

## Newspaper Clips May 17-18, 2015

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प्रधानमंत्री नरेंद्र मोदी के अभियान के तहत दिल्ली और मद्रास से होगी शुरुआत, छात्रों को पांच लाख रुपये की मदद दी जाएगी

# आईआईटी में स्थापित होगी 'मेक इन इंडिया' इकाई

पहल

नई दिल्ली | रोहित पंगार

आईआईटी दिल्ली और आईआईटी मद्रास में प्रधानमंत्री नरेंद्र मोदी के 'मेक इन इंडिया' अभियान के तहत इकाई स्थापित की जाएगी। दिल्ली में सितंबर और मद्रास में जनवरी 2016 तक यूनिट की शुरुआत होगी।

यह इकाई स्थापित होने के बाद छात्र स्वदेशी उत्पाद बना सकेंगे और कंपनी भी खोल सकेंगे। न्यूनतम दो छात्रों के समूह में कंपनी खोली जा सकेगी। हर समूह को बाकायदा पांच लाख रुपये तक की सालाना राशि दी जाएगी। आईआईटी के सूत्रों ने बताया कि इकाई

मार्गदर्शक की देखरेख में काम करेंगे छात्र

हर समूह को मार्गदर्शक भी मिलेगा। ब्रांच के शिक्षक मार्गदर्शक की भूमिका में रहेंगे। अगर कोई कंप्यूटर साइंस का छात्र एप्लीकेशन डेवलपमेंट कंपनी की शुरुआत करता है तो छात्र को कंप्यूटर साइंस ब्रांच से शिक्षक मिलेंगे। इस योजना को 'इंडस्ट्रियल पार्क' योजना के तहत लाया जाएगा। जल्द ही आईआईटी दिल्ली का अपना 'इंडस्ट्रियल पार्क' विकसित करेगी। इस पार्क में विभिन्न क्षेत्र की कंपनियों को उत्पाद तैयार करने व तकनीक विकसित करने के लिए जगह मिलेगी।

बनाने की प्रक्रिया शुरू हो गई है और इसका संचालन भी शोध विभाग करेगा। इंजीनियरिंग के तीसरे और चौथे वर्ष के छात्र ही इस यूनिट के दायरे में आएंगे। छात्र के लिए पंजीकरण कराना

आवश्यक होगा। पंजीकरण के बाद छात्र समूह में आइडिया पेश करेंगे।

अहम बात यह है कि आइडिया किसी भी क्षेत्र से जुड़ा स्वदेशी उत्पाद बनाने व कंपनी बनाने का होना चाहिए।

समय-समय पर होगी निगरानी

अमूमन देखने में आता है कि शैक्षणिक संस्थानों के छात्र इंक्यूबेशन सेंटर व अन्य योजनाओं के तहत कंपनियां तो शुरू कर देते हैं लेकिन उसे बरकरार नहीं रख पाते। कंपनी को लाभ न होना व पैसों की कमी की वजह से ऐसा होता है। इस स्थिति से बचने के लिए 'मेक इन इंडिया' यूनिट में हर छह माह में समीक्षा होगी। जो प्रोफेसर बतौर मार्गदर्शक सहयोग देगा, वह समीक्षा रिपोर्ट आईआईटी को देगा। यदि कंपनी को नुकसान हो रहा है या उत्पाद बिक नहीं रहा है तो उसके लिए मार्केटिंग के विशेषज्ञों की मदद भी दी जाएगी।

हर ब्रांच में पांच सदस्यों की विशेषज्ञ समिति होगी। यह समिति छात्रों द्वारा दिए गए आइडिया पर विचार करेगी और उसे परखेगी। अगर समिति को आइडिया पसंद आता है तो छात्रों को राशि

हिन्दुस्तान

नया नजरिया

आईआईटी में 'मेक इन इंडिया' की इकाई स्थापित होने से छात्रों को तो लाभ होगा ही साथ ही देश में स्वदेशी उत्पादों को बढ़ावा देने में भी मदद मिलेगी। वहीं छात्रों को अपनी कंपनी खोलने का अवसर मिलेगा, जिससे वह नौकरी करने की बजाए नौकरी देने की ओर अग्रसर होंगे।

