

Newspaper Clips

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Degree of unfreedom

Slogans of 'Make in India' and 'Minimum Government' won't ring true if IIMs are being strangled



RAMA BIJAPURKAR

THE PRIME MINISTER needs to explain to the ministry of human resource development (HRD) the meaning of his "moola mantra" and election promise "minimum government, maximum governance". The proposed new IIM bill from the HRD ministry does the opposite. It claws back a lot of existing autonomy of these institutions and reduces IIM boards to the rubber-stamping handmaidens of the ministry.

This new move to take greater government control comes despite the lack of evidence of the need to do so, given the consistently high level of academic, social and financial contributions of at least the larger ones. The older, more established IIMs are poster children for the prime minister's "Make in India" vision — that India can turn out world-class products that are valued everywhere. Their alumni have made a mark globally and in India, in all aspects of society — business, government, social enterprise, new-age entrepreneurship, Parliament.

The IIMs (and I speak from my knowledge of IIM-Ahmedabad) have implemented OBC reservations speedily, pushing faculty and facilities to deal with an almost overnight doubling of student intake, and are need-blind in admissions. The faculty serve on several government committees to provide groundwork for policymaking, run special programmes for nationally important segments like the armed forces, are engaged in incubating and encouraging grassroots innovation, entrepreneurship and more.

Also, a little-known fact is that the larger IIMs are financially self-sufficient and committed to raising their own funds to take them to the next level of excellence. They have been oases of admissions integrity. Till now, no MP's son or business baron's daughter has ousted a more deserving candidate from a humble background. Surely that stands for something, in our prime minister's vision of a meritocratic India where humble origins are not a deal-stopper in life.

To highlight some aspects of the bill, it has baffling phrases like, "regulations made by the board with the approval of the Central government". So what is the role of the

The bill says that there will be a 'coordination forum', whose role is to 'facilitate the sharing of experiences, ideas and concerns with a view to enhancing performance of all institutions' and 'deliberate on matters of common interest' and, more frighteningly, to 'perform such other functions as may be referred to it by the Central government.' What's more, this forum will be chaired by the minister and have as members the Union minister of state, four ministers of state governments, the Union secretary for the ministry, chairpersons and directors, and three persons of eminence. The bill also proposes to dictate the size of the academic council at each institute.

board? There is also the use of the catch-all "any other matters", which is a blanket statement of open and future power given to the Centre. On a chairperson's appointment, it says (s)he will be appointed by the Central government "in such manner as may be prescribed", leaving this critical appointment wide open to misuse or whimsy. This does away with the current procedure of the board recommending three names for the HRD ministry to choose from.

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These interventions are like Nero fiddling when Rome was burning. The HRD minister is charged with educating the world's largest youth population, on which rests the future of our demographic dividend. In a country that wants to be a knowledge superpower, with pathetic quality of education and no job readiness, we are still waiting to see an education policy from the HRD ministry containing a statement of its priorities, vision, strategy and implementation roadmap. The focus should be on game-changers, not sideshows; on fixing what is broke in our education system rather than what isn't.

Government-prescribed standardised approaches de-emphasise innovation and thinking on strategy and differentiation. We want IIM-Udaipur to compete to plug the market and performance gaps of IIM-Ahmedabad, so that together they are a bas-

ket of unbeatable broadbased excellence.

Successful academic institutions around the world will vouch for academic autonomy, which is the lifeblood of excellent universities and colleges. New ground-breaking activities from the IIMs (and there have been many) did not stem from government diktats, but from self-motivated faculty. Does this result in institution-harming behaviour? A study of the existing system will show that this is not the case. Autonomy, peer censure and the desire to live up to a tradition of excellence work far more wonders than ministerial frowns or fatwas. Do away with autonomy, and you will have a self-selecting sample of people comfortable with mediocrity. We have seen that in zillions of government colleges. This bill is the equivalent of calling for the nationalisation of all well-run factories today, setting the clock back to the mediocre place we used to be, and then going forth to conquer the world. And while we're at it, let's also open the doors to foreign universities. This is the best way to score a self-goal.

The idea of a mature system is to have strong accountability that goes hand in hand with autonomy. The HRD ministry must have the self-confidence to appoint strong boards and then hold them accountable for making institutions deliver.

Here are some recommendations the ministry could consider. One, please do away with the act and have a strong set of guidelines for boards that will make them accountable to the HRD ministry and leave them to do their work. Two, if an act must exist, redraft it to align it with our PM's vision of "minimum government, maximum governance" and "Make in India". Three, a category of navaratna institutes that fulfil a set of criteria could be created and they could be given even more autonomy than today, which would help them flourish and make them India's flag-bearers in the world. Four, the current minister could stop working social media and work the ministry instead.

