Newspaper Clips
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News Line

IIT-D director sends email: I quit due to 'unforeseen situations'

EXPRESS NEWS SERVICE
NEW DELHI, DECEMBER 31

AMID controversy over his resignation as Director of the Indian Institute of Technology (IIT)-Delhi, and in his first official communication since he resigned, Raghunath K Shevgaonkar has said some "unforeseen situations" towards the end of the year had led him to step down.

In an email addressed to "Colleagues, Staff and Students" on Wednesday evening, Shevgaonkar said it was his "last New Year message" as Director of IIT-Delhi. "This is my last New Year Message as the Director of IIT Delhi as I have formally resigned and waiting for my relieving orders," he said in the email.

"Last year was practically a year of continuation of developmental activities at IIT Delhi... Towards the end of the year, however, some unforeseen situations developed and I had to decide to step down from my position. Nevertheless, this is a small transient in the long illustrious history of IIT Delhi," he wrote.

Urging the staff and students to make IIT-Delhi a "model institute for transparency, trust, accountability and academic and research excellence", Shevgaonkar said the institute is "on constant rising path".

"Last year the institute slipped on the global ranking by few notches and a quick corrective effort on that front needs to be the focus for the new year. Also there is a need to create a positive image about the internal functioning of the institute to the outside world. Disagreement is an essential part of a healthy academic environment. However, care needs to be taken that the internal differences are not exploited by the outsiders to affect our functioning," he said in the communication.

Shevgaonkar's resignation has sparked a row with reports suggesting that he quit owing to pressure from the Human Resource Development Ministry to release salary dues of nearly Rs 70 lakh to former IIT-Delhi faculty and now BJP functionary Subramanian Swamy for the period between 1972 and 1991. The ministry, however, has denied these reports.

According to ministry officials, Shevgaonkar quit after an inquiry was initiated into the IIT-Delhi's research centre in Mauritius, which the ministry claims, "violates the IIT Act". The institute had subsequently dismissed the ministry's allegations and claimed the resignation was due to "personal reasons".

IIT-D Director signs off

Pheroze L. Vincent

NEW DELHI: R.K. Shevgaonkar, director of the Indian Institute of Technology, Delhi, bid farewell in his customary New Year circular to staff and students.

He resigned last week and the Human Resource Development Ministry denied reports that it was due to government pressure. His resignation is yet to be accepted by President Pranab Mukherjee, who holds the post of Visitor to the institute.

Prof. Shevgaonkar has left for Mumbai and will be there till January 11. "This is my last New Year message as Director of IIT-Delhi as I have formally resigned and am waiting for my relieving orders ... Care needs to be taken that the internal differences are not exploited by the outsiders to affect our functioning," he said in the e-mailed circular.

Prof. Shevgaonkar listed the year's achievements which included the setting up of a one megawatt solar plant on the campus and the introduction of the post-doctoral fellowship programme. He added that the focus for 2015 should be on raising the international ranking of the Institute. IIT-D had fallen from rank 36 to 38 in the Quacquarelli Symonds World Asian Universities Ranking for 2013. It stayed at 38 in 2014 too. International tie-ups, like the International Institute of Technology Research Association, Mauritius, an IIT professor said, were an attempt to improve the rankings.

IIT-D head reveals reason for quitting

By **Heena Kausar**
in New Delhi

BREAKING his silence for the first time since his resignation last week, IIT-Delhi director R. Shevgaonkar told his colleagues in an email conversation that unforeseen situations towards the end of the year led him to step down from his position.

The email, which notes that this is his last New Year message as the director of IIT Delhi, was sent on Wednesday to all faculty members and staff of IIT-D. The email is the first official communication by Shevgaonkar after he stepped down from the position two years before his term ends.

"Towards the end of the year, however, some unforeseen situations developed and I had to decide to step down from my position. Nevertheless, this is a small transient in the long illustrious history of IIT Delhi. IIT

'Unforeseen situations led to my resignation'

Delhi is on constant rising path and I am sure the New Year will bring many unprecedented achievements to the institute," Shevgaonkar wrote in his farewell email.

However, the director chose not to elaborate on the events which led him to resign last Friday. The resignation is yet to be formally accepted by the HRD Ministry.

"Disagreement is an essential part of a healthy academic environment. However, a care needs to be taken that the internal differences are not exploited by the outsiders to affect our functioning. Let us work to make IITD a model institute for transparency, trust, accountability and academic and research excellence," the email said.

Shevgaonkar reportedly resigned after he was cornered by the HRD Ministry for his alleged involvement in setting up an illegal offshore campus in Mauritius.

The other bone of contention between the ministry and the director was the dues to be paid to BJP leader Subramanian Swamy.

आईआईटी निदेशक ने इस्तीफे की वजह अप्रत्याशित परिस्थिति बताई

नई दिल्ली (एसएनबी)। पिछले हफ्ते अपने इस्तीफा देने से पैदा हुए विवाद पर आईआईटी दिल्ली के निदेशक प्रो. आर शेवगांवकर ने इस फैसले के लिए कुछ 'अप्रत्याशित परिस्थितियों' को जिम्मेदार ठहराया। प्रो. शेवगांवकर ने कहा कि साल का अंत आते-आते कुछ अप्रत्याशित परिस्थितियां बन गईं और मैंने अपने पद से इस्तीफा देने का फैसला किया।

उन्होंने बुधवार को संकाय कर्मचारियों और छात्रों को भेजे अपने विदाई मेल में कहा कि आईआईटी दिल्ली लगातार प्रगति के पथ पर बढ़ रहा है और मैं इस बात को लेकर आश्वस्त हूं कि नया साल संस्थान के लिए कई अभूतपूर्व उपलब्धियां लेकर आएगा। हालांकि, निदेशक ने पिछले शुक्रवार को अपने इस्तीफे का कारण बनी अप्रत्याशित चीजों के बारे में विस्तार से नहीं बताया। उनका कार्यकाल दो साल बाद खत्म होना है। उनके इस्तीफे को अभी तक स्वीकार नहीं किया गया है।

■ संकाय कर्मचारियों और छात्रों को भेजा विदाई मेल

■ फिलहाल उनके इस्तीफे को नहीं किया गया है स्वीकार

आईआईटी दिल्ली द्वारा सोमवार को जारी एक बयान में इस्तीफे के लिए व्यक्तिगत कारणों का जिक्र किया गया था। अपने मेल में शेवगांवकर ने कहा है कि बाहरी दुनिया के लिए संस्थान के अंदरूनी कामकाज के बारे में एक सकारात्मक छवि तैयार करने की भी जरूरत है।

उन्होंने कहा कि स्वस्थ अकादमिक माहौल के लिए असहमति एक अनिवार्य हिस्सा है। हालांकि, इस बात का ध्यान रखे जाने की जरूरत है कि अंदरूनी मतभेदों का इस्तेमाल बाहरी लोग हमारे कामकाज को प्रभावित करने के लिए नहीं करें। उन्होंने कहा कि आइए आईआईटी दिल्ली को पारदर्शिता, विश्वास, जवाबदेही और अकादमिक एवं शोध उत्कृष्टता के लिए एक मॉडल संस्थान बनाएं।

Pioneer ND 01/01/2015 p-5

IIT-Delhi chief bids farewell to staff, students

PNS ■ NEW DELHI

With HRD Ministry yet to accept his resignation, IIT Director RK Shevgaonkar on Wednesday reached out to his faculty members, staff and students through a parting note saying the current stand-off is a "transient".

Shevgaonkar in an e-mail message said that towards the end of the year some unforeseen situations developed and he had to decide to step down from my position.

"Nevertheless, this is a transient phase in the long ,illustrious history of IIT-Delhi. IIT-Delhi is on constant rising path and I am sure the New Year will bring many unprecedented achievements to the institute," he said. The e-mail comes at the backdrop of HRD Minister Smriti Irani and IIT-Delhi Chairman Vijay Bhatkar calling on the President Pranab Mukherjee on Tuesday.

A row has erupted over the premature resignation of Shevgaonkar allegedly due to "pressure" from HRD Ministry to accede to two demands — to provide the IIT ground for a cricket academy Sachin Tendulkar allegedly wants to open and to pay nearly ₹70 lakh to BJP leader Subramanian Swamy, a former IIT-Delhi faculty, as his "salary dues" between 1972 and 1981.

While Tendulkar denied the allegations, Swamy confronted the matter by pointing faulty procedures followed for a MoU between IIT-Delhi and Mauritius Government. IIT-Delhi, however, said that International Institute of

> NEVERTHELESS, THIS IS A TRANSIENT PHASE IN THE LONG, ILLUSTRIOUS HISTORY OF IIT-DELHI. IIT-DELHI IS ON CONSTANT RISING PATH AND I AM SURE THE NEW YEAR WILL BRING MANY UNPRECEDENTED ACHIEVEMENTS TO THE INSTITUTE

Technology Research Academy (IITRA) is not an extension campus of IIT-Delhi but an independent Research Academy named IITRA, Mauritius" and that the institute's role is that of advisory only with no financial commitments and stands all legal aspects.

The faculty members on Tuesday had requested Shevgaonkar to withdraw his resignation and later in a statement the IIT-Delhi faculty members asked the government to stop interference in the operational autonomy of IIT-Delhi (and IIT system in general).

"Dear Colleagues, Staff and Students, this my last New Year Message as the Director of IIT Delhi as I have formally resigned and waiting for my relieving orders." He further went on to appreciate the institute stakeholders stating that last year was practically a year of continuation of developmental activities at IIT-Delhi.

He said there is a need to create a positive image about the internal functioning of the institute to the outside world. "Disagreement is an essential part of a healthy academic environment. However, a care needs to be taken that the internal differences are not exploited by the outsiders to affect our functioning. Let us work to make IIT-D a model institute for transparency, trust, accountability and academic and research excellence," Shevgaonkar said.

Shevgaonkar also talked about major new facilities like the swimming pool and green initiatives commissioned within the premises of elite institute. He also took the opportunity to mention that last year the Institute slipped on the global ranking by few notches and a quick corrective effort on that front needs to be the focus for the new year.

Pioneer ND 01/01/2015   p-2

Students back IIT-D chief, launch online campaign

STAFF REPORTER ■ NEW DELHI

The support for IIT-Delhi director Raghunath K Shevgaonkar seems to be only growing day by day. A day after IIT Delhi faculty and alumni associations came out in support of Shevgaonkar, students have come into the picture by starting an online petition. The students have put forward a plea that they will not accept the director's resignation in a letter addressed to the president on online forum *Change.org*.

Siddarth Jain, third year student of electrical engineering, who started this petition said, "I was on a vacation when I heard about his resignation. So I thought there was a need to do something because Sir, Shevgoankar is one of the best teachers I have ever met. It was important to show him that students are also in full support of him." The petition was started on December 29 and has been signed by over 700 people.

According to Jain, the director is someone, who has worked relentlessly to improve the educational system. He said that he is coming before the vacation and would request him to complete his full term. Since the chairman of IIT-Delhi has already accepted the director's resignation, the boy has written a letter to the President. "After consulting with the director through Change.org I will make sure the letter and petition reaches the President. The director had on Wednesday sent a new year mail saying this is the last New Year wishes from him, but I along with other students will convince him," he said.

IIT Delhi director R Shevgaonkar breaks silence on sudden resignation

http://www.dnaindia.com/india/report-iit-delhi-director-r-shevgaonkar-breaks-silence-on-sudden-resignation-2048517

IIT Director R Shevgaonkar, whose resignation last week had triggered a controversy, on Wednesday attributed his decision to quit to some "unforeseen situations".

"Towards the end of the year, however, some unforeseen situations developed and I had to decide to step down from my position. Nevertheless, this is a small transient in the long illustrious history of IIT Delhi. "IIT Delhi is on constant rising path and I am sure the New Year will bring many unprecedented achievements to the institute," Shevgaonkar said in his farewell mail sent to the faculty, staff and students.

The Director, however, did not elaborate on the unforeseen events that had led him to resign from his post on Friday last, two years before his terms ends. The resignation has not been accepted till now. A statement issued by IIT-D on Monday cited "personal reasons" for the resignation.

