof.

K.K. Sharma had worked closely with her and appreciated her hard work. He said that she was a very good human being and a good academician and a wonderful orator. He further stated that Kanta Ahuja had a University background that too of a senior most University in Rajasthan and rich experience of administration as she had worked as Head, Dean and Directors. This experience helped her in setting up the University. Prof. K.K. Sharma said that he knew her as Professor and a knowledgeable person as he belongs to Jaipur. Kanta Ahuja had started her work from scratch and was successful. According to Prof K.K. Sharma, "she worked hard and had no major controversies during her tenure. She was honest and had no allegations against her. People in M.D.S. University whom researcher met described her as a clean person, who was not at all corrupt. Prof. K.K Sharma also shared that he was closely associated with Prof Kanta and they were the first to computerize the Examination system in Rajasthan State. That was the time when very few people were available with computer knowledge. He was of the opinion that being a lady Kanta Ahuja had some advantages, eg. people will not use abusive language, they will not shout on her. Another senior Professor described her tenure as a successful one. She was known as a good academician. She had wide exposure before she joined the University as Vice-Chancellor. He shared that during her last stage as Vice-Chancellors, there was unnecessary harassment. She was a very sensitive lady; people started speaking about her personal life. She was very autocratic and developed a good campus. One of the staff member shared that she had the Background of a big University, University of Rajasthan , Jaipur and worked there as administrator in different capacities and hence was very much aware of the University administration system. Three years was too less to set up a University but she did well. Many other people were of the opinion that she would have got extension had the Government not changed. Prof. K.K Sharma one of the senior most Professor described Kanta Ahuja's tenure as one of the most successful tenure. She could contribute a lot because of her wide national and international experience. She was a well known person in the field of Economics. She was expecting her extension and even people were interested in her being continued but by then the Government changed and they wanted their own person to take up the position. Kanta Ahuja did not believe much in networking and did her work seriously. Kanta Ahuja though had so much experience said that "she was not comfortable in men group and did not know what to talk to them apart from work". She completed her tenure of Vice-Chancellor in M.D.S University in the year 1995.

There was problem in University of Rajasthan since long. University of Rajasthan had lots of politics. The students union and teachers union both were very strong and they were creating problems. The academic standard of University of Rajasthan was going down day by day especially in the Social Sciences. The students were not attending classes and even the teachers were not going to their classes. Nobody was ready to take up the position of Vice-Chancellor during that period. In this situation Kanta Ahuja was approached to take up the position. Continuously for three days she received a telephone call convincing her to take up the position. She agreed. She was made in-charge Vice-Chancellor. She worked for one and a half years and settled the problem. According to Prof. Vidyasagar from University of Rajasthan, Kanta Ahuja had the capability to handle students unions, academics and administration simultaneously. She focused on quality education and negotiated political pressures and academic pressures very well. She being from the field of Social Sciences was very much concerned with the quality of education. Kanta Ahuja as a Vice-Chancellor found that the people in the University of Rajasthan were not serious regarding their work. They would not take their classes regularly and would be indulged in various other businesses. At that time Kanta Ahuja took a very bold step that "NO MONEY WITHOUT WORK". If any of the teachers is found not taking up classes then she would cut his/her salary. This step was a very strong step and none of the earlier Vice-Chancellor could dare to take such steps. Whenever there is a big academic event in the Jaipur city she is always invited for conducting some sessions. She is known to be very well versed in her field and is always updated about the latest trends in the field of Economics. She was known to be very strong and kind person and would never compromise on her principles. After that she was not continued till the University did not get its new of Vice- Chancellor. A full fledged Vice-Chancellor was appointed after a year. Prof. Kanta Ahuja shared that she felt cheated. They appointed her in problems and when she settled everything they thought of somebody else and this happened just because she was a female.

4.10.7 RESEARCHER'S OBSERVATIONS

Kanta Ahuja belongs to middle class Khatri family from Punjab. Her father was educated but her mother could just read Gurmukhi. Her parents were very much interested in educating their children. Kanta Ahuja had one brother and two sisters.