The writer is an alumna and former governing board member of IIM-Ahmedabad

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ACADEMIC EXCELLENCE

IIM bill should provide enough autonomy: IIMB director

By Prashant K. Nanda
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NEW DELHI

The Indian Institutes of Management (IIMs) need diversity and internationalization to leapfrog to the next level, IIM Bangalore director Sushil Vachani said. In an interview, the former Boston University professor said the proposed IIM legislation should provide "sufficient autonomy" to the institutes to excel globally. Edited excerpts:

You have previously talked about the importance of internationalization and diversity. How are you achieving that?

Let me start with internationalization. In the PGP (post-graduate programme), when I joined, 34% of our students were going abroad (for exposure)—we have an exchange programme with over 100 schools around the world. I wanted to increase this and was interested in international field courses. We went to three countries—Japan, Singapore and Dubai. And the per-

mint INTERVIEW

centage of students having foreign exposure has now gone up to 64%. We will continue to do this and reach close to 100%.

This is the front end of internationalization. The faculty members who went to Japan with students had never been to Japan. I am a mini-expert on Japan and we hope to build a relationship with one or two top Japanese universities.

This is the beginning. What we are looking at is, if somebody asks who is an expert on Japan, he/she should find a professor at IIMB. If somebody says which institution can help us in having a joint venture in Japan, they should think of us.

What about diversity?

Diversity in the classroom is more difficult than one thinks. I am sure the other IIMs are also dealing with it. The question is why (is) diversity (important)? So, in our classrooms, we have a lot of engineers. In my class in Boston (University), I perhaps



ANURADHA CHOWDHURY/MINT

SUSHIL VACHANI, 64

Vachani is the second foreign academic to be appointed as director of IIM. Before taking charge of IIM Bangalore in July 2014, Vachani was a professor at Boston University for 28 years. An expert on Japan and China, he specializes in international business, strategy and innovation. He is an alumnus of the Indian Institute of Technology, Kanpur, and IIM Ahmedabad and worked at Tata Motors and Boston Consulting Group before his academic career.

didn't have more than 20-30% engineers. There are lawyers, physicians, mediapersons and once, I had a lobbyist from Washington. We (IIMs) are world-class institutions but traditionally our students come from India and go to India. So the institutional framework is such that to create

international diversity through the student body is not that easy. We are working on margins—for example, Indians who have studied abroad, the expats (are our target). This year, we have 13 or 14 of them; last year, there were five. It's the beginning, but those numbers are very small. You

need actually 15%—in fact, 2%, 3% does not help. We have to market (ourselves).

What is your view on the IIM bill?

Recently, the HRD ministry put it on its website and our faculty group has been looking at it for specific recommendations. We have already given some feedback. If you look at the preamble of the draft bill, it says the objective of it is to empower IIMs to achieve global excellence. That objective is admirable. We all want to be empowered to achieve global excellence.

Now, various stakeholders will look at the various provisions of the bill, whether it is empowering the IIMs or not. I think, the IIM bill has to be part of a broader set of issues, actions to achieve that objective (of global excellence). When the bill becomes law, the issue is how you implement it.

To be globally excellent, you need to have a certain amount of autonomy—you need to have certain resources, support of the government and leadership. If the bill turns out to be that a lot

of decisions by the boards are subject to government approval, and the government has uniform norms, then that may or may not be best thing for certain IIMs.

The bill talks about a coordination forum, single tenure for a director, limited board size, lot of uniformity among IIMs, and that the HRD ministry's decision will be final on policy directions. The perception is that the government is trying to interfere with IIMs.

I don't know about that perception. We are government institutions. But any time you have provisions for government involvement, then how that is interpreted and used will be key. We have given a whole list of suggestions and we are making some more.

If you want world-class institutions, you have to give them the right amount of autonomy and proper resources. The good thing is that there will always be a group of faculties who are passionate about maintaining the quality of the institute. We will suggest bringing diversity.

What is the key point that you would suggest to be incorporated in the bill?

The bill should provide sufficient autonomy for the institutions to achieve the objective (of global excellence).

IIMs on the warpath with ministry on draft Bill

IIM-A joins peers in Bengaluru, Lucknow; says freedom of board under threat

VINAY UMARJI & KALPANA PATHAK
Ahmedabad/Mumbai, 24 June

The Indian Institute of Management-Ahmedabad (IIM-A) has joined its peers in Bengaluru and Lucknow in expressing concern over certain clauses in the draft Indian Institutes of Management Bill, 2015, put up for public consultation by the human resources development ministry.

While overall the Bill looks to grant IIMs statutory status enabling them to grant degrees, clauses 35 and 36 apparently take away powers vested with the board of governors, thereby making it only a recommending body subordinate to decisions of the ministry.