In his mail, Shevgaonkar went on to say that there is also a need to create a positive image about the internal functioning of the institute to the outside world. "Disagreement is an essential part of a healthy academic environment. However, a care needs to be taken that the internal differences are not exploited by the outsiders to affect our functioning. Let us work to make IITD a model institute for transparency, trust, accountability and academic and research excellence," he said.

Shevgaonkar noted this was his last new year message as the Director of IIT Delhi as he had "formally resigned" and was awaiting his relieving orders.

IIT Delhi faculty asks Director R Shevgaonkar to withdraw resignation

By: PTI | New Delhi | December 31, 2014 6:00 am

http://www.financialexpress.com/article/industry/jobs/iit-delhi-faculty-asks-director-r-shevgaonkar-to-withdraw-resignation/24696/

The IIT Delhi faculty forum on Tuesday requested Director R Shevgaonkar to withdraw his resignation over which a controversy had erupted, describing him as a man of "dignity and integrity".

The request came even as Chairman of the IIT-D's Board of Governors Vijay Bhatkar met HRD Minister Smriti Irani.

"The faculty of IIT Delhi stands by the decisions that its administration has taken to uphold the autonomy of the Institute. We request the Director, IIT Delhi to withdraw his resignation," the faculty forum said in a statement. The resignation has not yet been accepted.

Shevgaonkar had last Friday forwarded his resignation to Bhatkar citing "personal reasons" even as a media report suggested that he was under pressure from the HRD Ministry. The Ministry has denied that any pressure was put on Shevgaonkar that may have made him quit.

Sources in the HRD Ministry indicated that faulting the Director on the issue of the setting up of an extension research campus in Mauritius would prove counter productive as it had approval of the Ministry itself and an MoU in this regard was signed in Mauritius last year in the presence of the then HRD Minister M M Pallam Raju.

An enquiry is already underway about the MoU which has been at the centre of the controversy ever since Shevgaonkar quit.

An IIT statement issued by the acting registrar yesterday had, however, said the campus in Mauritius is not an "extension campus of IIT-D" but an independent research academy named 'International Institute of Technology Research Academy' (IITRA). "IIT-D's role is only advisory in nature," it said.

Sources said that HRD Minister Smriti Irani met President Pranab Mukherjee, who is the visitor of the IITs.

While it remained unclear what transpired at the meeting, HRD Ministry sources maintained that Irani went to Rashtrapati Bhavan to enquire about the President's health.

IIT Delhi faculty members are of the unanimous view that "interference" in the operational autonomy of IIT Delhi (and IIT system in general) is the beginning of the end to excellence that has been achieved so far, or can be achieved in future, especially in the Indian context.

"For any academician, including all faculty of IIT Delhi and especially Prof Shevgaonkar, dignity and integrity are the sole assets of our lives.

"Thus, direct or indirect communication affecting these parameters is bound to create unrest in an otherwise peaceful mind that truly loves research and teaching. This is the spirit of IIT Delhi," the statement said.

BJP leader and former IIT-Delhi alumni Subramanian Swamy, whose name has been dragged into the controversy, had yesterday alleged his resignation was not over the alleged demand by him to the Ministry to settle his dues but had to do with setting up IIT-D campus in Mauritius over which an "explanation" has been sought from him.

The IIT statement issued yesterday said the original proposal to start International Institute of Technology Delhi Research Academy was initiated on the recommendation of the IIT Council on January 21, 2011 but its nomenclature was later changed to IITRA on the advice of the HRD Ministry.

"The final MoU was okayed by HRD Ministry and it was signed in the presence of the then HRD Minister on November 19, 2013 in Mauritius," the IIT statement said.

IIT Delhi Alumni Association has yesterday also come out in support of Shevgaonkar, requesting him to continue in his post.

Govt. Invites Proposals From IITs & IISc To Undertake Studies On River Basins Of The Country

http://www.jagranjosh.com/articles/govt-invites-proposals-from-iits-iisc-to-undertake-studies-on-river-basins-of-the-country-1420024648-1

To combat the evil effects of climate change and with an endeavor to understand its impact on water systems, the government has urged the educational pioneers of the nation, IITs and IISc to submit proposals for undertaking studies of the 20 major river basins of India. The studies are expected to be commissioned shortly and will take six months to two years for completion, as per the reports given by the Official sources.

The proposal is one of the five adaptation centric goals of the National Water Mission and also an important priority missions of the National Action Plan on Climate Change (NAPCC). National Water Mission has a MoU with the National Institute of Rural Development, for this purpose. Major objectives of the mission are focused on ground water, flood management, aquifer mapping, building embankment, preparedness measures.

Currently, the government has decided to involve six IITs and IISc in the project to provide valuable and high end adaptation schemes and policies. The project is being planned to be undertaken in a large scale using downscaled global climate models.

Important Points

- IITs, IISc to undertake studies on river basins
- The proposal is one of the five goals set by National Water Mission
- Objectives are focused on ground water, flood management, aquifer mapping, building embankment, preparedness measures

IIT-B students raise a stink over Swamy's `hate speech'

http://www.mumbaimirror.com/mumbai/others/IIT-B-students-raise-a-stink-over-Swamys-hate-speech/articleshow/45713087.cms

In the wake of the controversial comments made by BJP leader Subramanian Swamy during IIT-B's annual fest Mood Indigo on Monday, including calling Congress president Sonia Gandhi a "vishkanya", a section of students have come out strongly against the organisers' decision to provide a platform to such politicians. The Progressive and Democratic Students Collective, a student group at IIT-B, has also condemned the organisers for inviting the Consulate of Israel as an official "sponsor" for one of the events.

On Monday, Swamy created a stir when he poked fun at the recently resigned Director of IITDelhi, R K Shevgaonkar, who is also a former deputy director of IIT-B. Swamy said that Shevgaonkar had thought that the "best intellectual of India is Rahul Gandhi". Swamy had also compared former Prime Minister Manmohan Singh to a circus lion, saying he was "brought up to obey" and was "good at taking orders".

One of the students, Rahul Manganti, said, "They should have taken the care to invite a diverse group representative of different ideologies, rather than one individual known for his hate speeches." However, the organisers insisted that it was incorrect to read political meaning into their invitations. "We invited Swamy to deliver a talk on how youth should get involved in governance and that does not mean we endorse his ideology," said thirdyear student Gunjan Gupta, spokesperson for the organisers.

Nai Duniya ND
01.01.15 P-12

आईआईटी कानपुर में पर्यावरण इंजीनियरिंग में भी डिग्री

कोलकाता (प्रे)। आईआईटी कानपुर ने पर्यावरण के क्षेत्र की चुनौतियों से निबटने के लिए पर्यावरण इंजीनियरों की फौज खड़ी करने का निर्णय किया है। देश में विकास की योजनाओं की पर्यावरण मंजूरी मिलने में कई कठिनाइयों का सामना करना पड़ता है। 2015 से संस्थान में सिविल इंजीनियरिंग के साथ पर्यावरण इंजीनियरिंग में भी दोहरी डिग्री मिलेगी। यह बी टेक और एम टेक दोनों स्तरों पर मिलेगी। कोर्स के तहत संस्था माइनिंग, केमिकल, सीमेंट, फूड प्रोसेसिंग, मेटलर्जिकल में पर्यावरण इंजीनियरिंग से जुड़े मुद्दों का हल सुझाएगी।

Millenium Post ND
01/01/2015 p-6

IIT-Kharagpur to create new cadre of environmental engineers

M POST BUREAU

KOLKATA: As environment clearance has turned out to be a major roadblock for growth of industry, IIT, Kharagpur has decided to build an army of environmental engineers to help tackle the challenge.

The new School of Environmental Science and Technology at the IIT would start offering dual degrees of civil and environmental engineering at both BTech and MTech levels from the 2015 academic session. "Environmental engineers are in high demand now. They are not just a part of the corporate social responsibility (CSR) drive but are also a driver of a company's growth and increase in profit by means of cost reduction," the school's head Prof Jayanta Bhattacharya said. The courses would focus on providing engineering solutions to environmental issues which large-scale industries in mining, chemical, cement, food processing, metallurgical, etc have to deal with.

"Right now delay in environmental clearances is a major roadblock for industries, so we need solutions for effective utilisation of resources, waste management and pollution control," Bhattacharya said.

Millenium Post ND 01/01/2015 p-4

HRD ministry questions DU V-C's conduct

OUR CORRESPONDENT

NEW DELHI: The University of Delhi (DU) Vice Chancellor Dinesh Singh, has once again been caught in a fresh controversy. Recently, Ministry of Human Resource Development has forwarded paperwork to President Pranab Mukherjee's office questioning the conduct of the Vice Chancellor on key allegations against him. Meanwhile, Delhi University teachers alleged that during Dinesh Singh tenure Public Interest Litigations against the varsity have increased as the VC continues to rule the university in an autocratic manner.

"There is no room for dialogue or debate in the university. Teachers and students are compelled to go to court for resolving appointment or admission matters. Even to discuss routine matters of university, the vice chancellor is not available. He has not even met department heads or faculty members for long time," said Abha Dev Habib, DU executive council member. This year 'White Paper' was released by Delhi University Teachers' Association (DUTA) in which it alleged financial and administrative irregularities in functioning of varsity like diversion of OBC funds for purchase of laptops or flagging off 'Gyanodaya Express'.

Taking cognisance of same, MHRD has asked

> **"University is a public place and such behaviour is unacceptable. VC should be removed as he has damaged functioning of the university," said a teacher**

Visitor of university Pranab Mukherjee to look into whether the vice chancellor took the President's approval for the amended ordinance that enabled Four Year Undergraduate Programme (FYUP).

"The Vice Chancellor is playing dirty politics to save his chair. During his tenure, he was least interested in university matters like teachers promotions being stopped for years or appointment of permanent teachers and such. At least 40-45 percent seats for post of teachers are lying vacant. VC has culturally destroyed the university by making its functioning undemocratic and implementing a vague code of conduct," said Abha Dev Habib.

She further added rather than conducting open house sessions to resolve matters, VC has instead barricaded the whole place. "University is a public place and such behaviour is unacceptable. VC should be removed as he has damaged functioning of the university," said another teacher.

Key science developments to look forward to in 2015

R. PRASAD

The year 2015 is likely to see some key science developments. The one that most people are eagerly looking forward to is the development of an effective and efficacious Ebola vaccine and/or drug.

In the early part of 2015, a few vaccine trials are set to begin and the results are expected by June. Several drugs are already being tested. The most promising one appears to be the trial that uses antibody–rich blood of people who have survived Ebola. According to *Nature*, "The blood treatments could be rolled out quickly and widely if proved effective."

Human clinical trials have already begun in Liberia to test the effectiveness of convalescent plasma therapy (CPT). Similar trials are expected to begin soon in two other places — Guinea and Sierra Leone. These three African countries have faced the brunt of the virus.

"Convalescent plasma was found to effectively treat diphtheria and tetanus at the end of the nineteenth century, and was widely used in the first half of the twentieth century to treat diseases such as measles, mumps and pneumonia," notes *Nature*. But with the arrival of antibiotics, antivirals and vaccine, convalescent plasma was all but forgotten.

According to the WHO, the number of suspected, probable and confirmed Ebola cases in Sierra Leone, Liberia and Guinea has crossed 20,000. The death toll stands at over 7,800. As of December 27, 2014, Sierra Leone has been the hardest hit with over 9,400 cases, which is almost half of all cases in the three African countries. But Liberia has the highest death toll of 3,413.

Reaching Pluto

If Rosetta finally reached a comet in August 2014 after travelling for ten years and covering a distance of 6.4 billion km, in July 2015, NASA's New Horizons spacecraft will reach Pluto.

The New Horizons' closest approach to Pluto will occur on July 14. By then the craft will have travelled 5 billion km after it was launched in January 2006.

But even before New Horizons reaches Pluto, the craft will begin observing the Pluto system in mid-January. And by mid-May, New Horizons will be able to provide better views of the Pluto system. These views will be far better than the ones that the Hubble Space telescope can provide.

"For decades we thought Pluto was this odd little body on the planetary outskirts; now we know it's really a gateway to an entire region of new worlds in the Kuiper Belt, and New Horizons is going to provide the first close-up look at them," Hal Weaver, New Horizons Project Scientist said in a release.