She was very introvert and reserved child from childhood days. She studied in Christian Missionary School so her English Communication was very good. Kanta Ahuja did her B.A with Economics Major and immediately after her Bachelors she got married. After marriage her in-laws did not allow her to study further. They were against her studies and even her working. Kanta Ahuja's husband did not come out openly to support her but Kanta Ahuja was determined. She wanted to continue her studies and so she decided to do her M.A as private candidate. In this way she could manage her house (as expected by her mother-in-law) and also studied. Kanta Ahuja had a difficult time. She had to do all the house hold work and then had to study also. She used to study late night after completing all work. With such difficulties, she completed her M.A. Kanta Ahuja had no plan for her career. She just wanted to study further and she did that, later on she took the opportunities as it came her way. Kanta Ahuja's in-laws were not at all supportive but her parents were a great support to her. Her father encouraged her to continue her studies. She later got an opportunity to go abroad on scholarship to do M.Sc in Economics. This was objected by her in-laws and even her husband. At that time Kanta Ahuja had four years old child. Kanta Ahuja did not want to lose such a good exposure. She decided that she would go to Michigan University inspite of objections from her in-laws. She kept her son with her mother in Delhi. Her mother at this point of time was a great support for her. Kanta Ahuja could go abroad because of her mothers' support only. Later Kanta Ahuja started her career as Lecturer; she was promoted to Reader and then Professor. Kanta Ahuja was the first women Professor in the entire Rajasthan State. The journey from Lecturer to Professor and to various administrative positions was not very smooth for Kanta Ahuja. At every step she faced objections due to her gender. She faced gender discrimination at every step. University of Rajasthan was a very male dominated University and even the Rajasthan state is very male dominated. People in the University could not accept the progress of women. They even could not tolerate a female boss. Till now they had never seen female boss. For people in Rajasthan working under a women boss hurt their male ego. Kanta Ahuja also got an opportunity to be Principal of Maharani College in Jaipur. She also got an opportunity to be Head and Dean in the University of Rajasthan. She progressed in her career sequentially. While she was working in Delhi, her husband was settled in Ajmer. Kanta Ahuja used to stay with her parents in Delhi as she needed their support for taking care of her child. Later when she shifted to University of Rajasthan in Jaipur,

she could visit Ajmer in weekends and later her husband permanently shifted to Jaipur. Kanta Ahuja's in-laws though were against her taking up teaching profession initially but when she progressed in her career and got recognition in her field, like being the first women Professor of Rajasthan state, being the women Vice-Chancellor of Rajasthan state, they took pride to be associated with her. Kanta Ahuja was a very reserved person, she did not believed in any socialization or networking, but due to her work and name in the field of academics, she was well known and people knew her. Because of her academic calibre, she was invited in many of the important academic functions which led to socialization but no deliberate attempt form the case was made to socialize and network. Kanta Ahuja had no political connections; she got an opportunity to be Vice-Chancellor due to her reputation and recognition in her field. Still journey to Vice-Chancellor was not easy being a woman in Rajasthan State. She got an opportunity to be Vice-Chancellor for the second time in University of Rajasthan just because no one was ready to take up that position as University of Rajasthan was facing lots of problems from students' union as well as teachers' union. Just because nobody was ready and University was facing problems, Kanta Ahuja was thought of because of her strict and bold leadership which she had shown in M.D.S University. As soon as she established law and order in University of Rajasthan and all problems was sorted out, Kanat Ahuja was removed from the position and a male Vice-Chancellor was appointed. Kanta Ahuja was always needed in the time of crisis, earlier also in M.D.S University, being a new University many were not ready to take up the responsibility of setting up a new University. All the male aspiring administrators wanted to enjoy the position in an established University and did not wanted to take up challenges.

4.10.8 POINTS THAT EMERGED

1. She belonged to upper middle class Khatri family from Punjab.
2. Her father was educated but mother knew only Gurmukhi.
3. The family supported education of children irrespective of gender.
4. Kanta Ahuja studied in Missionary school.
5. She was introvert since childhood.
6. She completed her Graduation before marriage and did rest of her studies after marriage.

7. She got married at an early age immediately after her Graduation.
8. The in-laws of Kanta Ahuja did not support her in her further studies and taking up career.
9. Kanta Ahuja did her Post Graduation as a private candidate.
10. She faced difficulty in balancing both family and studies.
11. Kanta Ahuja received support from her parents.
12. Her mother was a strong support system, who took care of her child.
13. Kanta Ahuja was strong and determined lady and inspite of objections from in-laws did what she wanted to do.
14. She was not politically connected
15. She did not believe in socialization and networking
16. Kanta Ahuja had never aspired to be a Vice-Chancellor.
17. She had not planned her career and took the opportunities as they came her way.

4.11 CASE 11

Dr. Snehlata Deshmukh was Vice-Chancellor of University of Mumbai from 1995 to 2000. She was the second women Vice-Chancellor of the University of Mumbai. She belonged to a upper middle class educated family settled in Mumbai.

Researcher contacted Snehlata Deshmukh through telephone. Her contact number was received by contacting at University of Mumbai. She agreed to be part of this research endeavor. Researcher fixed an appointment with her and as per her availability she was interviewed at her residence in Mumbai. The interview lasted for four hours. Researcher also got an opportunity to interact with her son and daughter-in-law as they were at home. Researcher then visited administrative office, University of Mumbai, to meet the administrative staff who worked with her during her tenure as Vice-Chancellor. The researcher then visited the different faculties, University Departments located in Kalina in Mumbai. Snehlata Deshmukh before joining as

Vice-Chancellor was working with hospitals. The researcher visited the two hospitals in Mumbai, K.E.M and Sion hospital. Researcher interacted with the staff members who knew her and worked with her.