According to IIM-A, the clauses were not part of an earlier draft Bill of 2014 that the IIMs had agreed upon during a meeting with the ministry in October. The draft Bill proposes that IIMs will need the approval of the ministry before notifying any change in fee structure, salary and remuneration, admission criteria or even scholarships and fellowships.

"These clauses were not there in the earlier draft Bill in 2014 that had been agreed to in consultation with the ministry," said Arvind Sahay, dean (alumni and external relations) at IIM-A, referring to a meeting held in October 2014 where IIMs and the ministry had agreed to a draft without the clauses 35 and 36.

"The director of IIM-A has already expressed his concern about the draft IIM Bill 2015, while the chairman of the board at IIM-A is writing to the ministry expressing his concern as well. The institute had shared with its alumni the draft Bill and asked for their opinion. An overwhelming majority have reservations about the Bill," said Sahay, adding that communications had gone to the ministry for a proper dialogue.

IIMs said the move stifled their autonomy and was contrary to what the ministry had done in 2012 under the United Progressive Alliance (UPA) regime when the institutes' amendments to memoranda of association (MoAs) were approved, giving these more freedom in affairs such as appointing chairpersons and directors and fixing fees and admission norms. Instead, IIM directors said, in the garb of allowing the institutes to offer degrees, the draft Bill robs the premier B-schools of some of the autonomy by making the board accountable to the ministry.

This has taken most IIMs by surprise, with



BONE OF CONTENTION IN DRAFT IIM BILL

- Clause 35 and 36 that rob the board of governors of its powers
- Board of governors will need ministry approval before passing any regulation
- Changes in fees, remuneration, infrastructure, scholarships, etc, will need ministry approval
- A visitor as a de facto head of the institute to be appointed through the ministry
- Appointments of chairpersons and directors will need ministry nod

IIM-A, IIM-Lucknow (IIM-L) and IIM-Bangalore (IIM-B) expressing their concerns to the ministry. Former directors of some top IIMs argue that the premier B-schools had more or less agreed on the previous draft, whose main agenda was to grant the colleges statutory status enabling these to grant degrees instead of the post-graduate diploma in management (PGDM) and a fellow programme in management certificate. Only

IIM-A, IIM-B and IIM-C had a different opinion.

"During the UPA regime when talks of the IIM Bill began, we argued that the PGDM certificates of IIM-A, -B and -Calcutta were competent enough globally and were not coming in the way of academics. Our second argument was that if the government thought IIMs had come of age, we should be anyway allowed to grant degrees without forming any Parliament Act," recalls a former director of one of the older IIMs.

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Gaya, Sirmaur among 6 new IIMs

IIMs on the warpath with ministry...

Former IIM-A director Samir Barua said, "I individually think the established IIMs need such a Bill. If anything, it will be detrimental to their functioning. These institutions are best governed by a good board comprising competent and committed individuals, a majority of whom are drawn from the alumni of the institutions. The newer institutions also do not need the Bill as the older institutions have agreed to mentor the new institutions."

IIMs said they had been doing well for the past few decades without government

support. IIM-A, -B and -C are financially independent and do not seek government grants. "We are globally recognised institutions with international rankings. Instead of supporting us in our endeavour to do better, the government wants to stifle our growth by bringing in ridiculous norms to comply with," said an IIM director on condition of anonymity.

By bringing in such clauses and norms, IIMs said, the government would make it further difficult for the institutes to attract international faculty and leaders.

आईआईटी और एनआईटी में अगले आदेश तक जॉइंट सीट एलोकेशन पर रोक

आईआईटी और एनआईटी संस्थानों में एडमिशन के लिए जॉइंट सीट एलोकेशन 25 जून से शुरू होना था, लेकिन फिलहाल इस पर रोक लग गई है। कारण कम से कम तीन राज्य बोर्डों ने अपने रिजल्ट अब तक सीबीएसई को नहीं सौंपे हैं। बोर्ड इसके बिना जेईई-मेन की कॉमन मेरिट लिस्ट जारी नहीं कर सकता और रैंकिंग के बिना सीट एलोकेशन की प्रक्रिया शुरू नहीं हो सकती। गुरुवार को दिल्ली में होने वाली बैठक में आगे की कार्रवाई के बारे में फैसला होगा। इस साल पहली बार आईआईटी, एनआईटी, ट्रिपल आईटी और केंद्रीय सहायता प्राप्त संस्थानों में एडमिशन के लिए संयुक्त प्रक्रिया अपनाई गई है। करीब 33 हजार सीटों के लिए 11 लाख से ज्यादा छात्र इसमें शामिल होंगे।

JEE Main and JEE Advanced: Filling-in of choices for joint seat allocation postponed

<http://indiatoday.intoday.in/education/story/jee-main-and-advanced-joint-seat-allocation-postponed/1/446780.html>

The filling-in of choices for joint seat allocation (JoSAA 2015) was scheduled to begin on June 25, however, it has been postponed. The reason for the delay has been cited as the non-availability of JEE Main 2015 Paper 1 and JEE Main 2015 Paper 2 ranks.