Meanwhile, in March 2015, NASA's Dawn probe will arrive at the protoplanet Ceres. Ceres is the "most massive body in the asteroid belt between Mars and Jupiter." The interest in exploring Ceres is because water ice is believed to be present beneath the crust.

Ancient human's genome

After the 2013 publication of the mitochondrial genome of the 400,000-year-old Sima de Los Huesos human, in 2015 palaeontologists are hopeful of sequencing the complete genome of the ancient human. The specimen was found in a deep cave in northern Spain.

If extracting the mitochondrial material was a "Herculean task" given the badly deteriorated condition of the bones, sequencing the complete genome will be far tougher.

But when completed, the results will prove to greatly useful. "The results could help to clarify the evolutionary relationship between humans, Neanderthals and another ancient group called Denisovans, and to identify episodes of inbreeding between distantly related hominins," notes *Nature*.

Large Hadron Collider

Finally, the Large Hadron Collider will reboot in March; it was shutdown two years ago. Once rebooted, LHC will be able to smash particles at 13 trillion electronvolts — almost double the currently achieved one.

The extra power will allow scientists to find the phenomena that "fill the gaps" in the standard model of particle physics.

But if LHC with the extra power is unable to find evidence of many heavy particles that supersymmtery theory predicts, that would result in the theory losing "further flavour."

The theory is already in "doubt."

SOON: *In the early part of 2015, a few Ebola vaccine trials are set to begin and the results are expected by June.* – PHOTO: REUTERS

मोबाइल विकिरण के खतरे से अनजान हैं किशोर

मुंबई में हुए सर्वे में सामने आई महत्वपूर्ण जानकारी

अमर उजाला नेटवर्क

मुंबई। मोबाइल फोन हमारी जिंदगी का अहम हिस्सा बन चुके हैं। मोबाइल और इसके टावर से निकलने वाले विकिरण (रेडिएशन) के स्वास्थ्य पर पड़ने वाले प्रभाव को लेकर कई अध्ययन भी किए जा चुके हैं। इस संबंध में इंटरनेट पर एक रिपोर्ट पढ़ने के बाद मुंबई की झील शाह के मन में ज्यादा जानने की जिज्ञासा पैदा हुई और उन्होंने खुद एक अध्ययन करने की ठानी।

● पता चलने पर ज्यादातर किशोरों ने मोबाइल के कम इस्तेमाल की बात कही

विस्तृत जानकारी हासिल करने के लिए झील ने आईआईटी मुंबई से संपर्क किया। इस दौरान उन्हें यह पता चला कि मोबाइल विकिरण से कैंसर और ब्रेन ट्यूमर जैसी बीमारियां हो सकतीं हैं। इस पूरे अध्ययन के बाद यह बात सामने आई कि टेलीकॉम इंडस्ट्री के मानक के अनुसार इस बारे में पुख्ता सबूत भले

ही न हों लेकिन मोबाइल विकिरण से स्वास्थ्य पर पड़ने वाले दुष्प्रभाव से बचाव के समर्थन में पर्याप्त शोध मौजूद हैं। इसके बाद झील ने अपने शहर मुंबई में मोबाइल से होने वाले विकिरण के स्तर को जानने की कोशिश की। उनकी इस कोशिश से पता चला कि शहर के ज्यादातर हिस्से विकिरण के नजरिए से सुरक्षित हैं लेकिन रेलवे स्टेशन के आसपास और पुलों के नजदीक जैसी कई जगहों पर विकिरण का स्तर खतरनाक रूप से ज्यादा मिला।

Auto, Pharma Top Wealth Creators In 4 Years

Realty, infra cos saw biggest value erosion since the 2010 highs as the economy went through a turmoil and the markets stagnated before rebounding to new peaks in 2014

Partha Sinha & Shubham Mukherjee | TNN

Just over four years ago, the Indian economy was cruising at a near 9% annual rate of growth and on Diwali day in 2010, the sensex scaled a new high, closing above the 21,000 mark for the first time ever. However, since then as inflation rates spiked and interest rates spiralled, the government entered a phase of prolonged policy paralysis with the growth nearly halving to about 4.5% within two years. Rupee depreciation and widening current account deficit added to the negativity and it has since been a phase of almost flat GDP growth with muted corporate performance.

But a focused group of companies braved the headwinds and posted handsome returns for anyone who had invested in them, reveals a **TOI**-commissioned study done by Motilal Oswal Securities (See 'Top Of The Charts' table). Significantly, most of these companies are not even leaders in the respective industries they operate in. Incidentally, the sectors that created wealth such as healthcare, consumer, automobiles, private sector banks and retail are all consumer-facing.

Topping the list of these outliers is Eicher Motors, makers of Royal Enfield bikes, with an eye-popping stock rise of about nine times in just four years. The stock rose from Rs 1,410 in early November 2010 to Rs 12,849 on this Diwali day. On the flip side, the biggest loser is MMTC with a current market capitalization of just about 5% of the value four years ago. So if you had invested Rs 100 in MMTC four years ago, you would be left with just Rs 5.

When contacted by **TOI**, Siddhartha Lal, MD & CEO, Eicher Motors, credited his performance to a differentiated product offering, providing a seamless chain between production to retail and an unrelenting focus on the two product lines – motorcycles and commercial vehicles. "We are committed to the investor community and our long-term focus may have added to this (performance)," he said.

Six of the top-20 wealth creators – Eicher Motors, Motherson Sumi, TVS Motor, MRF, Wabco India and Apollo Tyres – belong to automobiles. Consumer (Berger Paints, Bata India and Britannia), healthcare (Aurobindo Pharma, Sun Pharma and Torrent Pharma), and technology (Mindtree, HCL Technologies and Tech Mahindra) have contributed three companies each to the top-20 wealth creators' list. Besides, there are two NBFCs

(Sundaram Finance and Bajaj Finance), a cement company (Shree Cement), a capital goods company (Havells India), and a Logistics company (Blue Dart Express).

Rajat Rajgarhia, MD, institutional equities, Motilal Oswal Securities, puts the findings of the study in perspective. "Any time is the right time to buy stocks; the art lies in stock-picking. Even during the last four years, when the market indices have gone nowhere, numerous stocks have multiplied several times. On the flip side, hordes of stocks are now available at small fractions of their value four years ago," he said.

In contrast to the stocks that have grown investors' wealth multiple times, some of the worst performers have lost up to 95% of their value during this period, while a large number have witnessed around 75% value erosion (See 'Bottom Of The Pile' table). All the stocks in the list of top-20 wealth destroyers have erased at least 75% of their market capitalization during the four-year period.

Some of the top laggards are from sectors which have been in a secular downturn for the past few years like power, real estate, infrastructure and sugar. Companies like Shree Renuka Sugars, Bajaj Hindustan, JP Power Ventures, etc belong to this group. Metal companies like MMTC, Monnet Ispat and Hindustan Copper are in a cyclical downturn. There's a third group, consisting of companies which got into major controversies and faced regulatory scrutiny. DB Realty, Financial Technologies and Bhusan Steel belong to the third group.

Eight sectors outperformed the CNX Nifty over the four-year period: healthcare, consumer, automobiles, cement, technology, private sector banks, retail, and textiles (see 'Best Sectors' table). All other sectors – chemicals & fertilizers, NBFCs, telecom, oil & gas, capital goods, media, public sector banks, utilities, metals, real estate, and miscellaneous – underperformed. A total of 12 sectors – healthcare, consumer, automobiles, cement, technology, private sector banks, retail, textiles, chemicals & fertilizers, NBFCs, telecom, and oil & gas delivered positive returns. Seven sectors – capital goods, media, public sector banks, utilities, metals, real estate, and miscellaneous – delivered negative returns. The performance of the technology and healthcare sectors has been favourably impacted by a weakening rupee. Most of the sectors that destroyed wealth including real estate, utilities, infrastructure, public sector banks, and capital goods – are deeply cyclical and were affected by policy paralysis during the UPA-2 regime.

EICHER VROOMS, MMTC GOES OFF TRACK

TOP OF THE CHARTS

COMPANY	PRICE (₹)		MKT CAP (₹CR)		CAGR (%)	NO. OF TIMES APPRECIATION IN PRICE
	Nov 5, 2010	Nov 5, 2014	Nov 5, 2010	Nov 5, 2014		
Eicher Motors	1,410	12,849	3,779	34,822	73.8	9.1
Motherson Sumi	84	426	7,320	37,587	50.1	5.1
Blue Dart	1,109	5,333	2,632	12,655	48.1	4.8
Mindtree	261	1,079	2,076	9,027	42.6	4.1
Sundaram Fin	336	1,348	3,737	14,976	41.5	4.0
Shree Cement	2,297	9,068	8,004	31,593	41.0	3.9
HCL Tech	414	1,603	28,275	1,12,447	40.3	3.9
Aurobindo Pharma	261	1,002	7,594	29,202	40.0	3.8
Sun Pharma	227	870	47,112	1,80,122	39.9	3.8
Berger Paints	102	384	3,516	13,304	39.4	3.8

Return On Equity (%)

Britannia	58.3
Tech Mahindra	41.9
Torrent Pharma	39.9
HCL Tech	39.8
Motherson Sumi	39.0
Aurobindo Pharma	36.7
Sun Pharma	34.1
Mindtree	30.5
Havells India	28.7
Bata India	25.8

BIGGEST GAINERS

BOTTOM OF THE PACK

COMPANY	PRICE (₹)		MKT CAP (₹CR)		PRICE CAGR (%)	NO. OF TIMES APPRECIATION IN PRICE
	Nov 5, 2010	Nov 5, 2014	Nov 5, 2010	Nov 5, 2014		
MMTC	1,320	71	1,32,025	7,140	-51.8	0.05
GTL Infra	46	3	4,417	646	-50.4	0.06
Sh Global Trad	231	23	4,750	513	-44.1	0.10
Opto Circuits	233	23	5,559	560	-43.9	0.10
Guj NRE Coke	64	7	3,467	521	-41.8	0.11
Lanco Infratech	64	8	15,422	1,835	-41.3	0.12
IVRCL	157	20	4,188	603	-40.5	0.13
Monnet Ispat	623	86	3,256	566	-39.1	0.14
DB Realty	424	70	10,308	1,704	-36.2	0.17
Gitanjali Gems	346	59	2,912	576	-35.8	0.17

NO RETURN ON EQUITY

GTL Infra	SpiceJet	
Guj NRE Coke	Sh Renuka Sugar	
Lanco Infratech	Bajaj Hindusthan	
IVRCL	Hindustan Oil	
Financial Tech	Triven Engg	

BEST SECTORS

	HEALTHCARE	AUTO	CONSUMER	CEMENT	TECH
NO OF COMPANIES	30	22	31	12	38
MKT CAP (₹CR) Nov 5, 2010	2,92,703	3,42,453	4,33,070	99,544	6,23,774
MKT CAP (₹CR) Nov 5, 2014	6,19,341	7,16,434	9,00,673	1,94,807	11,52,695
MKT CAP CAGR (%)	20.6	20.3	20.1	18.3	16.6
NO. OF TIMES APPRECIATION	2.12	2.09	2.08	1.96	1.85

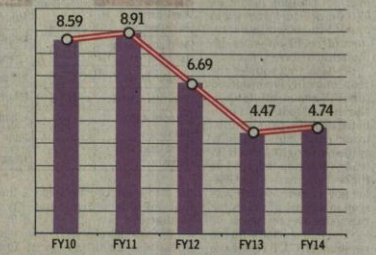Note: In BSE 500, around 20 cos have since been replaced

SLOWING DOWN

— Real GDP Growth (%)

FY10	FY11	FY12	FY13	FY14
8.59	8.91	6.69	4.47	4.74

IN 4 YEARS SINCE NOV 5, 2010...