4.11.1 FAMILY BACKGROUND AND CHILDHOOD DAYS

Snehlata belonged to a middle class family from Kokan, Ratnagiri district in Maharashtra. Her Grandfather was a Homeopath Doctor in rural area in Kokan, Ratnagiri. He treated various villagers due to which people used to bow down to him with respect. He was very much respected in his village. Influenced by this respect which her grandfather received from the villagers her father also thought of becoming a Doctor, as this profession earn a lot of respect from people. Snehlata's father mastered in Surgery but could not practice due to family problems. He was deprived of it because by that time her grand father was not working. There was a need of immediate earnings to support the family, so he took up job. He also later became Dean of K.E.M Hospital. During her childhood days she shared that her mother told her that she used to operate on toys (dolls). She would cut them and then stitch them. It was from childhood that she wanted to become a Surgeon. It was the childhood influence of the family. Snehlata's mother was a house wife, not much educated just fourth class pass, but was a great thinker with high values and morals. She was a very social lady. They used to have plenty of relatives at their home as her father was a doctor. People used to come for treatment. Her mother used to greet them warmly and took care of them. Her parents were not at all money minded, they believed in helping the needy. Snehlata had one sister who was four and half years younger to her. They did not have any brother. Snehlata was born in Ahmednagar as her father was working there during her birth. In her family there was no gender discrimination. They were very much happy with the two daughters and never felt the need of a male child. They never cribbed for the male child.

4.11.2 SCHOOL DAYS

Snehlata shared that during vacations she used to go to their village. There, she would see her grandfather busy treating the patients. Her grandfather had several patients coming from morning till afternoon from nearby villages and everybody bowing

down to him and making him feel that he is great, he is God. Snehlata liked this and she also felt that the Profession of Doctor is very much respected in the society and from that point of time; she decided that "I must become a Doctor". What actually pushed her into the profession according to her was that her father wanted to become a Surgeon but due to family circumstances he could not practice surgery. This also had an impact on her and she decided that what her father could not do, she would fulfill his ambition by becoming a Surgeon. Both the sisters shared good relationship. Snehlata was very introvert, whereas her sister according to her was more social and open compared to her. On rakshabandhan, Snehlata used to miss a brother. Her mother on one of the rakshabandhan asked her to tie rakhi to the idol of Hanumanji and said 'he will take care of you'. Snehlata was never a bright student, was always an average child. She liked drawing pictures. She fell sick during her SSC examination. Her relatives discouraged her from appearing for exam, they thought she won't be able to do well because of her sickness. These negative remarks did not demotivate her, in turn she took it as a challenge and thought of proving all of them wrong. She worked hard and passed examination with sixty percent marks which was good enough during those days. Snehlata considers herself a focused lady, full of determination. She said if she would decide something then she would do it. She believes that she inherited this quality of determination from her mother. To prove this she narrated one incidence when her mother was bearing her. Her mother used to vomit a lot and not used to keep well. During that period she thought of going to Chandbibi quila for worship (at that time they were staying at Ahmed Nagar). Her father did not approve her idea because of her health problem, but she insisted and went. She almost fainted but reached Chandbibi quila. Snehlata now being a pediatric Doctor believes that when the child is in womb he/she has an impact of the incidences which occur during that period.

4.11.3 HIGHER EDUCATION/UNIVERSITY DAYS

Snehlata was admitted to Ruia College for her bachelors in Science. Her marks were not good enough to be admitted to Medicine College at Mumbai and her Grandfather was strongly against sending the girls out of Mumbai for further studies. She said that she respected his opinion and joined B.Sc in Mumbai. She had always thought of taking up the unfulfilled dream of her father to practice surgery. She was disappointed

when she did not get admission in Medicine. But she believes that she was destined to be a surgeon. Two students that year left the medicine seats and Snehlata got an opportunity of admission as she was in waiting list. She was very happy then. Hence forth there was no looking back. Her College life according to her was good. She had lots of friends, some of them are still in touch. She considers herself fortunate to have good teachers. Though she was a Medical student but was very much interested in Marathi subject also. She used to read lots of Marathi literature out of interest. Snehlata stood first in Surgery subject as it was the subject of her choice. She excelled in this field. She was very hardworking. She had to devote lots of time to her studies. She was very sincere and punctual in her studies. She completed her MBBS with good marks. Later, she applied to TATA hospital for job after her MBBS. The Chief Medical Officer of TATA then denied her job as she was a woman and they did not had appropriate facilities (hostel) for women staff (which shows they never expected a women to reach up to this position). Her mother encouraged her to pursue further studies in her own hospital where she completed her MBBS, instead of searching for job. Snehlata then registered for M.S. During this time, she also got married. Her mother encouraged her for further studies by offering her car as an incentive if she secured good marks. Snehlata worked hard and her mother had to fulfill her promise. It was not so easy for her mother to buy a car for her. She bought her a second hand car which costed around Rs. three thousand which was a big amount for her mother during those days. That car was always precious to her. During her M.S studies, she used to stay in hostel to save the time of commuting. During weekends, she used to go home and spend some time with the family. Unfortunately, she got sick during her M.S final exams. She could not prepare well for exams but her husband helped her a lot. He being from the same field was of great support. He used to read the notes aloud to her. She used to listen carefully to him while taking rest in bed. This helped her to pass her M.S exams. She said that this contribution of her husband she would never forget in life. She will always be obliged to him. After becoming a surgeon there was no looking back.