The revised schedule for students to opt for their choice of course/institution will be released on June 26.

The official website of Joint Seat Allocation Authority (JoSAA) 2015, for admission to IITs and ISM through JEE Advanced 2015 and to NITs, IIITs, Other GFTIs through JEE Main 2015 was launched on June 23.

Out of the total 87 participating institutes, 17 are Indian Institutes of Technology (IITs), 31 are National Institutes of Technology (NITs), 18 are Indian Institutes of Information Technology (IIITs), 18 are Government Funded Technical Institutions (GFTIs) and Indian School of Mines (ISM).

All the institutes offer a total of 33,925 seats together. As per the category-wise break-up, 16,963 seats are available under the Open category, Open PwD has 524 seats, Scheduled Caste consists of 4,873 seats, SC PwD has 156 seats, Scheduled Tribe comprises of 2,745 seats, ST PwD has 103 seats, OBC NCL has 8,291 seats and 270 seats are under OBC NCL PwD.

JEE Main 2015 was held by CBSE on April 4, April 10 and April 11. The results for the same were announced on April 27. Over 13 lakh candidates appeared for JEE Main this year, out of which almost three lakh students took the online based exam.

The JEE Advanced was conducted on May 24. The results for the same were announced on June 18. As per the statistics, total of 1,24,741 candidates registered for the exam, out of which 1,27,238 appeared for the exam. And only 26,456 candidates have managed to qualify JEE Advanced.

IIT Palakkad & IIT Tirupati to commence classes from August 2015

Students can apply from tomorrow

http://www.business-standard.com/article/current-affairs/iit-palakkad-iit-tirupati-to-commences-classes-from-august-2015-115062401036_1.html

The two new Indian Institutes of Technology (IIT) campuses coming at Palakkad and Tirupati would start admissions for the first academic batch 2015-16 with an intake of 120 students.

Mentored by IIT-Madras, the two institutes will offer limited options in BTech —namely Civil, Computer Science, Electrical and Mechanical Engineering, with 30 seats across each stream. Classes are slated to begin in August 2015. IIT-Madras said students would find the academic experience on a par with other established IITs in the country.

Till a director is appointed by the Union Ministry of Human Resources Development for these new IITs, the director of IIT Madras Prof Bhaskar Ramamurthy would act as the mentor director. Senior IIT-M faculty members Prof PB Sunil Kumar and Prof KN Satyanarayana have been appointed as professor-in-charge for IIT Palakkad and IIT Tirupati, respectively.

“We are on schedule with all arrangements to receive students at IIT Palakkad. Apart from the infrastructure, we are also ready with faculty, teaching assistants and all other necessary academic support, said Prof Sunil Kumar, professor-in-charge, IIT Palakkad.

Satyanarayana said Tirupathi IIT is strategically located in the Knowledge and Industrial Hub that Andhra Pradesh Government is developing around Tirupati.

The sites for the permanent campus have been identified for both IITs and the respective State Governments are in the process of handing over the land.

Ramamurthy said each facility will come in 500 acres of land and investment would be around Rs 800 crore to Rs 900 crore per campus.

The two new IITs will start functioning in temporary premises of sufficient size with adequate hostel capacity. Around Rs 40 crore invested in the temporary.

Students can avail themselves of IIT Palakkad and IIT Tirupati as an option while filling their online choices from June 25, 2015. Classes at both the IITs will begin during the first week of August 2015.

Tirupati IIT to be mentored by IIT Madras

<http://www.thehindu.com/news/national/andhra-pradesh/tirupati-iit-to-be-mentored-by-iit-madras/article7351794.ece>

The Indian Institute of Technology (IIT) at Tirupati, the latest one to be sanctioned by the Centre after the State bifurcation, will be mentored by the IIT Madras

The new IIT which is ready to receive the first batch of 120 students in the present academic year will offer B.Tech courses in Civil, Computer Science, Electrical and Mechanical Engineering with 30 seats in each branch.

Director of IIT Madras Bhaskar Ramamurthi will be the Mentor Director while Prof. K. N. Satyanarayana has been appointed Professor-in-charge. “We have planned and worked extensively over the past 10 months to ensure first batch students get an educational and living experience comparable to that at any existing IIT,” said Prof. Bhaskar Ramamurthi.

“The infrastructure, faculty and staff are set to get started and we see a bright future as it is strategically located in the Knowledge and Industrial Hub that Andhra Pradesh government is developing around Tirupati,” said Prof. Satyanarayana.