➤ Eicher Motors grew from a $854m market-cap company to a $5.7bn enterprise

➤ **8 sectors outperformed the Nifty** | Healthcare, consumer, automobiles, cement, technology, private sector banks and retail, textiles

➤ **12 sectors gave positive returns** | Healthcare, consumer, automobiles, cement, technology, private sector banks, retail, textiles, NBFCs, telecom, and oil & gas

➤ Tech and healthcare gained majorly from a weakening rupee against the dollar

METHODOLOGY

➤ The objective of the study was to identify the sectors that created or destroyed wealth during the four-year period (Nov 5, 2010 to Nov 5, 2014)

➤ Nov 5, 2010 was chosen as the starting date for our analysis, as on this day the sensex scaled its last closing peak before going into a nearly 3-year hiatus

➤ To arrive at our top-20 lists, within the BSE-500, we restricted our choice to the companies that had a minimum market capitalization of Rs 2,000 crore as of Nov 2010 and Rs 500 crore as of November 2014.

➤ Capitaline database was used for the study

Source: Motilal Oswal Securities

Varsities must name officer to see cleaning: UGC

NEW DELHI, Jan 1, 2015, DHNS:

http://www.deccanherald.com/content/451096/varsities-must-name-officer-see.html

The University Grants Commission has asked the universities to appoint a senior official to supervise cleaning and garbage collection activities in the campus, to ensure that Prime Minister Narendra Modi's Swachh Bharat campaign continues "in a scientific manner and on a sustained basis."

The higher education regulator has asked the vice chancellors and heads of the universities and colleges to keep it informed abut the actions initiated by them on a monthly basis in this regard. The monthly report to be submitted by the varsities will be forwarded to the Human Resources Ministry every month as sought by Education Minister Smriti Irani.

"Since, most of the institutions are spread over large geographical areas and they have different units like hostels, playgrounds, teaching blocks, administrative blocks, etc, it is necessary that collection points for these units may be earmarked and a system created to lift the garbage from these points to the main garbage collection point where the entire garbage of the institution shall be collected," UGC secretary Jaspal S Sandhu instructed the varsity heads two days back.

The local civic authorities should be informed about the main garbage point from where it could be lifted for "appropriate disposal", he added.

The commission also directed the universities to share all the activities that they undertake to implement the Swachh Bharat programme on MyGov.in, a platform created by the Modi government for "citizen engagement towards good governance".

Economic Times ND 01/01/2015

P-2

MODI TO VISIT BERLIN IN APRIL 2015

Fix KV-German Row Soon: MEA to HRD Ministry

Ritika.Chopra@timesgroup.com

New Delhi: The ministry of external affairs has asked the HRD ministry to sort out all outstanding issues over the Kendriya Vidyalaya-German language controversy as soon as possible as it could cast a shadow over Prime Minister Narendra Modi's visit to Berlin for the world's largest industrial fair, Hanover Messe, in April 2015.

India is the chief guest at the fair — after the US and China in previous years — and the Prime Minister's Office considers the event crucial to the Make in India initiative.

In the latest communiqué, a two-page letter dated December 23, foreign secretary Sujatha Singh has asked HRD secretary R Bhattacharya to resume talks with the "German side" and come good on the assurance given by Modi to German Chancellor Angela Merkel in Brisbane on November 16 and find a way to continue teaching the tongue in Kendriya Vidyalaya schools but not as a third language.

The government's diktat discontinuing German as a third language in Kendriya Vidyalaya schools and replacing it with Sanskrit came in for much criticism and subsequently assumed a diplomatic colour when Merkel took up the issue with Modi on the sidelines of the G-20 summit. The government, however, stuck to its position and justified the mid-session change on the ground that offering a foreign tongue as the third language is a violation of the three-language policy enshrined in the National Education Policy of 1986. The decision was eventually upheld by the Supreme Court.

As per government sources, talks between the German embassy and the HRD ministry had broken down after minister Smriti Irani lodged her protests over ambassador Michael Steiner speaking to the media on the issue. It has since emerged that MEA summoned Germany's deputy chief of mission in New

Shevgaonkar Writes Farewell Email to Colleagues

SRINAGAR: IIT-D Director RK Shevgaonkar sent a farewell mail to all his colleagues on Wednesday even though the ministry is yet to forward his resignation to the President. Shevgaonkar, who has proceeded on a 10-day leave, said: "Towards the end of the year some unforeseen situations developed and I had to decide to step down from my position. Nevertheless this is a small transient in the long illustrious history of IIT Delhi."

Delhi to register its dissatisfaction over this as well as Steiner's November 11 letter to Irani seeking "clarification", which the government conveyed is an "internal matter". **ET** could not independently verify this with the German embassy.

Talks between embassy & HRD broke down after Irani protested over envoy speaking to the media

Singh's green signal to the HRD ministry to resume talks and finalise "revised arrangements" has come only after the deputy chief of mission conveyed India's unhappiness to the German foreign office. The nature of the solution that the German and Indian governments are hoping for is not clear at this moment. However, as per sources, the Germans have proposed the language could be taught in classes nine to 12 as it is done in CBSE schools.

January 2

Business Standard ND 02/01/2015 P-9

NEWSMAKER / RAGHUNATH K SHEVGAONKAR, IIT DELHI

A casualty of politics?

The resignation of Raghunath K Shevgaonkar, director of the Indian Institute of Technology (IIT) Delhi, has brought to the fore once again the highly contested issue of autonomy of educational institutions in the country. This comes after the scrapping of Delhi University's four-year programme, despite stiff opposition from the vice-chancellor, Dinesh Singh. Officially though, Shevgaonkar is said to have resigned due to personal reasons.

Shevgaonkar has had a distinguished academic career. On completing his PhD from IIT Bombay, he pursued his post-doctoral fellowship at the University of Maryland. His research interests were in the fields of optical communication, image processing, antennas, microwaves and radio astronomy, and his work has been widely published in international journals. Prior to becoming the director of IIT Delhi in 2011, he was dean and head of electrical engineering at IIT Bombay. He has also served as vice-chancellor of the University of Pune between 2010 and 2011.

Though the Union human resources development ministry has vehemently denied that Shevgaonkar resigned under government pressure, some allege that this is yet another example of the government exercising its influence over educational institutions. Various issues cropped up which suggest a straining of ties. The first was

The IIT council consists of individuals from government departments like science and technology and Members of Parliament

Shevgaonkar's alleged refusal to reimburse former faculty member and Bharatiya Janata Party leader Subramanian Swamy of salary arrears and benefits with interest. Swamy, who taught economics there from 1969 to 1972, was dismissed for opposing Indira Gandhi, then prime minister. He was reinstated in 1991 after a court order, subsequent to which he demanded roughly ₹70 lakh as reimbursement. The government has denied having forwarded Swamy's request to the institute. The other issue concerns Sachin Tendulkar's proposal to set up a cricket academy inside the institute's campus, which has also been denied by both the government and Tendulkar.

The more contentious issue concerns the MoU signed by IIT Delhi with Mauritius. While the government has set up a committee to look into the legality of the MoU, especially if it violates the IIT Act which prohibits the institute from going abroad, IIT Delhi insists the pact had the government's approval. A statement issued by the acting registrar clarifies that the campus in Mauritius is not an "extension campus of IIT Delhi" but an independent research centre named International Institute of Technology Research Academy in which IITs limited role was only advisory in nature. The final MoU was supposedly accepted by the HRD ministry

and was signed in the presence of Pallam Raju, then HRD minister, on November 19, 2013, in Mauritius.

The episode reaffirms the limited autonomy of educational institutions in India. According to a former director of IIT, by virtue of the fact that the government controls their budget, it can exercise considerable sway over educational institutions. The IIT council consists of individuals from various departments of the government like science and technology, with Members of Parliament also present. Though the director says that there is very little interference in the day to day functioning of the institution, governments do "provide direction" at the policy level.

While Shevgaonkar's resignation was forwarded to the HRD ministry on December 26, according to protocol cited

WIDE SPECTRUM
His research interests are in the field of optical communication, image processing, antennas, microwaves and radio astronomy
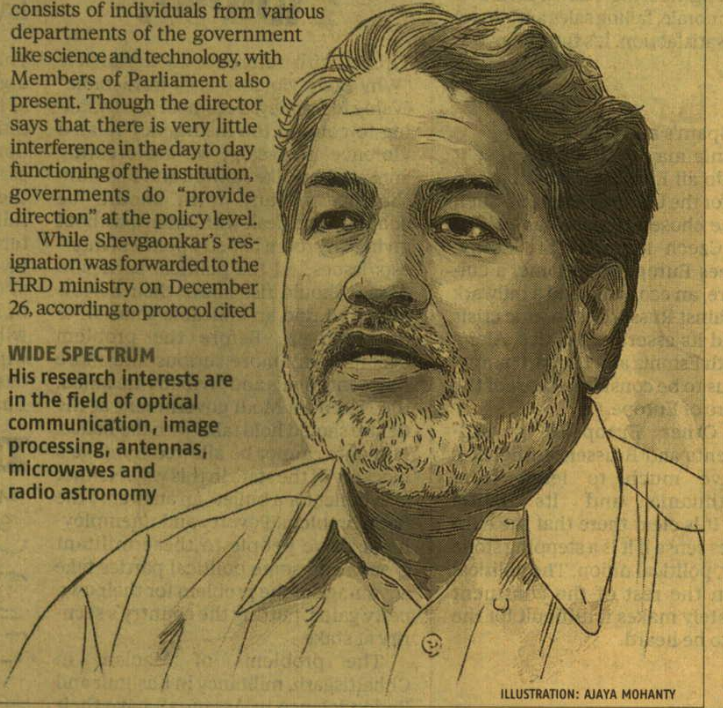
by the ministry, only the president can accept the resignation. While the resignation may well be accepted, given how both the alumni association and the faculty have backed him, it is unlikely to go down well, with further questions being raised about the autonomy of institutions.

ISHAN BAKSHI

ILLUSTRATION: AJAYA MOHANTY

Why IIT can't fly

Latest face-off with HRD ministry shows how tough it is for institutions to take off

M. BALAKRISHNAN

I AM sure that by now even the prime minister has been made aware of the grave "violation" of the Institutes of Technology Act by IIT Delhi, which helped set up the International Institute of Technology Research Academy (IITRA) Mauritius. As the prime architect of IITRA Mauritius, who conceptualised as well as steered the memorandum of understanding in its early days, it would be unfair if I sit on the sidelines while completely baseless allegations are levelled against the director of IIT Delhi.

Here are the facts of the case: The seeding of the Mauritius institution did not happen at IIT Delhi at all. The then human resource development (HRD) minister, Kapil Sibal, and the Mauritius minister of tertiary education, science, research and technology, Rajesh Jeetah, agreed that India would help Mauritius set up an IIT-like institution in March-April 2011. Both the HRD ministry and the ministry of external affairs were in the know then. As follow up, the IIT council sought the help of IIT Delhi to set up the institution. Two letters related to this, dated July 11, 2011, and August 26, 2011, reached IIT Delhi even before the current director (Professor R.K. Shevgaonkar) took charge in September 2011. After he took over, I was assigned the responsibility of conducting a feasibility study. A delegation of six professors visited Mauritius in February 2012 and formulated the unique approach of establishing a research ecosystem first, before undergraduate teaching commenced. This is the strategy being followed at IITRA now.

The initial draft of the MoU envisaged the establishment of an IIT Delhi research campus (for PhD/MSR programmes) in Mauritius, which could then evolve into an autonomous International Institute of Technology, with full-fledged BTech and MTech programmes. Once it was decided that the MoU would be signed in the presence of the then HRD minister, Pallam Raju, the ministry took a keen interest in vetting it. After hectic email consultations between the HRD ministry, IIT Delhi and the Mauri-

tius Research Council, the draft MoU was completely modified before the ministry gave its approval. The nature of the institution to be set up as well as its governance structure was completely changed. Now, the revised MoU envisaged the setting up of IITRA Mauritius with assistance from, and not as an extension campus of, IIT Delhi.

Both the MoUs have many commonalities. All the costs of setting up and operating IITRA Mauritius would be borne by the government of Mauritius. The faculty and staff would be on the rolls of IITRA and paid by it under its terms. Research students (PhD/MSR) would be admitted and enrolled at IIT Delhi but would be

A key aspect of the final MoU was that, contrary to the original proposal, administrative and financial control of IITRA Mauritius would not rest with IIT Delhi, making it that much harder to bring up a quality institution. At that stage, we were deeply disappointed with the HRD ministry for clipping our wings. This was around the time that newspapers were full of stories about an amendment to the higher education act, permitting foreign institutions to open campuses in India.

paid their assistantship by IITRA. They would follow all the academic norms, including coursework, of IIT Delhi. This would be followed by research at IITRA, with access to IIT Delhi facilities. IIT Delhi would provide academic mentorship to this institute so that it evolves into an "IIT-like institution" over the next five years.