4.11.4 MARRIED LIFE

Snehlata got married after completing her MBBS (at the age of 24 yrs). It was an arranged marriage. Her husband belonged to a middle class family from the same

profession. Snehlata's grandfather believed in horoscope matching and her horoscope was sent for matching, it got matched. Then the meeting of both would be bride and groom was fixed and during her first meeting Snehlata shared with Dr Deshmukh about her dream of becoming a Surgeon and her wish to continue further studies. He willingly agreed. Snehlata had asked her grandfather not to disclose to her would be in-laws that she belongs to a family of Doctors (as she did not wanted that she was chosen for marriage just because of her medical background). Her grandfather agreed to this wish. They later got married. Her husband's grandmother used to stay with them. She was a widow and had great faith in God and used to spend lot of time worshiping. At her first meeting with her grandmother in-law, she suggested Snehlata not to join the dispensary of her father-in-law but to pursue further studies. Her father-in-law was also a doctor and had his own dispensary. Snehlata's mother-in-law was fairly a good lady but left them early, just after four years of their marriage. She did not get much time to spend with her and understand her (as due to her M.S study Snehlata stayed most of the time in hostel). Snehlata continued her studies after marriage and joined M.S. She used to stay at hostel while doing M.S as daily commuting will waste time. Her husband supported her decision of staying in hostel. She would come to meet him during weekends. Snehlata got sick during her M.S. exams and as stated earlier her husband was a great support during that time. He used to read the notes in front of her. She used to lie down on bed and listen carefully. He repeatedly read things to her. This helped her to pass her M.S. exams. She had four brother-in-laws. One settled in America, he is a Doctor. The second one was senior Professor in refinery, but is no more. Another is a Doctor and the fourth one is retired Army officer. She shares good relations with all of them, but have good rapport with eldest brother-in-law and eldest sister-in-law. Prof. Snehlata never stayed in a joint family. They all stayed separate. Each one had their own home and family so family problems were not much as they never stayed together. They meet occasionally. Even now they gather on occasions like marriages, festivals, especially, Ganesh Chaturthi which is an important festival in Maharashtra. After four years of marriage, Snehlata's first child was born. She has two children, eldest one girl and the youngest one boy. The son is an Engineer, runs his own business. Daughter is Prof. in K.E.M Hospital. Her daughter shared that some times they used to feel that their mother is spending less time with them compared to mothers' of their friends but as they grew up they used to feel proud of their mother. Her husband was a great support to Snehlata at

home as both were working. He used to share the responsibilities at home. In the initial five years of her career, her mother was of a great help, as she used to take care of children when she used to go out for her work. She used to stay next to them in the campus. Because of this, Snehlata always preferred to stay in the campus. Also staying in campus saved the time of traveling and she could get more time to spend with her children. Snehlata shared one incidence when they had a pooja at home. All the relatives were invited and she had to suddenly go to hospital as she received an emergency call from the hospital. At that moment she was very much in dilemma. Whether to give family responsibilities a priority, or to take care of professional responsibilities. At this point of dilemma, her husband came to her rescue. It was not very difficult for him to understand this situation being from the same profession. He suggested her to go and attend her professional responsibilities and he will take care of the family responsibilities (looking after guests.) And to her surprise he managed very well and nobody complained regarding her absence.

Whenever Snehlata had to leave the city and go out of town to attend conferences and seminars, her children did not like. They used to feel bad. Her son once said that "pack me also in your bag and take me along with you". To spend more time with her children, she sacrificed on her pleasures like social gatherings, going out for films. Many a times her husband used to come home late so she had to be at home with the children. She used to help the children in their studies and apart from that she had kept tuitions for them as she did not get enough time to take care for their studies.

4.11.5 PROFESSIONAL LIFE

She started her practice of surgery from King Edward Memorial hospital, popularly known as K.E.M Hospital in Mumbai. K.E.M hospital is a very old hospital established in 1926. The K.E.M. Hospital was the first Indian hospital, housing the out-patient Department within the main hospital building. Snehlata spent thirty years as Surgeon in this hospital. It was her dream to be a Surgeon. During her career, she thought of taking up administration because she believed that if she want to improve or bring progress in the field of medicine she has to be in the administrative position which will help her to take up and influence decision making. She applied for Dean in

Medical College but did not succeed. According to her she could not get Dean's position because she was not well connected and lacked influence. Dean's position in such reputed hospitals is political in nature. She then introspected and felt that she also lacked in administrative skills and joined Hospital Administration course at Delhi. She had tremendous family support. After completing the course, she again applied for the Deanship in LTMG Hospital, this time she was selected. She became Dean of LTMG Hospital, in the year 1991. LTMG Hospital is popularly known as Sion Hospital. LTMG. Hospital is a teaching hospital in a vital area of Mumbai, affiliated to University of Mumbai. Due to its location at the termination of both the Eastern and Western Express Highways, it receives the victims of most vehicular accidents. It also receives accident victims from the Main and Harbor Railway lines. The hospital also faces the brunt of any riots that occur north of the city i.e, the communally sensitive areas of Dharavi and Koliwada. Well-equipped and specialized Intensive Care Units extend the much needed "right help at the right moment," thus salvaging many critically-ill patients. In addition, it provides the much-needed care to the average person through its specialty Departments. This kind of care would otherwise be unavailable in the smaller hospitals. The Hospital conducts various community health care medicine and family welfare programs to help the poor with their illnesses, and also help to plan their family and ensure survival of their children.