The site for the permanent campus has been identified and the State government is in the process of handing over the land. The new IIT will start functioning on temporary premises of sufficient size with adequate hostel capacity. Students can avail IIT Tirupati as an option while filling their online choices.

The Mentor Director says students will experience in the temporary campus academic and living facilities similar to those in any of the IITs. The new IIT will have its own academic building, hostels and residential premises for faculty and staff. Reputed senior faculty members have been identified to teach.

Prof. Ramamurthi said classrooms and laboratories are as good as any IIT and the hostels are as comfortable. Most importantly, students will experience personalised education due to the smaller batch size. IIT Madras had earlier mentored IIT Hyderabad when it was set up in the combined State.

It will offer four streams with 30 seats each

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CABINET DECISION

Six new IIMs to start classes from this year

By PRASHANT K. NANDA
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NEW DELHI

In what can bring cheer to IIM aspirants, the Union cabinet on Wednesday formally approved setting up of six new Indian Institutes of Management (IIMs), which will start operations from this academic year.

The six new IIMs will be located at Visakhapatnam (Andhra Pradesh), Bodh Gaya (Bihar), Sirmaur (Himachal Pradesh), Nagpur (Maharashtra), Sambalpur (Odisha) and Amritsar (Punjab), said telecom minister Ravi Shankar Prasad on Wednesday, after the Union cabinet meeting chaired by Prime Minister Narendra Modi.

"It is intended that these six new IIMs will commence their first academic session from 2015-16," said Prasad.

These IIMs will function from assigned temporary campuses and shift to their permanent campuses once construction is completed, Prasad added.

Union finance minister Arun Jaitley had announced proposal to open five new IIMs while presenting the 2014 budget. In addition, an IIM was proposed in Andhra Pradesh.

Though the finance minister announced an IIM in Jammu and Kashmir in his budget speech in February 2015, it did not figure in the list declared by the cabinet on Wednesday.

Each new IIM will start operations with 140 students in the postgraduate programme—the flagship course of the IIMs.

"It is expected that the annual intake will increase to reach a level of 560 students by the end of seven years," a cabinet release stated.

Admission to these institutes will take place via the Common Admission Test conducted by the IIMs. The admission process to the 13 existing IIMs is under way.

The Union cabinet decision addresses two key issues—location of the new IIMs and the year of commencement, as some of the states and Union human resource development ministry are still debating the location of these institutes.

While Andhra Pradesh, Maharashtra and Himachal Pradesh are ready with their temporary campuses, Bihar, Odisha and Punjab

Each new IIM will start operations with 140 students in the postgraduate programme

are yet to finalize theirs, leading to differences between the HRD ministry and the states.

The decision on temporary campuses is largely due to the uncertainty related to the location of the IIMs.

For example, in Odisha, there was a lot of political infighting on where the IIM should be located—the relatively developed coastal parts or the backward western region.

Though, initially the state had finalized capital city Bhubaneswar as the location, later it wanted the HRD ministry to establish the IIM at Sambalpur.

The HRD ministry and the Odisha government exchanged several mails, and the ministry was of the opinion that if state fails to make necessary progress, then the IIM may not start operations in 2015.

Odisha's technical education minister Sanjay Das Burma did not respond to calls or an SMS to his mobile phone, but he told a local news website—*Odisha Sun Times*—that he is "relieved and wish to thank the Union HRD minister for this announcement. I am also thankful to chief minister Naveen Patnaik for all the lobbying. The Union HRD ministry, after visiting the Sambalpur location, had asked us to make improvements on communication and we had immediately agreed to it".

Though critics have been questioning necessity of setting up more IIMs in the face of a lack of teachers and permanent campuses, IIM Bangalore director Sushil Vachani said that he does not think establishing new IIMs is a bad idea.

In an interview to *Mint* on Sunday, Vachani said looking at the economic growth of the country, trained managers are an urgent requirement.

He said the number of seats at IIMs have not kept pace with the growth of the economy.

IIT's Crorepati Coaches Better Off Than Duncan Fletcher

Coaching institutes pay fat salaries to teachers, but can't get them to stay

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New Delhi: The number of teachers drawing ₹1 crore-plus salaries at institutes offering coaching for entrance exams to Indian Institutes of Technology is growing at a fast clip as these centres fight a fierce war for top talent.

"We have six crorepati faculty members," says Modali Venkat Hari Kishan, manager, Bansal Classes, a training institute based in Kota, Rajasthan. "But every staffer is here with us only till they get the next best offer. Poaching is rampant," he adds, underlying the furious competition for good teachers in hubs such as Kota and Delhi.