A key aspect of the final MoU was that, contrary to the original proposal, administrative and financial control of IITRA would not rest with IIT Delhi, making it that much harder to bring up a quality institution. At that stage, we were deeply disappointed with the HRD ministry for clipping our wings

even before we could attempt to fly. This was around the time that newspapers were full of stories about an amendment to the higher education act, permitting foreign institutions to open campuses in India. In hindsight, I am profoundly thankful that the bureaucrats at the HRD ministry knew the rules — no one is allowed to fly in this country, especially if you are funded by the government.

A key innovation in the setting up of IITRA must be highlighted. Some of us feel it is worth emulating when new IITs are set up. The older IITs differ from other engineering colleges in one key respect. Their faculty, even if they are assigned undergraduate cou-

rses, are active researchers and typically teach courses in sub-disciplines in which they are aware of current trends. This is only possible if an institution has a critical mass of faculty members in any given discipline — 10 to 12, at least. In most engineering disciplines, it takes many years to reach this number if one is committed to quality. Once you have a full-fledged undergraduate programme in any discipline, you need to cover the whole range of courses. So either you compromise on quality while recruiting faculty or allot courses outside of their specialisation. With little movement of experienced faculty

across institutions within the country due to social factors, most faculty is recruited at a very young age — either freshly out of a PhD programme or with a couple of years of postdoctoral experience. These young people are full of research ideas and would love to pursue them. But instead, they are forced to invest a lot of effort in teaching courses, especially outside their area of specialisation. Many of them either look for opportunities to join older IITs or research institutions in the country and abroad. If they continue in institutions that teach a large range of courses, they quickly become mediocre researchers in their fields.

Based on this experience, we proposed a novel solution for IITRA — first build a research ecosystem and then, once a critical mass of faculty in each discipline has been reached, start with the undergraduate teaching programmes. It took us more than six months to convince the Mauritius government that such an approach would likely help build an "IIT-like institution" much faster. The Mauritius government was keen to start undergraduate programmes from Day One. Our approach was vindicated by the faculty selection at IITRA, where many expatriate Mauritians, active in research in Western countries, applied to it because of its research focus.

I am quite confident that, in the case of IITRA, we did not violate the "no-fly zone" thanks to the "maximum government" in place. The only disappointment is that this country believed in the prime minister's "minimum government, maximum governance" call and thought that he would devote his energies to enable people to fly and not to try to enforce 60 years of "no-fly" regulation. I hope he can hear presidents of foreign universities laughing at our plight, knowing that they are not governed by rules drawn in another century, when QS rankings of universities was yet to be born.

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Times Of India ND 02/01/2015   P-12

IIT D director's fate stuck in limbo

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The HRD ministry seems to be in no mood to complete the formalities of accepting the resignation of IIT Delhi director RK Shevgaonkar any time soon. Delayed beyond Jan 7, he won't get a course to teach for 6 months at IIT Bombay

New Delhi: The HRD ministry seems to be in no mood to complete the formalities of accepting the resignation of IIT Delhi director RK Shevgaonkar any time soon. Delay beyond January 7 would mean that Shevgaonkar will not get a course to teach for at least six months in IIT Bombay from where he came to Delhi.

Teachers for the course for the new semester will be decided by January 7.

Meanwhile, the ministry is readying itself by preparing a case against Shevgaonkar on the Mauritius issue. Sources said IIT Delhi has furnished all the details that the ministry wanted.

"An attempt is being made to make Shevgaonkar personally responsible for the memorandum of understanding with the Mauritius institute. The ministry has prepared a note against Shevgaonkar and is debating how to initiate action against him," an HRD ministry source said.

Within IIT-Delhi, Shevgaonkar enjoys immense support of faculty and students. A senior faculty member said, "Director should be treated with dignity. Keeping his resignation in limbo will harm the institute and further strain the relationship between ministry and IIT. No one believes allegations against him. He has been transparent about the MoU."

In order to show that it is being fair, the HRD ministry has also started deliberations on possible action against UGC chairperson Ved Prakash who is alleged to have travelled to Mauritius without political clearance and signed an MoU without the ministry's knowledge.

Hindustan Times ND 02/01/2015   P-8

HRD ministry on collision course with IIMs

Brajesh Kumar
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NEW DELHI: After its row with the director of the Indian Institute of Technology Delhi, the human resource development ministry could now be on collision course with the Indian Institutes of Management.

The director's position in three IIM campuses — Lucknow, Kozhikode and Ranchi — has been lying vacant for over six months now. Despite writing repeatedly to the ministry to fill the vacancy no action has been taken.

IIM Lucknow, exasperated by the ministry's inability to clear the appointment, has asked HRD minister Smriti Irani to

THE POST OF DIRECTOR ON 3 IIM CAMPUSES – RANCHI, LUCKNOW AND KOZHIKODE – HAS BEEN LYING VACANT FOR OVER SIX MONTHS NOW

scrap the recommendation of the search-cum-selection committee and start the appointment process afresh.

The committee, formed in January last year, had submitted a list of candidates in June and since then the final approval is pending with the HRD ministry

"Kindly confirm to us that the procedure followed (by the committee) was not correct so that the new search-cum-selection committee is put in place immediately after discussion with IIM Lucknow board. We request you to act urgently on the matter so that we can put in place a new director for IIM Lucknow expeditiously," JJ Irani, the chairman of the board of governors, IIM Lucknow wrote to the minister on October 28.

This was the third letter written to the ministry by IIM Lucknow requesting them to ensure the position is filled urgently.

While higher education secretary SN Mohanty could not be contacted for his comments, sources in the ministry indi-

cated that hectic lobbying by groups affiliated to the Sangh Parivar for vacant positions in various educational institutions across the country has been one of the reasons for delay in appointments.

Like IIM Lucknow, IIM Ranchi and IIM Kozhikode have been waiting for their new directors. While the tenure of IIM Kozhikode director Debashis Chatterjee came to an end last April, MJ Xavier resigned as director of IIM Ranchi in September.

Chairman of IIM Kozhikode AC Muthiah told HT he had not heard from the ministry although the search and selection committees sent in its recommendations a while back.

Nai Duniya ND 02.01.15 P-5

आईआईटी इंदौर के निदेशक बने रहेंगे माथुर

■ दिल्ली से नियुक्ति में हो रही देरी, एमएचआरडी से आया आदेश

इंदौर (ब्यूरो)। बीते साल के साथ आईआईटी इंदौर के पहले निदेशक प्रो. प्रदीप माथुर का कार्यकाल खत्म हो गया है। कार्यकाल खत्म होने के बावजूद प्रो. माथुर कुर्सी पर बने रहेंगे। एमएचआरडी ने पत्र भेजकर मौजूदा निदेशक को काम करते रहने के निर्देश दिए हैं।

2009 में शुरू हुए आईआईटी इंदौर के पहले निदेशक बने प्रो. माथुर का कार्यकाल 31 दिसंबर को खत्म हो चुका है। उन्हें दीक्षांत समारोह में स्थानीय जनप्रतिनिधियों की अनदेखी के कारण आलोचना सहना पड़ी। इसके बाद स्थायी कैंपस निर्माण में हो रही देरी के कारण आईआईटी को दिल्ली से भी फटकार लगी। दो महीने पहले आईआईटी ने तुरत-फुरत खंडवा रोड स्थित किराए के कैंपस को

एक्सटेंशन नहीं

प्रो. माथुर भले ही अभी पद पर बने रहेंगे, लेकिन उन्हें कार्यकाल का एक्सटेंशन नहीं दिया गया है। दरअसल निदेशक को आगामी आदेश तक जिम्मेदारी संभालने के लिए कहा गया है। आईआईटी की मीडिया ऑफिसर डॉ. निर्मला मेनन का कहना है कि फिलहाल माथुर पद पर बने रहेंगे ऐसा एमएचआरडी से आदेश आ गया है।

खाली किया। सिमरोल के अधबने कैंपस में आईआईटी को आधा-अधूरा शिफ्ट कर दिल्ली जानकारी भेजी गई कि संस्थान अपने कैंपस में पहुंच गया है। इस बीच आईआईटी निदेशक का कार्यकाल खत्म हो गया लेकिन आम चुनाव और फिर नई सरकार-मंत्रालय के गठन के चलते नए निदेशक की नियुक्ति प्रक्रिया समय पर शुरू नहीं हो सकी।

GOVT DIRECTIVE

Older IITs to mentor proposed new ones

By Prashant K. Nanda
prashant.n@livemint.com
....
NEW DELHI

The government has asked four older Indian Institute of Technology (IITs) to support the five proposed IITs but restricted the new institutes from offering courses other than core engineering subjects to students.

The new IITs will offer courses on mechanical, civil, electrical and computer science from the 2015 academic year from rented premises, said two government officials.

The union budget presented by finance minister Arun Jaitley had proposed to set up five new IITs. India currently has 16.

IIT Madras will mentor two new IITs at Palakkad in Kerala and Tirupati in Andhra Pradesh. IIT Delhi will handhold the proposed one in Jammu, IIT Mumbai will be the parent institute for IIT Goa and IIT Hyderabad will support IIT Raipur.

"The HRD (human resource development) ministry has already asked four IITs including IIT Hyderabad which came into existence in 2008 to start work on new ones so that the proposed ones start operation in the next six months," said one of the two officials, requesting anonymity. The second government official said that looking at the delay in setting up campuses of IITs that came up since 2007-08, the HRD ministry wants to fix a timeframe—may be four years—for building campuses for the proposed new IITs.

The government auditor in a report in December had said that the ministry's cost requirement for opening eight IITs has escalated by more than 150% due to delays and because it ignored suggestions made by the expenditure finance committee of the finance ministry and the erstwhile planning commission.

"As a result of the delay, the ministry proposed in May 2014 to revise the cost of estimates from ₹6,080 crore to ₹15,664 crore, i.e. an increase of more than 150% over the initial project cost," the Comptroller and Auditor General of India said.

IIT Madras director Bhaskar Ramamurthi confirmed the development and said both the older IITs and HRD ministry had gotten wiser after opening eight new IITs in last six years. So the first thing that has been decided is that IITs will have to commence operation from rented buildings instead of getting housed in an older one in the first year, and the second is fixing some timeline for building new campuses. "Bringing new students to mentoring IITs will be a mistake. Once you bring them to an existing older IIT and then ask them to go to an rented campus will not do good. States have agreed to provide rented campuses to begin with and ground work has started to finalize the land for permanent campuses," Ramamurthi said, adding that Andhra Pradesh had already selected land in Tirupati.

HIGHER EDUCATION 2015

LOOKING AHEAD Opening of more educational institutes, a new higher education policy, likely passage of pending bills in Parliament... there's much to look forward to

Gauri Kohli

It has been an eventful year as far as Indian higher education is concerned. With the new government coming to power, a lot has been promised and proposed.

"The new year promises to usher in major transformations in the education sector, thus creating a lot of exciting opportunities for students in the coming year. The Credit Transfer Scheme, introduced this year, would be fully implemented by all Central universities. The state and private universities will also be facilitated to do the same. Adoption of the National Skills Qualifications Framework would also greatly benefit students by providing multiple pathways that allow lateral and vertical mobility across the current education systems," says Shobha Mishra Ghosh, senior director, education, FICCI.

The proposal to bring all Central universities under one umbrella for the purpose of admissions will help the institutes attract more students.

"However, there shouldn't be a single entrance test and the government should give them autonomy when it comes to the admissions. Likewise, the complete overhaul of the education policy will lead to more transparency. Streamlining all the activities will ensure more outcome-driven quality institutions available to sudents," says Ghosh. Professor Rajan Saxena, co-chairman, high education, FICCI, agrees.

"The HRD minister talked about a few things at the recent FICCI Higher Education Summit which included the new higher education policy. Today, the youth is far more aspiring than before, there are new technological advancements, multiple institutions and more enrolment. About 62% (investment) is in the private sector and 80% in the private sector. The new policy should take these facts into account and all stakeholders should be consulted," he says.