आवंटित की जाएगी। यह यूनिट आईआईटी के इंक्यूबेशन सेंटर से अलग होगी। इसमें जो भी आइडिया दिए जाएंगे वे सिर्फ स्वदेशी उत्पाद से जुड़े होने चाहिए।

Business Standard ND 17/05/2015 P-8

# Asian groups accuse Harvard of racial bias

PRESS TRUST OF INDIA  
New York, 16 May

Four Indian-American groups are among a coalition of 64 organisations that have filed a complaint against Harvard University and other Ivy League schools alleging "racial-bias" against high-scoring Asian-Americans in their admission process.

The 50-page complaint, filed before the US departments of Education and Justice, alleged that "Harvard University has engaged illegally in direct discrimination against Asian-American applicants by using stereotypes and racial bias in its subjective 'Holistic Evaluation Approach' and racial quota/rebalancing."

The complaint further alleged that Harvard University is discriminating against Asian-American applicants by using race as a major factor beyond what is allowed by

relevant Supreme Court decisions.

"Consequently, Asian-American applicants have become the largest group of victims of Harvard's racially based admissions practices," they alleged.

Among the 64 organisations of Chinese, Korean and Pakistani students, there are four Indian-American groups.

The complaint urged the federal government to ask Harvard to immediately "cease and desist from using stereotypes, racial biases and other discriminatory means in evaluating Asian-American applicants during its admission process".

The complaint also asks Harvard to disclose the qualifications of its applicant pool, at least at a level comparable to such data disclosed by elite public universities, given that Harvard, too, is the recipient of significant federal funding.

"We believe that a racially based admission process has played a

major role in Harvard and other Ivy League colleges' discrimination against Asian-American applicants," it alleged, and cited the example of Microsoft CEO Satya Nadella, Pepsi CEO Indra Nooyi to illustrate that Asian-Americans have managed to rise to the top and emerge as role models.

Many Asian-American organisations and individual students have voiced their rejection of such an unfair treatment in the past as well. Most significantly, on November 17, 2014, Students for Fair Admissions, filed a federal lawsuit against Harvard.

The Harvard University claims that its approach to admissions has been found to be "fully compliant with federal law" and the percentage of Asian-American students admitted to the undergraduate school has risen to 21 per cent from less than 18 per cent in the past decade.



A file photo of prospective students and their parents getting a tour of Harvard University in Cambridge

# IIM begins its Amritsar journey from July

## EDUCATION

BY GS PAUL

Amritsar has got its own Indian Institute of Management, a tag it can be proud of. The brand name counts, what it stands for more so. In this case, quality education. That works best when complemented by an enabling environment. That's for the city to take care of.

**A**S the academic session kicks off at Amritsar's Indian Institute of Management (IIM) on a temporary campus from July 15, a toast to Union Finance Minister Arun Jaitley would be in order. He may have been rejected by the voters in the Lok Sabha election from Amritsar, but he kept his word to develop the city as an education hub.

With 65 students for the only postgraduate degree in business management (PGDBM) course on offer, the maiden two-year batch (2015-17) will operate from the premises of the Punjab Institute of Technology near Guru Nanak Dev University. The other management expertise programmes will follow once the institute resumes full operation from its campus. Candidates, who cracked the Common Admission Test-2014, have already been shortlisted. The IIM, Kozhikode, one of the top institutes of the country, has been assigned the task to mentor the upcoming IIM.

IIM-Kozhikode Director Kulbhushan Baluni would head it for now. Later, the Human Resource Development Ministry would appoint the director. The selection would be made on an all-India level. For the first few years, students would have an opportunity to learn from the experienced faculty of IIM-Kozhikode. Ten faculty members are needed. When it gets its own campus, the faculty would be appointed by the ministry. There is no tradition of state domicile quota, neither for students, nor the faculty.