Snehlata retired from Deanship in 1995. She was Dean for five years. As a Dean, her approach was not to be very strict which helped her a lot. They had two systems in their medical College one full time and another honorary, both were intermingled. In the honorary system, the candidate works for four hours but she had an opinion that even if they work one hour and share their expertise will enhance quality instead of forcing them for four hours which in turn will not motivate them to come. One hour, but quality honorary service will suffice the purpose and to this people agreed and contributed a lot especially to Radiology Department, where people move more into private practice. One of her colleague from LTMG Hospital shared his views on her. He said she was a good leader. One thing which he appreciated about her was that she was very fast in doing things. He said, she had lots of political contacts and she used these contacts in getting the things done faster. When she was Dean, at that time there was no Department of Pediatric Surgery in the Hospital. She initiated in this area being from the same field. She appointed Resident Doctors and got a separate Department established. This Department according to him is one of the best

Departments now. In the year 1996, ASICON Conference was to be organized. This conference is of great prestige in the Medical Field. This Conference was already given to Bangalore Medical College to host. But as a parting gift as Prof. Shehlata was retiring, she used her political connections and could get the venue shifted from Bangalore to Mumbai and that too to Sion Hospital. Because of the efforts of Prof. Snehlata, the Sion hospital could host such a prestigious Conference which people still remember. Dr Patwardhan from Sion Hospital opined that she has the ability to get the instruments sanctioned fast as soon as the requirements were put. He also said that he found her a biased lady. She used to given preference to those people who used to flatter her. She was the first women Dean of the Hospital and was politically well connected. Dr Madhuri Gore from Sion Hospital who worked under her administration was Head of the Department at that time. She found Snehlata an extremely able administrator. According to her, Snehlata knew very well how to take people along with her. Though she could be described as a democratic leader but she had an ability that she would make people feel that she involved them in decision making process. She will do only what she wanted to do but will very tactfully convince people to do things the way she wanted them to do. She even had the ability to identify the potentials of the people. She would accordingly assign the task to them. Dr Madhuri opined that she had worked with several administrators but she found Prof Snehlata as the best administrator. Prof. Snehlata, according to Dr. Madhuri had the ability to even remember the personal details of the people in the institution, like about their children, their students and whenever she will meet she will ask about them along with their names. This quality of hers was very much appreciated by the people as this gave personal touch to the relationship. She could make people feel comfortable. Dr Madhuri found Snehlata, the deserving person for an administrative position, at the same time also commented that unless one has political clout, one cannot reach to such positions but at the same time avoided commenting on Snehlata's political connections. Dr. Madhuri believes that Snehlata brought a different culture to the institution. People in the Sion hospital earlier also worked but their work never used to get projected. Snehlata made an attempt towards projecting the work that was done by the people in the institution. She believed that if one is working then it should be projected well so that people in the society know about them and even the patients know about the latest developments taking place in the field. She was a very enthusiastic lady and encouraged people to project their work

and provided them various platforms also. She was also very good in organizing academic activities. Dr Madhuri accepted that she also learnt a lot from Prof. Snehlata's organizational ability. Prof. Snehlata was very particular about academic aspects which the people in the hospital opined was missing earlier. During Snehlata's tenure the hospital got more recognition, people started noticing the work being done by this institution. The non-teaching staff whom the researcher met shared that "Snehlata madam was a very affectionate person and never was harsh to them. She would get the work done from them politely and will also share their personal problems and if possible will also help them. They enjoyed working with her".

4.11.6 BEING A VICE-CHANCELLOR

After being retired from Dean, in 1995 one of her colleague and friend and a well wisher suggested her to apply for the Post of Vice-Chancellor. She sent her bio-data and was short-listed. After getting short listed, she took this as a challenge and worked hard to prove herself worthy of that position. She wanted to prove that she was a suitable candidate, and wanted to perform well in the interview. She was of the opinion that she may not be selected but she should be satisfied that she did her best. At that time Dr Alexender was the Governor of Maharashtra State and Shiv Sena was in power. Snehlata was selected as Vice-Chancellor of University of Mumbai out of the five short listed candidates in May 1995. She was the second Women Vice-Chancellor of this esteemed historical University. Till now University of Mumbai had appointed three women Vice- Chancellor in total.