There are two review committees currently set up by the government, one to review the functioning of the University Grants Commission (UGC) and the other to review the functioning of the All India Council for Technical Education. "Both these committees are looking into how regulations will be made more in line with what is required currently," says Saxena.

For the last five years, there have been many education-related bills pending in Parliament. These include the National Accreditation Regulatory Authority Bill, Foreign Education Institutions Bill (Regulation of Entry and Operations), and Prohibition of Unfair Practices in Technical Educational Institutions, Medical Educational Institutions and University Bill, 2010, and the Rights of Persons with

WHAT ARE THE CHANGES BEING PLANNED?

CENTRAL VARSITIES TO COME UNDER ONE UMBRELLA

■ if the proposal to bring all universities under one umbrella for the purpose of admissions will draw more students to the institutes. Experts, however, say this requires more planning and that the government should give the institutes more autonomy on how they want to admit students. A single entrance test does not seem to be a good idea as each university is different in its own way and would want its own rules

SKILLING YOUNG PEOPLE

■ The adoption of the National Skills Qualifications Framework is likely to greatly benefit students by providing them multiple pathways that allow lateral and vertical mobility across the current education systems

ROLLOUT OF CREDIT TRANSFER SCHEME

■ The Credit Transfer Scheme, introduced this year, would be fully implemented by all Central universities. State as well as private universities will also be facilitated to do the same

PHOTOS: IMAGESBAZAAR, THINKSTOCK

FROM BRINGING ALL CENTRAL UNIVERSITIES UNDER ONE UMBRELLA TO PLANNING MORE IITS AND IIMS IN THE COUNTRY, THE REFORMS IN EDUCATION MAY SEEN FEW BUT ARE PROMISING FOR A LARGELY YOUNG POPULACE

Disabilities Bill, 2014.

Then comes the Massive Open and Online Courseware (MOOCs) platform launched this year. "It cannot replace a formal education system, though, as it does not lead to a certification because there is no way of assessment. Having created a platform for MOOCs, the government and private institutions should be allowed to upload courseware and bodies such as a distance education council and the UGC should recognise these and give certifications," adds Saxena.

The government's focus will continue to be on improving higher education access by tech-enabled online education and this will ensure that more students get access to information, says Gautam Srivastava, senior manager, education sector, Ernst & Young India.

Management education also may not necessarily remain under the purview of AICTE. The government is likely to propose the creation of an all-India management education board and a global-level test, say experts. For the technical institutions such as the Indian Institutes of Technology and National Institutes of Technology, there will be common counselling from 2015.

The Union budget 2014 had proposed IITs in Jammu and Kashmir, Chhattisgarh, Goa, Andhra Pradesh and Kerala, and IIMs in Himachal Pradesh, Punjab, Bihar, Odisha and Maharashtra. Another IIM will come up in Andhra Pradesh. The budget allocated an initial sum of ₹500 crore for the current fiscal year for these institutes which are likely to become operational by 2015. Four central universities are also on the cards.

MAJOR GOVERNMENT INITIATIVES IN 2014

To walk the talk, government has taken measures to that effect in education:

■ The Know Your College portal launched by the government

■ The Cabinet passed Indian Institutes of Information and Technology (IIIT) Bill, 2014 and School of Planning and Architecture Bills 2014

■ The HRD ministry launched a National Repository of Open Educational Resources and a National E-Library

■ The Council for Industry-Higher Education Collaboration is being made operational

■ The Community College Scheme was implemented by UGC

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ओला कैब्स की सवारी से चूक गया आईआईटी-बंबई

रघु बालकृष्णन और कल्पना पाठक
मुंबई, 1 जनवरी

भले ही भारतीय प्रौद्योगिकी संस्थान (आईआईटी) बंबई अपने छात्रों द्वारा शुरू किए गए तकरीबन 55 उद्यमों का सूत्रधार रहा हो लेकिन अगर उसने ओला कैब्स और हाउसिंग डॉट कॉम में निवेश किया होता तो उसके पास आज कम से कम 450 करोड़ रुपये होते। आंकड़े यही दर्शाते हैं कि अपने छात्रों द्वारा शुरू किए गए इन उद्यमों में अगर संस्थान ने शुरू में ही 6-6 फीसदी हिस्सेदारी ली होती तो आज उसका मूल्य 450 करोड़ रुपये होता, जो पिछले वर्ष संस्थान के सालाना बजट 340 करोड़ रुपये से कहीं अधिक होता। यह आंकड़ा ओला कैब्स की 6,000 करोड़ रुपये और हाउसिंग डॉट कॉम की 1,800 करोड़ रुपये हैसियत के आधार पर लगाया गया है।

संस्थान से संबद्ध सोसायटी फॉर इनोवेशन एंड ऑन्त्रप्रेन्योरशिप (सिने) के साये में तमाम छोटे उद्यमों को सहारा मिला है। सिने के सीईओ

अजीत खुराना ने बताया, 'परंपरागत रूप से आईआईटी बंबई ने तकनीक आधारित कंपनियों में ही निवेश किया है। उस लिहाज से हाउसिंग डॉट कॉम और ओला कैब्स को देखते हुए हम उनमें कैसे निवेश कर सकते।'

यह भी उल्लेख करना अहम है कि आईआईटी छात्रों द्वारा जो शीर्ष पांच बड़े उद्यम शुरू किए गए हैं, उनमें से कोई भी आईआईटी में नहीं फला-फूला। इन पांच उद्यमों में फ्लिपकार्ट, जोमैटो, ओला कैब्स, हाउसिंग डॉट कॉम, इनमोबी का नाम शामिल है। खुराना आईआईटी बंबई को एक निवेशक के तौर पर नहीं देखते।

उन्होंने बताया, 'हम उद्यमों में अपनी हिस्सेदारी कमाई के एक स्रोत के रूप में बेचते हैं न कि निवेश पर प्रतिफल हासिल करने के लिहाज से।' जब स्टार्ट अप धन जुटाता है तो आईआईटी बंबई अपनी हिस्सेदारी का एक तिहाई बेच देता है। सिने का सालाना राजस्व 70 लाख से 1 करोड़ रुपये के बीच है, जिसका संबंध तो आईआईटी बंबई से है लेकिन वित्तीय

रूप से यह एक स्वायत्त संस्था है। आईआईटी बंबई के निदेशक देवांग खाखड़ ने कहा, 'हमारा मुख्य मकसद उद्यमिता और कारोबारी विचारों को बढ़ावा देना है। हम अपने स्टार्ट अप्स को कमाई के जरिये के तौर पर नहीं देखते बल्कि चाहते हैं कि वे बेहतर करें ताकि उनसे अर्थव्यवस्था को व्यापक तौर पर फायदा मिले

आंकड़े यही दर्शाते हैं कि अपने छात्रों द्वारा शुरू किए गए इन उद्यमों में अगर संस्थान ने शुरू में ही 6-6 फीसदी हिस्सेदारी ली होती तो आज उसका मूल्य 450 करोड़ रुपये होता, जो पिछले वर्ष संस्थान के सालाना बजट 340 करोड़ रुपये से कहीं अधिक होता।

और वे नई नौकरियां सृजित करें।'

वर्ष 2012 में आईआईटी बंबई के कुछ स्नातकों ने हाउसिंग डॉट कॉम की शुरुआत की थी। इसमें अद्वितीय शर्मा भी शामिल थे, जिन्होंने वर्ष 2007 से 2012 के दरमियान एयरोस्पेस, एयरोनॉटिकल ऐंड एस्ट्रोनॉटिकल इंजीनियरिंग की पढ़ाई की थी। हाल में जापानी

दिग्गज कंपनी सॉफ्टबैंक और कुछ अन्य निवेशकों ने हाउसिंग डॉट कॉम में अल्पांश हिस्सेदारी खरीदने के लिए 9 करोड़ डॉलर निवेश किए। अनुमान के अनुसार, जिस समय राशि जुटाने की यह कवायद की, तब हाउसिंग डॉट कॉम का मूल्यांकन 1,800 करोड़ रुपये किया गया।

हाउसिंग डॉट कॉम के सह-संस्थापक शर्मा ने कहा, 'हमारे दौर में उद्यमों को शुरुआती प्रोत्साहन देने के लिहाज से आईआईटी बंबई में सुविधाएं बेहद बुनियादी स्तर पर थीं। यही वजह है कि हमने वहां से बाहर निकलकर काम शुरू करना मुनासिब समझा। ' इसी तरह टैक्सी मुहैया कराने वाली ओला कैब्स भी ऐसा उद्यम है, जिसमें निवेश करने से आईआईटी बंबई महरूम रह गया। जापान के सॉफ्टबैंक से 21 करोड़ डॉलर जुटाने के दौरान उसका मूल्यांकन 6,000 करोड़ रुपये किया गया। ओला कैब्स की स्थापना भवेश अग्रवाल और अंकित भाटी ने की, जो दोनों आईआईटी बंबई के छात्र रहे।

Business Standard ND 02/01/2015 P-1

Missed Ola, Housing.com deals 'cost' IIT Bombay ₹450 cr

REGHU BALAKRISHNAN
& KALPANA PATHAK
Mumbai, 1 January

Indian Institute of Technology (IIT) Bombay, mentor to 55-odd start-ups founded by its students, could have been richer by at least ₹450 crore had it invested in Ola Cabs and Housing.com. Calculations suggest if the institute had acquired six per cent stake each in Ola and Housing.com (both founded by its alumni) when the companies were set up, as it has in the case of many other start-ups incubated at its Society for Innovation & Entrepreneurship (SINE), IIT Bombay's stake in these two firms would now be valued at ₹450 crore, substantially higher than its last year's annual budget of about ₹340 crore.

The calculation is based on the valuations of Ola and Housing.com at ₹6,000 crore and

₹1,800 crore, respectively.

"Traditionally, IIT Bombay has invested in technology-based companies. In retrospect, looking at how Housing.com and Ola Cabs have done, we could have invested in them," said Ajeet Khurana, chief executive, SINE, IIT Bombay.

None of the top five start-ups launched by IITians — Flipkart, Zomato, Ola Cabs, Housing.com and Inmobi — were incubated at IITs. Students with valid business propositions can incubate their ventures at IITs after they graduate from the institute. This year, IITs have introduced a deferred placements policy, allowing entrepreneurs to return to the campus for placements after three years in case their venture fails to take off. IIMs already have a similar facility in place.

Ola Cabs and Housing.com founders started these ventures right after graduation—a fit case

for incubation at IIT. But others such as Flipkart, Zomato and Inmobi were launched once their founders, after working at other companies, decided to turn entrepreneurs.

Khurana said IIT Bombay didn't view itself as an investor. "We see our exits as a source of income, not as investment returns." IIT Bombay dilutes a third of its equity in its portfolios when the start-ups raise funds.

Though SINE, which has annual revenue of ₹70 lakh-1 crore, is part of IIT Bombay, it is a financially-independent entity. "Our primary interest is to promote entrepreneurship and nurture business ideas. We do not look at our start-ups as money-generation tools. We want them to do well, as they benefit the economy at large and generate jobs," said Devang Khakhar, director of IIT Bombay.

Housing.com was launched in

2012 by a group of graduates from IIT Bombay, including Advitiya Sharma. Recently, Japanese giant Softbank, along with other investors, pumped in $90 million into Housing.com to acquire minority stake. According to reports, the company was valued at ₹1,800 crore at the time of the latest funding.

Sharma said, "During my time, the infrastructure and other facilities provided by IIT Bombay, as part of incubation, was at a nascent stage. That's why we decided to go out and set up on our own. The recent success of Ola, Housing and other start-ups has brought more maturity in the attitude of IITs towards start-ups."

Taxi service aggregator Ola Cabs, another start-up IIT Bombay didn't invest in, was valued at ₹6,000 crore when it raised $210 million from SoftBank.