Even two years ago, only a handful of teachers were in the one crore-plus salary bracket. "Today, there are at least 15-20 people getting one crore-plus salaries in Kota alone. Then, there are other hubs such as Mumbai, Delhi, Kanpur and Patna, where the faculty would be getting even more," says Sonal Rajora, a faculty member at Allen Ca-



SALAM

reer Institute. "Now, there are also a handful of teachers who earn ₹2 crore," says another industry source.

There have also been instances of ₹3-crore salaries, adds another senior faculty member with two decades of experience, requesting not to be identified.

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IIT Professors Earn a Pittance

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Sources estimate there are about 2,000 faculty — 600 with IIT degrees — employed by coaching institutes of some repute. "At least 300-400 will be earning salaries in the ₹60 lakh to ₹1.5 crore range," estimates Ashish Arora, consultant at Allen Career Institute.

Industry sources say the salary of a good faculty can easily go past the ₹1 crore mark in just 2-5 years. In stark contrast, salaries of IIT faculty start at Rs 10-11 lakh per annum for professors and Rs 25 lakh per annum for deans.

"We have faculty members with 10+ years of experience who draw ₹1.5-2 crore salaries," says Bansal Classes' Modali Venkat Hari Kishan. The institute recruits teachers thrice a year. Teacher salaries often rise 3-4 times within 8-10 months of joining. "Average annual salary hikes at coaching institutes swing from 10% to 50%; exceptional performers get 100% raises," says RL Trikha, director, FIITJEE Delhi, another such institute.

"Kota is the mecca of IIT coaching. Some institutes in Kota are paying salaries of ₹1 crore," says Pramod Maheshwari, founder director and CEO, Career Point, one of the few such coaching in-

stitutes that are listed on the stock market. "There is always shortage of good teaching talent. Salaries have grown almost 5-7 times over the past decade," he adds. Career Point made a net profit of ₹5.82 crore last year.

Over 13 lakh students registered for the IIT Joint Entrance Examinations (JEE) this year, of which nearly 1.3 lakh are estimated to have signed up for coaching with institutes charging upwards of ₹1 lakh each as tuition fees alone. Institutes often cram students into classrooms with teacher-to-student ratios vacillating between 1:40 to 1:100 or even 1:150. Institutes want their highly paid faculty to teach as many students as possible.

The industry has managed to woo new talent, but the demand for faculty is rising faster.

"Some of our top students have come back to us to teach because there are competitive salaries in teaching itself," says Maheshwari of Career Point.

New entrepreneurs also set up shop quite frequently. Two IITians in Delhi, Aditya Singhal and Nishant Sinha, for instance, have set up an online coaching class for JEE aspirants. They have a range of ex-IITians on board to help teach students.

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उच्च शिक्षण संस्थानों को हर साल 50 हजार करोड़ का नुकसान: रिपोर्ट

नई दिल्ली (वार्ता) ■ एजेंसियां/डेस्क देश के उच्च शिक्षण संस्थानों में सीट की पर्याप्त उपलब्धता नहीं होने के साथ ही बेहतर शिक्षा के अभाव के कारण 6.8 लाख छात्रों के विदेश का रुख करने से भारतीय प्रौद्योगिकी संस्थान (आईआईटी) सहित अन्य उच्च शिक्षण संस्थानों को प्रत्येक वर्ष छह से सात अरब डॉलर अर्थात करीब 50 हजार करोड़ रुपये का नुकसान हो रहा है।

वाणिज्य एवं उद्योग संगठन एसोचेम की रिपोर्ट में कहा गया है कि देशों के सीमित सीटों वाले संस्थानों में प्रवेश पाने के लिए जबरदस्त प्रतिस्पर्धा

के बीच गुणवत्तापूर्ण शिक्षा के अभाव में देश के छात्र विदेशी शिक्षण संस्थानों का रुख कर रहे हैं।

उच्च शिक्षा के लिए इस वर्ष विदेश जाने वाले छात्रों में 20 से 25 प्रतिशत की बढ़ोतरी देखी जा रही है। रिपोर्ट के अनुसार छात्रों के लिए सिंगापुर, जर्मनी, फ्रांस, इटली, डेनमार्क, स्वीडन, आयरलैंड, कनाडा, चीन और नॉर्वे जैसे देश बेहतर गंतव्य बनकर उभरे हैं। रिपोर्ट में कहा गया है, “भारतीय अभिभावक विदेशों में पढ़ने के लिए अपने बच्चों को हर साल छह से सात अरब डॉलर खर्च करते हैं। इस व्यय में

केवल उच्च वर्ग के लोगों का ही नहीं बल्कि मध्यमवर्ग के लोगों की जीवन भर की गाढ़ी कमाई भी शामिल है।”