The University of Mumbai (known earlier as University of Bombay) is one of the oldest and premier Universities in India. It was established in 1857 consequent upon "Wood's Education Dispatch", and it is one amongst the first three Universities in India. As a sequel to the change in the name of the city from Bombay to Mumbai, the name of the University has been changed from "University of Bombay" to "University of Mumbai", vide notification issued by the Government of Maharashtra and published in the Government Gazette dated 4th September, 1996. Dr. Snehlata was the second women Vice-Chancellor of this University. She was Vice-Chancellor from 1995–2000. She shared that she found the job of Vice-Chancellor being very

hectic, difficult, challenging and demanding. Snehlata took initiative in including the name of candidates' mother in the admission form. Initially this idea was objected, but later on was accepted. She encouraged students to participate in co-curricular activities and she personally encouraged them by being physically present with them. This helped her University to win lots of awards. Dr. Vijay Khole, the Ex Vice-Chancellor of University of Mumbai who worked as a faculty member during Dr. Snehlata Deshmukh's tenure shared that people expect from the Vice-Chancellor that he/she should be well versed with the strengths and weaknesses of the University which they are heading. Prof. Snehlta Deshmukh was the one who knew University of Mumbai very well as she was Senate member, she was member of Academic Council and used to regularly attend meetings and also actively participate in the discussions. She used to study the items under discussion well in advance. She also held the position of Dean of LTMG Hospital which is affiliated to University of Mumbai. This all made her well aware of the functioning of not only Medical Colleges but also Arts, Commerce and Science streams. The number of affiliated Colleges to University of Mumbai was not big and she could remember each and every Principal of Colleges by their name. She also had good acquaintances with non teaching staff. She being the Vice-Chancellor of the University had the responsibility of taking the University in forward direction with respect to academics. According to Dr. Vijay Khole she was the first Vice-Chancellor of University of Mumbai who introduced the concept of self-supporting subjects and self supporting Departments. Dr. Vijay Khole said that it is very important that with changing society the education system should also change and offer the emerging areas to students. But Government was moving away from grant-in-aid schemes and was not giving financial support to Universities. As the Vice–Chancellor, Snehlata Deshmukh then introduced the Bachelor course in Management Science on self-financed basis. This was the revolutionary step taken up by the Vice-Chancellor. This course was very much in demand and even the students could get jobs easily as it was designed looking into the requirements of the industries in Mumbai. Many of the lady Principals of Colleges affiliated to University of Mumbai drew inspiration from her. She would carry everybody in her decision. Once she decides something then she had the ability to implement also. Dr Vijay Khole also said that she had good political connections which she used for maintaining the stable condition of the University.

Appointed as Vice-Chancellor of the University of Mumbai in May 1995, she slipped into her role quite naturally. As per the newspaper reports, she was known to be the one of the most controversial Vice-Chancellor of the University of Mumbai. Just three months after her appointment, she was accused of gracing a political function, expressly violating University rules. In August 1995, Dr. Snehlata Deshmukh was guest of honour at a function organized by the Akhil Bharatiya Vidyarthi Parishad (ABVP). This violated the Maharashtra Universities Act (Section 12 (e), 1994). The National Students Union of India submitted a complaint to the Chancellor, who maintained a stoic silence. Then, in December 1998, Dr Deshmukh agreed to be chairperson of the reception committee of the ABVP's Golden Jubilee Celebrations. Following a complaint to the Chancellor, the Vice-Chancellor was forced to withdraw from the ABVP meet. Then the new scandal which came up was, the LLB marks scandal which made headlines. In December 1995, Examiners of the second year Company Law Paper were found to have augmented the marks of some candidates. Discovered by the then panel head, Shamim Dalvi, the matter was reported to the Vice-Chancellor. A writ petition was filed in the Bombay High Court by two law students. The court verdict nailed three guilty examiners and the answer-sheets were ordered to be reassessed. Thereafter, Dr Snehalata Deshmukh flirted with controversy with practiced ease as reported by the newspapers. One of the Senate Member, Madhu Paranjpe during the tenure of Snehlata Deshmukh reported an incidence that in 1997, when a cash-strapped University was facing a Rs. 360-crore deficit, the Vice-Chancellor decided to discard her official car, a Maruti Esteem, for a brand new Opel Astra priced at over Rs 8 lakh in spite of there being no budgetary provision for the same. Senate Member, Madhu Paranjape, had officially recorded her note of dissent in the Senate over the purchase of a luxury car, and complaints were submitted to the Chancellor. Once again, the Chancellor remained mute over the controversy, later pushed into the `cold storage Department'.

Another scam in the Engineering College was reported in December 1998. Seventeen cases of irregularities were detected in Terna College of Engineering. The results of two students were withheld. Three examiners were later debarred from correcting answer sheets and a temporary University employee was suspended after irregularities were discovered in the second semester Engineering exams. This issue was also

blown in media and Dr. Snehlata Deshmukh's resignation was demanded during the State Legislative Council session. Chief Minister Narayan Rane then ordered an inquiry by the Criminal Investigation Department.