IIT-B: GIVING IT A GO

- In 2011, IIT Bombay alumni launched Ola Cabs, valued at ₹6,000 cr
- In 2012, IIT Bombay graduates launched Housing.com, valued at ₹1,800 cr
- If institute had acquired 6% stake each in Ola, Housing, it would be worth ₹450 cr
- IIT Bombay incubates 55 start-ups at present
- Start-ups incubated by IIT Bombay include Covacsis Technologies and Wegilant Net Solutions
- IIT Bombay has an annual budget of about ₹340 cr
- Flipkart, Zomato, Ola Cabs, Housing.com and Inmobi were founded by IITians; these were'nt incubated at IITs

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Ola, Housing.com deals would have got IIT Bombay ₹450 cr

The company was founded by Bhavish Aggarwal and Ankit Bhati, alumni of IIT Bombay. Since its launch in 2011, about $280 million has been deployed in Ola by investors such as Softbank, Tiger Global, Matrix Partners India and Steadview Capital.

In 2007, Sachin Bansal and Binny Bansal, alumni of IIT Delhi, had founded India's largest e-tailer, Flipkart. While Deepinder Goyal and Pankaj Chaddah, also IIT Delhi alumni, founded popular restaurant-searching portal Zomato in 2009, mobile advertising platform Inmobi was launched by IIT Kanpur alumni Naveen Tewari and Abhay Singhal.

"IITs need to be proactive, rather than reactive. Nowadays, students in their second and third years at IITs are launching start-ups. So, IITs need to become faster to catch the bus," said Housing.com's Sharma.

Start-ups incubated at SINE include Covacsis Technologies, which raised funds from Reliance Industries' Gennext Ventures, along with other partners. Recently, Wegilant Net Solutions, which provides IT security solutions, raised ₹1 crore from a group of investors, including Ravi Gururaj of HBS Alumni Angels, Gaurav Sharma of Yahoo! India, and Vishwanathan Ramachandran (formerly with GupShup).

Economic Times ND 02/01/2015   P-7

Now, IIMs to Award MBA Degree

The Bill empowering 13 IIMs to confer MBA degrees will be introduced in the Parliament during the Budget session

**Ritika Chopra &
Sreeradha D Basu**

New Delhi: Years after it was first proposed, the government is finally ready with a legislation empowering the 13 Indian Institutes of Management (IIM) to award degrees to students instead of diplomas. The bill will be introduced in Parliament during the Budget session.

According to HRD ministry officials, the Bill has been vetted by the law ministry and currently needs minor rewriting.

"They've (law ministry) mostly suggested changes to the language. The spirit of the Bill is the same," said a senior ministry official, who did not wish to be identified. "We're aiming to introduce it during the Budget session."

Unlike the IITs, which are governed by their own Act of Parliament, the IIMs are run by registered societies and therefore, award postgraduate diplomas at the end of their two-year programmes instead of an MBA.

The proposed legislations will make the IIMs institutes of nation-

Right Move

- IIMs are run by registered societies
- They award PG diplomas instead of MBA degrees for the 2-yr course
- The proposed bill will make the IIMs institutes of national importance
- Move to benefit graduates applying abroad for research

WHAT DO IIM ALUMNI DO NOW?
Request institute for a certificate which says diploma is equivalent to an MBA degree in India

- Step will help IIMs gain global recognition
- Institutes can attract more foreign students
- Their international appeal is limited to students of Indian origin only
- Besides, the IIMs to be governed by a coordination forum on lines of the IIT Council

al importance and confer degree granting powers.

The Bill, when passed, will mainly benefit graduates applying abroad for research opportunities. Currently, an IIM alumus has to request his or her respective institute to provide a certificate saying that the diploma is equivalent to an

MBA degree in India. This step will also help IIMs gain global recognition and attract more foreign students. As of now, their international appeal is limited to students of Indian origin.

"It is a welcome move and one that students, in particular, will greatly benefit from. Students of

the fellowship programme which is equivalent to a PhD have always faced a problem abroad explaining that the two (fellowship and PhD) carry the same weight. This bill will help them as also the PGP students for whom, now, a master's degree will be far more recognised globally than a PGDM," said IIM Calcutta director Saibal Chattopadhyay.

"Moreover, like in the case of the IITs, getting this Bill passed through an Act of Parliament gives IIMs the legitimacy they deserve," he added.

"Anything that helps further strengthen the IIM brand globally is a heartening move. Having said that, Indian talent especially from the IITs and IIMs is already globally recognised. The focus should be to ensure a robust and rigorous selection process to continue to maintain the quality of students," said Saugata Gupta, MD & CEO, Marico and alumnus of IIM Bangalore.

The Bill has been vetted by the law ministry and currently needs minor rewriting

The proposed legislation has been in the making for years. Consultations between the IIMs and the government has had its share of ups and downs with the former zealously guarding their autonomy. Although the government started with the IIT Act as a template for the IIM Bill, but, according to ministry sources, the premier B-Schools have managed to protect their governance structure and autonomy to a great extent.

As per the current draft, apart from degree-granting status, the IIMs will be governed by a coordination forum on the lines of the IIT Council but with greater representation from the institutes instead of politicians and bureaucrats. It also allows the government to remove a director from the post for incompetence.

According to sources, the older IIMs also convinced the government to not dissolve their societies. "The old IIMs have their alumni and donors which have been accommodated in the societies and we did not want to disrupt that and have retained it in the Bill," the ministry official added.

GOALS FOR 2015 Premier institutes are on a mission to match global standards, whether through beefing up the quality of research or focusing on diversity

Fee Hike, Entrepreneurship Push on IIMs' To-Do List

**Sreeradha D Basu &
Devina Sengupta**

Mumbai: With six new Institutes of Management (IIMs) set to start operations from the forthcoming session, 2015 will be a big year for the country's premier management institutions. The older lot have been making efforts to emerge as brands to reckon with in India and internationally, while the more recent entrants have been trying to come into their own. A greater focus on diversity, research and entrepreneurship as well as more fee hikes are what we are likely to see this year.

Fee hikes

MBA students across the country can brace themselves for another round of fee hikes at some of India's top business schools as the hiring scenario improves and pay packages go up. IIM Ahmedabad hiked the fee for its flagship PGP programme from from ₹16.6 lakh to ₹18.5 lakh from the 2015-17 session. The PGPX course fee is also being raised to ₹24 lakh from ₹21.5 lakh.

Among those likely to follow suit are IIM Bangalore, which like its Ahmedabad counterpart, hasn't raised its course fees in two years. A decision on this will only be taken after its board meeting in early January, says an institute spokesperson. Other institutes which could consider a fee hike include IIM Indore, IIM Lucknow and IIM Tiruchirapalli, though sources declined to comment. "We haven't raised our fee hikes since our inception but any decision will only be taken after our board meeting in March, said IIM Trichy director Prafulla Agnihotri. "Right now we are evaluating our cost structure."

However, institutes such as IIM Calcutta, which raised its fees in the 2014-16 session, are unlikely to go in for another revision.

Focus on Research

The leading business schools plan to focus on research and encourage more professors to publish papers in top journals. The quantity and quality of papers will push their ranking among global B-schools many notches higher.

This December, IIM Ahmedabad announced it has raised ₹20 crore from corporate tie-ups and will spend it on research in financial markets, infrastructure and entrepreneurship. Among the newer lot, IIM Trichy ensured most of its professors published papers in top-ranking journals. The college also reportedly sends two professors every year to Harvard, and others are expected to follow suit.

In October, IIM-B started a programme wherein faculty members have to develop research in their country of focus to build domain expertise. Japan, China, Dubai and Singapore have been identified so far. "IIM Bangalore has a three-pronged strategy with a focus on research and publications, internationalisation and innovation and entrepreneurship in its quest to become a management school recognised globally for excellence in research and teaching programmes," says Devanath Tirupati, dean academic.

The college has established the Centre for Financial Markets to support interdisciplinary empirical research using data on Indian and other emerging markets. "The vision of this initiative is to be India's most comprehensive research data source," adds Tirupati.

Entrepreneurship push

The top B-schools in India will line up more initiatives to churn out job creators besides just managers. Over the past few years, most established IIMs have formed incubation centres where the start-ups are funded by the college. There are also corporate tie-ups, and alumni provide mentorship to come up with the next big game changer.

In 2014, the Tata Group started Tata Social Enterprise Challenge along with IIM Calcutta to find some of the most promising early-stage start-ups. The new year will see more such alliances between Corporate India and the IIMs.

IIM Raipur, which falls into the newer category, will start an initiative called 'Enactus Social Entrepreneurship'. The project, which will last for a year-and-a-half per batch, involves students taking up a live social problem and attempting to solve it through social entrepreneurship.

A member of the Consultancy and Entrepreneurship Club of IIM Raipur says the institute is also planning an incubation centre, and mentorship will be provided by external consultants, alumni and professors of IIM Bangalore among others.

Start-ups and e-commerce have emerged as the top recruiters at B-schools. Their competitive salaries, varied profiles, options of heading business units and fast career growth have made them founders poster boys at management colleges.

The boom in this sector has pushed companies to allow start-up ideas and to feed this frenzy.

In keeping with the sentiment, IIMs will boost their initiatives to encourage entrepreneurs in 2015.

In 2014, more than 20 students from six older IIMs refused to sit

> **The number of students refusing to sit for IIM placements and focus on their ventures is slated to increase this year**

for placements and chose to concentrate instead on their ventures. These numbers are expected to shoot up in this year, and there will be dropouts from the newer IIMs as well.

Deferred placements — which allows students to return to campus and sit for placements in the next couple of years in case their venture fails — will see wider acceptance among all the IIMs.

IIM Udaipur in December 2014, announced a monthly stipend of ₹20,000 to students who are working on a business model and have opted for deferred placements.

The established IIMs will continue to provide working space in their incubation centres and mentoring on start-ups to their students.

Focus on diversity

IIMs have steadily been trying to shore up their focus on diversity over the last few years, and this year, the efforts are only likely to pick up momentum.

It's not just gender diversity that is being looked at; but also trying to get in a greater representation of non-engineers, students with more experience and even international students. All this is aimed at having a richer, more diverse classroom.

From the next session, for instance, IIM Ahmedabad is introducing deferred admissions — for freshers to come back with more experience — as well as the 'supernumerary quota' to admit more international students.

With the Common Admission Test results out and IIMs soon to send out letters to MBA aspirants, expect to see the ranks of MBA classes swelling, with more women and students from different streams than before.

There will also be greater efforts to get in foreign faculty, besides people from industry as visiting faculty. "We will try to take advantage our location to try and get in many industry leaders as possible so our students can get the benefit of their knowledge," says Gautam Sinha, director, IIM Kashipur.

IIT Checklist: More Faculty, Research

Devina.Sengupta
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Mumbai: The premier Indian Institutes of Technology have a long list of dos for 2015. Here's a quick look at the task list chalked out by their directors, deans, alumni heads and education analysts.

IIT Madras: R&D Focus

The focus will be on "growth in PhD students, which will double from 200 to 400 per year in the next four years," says director Bhaskar Ramamurthi.

The institute plans to increase its presence in top journals, and related growth in funded research, including industry-funded R&D. It will revamp most of the course curriculum, moving towards more choice for students, particularly in inter-disciplinary areas. It also plans to roll out bilateral exchange programmes for students with top universities from across the world, including more joint PhD programmes, adds the director.

IIT Bombay: More start-ups

"There has to be more push given to incubation of ideas. We need to look beyond simple start-ups that many students delve in and go for ideas that are sustainable and can be scaled up," adds Ravi Sinha, alumni head for IIT Bombay. A push towards hiring more international faculty should also be on the agenda, he says.

IIT Hyderabad: Virtual Classrooms

Amongst the newer lot, IIT Hyderabad wants to look beyond the chalk-and-blackboard style of teaching and use more of the newly implemented 'Flip' method.

A flipped classroom is a teaching methodology where videos take place of a real-time classroom.

IIT Hyderabad started using this methodology in a few classes during the January-April 2014 academic session.

"A lot of focus on research and development in the context of smart cities, off-grid solar and digital fabrication is part of the plan," says UB Desai, director. The college also plans to roll out more Massive Open Online Courses and reach a larger set of students in the coming year.

IIT-BHU: Live projects

A glimpse of the industry and its problems right from the first few months is the latest in IIT-BHU.