### Proposed sites

Two sites have been shortlisted for the permanent campus — one at Awan in Ajnala subdivision and the other at Sheron Bagha village near Baba Bakala. Both sites are located around 40 km from Amritsar. Awan is a 32-km drive from Sri Guru Ram Dass Ji International Airport, while Baba Bakala is over 45 km away.

The Central team comprising SP Goyal, Joint Secretary, Technical Education Department, Union Ministry of Home Affairs, and IIM-Kozhikode director Baluni had, on April 8, visited the "potential" site at Awan. While no consensus has been arrived at yet, officials believe that the 150-acre chunk of land at Awan could be the likely site for the IIM.

The Baba Bakala site, located near the national highway, caters to the districts of Amritsar, Kapurthala, Hoshiarpur, Gurdaspur and Jalandhar. The only problem is its proximity to the Beas. Experts say the rise in the river waters during monsoon could be a disturbing factor. Any IIM project is undertaken keeping in view the planning of a minimum 50 years.

It is learnt that the team's concluding



**Higher education institutes should be located away from the city. The remote environment helps students concentrate better. The satellite campus of IIM-Kozhikode is in Kochi while IIM-Calcutta is 40 km from the city, IIM-Lucknow is around 70 km from the airport. Such specialised institutes are conceptualised for 10 decades of planning and require ample expansion plans. It will be a boon as it will force other educational institutes to raise the bar.**

**Prof Ajalab Singh Brar, VICE-CHANCELLOR, GURU NANAK DEV UNIVERSITY**



**The IIM would be a force multiplier for the region. It will provide opportunities for management education to the youth of this border area at their doorstep. It will spawn entrepreneurship in the holy city, which historically, is a family business hub. It will encourage other technical institutes to look at the region as an educational base of excellence.**

**Gumbir Singh, CHAIRPERSON, WWF, PUNJAB**

remarks were that the sites were far away from the city area. Deputy Commissioner Ravi Bhagat, who has been appointed nodal officer for the B-school, says the final call from the Central team is awaited. "There is no communication from their side, but it would be too early to say the team has rejected the site. From our side, we have offered them the option that could match their parameters in the best possible way."

### Board and lodging

After the experts zero in on the site, it

would take at least three years to set up the campus, with the requisite infrastructure worth Rs 1,000 crore, say officials. Until then, arrangements have been made for the students and faculty on the premises of the newly-constructed Punjab Institute of Technology. A three-storeyed block, with fully equipped classrooms, seminar and conference rooms and a library, has been set aside for the purpose. A separate block would house administration offices. Girl students would stay at the hostel of

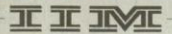
### IIM-ROHTAK MDU doubles as IIM campus

Established in 2009, the IIM-Rohtak is among the fast-progressing institutions of higher learning in the region. Its campus is being developed on nearly 200 acres at Sunaria village in Rohtak district. As of now, it is functioning from the campus of Maharshi Dayanand University (MDU) in Rohtak. The IIM-Rohtak Director, Prof (Dr) P Rameshan, maintains that they aim to develop the institute as a global leader in management education and research. The IIM runs a postgraduate programme in management for students as well as executives, apart from a fellow programme in management (FPM), equivalent to PhD. It has a team of 22 faculty members. More than 300 students are enrolled at the institute and the placement is encouraging.

**— SUNIT DHAWAN**

### IIM-SIRMAUR Classes from this session

A site measuring 1,010 bighas has been selected for establishing Himachal's first IIM at Dhaula Kuan in Paonta Sahib, for which the Ministry of Human Resource Development has given approval in principle. The state was granted the IIM by the UPA-II government in its last budget of 2014. A task force headed by Prof Bharat Bhaskar from IIM-Lucknow will visit Paonta Sahib on May 20 to take charge of the temporary campus that is being set up in a private building. This will pave way for the commencement of the first academic session. He will also inform about the student intake and courses which will begin this session. — **AMBIKA SHARMA**