रिपोर्ट के मुताबिक वर्ष 2013 में उच्च शिक्षा प्राप्त करने के लिए देश से 2.9 लाख छात्र विदेश गये और यह संख्या वर्ष 2015 में बढ़कर 6.8 लाख पर पहुँच गयी है। एसोचेम ने कहा, “उच्च शिक्षा के लिए विदेशी संस्थानों को चुनने का महत्वपूर्ण कारण देश में बेहतर संस्थानों का अभाव और मौजूदा संस्थानों की सीमित सीटों पर बढ़ती जबरदस्त प्रतिस्पर्धा है। देश में गुणवत्तापूर्ण शिक्षा उपलब्ध कराने वाले

विश्वविद्यालयों की संख्या काफी कम है, जिस पर वहाँ प्रवेश पाने की राह में भारी मुश्किलें छात्रों के लिए बड़ी चुनौती है।” एसोचेम ने कहा कि उदाहरण के तौर पर चालू वर्ष में दिल्ली विश्वविद्यालय के श्रीराम कॉलेज ऑफ कॉमर्स में प्रवेश के लिए 100 प्रतिशत कटऑफ को लिया जा सकता है। इसी तरह अर्थशास्त्र जैसे विषयों में प्रवेश के लिए कटऑफ 90 प्रतिशत से 98 प्रतिशत पर पहुँच जाती है। रिपोर्ट में कहा गया है कि आईआईटी में प्रति वर्ष 10 हजार से 15 हजार जीनियस छात्रों का नामांकन होता है।

K V Kamath Steps Down as IIM Indore Chairman

<http://profit.ndtv.com/news/corporates/article-k-v-kamath-steps-down-as-iim-indore-chairman-774973>

Indore: Veteran banker K V Kamath, the newly appointed chief of the New Development Bank of BRICS nations, has stepped down from the post of chairman of the Indian Institute of Management, Indore.

Mr Kamath became the chairman of the board of directors of IIM Indore on May 18, 2012.

With Mr Kamath stepping down, the HRD secretary will act as the chairman of IIM, Indore until a new chairman is appointed, an official release said on Wednesday.

Mr Kamath was appointed as the head of the BRICS bank on May 11 and his appointment will become effective once he is free from all his current assignments.

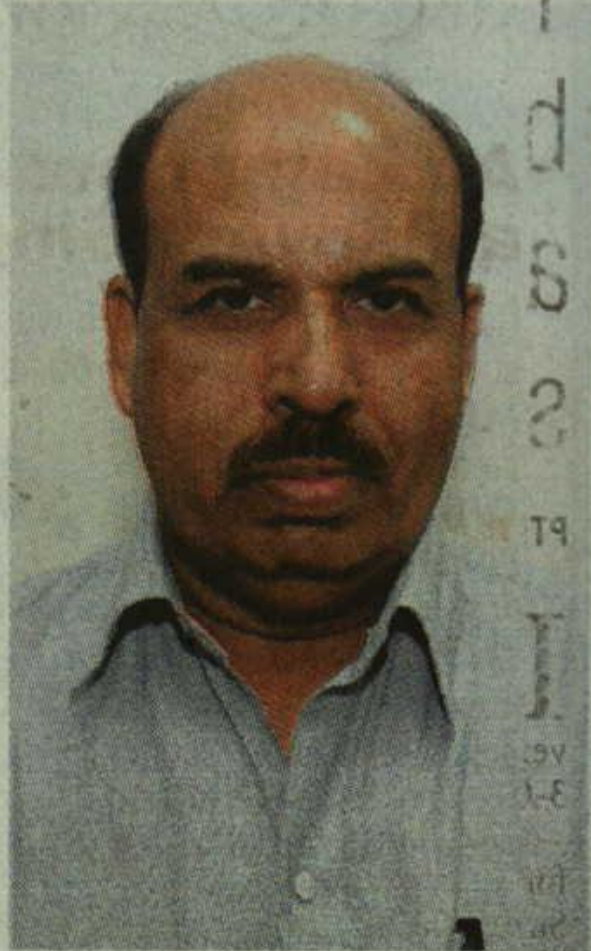
Pioneer ND 25/06/2015 p-14

Change of power

Prem Prakash has taken over as director (operations) Delhi Transco Limited. Prior to this Prakash was general manager (Technical) since September 1, 2011 in the company.

Born on April 5, 1959 Prakash did his B Tech (electrical) from Indian Institute of Technology (IIT) Delhi in 1983, MBA from faculty of management studies, University of Delhi and master of engineering (electrical) from Delhi College of Engineering.

He started his career with Oil and Natural Gas Corporation in 1983 and moved to erstwhile Delhi Electricity Supply Undertaking (DESU) in 1986 as assistant executive engineer. He has worked in various capacities in DESU, Delhi Vidyut Board and Delhi Transco Limited. He has a vast experience of around 30 years in Delhi power sector and has worked in all its major segments like distribution, generation and transmission. He has also worked with Power Finance Corporation. Besides, he has also been general manager with Delhi



Power Company Limited, the holding company of Delhi Government for power sector entities.