Dr. Snehlata shared that in January 1999, the final year students of MBBS approached her and said that papers were very difficult and most of them could not score well. According to the final MBBS results declared by the University of Mumbai, over 300 students had failed Out of these, 64 students had failed only in Preventive and Social medicine (PSM) paper. She went through the papers and really found them difficult being from the same field. She decided to give extra marks to all the students without any discrimination. The University declared that it had granted eight grace marks to all 1,100 students who had appeared for the examination. As a result, all 64 students passed this examination. This according to Dr. Snehlata Deshmukh was blown out politically. According to Dr Seema Pai (one of the affected students), the review of PSM results started with representations made by over 300 students who had failed in the subject. A less complicated, if equally corrupt, 'solution' would be for the two students to apply for re-evaluation and "settle the matter at the going rate of the examiner". According to this theory supporting the Vice-Chancellor, she did not need to add these eight marks if her intention was to favor these two students. According to one of the paper-setters of the PSM paper, the paper could have been perceived as difficult because the medical faculty often does not bother to update itself in the issues concerned with its subject. "As a result, important issues that are not included in the text are not taught to students" she says. The paper setter also points out that the PSM faculty and deans of various medical Colleges had taken up the issue of collecting the signatures for the representation made to the University by the 300 students who had failed in the subject. This conveys that PSM teachers (excluding the paper setters of the course) believed that the question paper was difficult. A senior Professor said ``It's unfortunate that the Vice-Chancellor has come out with an argument that it was a difficult paper to justify her decision to grant the grace marks," the Professor said. ``I can say that it was a routine paper and Dr. Deshmukh should not have succumbed to the pressure," said a senior Health Department official, who has done specialization in Preventive and Social Medicine. A former Vice-Chancellor of University of Mumbai, who requested anonymity, also

described Dr. Deshmukh's action as illegal and bad in law. ``Under the Maharashtra University Act, particularly section 31 and 32, the Vice-Chancellor is not empowered to take any decision on granting grace marks". While Section 31 deals with the constitution of board of examination and authority for conducting the examination, Section 32 deals with the powers and duties of the board of examinations. ``Both the sections are very clear. The board can intervene only in the event there is a serious lapse or malpractice. Under such circumstances, the board is empowered to appoint an inquiry committee which will submit a report to the board for taking appropriate decision," he added. However, he said, Dr. Deshmukh has acted on a representation submitted by a section of students after their results were declared. ``None of the students have complained that there was any irregularity or lapse on the part of the examining body. Their contention was that since they were unable to attempt the questions, they should be granted grace marks to enable them to pass the examination." Stating that Dr. Deshmukh should have outrightly rejected their arguments, the Ex. Vice-Chancellor said taking note of such appeals after the final results are declared is illegal and violated the laid down principles. "If the question paper was so difficult, the students should have rushed to the Vice-Chancellor or the Dean of the Faculty of Medicine, immediately after the paper. However, they woke up only after the results were announced. Their action appears to be just an afterthought," he pointed out. There was mixed kind of reactions from the people on this issue. Both teachers and students agree that the "PSM scandal" was actually a political game played between people at the highest level.

In the month of February, 1999, the Maharashtra Medical Council (MMC) also made a representation to Dr Daulatrao Aher, Maharashtra's Minister for Health, saying that such granting of grace marks was against the rules of the University. Meanwhile, in February, 61 of the 64 students had moved the Mumbai High Court asking for re-evaluation of the papers. The court upheld the governor's decision. According to the final results declared after re-evaluation, 19 students failed the PSM paper, the rest passed. The Governor of Maharashtra, P C Alexander, issued a show cause notice on March 26, 1999 asking why the eight grace marks she gifted to final year MBBS students should not be withdrawn. Dr Snehlata Deshmukh was asked to submit a report explaining the University's action. To this Snehlata said that ``If the

Sena-BJP Government desires, I will not hesitate to resign following Governor Dr P C Alexander's strictures', the Vice-Chancellor Dr. Snehlata Deshmukh of the University of Mumbai told Chief Minister Narayan Rane. Dr. Snehlata Deshmukh, in her meeting with the Chief Minister, submitted a comprehensive note to him explaining the circumstances under which the decision to grant eight grace marks to final year MBBS students was taken. ``No doubt that the University's decision has been set aside as bad in law by Alexander, but I am not at all at fault since the decision was taken in the larger interests of the students" she reportedly told Rane. Meanwhile, a senior Government official said notwithstanding the governor's adverse remarks, the Government is unlikely to ask her to resign in view of her submission to the Chief Minister. Dr. Snehlata Deshmukh reiterated that her decision was in keeping with the provisions of the Maharashtra University Act and ordinance and statutes there under. However, the Governor has already rejected her submission in his 11 page order. There was pressure on her to resign, during this period. She said that she had to face difficult time. But she did not resign as she believed that she has not done anything wrong. This matter went to court and she won. But those 3-4 months before decision came were very hectic and tensed. At the end she emerged as winner. During this period her husband was a strong support. He did not allow her to resign and encouraged her to face the challenge. She won but the people who suffered the most were the students.

She shared that while visiting various national and international conferences, she felt that even there was gender discrimination. 90 % of the participants used to be male and they only influenced the decision making. Most of the decisions were taken during late night dinner parties where they had dinner politics, in which the women hardly participated as they used to be uncomfortable in late night parties and hence the decision always used to be male dominated and male oriented. But still she was offered various positions in various committees in spite of being women like secretary, treasures.