### LIST OF IIMS

- IIM, Calcutta, located in Joka on the outskirts of Kolkata (1961)
- IIM, Ahmedabad (1961)
- IIM, Bangalore (1973), located in Bilekahalli
- IIM, Lucknow (1984) an additional campus (2007) in Noida.
- IIM, Kozhikode (1996)
- IIM, Indore (1996) located at Rau
- IIM, Shillong, also known as Rajiv Gandhi Indian Institute of Management (2008)
- IIM, Rohtak (2010)
- IIM, Ranchi (2010)
- IIM, Raipur (2010)
- IIM, Tiruchirappalli (2011)
- IIM, Kashipur (2011)
- IIM, Udaipur (2011)

### UPCOMING IIMS

- The Government of India in its Union Budget presented in July last year announced setting up of six new IIMs in the states of Punjab, Himachal Pradesh, Odisha, Bihar, Maharashtra and Andhra Pradesh.
- In the Union budget presented in February this year, two more IIMs have been announced to be set up in Jammu and Kashmir and Andhra Pradesh. The new IIMs are:

- IIM Amritsar, Punjab
- IIM Jammu, J&K
- IIM Gaya, Bihar
- IIM Nagpur, Maharashtra
- IIM Sirmaur, HP
- IIM Sambalpur, Odisha
- IIM Vizag, Andhra Pradesh

# THE HUNTING



(Right) Women hostel inmates staging protest in front of the Vice-Chancellor's office against lawlessness on campus; (above) a view of the BHU campus; (below) police personnel on duty.

By Piyush Srivastava

*From molesters to contract killers waiting to hire students for criminal activities, BHU in Varanasi is now a hub of vice*

**T**HE attack on Dr. Bhaswati Bhattacharya, a U.S.-based Indian Ayurveda doctor at the Banaras Hindu University (BHU) campus, last month, it seems was just a tip of a 'crime-berg' waiting to be exposed.

The university has reported over 150 cases of molestation and harassment against its women students in the last five years, with as many as 27 incidents of violent clashes among its student groups in the last 12 months alone. The campus is also a breeding ground for contract killers, with the police arresting over 100 sharpshooters, most of them with links to the BHU campus from Varanasi, in the last five years. A humiliating distinction for an institution elevated to the status of an IIT just two years ago.

According to police, regional musclemen with criminal links and local politicians are the main reason behind a spurt in BHU's crime graph. As they reportedly use the campus as hunting ground for their new recruits.

Brijesh Singh, a local don, now in jail, who graduated from BHU in 1984 before entering the world of crime, and Munna Bajrangi, a dreaded contract killer and gang leader, are allegedly among those who recruit fresh hires from the campus.

## CRIME GRAPH

Mukhtar Ansari, another strongman and Independent MLA from Mau, has also been competing with Singh's gang in recruiting students, as per police records.

Though BHU doesn't have a student's union, the community is largely divided between left-wing and right-wing politics on the campus. The campus which was dominated by the All India Students Association (AISA) till recently, now belongs to Akhil Bharatiya Vidyaratni Parishad (ABVP) and the Rashtriya Swayamsewak Sangh (RSS).

Allegations of sexual assault and harassment are nothing new to BHU. Barely two weeks after the April 22 incident, a post-graduate student and inmate of Triveni Girl's Hostel was also attacked. B.K. Singh, a professor of management faculty, was suspended on charges of sexually assaulting a woman student in February. Prior to that, a Hindi professor was shamed by television channels for beating his wife in public.

Even Dr Bhattacharya indicated high-handedness on the part of



one of her professors. "I have an apprehension that someone within the university has sent goons after me," alleges she. According to her, the problems started in August 2014, when she was not allowed to attend seminars. "One of my professors stopped intimating me about academic activities in the department. When I asked him about this, he said that it was his choice on who should be the recipient of his emails," alleges Bhat-

tacharya. She claims that professors at BHU have unchecked powers to harass students.

"On December 3, he even screamed at me, 'we don't want you here. Please, Resign!' I wrote to the VC about this incident. But he didn't respond", Bhattacharya alleges.