In DTL he has headed operations and maintenance, commercial and regulatory affairs, projects, construction and planning wings of the company.

CSIR कब देगा 92 वैज्ञानिकों को नौकरी

■ प्रमुख संवाददाता, नई दिल्ली

काउंसिल फॉर साइंटिफिक ऐंड इंडस्ट्रियल रिसर्च (सीएसआईआर) आईआईटी और एनआईटी जैसे संस्थानों से निकले 92 साइंटिस्ट्स को सड़क पर ही रखने पर आमादा है। सेंट्रल ऐडमिनिस्ट्रेटिव ट्रिब्यूनल (कैट) और साइंस ऐंड टेक्नॉलजी मिनिस्टर हर्षवर्धन के आदेशों के बावजूद सीएसआईआर के कुछ अफसर इन छात्रों को सीएसआईआर में नौकरी न देने के लिए लगातार नई तिकड़म करने में जुटे हुए हैं। बीटेक कर चुके इन 35 हजार स्टूडेंट्स का चयन सीएसआईआर ने एट्रेस एग्जाम और इंटरव्यू लेकर 2012 में किया था। इन छात्रों को ट्रेनिंग-कम-एम्प्लेक प्रोग्राम के लिए चुना गया था। प्रोग्राम दो साल का था। सीएसआईआर ने तब अपने नोटिफिकेशन में कहा था कि ट्रेनिंग और एम्प्लेक पूरा होने पर इन छात्रों को बतौर साइंटिस्ट नियुक्त किया जाएगा।

कैट की मदद ने जगाई उम्मीद

सीएसआईआर के अफसरों से कई बार मिलने और आग्रह करने के बाद भी जब इन स्टूडेंट्स की बात नहीं सुनी गई तो इन्होंने पीएमओ से लेकर डॉ. हर्षवर्धन तक से बात की, लेकिन सीएसआईआर के कुछ अफसरों ने इन स्टूडेंट्स को सड़क पर

सीएसआईआर चीफ को नहीं मिला US वीजा

■ एजेसियां, नई दिल्ली : टॉप भारतीय वैज्ञानिक डॉक्टर एमओ गर्ग को अमेरिका वीजा नहीं मिल पाया। उन्हें 15 जून को ओहियो में आयोजित तीन दिवसीय कॉन्फ्रेंस में जाना था। हालांकि अब अमेरिकी अंबेसी का कहना है कि गर्ग अगले हफ्ते अमेरिका जा सकते हैं। गर्ग सीएसआईआर के प्रमुख हैं। उन्होंने मई के आखिर में अमेरिकी अंबेसी में अपना पासपोर्ट जमा किया था, लेकिन 20 दिनों तक उन्हें कोई जवाब नहीं मिला।

करार के बाद रहस्यमय तरीके से सीएसआईआर मुकर गई

ही रखने में अपनी ताकत लगा दी। सीएसआईआर कैट में भी इस मामले को इस मामले को लटकाने की कोशिश करती रही, लेकिन अंततः कैट ने इस मामले में छात्रों के पक्ष में फैसला दिया और इन्हें सीएसआईआर में नौकरी देने का आदेश दिया। इसके बाद हर्षवर्धन ने भी इन छात्रों को नौकरी पर रखे जाने का आदेश दिया। बावजूद इसके सीएसआईआर अब ओपन रिक्रूटमेंट के जरिए इन साइंटिस्ट्स की भर्ती का प्लान बना रही है। इन स्टूडेंट्स का कहना है कि यह कैट के आदेशों की अवहेलना है।

CHANDIGARH

IIT Mandi clash: CBI probe sought

A FATEHGARH Sahib resident, Taranjit Singh whose son Tanwinder Singh alias Harry had succumbed to injuries suffered in the clash between the security guards and labourers at the campus of IIT Mandi in Himachal Pradesh on June 20, has sought CBI probe into the case.

Addressing a press conference here on Wednesday, he said that parents of the clash victims have no faith in the Himachal Pradesh Police. They requested the Centre as well as the Himachal Pradesh government to hand over the probe to the CBI for fair investigation.

"My son was not a bouncer as is being alleged. He had on June 17 gone to Manikaran on a trip from where he was to further head to Manali. It was just a coincidence that he along with other victim Lovely went to Mandi and later they were attacked," said Singh. He added that police were wrongly blaming that his son was a bouncer and questioned as to why his son would work as bouncer for Rs 500 per day when he was owner of over 25 acres.

"My son could have been saved by the police but they did not provide timely medical help," he said.