From 2014, the college has decided that its students from the third semester onwards will work for the term on industry-based projects, which till last year was done by students in their eighth semester.
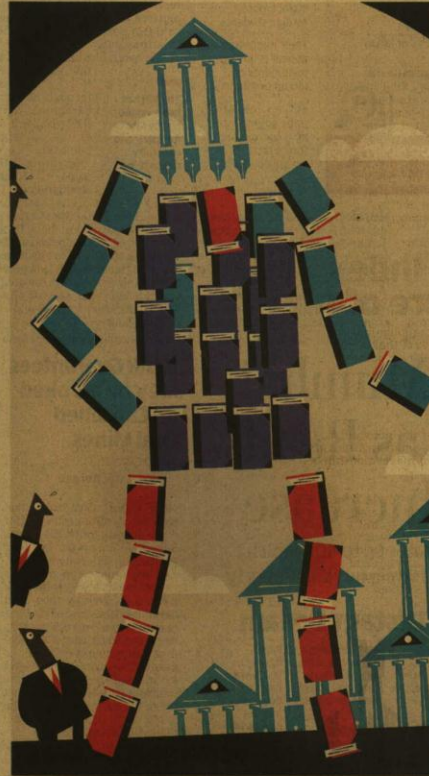
This is part of an initiative called 'Practice-Theory-Practice' that has been implemented this year and will be the focus for next year, says GVS Sastry, dean academics.

IIT Kanpur: Increasing Faculty

Increasing the faculty base often tops the agenda for India's best engineering colleges. "There is a 40% deficit in teachers at IITs today and it does not make sense to start newer ones, if the existing ones do not have sufficient teaching staff," says Rohin Kapoor, senior manager, education practice at Deloitte.

The IITs should also provide entrepreneurship as a core subject rather than teach it as an elective. "More corporate tie-ups and developing the 'right people' with adequate tech and soft skills, so that this pool can fund international demand for talent, should be the focus in 2015," adds Kapoor.

IIT Kanpur will focus on increasing its faculty base in 2015. "We will also ramp up the number of PhD students, which in turn will lead to more research work and thereby result in a larger number of technology-based innovations," says Manindra Agrawal, dean of faculty.

ILLUSTRATION: ANIRBAN BORA

Top Institutes Charge Ahead

What to expect from top IIMs

Fee hike: Students at some IIMs may see fee hikes as the hiring scenario improves and pay packages see an uptick

Entrepreneurship push: New incubation centres, mentorship from alumni, corporates and established B-schools will be rolled out. Number of students opting out of placements for their own ventures will increase

Surge in research work: Top B-schools will bring out research papers, forge alliances with firms and use funds to conduct joint research. Funds generated will be ploughed back for more work

Focus on diversity: It's not just gender diversity that is being looked at. The new year will see the institutes trying to get in a greater representation of non-engineers – students with more experience, besides international students, to get a richer, more diverse classroom

IITs' Focus

Increase in number of PhD students, which will pump up research work and lead to more technology-based innovation

Expand faculty base and hire from international institutes

More bilateral exchange programmes for students with top universities from across the world

New classroom teaching methods like 'Flip'

More corporate tie-ups and developing the 'right people' with adequate tech and soft skills

More Massive Open Online Courses

Start industry-based internships and projects in the initial semesters

Encourage more start-ups that are sustainable and can be scaled up

Deccan Herald ND
02/01/2015 P-7

100 skill centres to come up in varsities

NEW DELHI, DHNS: The government is set to establish 100 centres under various universities, named after Bharatiya Janata Party ideologue Deen Dayal Upadhyay, which will offer short-term certificate courses to full-fledged post graduate degree programmes in vocational subjects.

These centres for Knowledge Acquisition and Upgradation of Skilled Human Abilities and Livelihood (KAUSHAL) will also take up research and development activities in specialised areas.

Initiating the move, the University Grants Commission (UGC) on Thursday invited varsities to submit proposals by the end of this month. The programme was envisaged by the previous United Progressive Alliance (UPA) government for implementation during the 12th Five Year Plan period. "Institutions aspiring to receive financial support under the scheme should have demonstrated competence and sustained commitment in the area of acquisition of knowledge and skill development. They should have adequate space, buildings etc., for establishment of centre," the commission said in its guidelines.

Preference, however, will be given to the universities and autonomous colleges, institutions already running bachelor in vocational education programme and community colleges. Institutions tagged Grade A by the National Assessment and Accreditation Council as well as those having linkages with industry will also get priority.

For proper implementation and monitoring of the programme, the higher education regulator will set up a national level resource centre.

The resource centre will facilitate various kinds of training, including building leadership for the faculty and other staff members of the proposed KAUSHALs. Financial assistance will be provided by the UGC with a ceiling of Rs 5 crore, in instalments, during the 12th Plan period. D

MBA Programmes Start to Follow Silicon Valley Into the Data Age

Steve Lohr

Greg Pass, former CTO of Twitter, put the matter succinctly. The MBA, he observed, is "a challenged brand."

That's because the degree suggests a person steeped in finance and corporate strategy rather than in the digital-age arts of speed and constant experimentation — and in skills like A/B testing, rapid prototyping and data-driven decision making, the bread and butter of Silicon Valley.

Those skills are not just for high-tech startups. They are required now in every industry. And leading business schools are struggling to keep pace.

At Cornell Tech in New York, an innovative programme brings MBA candidates and graduate students in computer science together. Across the country, colleges are adding courses in statistics, data science and A/B testing, which involves testing web page designs to see which attracts more traffic.

Leading B-schools are struggling to keep pace with skills like rapid prototyping, data-driven decision making

Business plan competitions have become common. Students' ideas have a digital component — websites, smartphone apps or sensor data — and prizes are up to $100,000 or more. Innovation and entrepreneurship centres have proliferated. Dual-degree programmes, with a science or engineering degree added to an MBA, are increasing.

Graduate business schools have picked up the digital ethos of experimentation and new ventures. At the Stanford Graduate School of Business, 150 elective courses are offered; 28% of those did not exist last year. "We're responding to the best practices we see in the outside world like A/B testing and working with massive data sets," said Garth Saloner, dean of the Stanford business school. "We're adapting." — **New York Times News Service**

Astronauts ring in New Year from space 16 times

Washington: Astronauts onboard the International Space Station (ISS) celebrated the New Year's eve a whopping 16 times since the space station passed over a part of Earth witnessing midnight sixteen times.
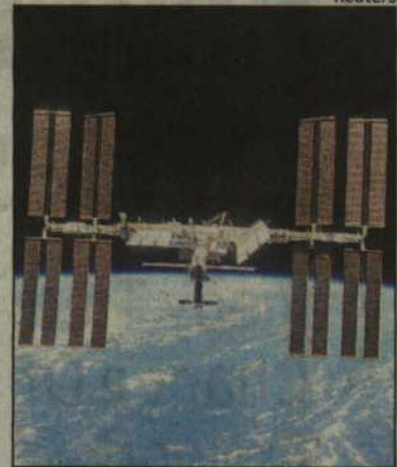
The Expedition 42 crew orbiting Earth on the ISS got the opportunity as it circles the globe at about 28,163 km per hour, Nasa said.

The crew spent New Year's eve day working on a variety of experiments, ranging from those directed at better understanding changes that occur in the human eye during long-duration spaceflights, and with Earth observations aimed at helping with disaster aid on the Earth's surface.

The crew also continued preparations for the arrival of the next cargo supply ship, the commercial resupply mission of SpaceX-5 and the Dragon spacecraft.

Launch of Dragon on a Space-X Falcon 9 booster is planned for January 6 and it will rendezvous with the space station on January 8.

Dragon is loaded with more than 3,700 pounds of scientific experiments, technology demonstrations and supplies, including critical materials to support 256 science and research investigations that will take place on the space station during ISS Expeditions 42 and 43. PTI

Reuters

PARTY TIME

Nasa rover begins approach to dwarf planet Ceres

Nasa's Dawn spacecraft has entered an approach phase in which it will continue to close in on Ceres, a Texas-sized dwarf planet never before visited by a spacecraft. Launched in 2007, Dawn is scheduled to enter Ceres's orbit in March 2015. Dawn recently emerged from solar conjunction, in which the spacecraft is on the opposite side of the Sun, limiting communication with antennas on Earth. Now that Dawn can reliably communicate again, mission controllers have programmed the manoeuvres necessary for the next stage, which they label the Ceres approach phase. Dawn is currently 640,000 kms from Ceres, approaching it at around 725 kms per hour. PTI

Spotlight on Oculus Rift as IIT-B's Techfest kicks off today

The virtual reality, head-mounted set is touted as the next generation gadget in the gaming world, as it takes a gamer into a 6D simulator setup, allowing him to step inside their favourite game and virtual world.

For gamers across the city, a visit to IIT-B's annual Techfest on Friday will see their avatar moment, with the organisers showcasing Oculus Rift as one of the prime exhibits. The virtual reality, head mounted sets is touted as the next generation in the gaming world, as it takes a gamer into a 6D simulator set up, allowing him to step inside their favourite game and virtual world. IIT-B students claim that this is the first time the head set will be exhibited in the country. "In the US, innovators are already looking at using the Rift for training their police officials, using it during warfare, flight simulators training, advanced surgeries and also learning driving.

This year, the Techfest is scheduled from January 2-5.

The Rift allows you to become a part of literally any virtual reality environment," said Anuraj Gupta, media coordinator and a second year student at IIT-B. The pre-publicity to Techfest has seen the students take the Oculus Rift to malls in the city. In the city for an entire week, the gamers can experience a roller coaster ride, or opt to hit a sixer at a cricket pitch, or better, hit a penalty win to a cherring football game, all sitting in a chair. The students also are hoping to see a wider audience and some collaborative outcome.

"This exhibition will give also us an oppurtunity to present it to people from different institutions and think-tanks in the country, who can make efficient use of the technology for better services," Gupta added.   The Rift was founded by Palmer Luckey, a self-described 'virtual reality enthusiast' and hardware geek from the US.

"The Rift uses custom tracking technology to provide ultra-low latency 360° head tracking, allowing you to seamlessly look around the virtual world just as you would in real life. Every subtle movement of your head is tracked in real time creating a natural and intuitive experience." "We have been planning the fest since nine months, it was quite difficult to get the Rift because it is still in the development process. We also had to make sure that we had the required sponsors in place to get the Rift," said Ayush Bandil, a third year student at IIT-B, who is also in-charge of managing the event.

Techfest is IIT-B's annual science and technology festival to promote technology, scientific thinking and innovation. The even sees a footfall of more than 135,000 people comprising mainly of the youth from across the nation and an outreach of over 2,500 colleges across India and over 500 overseas universities. The event will see a lecture series by former President APJ Abdul Kalam. The exhibitions will also comprise scaled down models of ships and submarines, artillery gun and BMP-2 tanks.

Gesture-controlled 'hand', robots that play football other attractions

Even as the world's first autonomous robot, 'Beach bot', capable of creating large-scale sand art, a technology which has been developed by Swiss Federal Institute of Technology, ETH Zurich, soccer playing robots from Germany and a gesture-controlled hand from France will be the primary attractions during exhibitions at Techfest, IIT Bombay's annual science and technology festival. It is launching a public exhibition this year, where faculty, students and corporate personnel will get a chance to exhibit their work. Accordingly, for this segment, exhibits were invited across various categories, including robotics, electronics, engineering, fine art, architecture, automobiles, design, pure science and energy.

While Sanket Panchal, an engineering student from Parul Institute of Engineering and Technology at Limda in Waghodla, Vadodara, is showcasing a manual paddy translator, a machine for Indian farmers who having labour and health problems during farming of paddy crops, Sonam Kumari and her team from MIT, Manipal, will display a solar electric car, a car that runs on solar energy and is capable of reaching 120 kmph and 30 kmph cruising speeds when powered only from the solar panels. In all, there will be five IIT Bombay exhibits, 15 other Indian exhibits and 16 international exhibits.

Yet another attraction at the festival will be 'technoholix', which is, according to the organisers, "a perfect blend of science and technology filled with pure entertainment, providing a visual feastfor the audience".

- See more at: http://indianexpress.com/article/cities/mumbai/spotlight-on-oculus-rift-as-iit-bs-techfest-kicks-off-today/#sthash.HTxzPsX0.dpuf