Dr. Snehlata Deshmukh is also the member of Association of Surgeons of India; President, National Academy of Medical Sciences etc. She is also a renowned author who has books published on varying subjects.
Dr. Snehalata Deshmukh, is a recipient of numerous awards and honours for her

contribution in the field of education. She has been conferred with Dr. B.C. Roy Award (1998), Woman of the Year Award (2000), Shri Sai Leelavathy Mata Award (2003), Dr. B.N. Purandare Award (2004) etc. She is the Chairperson of King George Infirmary. She is also a member of the Economic Development Council and various other foundations. She has 150 research contributions and publications to her credit. A Pediatric Surgeon, Dr. Deshmukh is an M.S., F.R.C.S and a fellow of National Academy of Medical Sciences (NAMS), Royal College of Surgeons, International College & American College of Surgeons, Indian Academy of Pediatrics (IAP).

4.11.7 RESEARCHER'S OBSERVATIONS

Prof. Snehlata Deshmukh was appointed as Vice-Chancellor in University of Mumbai in the year 1999. She completed her tenure of five years. She belonged to an educated family and upper middle class background. Her father was her role model. From the childhood she aspired to be a Surgeon. Her father could not be a Surgeon as the family needed his economic support. Snehlata wanted to fulfill the desire of her father by becoming a Surgeon. Though she said that she aspired to be a Surgeon and also used to operate on her dolls in childhood but the efforts in studies were not like a student who aspires to be a Doctor. She was an average student. She was not very studious and hence did not get good marks in her HSc Examination. Due to this, getting admission in Medical Colleges in Mumbai became difficult. Her grandfather did not want to send her out of Mumbai for education because she was a girl. She could not get admission in Medicine field at the first instance and she has to settle down for B.Sc as she could not go against the wish of her grand father. But luckily some students dropped out and she being in the wait list got admission in medicine. She completed her MBBS before marriage and she enrolled for M.S after marriage. Her grand mother-in-law was very supportive. She encouraged her to pursue further studies than to join her father-in-law's hospital. Even Snehlata wanted to study further. She stayed in hostel for her M.S studies. Her husband supported her a lot in her studies as he was also from the same field. She faced gender discrimination at various steps. Initially at home by her grandfather, who did not allow her to go out of Mumbai for studies. Later when she went to join TATA Hospital, she was denied selection as the hospital lacked proper facilities for women employee. This shows a stereotype attitude that they were not expecting a female doctor in the hospital. Even

as a Vice- Chancellor she found that in the various seminars and conferences the women out numbered the men and most of the decisions were taken in the late night parties where the women did not feel comfortable to attend. Snehlata Deshmukh started her career from a Hospital where she worked as Surgeon and taught medicine for almost thirty years. She then decided to enter into administrative position as she realized that if she has to initiate any change in the field, she has to be at the decision making position. With these intentions she applied for Dean's position and she was appointed as Dean in LTMG Hospital popularly known as Sion Hospital. She contributed a lot to the hospital and tried to bring a cultural change in the institution. She was then asked by some of her friends to apply for the post of Vice-Chancellor. She was the second women Vice-Chancellor of University of Mumbai. After her also one more women was appointed to the post of Vice- Chancellor in this University. She lacked role model or mentor in her life. Only her parents were the mentor. Though she says that she doesn't have any political connections but from interacting to different people and reading the newspapers it emerges that she was closely associated with Shiv sena and she was appointed as Vice- Chancellor when Shiv Sena was in power. She was the most controversial Vice-Chancellor of University of Mumbai. Managing family and work is the biggest challenge a women has to face. In her case she was lucky to have the support from her mother. Her mother also stayed in the same campus where she stayed and this has made it easy for her to manage the work and family responsibilities. Inspite of having her own house, she preferred to stay on campus so that she can spend more time with children and save the time of traveling. She also sacrificed on socialization as she wanted to devote that time for her children.

4.11.8 POINTS THAT EMERGED

1. She belonged to a middle class family from Maharashtra from upper caste.
2. She belonged to an educated family. Her grandfather and father, both were Doctor, whereas mother was not highly educated
3. She experienced gender discrimination when her grandfather did not allow her to go out of Mumbai for studies
4. During work, she experienced gender discrimination when she was not selected in TATA Hospital just because she was a woman.

5. She did her M.B.B.S before marriage and her M.S after marriage
6. Her In-laws and husband were very supportive.
7. Her mother was a strong support system, who helped her to balance work and family by looking after her children in her absence.
8. She started her career as a Doctor in medical College and later took up administrative position of being Dean
9. She wanted to contribute to the Medical field and for this she felt that she should take up administrative position.
10. She was asked by one of her friend to apply for Vice-Chancellor's position
11. She did not socialize much.
12. She had strong association with Shiv Sena, politically connected which made her appointment to Vice-Chancellor easy.
13. She was very strong, determined and bold lady.