Women hostel inmates who laid siege to the Vice-Chancellor's office to protest against lawlessness on campus, last week, also told MAIL

TODAY about the growing intolerance to criticism on the part of the authorities.

"The university officials contacted each and every professor and asked them to either stop making any hue and cry over lawlessness or vacate the hostel. They told us that we would be suspended if we tried to raise this issue," says a student who did not

want to be named. "A very senior member of the university administration also asked us to stop going out after 6 pm and blamed Dr Bhattacharya for whatever happened to her," said the student.

BHU Vice-Chancellor Girish Chandra Tripathi, a former active member of the ABVP and a close associate of the RSS, meanwhile, blames overdose of campus politics as the reason for BHU's soaring crime graph. "Negative political activities are directly proportionate to rise in crime against women on the campus. It is a north-Indian syndrome that everybody is looking for a short-cut in life," says Tripathi who is accused by his critics of inviting only RSS leaders to deliver speeches at campus seminars. Former Lok Sabha Speaker Meira Kumar was allegedly not allowed to attend a function at the campus on grounds of her political leanings.

Meanwhile, a section of the BHU authorities are working hard to prove that Dr. Bhattacharya's admission at the Department of Rasa Shastra, Faculty of Ayurveda, was against the rules.

**The university has reported over 150 cases of molestation and harassment against its women students in the last five years**

## NAAC becomes headless under HRD minister's governance

<http://www.prepsure.com/news/naac-becomes-headless-under-hrd-ministrys-governance/>

After the resignation of Delhi University Vice Chancellor Dinesh Singh from the position of Chairman NAAC, its director Professor AN Rai too has bid farewell leaving the council headless. Both chairmen were appointed by the previous UPA government. Dinesh Singh was asked to resign as Chairman NAAC after his relations with the [HRD](#) minister Smriti Irani ran through a rough phase over Delhi university's controversial four-year undergraduate course.

“Singh was asked to move out quietly. He resigned from the post in the later half of the previous year,” informed a UGC functionary.

Differences built up as Singh had failed to deliver his expected responsibilities. “It was made to understand the Singh would help NAAC set up an office in Delhi. Singh was to provide space to NAAC on the Delhi university campus and would get Delhi University and its colleges accredited from NAAC,” added the official. The position of chairman NAAC remains vacant, ever since Singh has left.

UGC's Vice Chairman Prof H Devaraja is the acting chairman of NAAC. During a meeting of the UGC in the last week of April, UGC chairman Dr Ved Prakash apprised the members of the exit of NAAC director AN Rai. “The position of NAAC director lying vacant was not placed on the agenda. In fact the chairman mentioned it in his address,” said UGC member MM Ansari, who was a part of the meeting. In an interim arrangement UGC secretary Prof Jaspal Singh Sandhu has been working as director NAAC. Rai is a professor at North Eastern Hill University Shillong.

## Colleges to be held responsible for violence on campus: UGC

Hindustan Times (Lucknow)

The fresh directives of the University Grant Commission (UGC) have burdened the degree colleges with greater responsibility of ensuring the safety and security of students on campus.

In case of any mishap with students on campus, the college management would be held responsible, says the directives pertaining to the safety of students taken in view of growing violence on campus and deterioration in the academic standards.

The directives of the UGC would have to be implemented at all the colleges and at residential universities from the next academic session.

UGC secretary Dr Jaspal Sandhu took a serious view of attacks on students on campus and threats given to them by hooligans.

The directives said that colleges would have to raise the boundary wall to check the entry of unscrupulous persons from outside by crossing the boundary wall with an intention to harass students.

The colleges were also asked to get CCTV cameras installed on campus, especially at the main gate, playground, canteen and college library.

Besides, the colleges would be required to constitute anti-ragging cell and to ensure entry of students through identity cards issued to them by the college.

The colleges were also directed to conduct frequent surprise inspection of class rooms, hostels and college library to identify the miscreants.

Chhatrapati Shahu Ji Maharaj University (CSJMU) vice chancellor prof JV Viashampayan said the colleges would be asked to enforce the UGC directives in the interest of students.

Disciplinary action would be initiated against the colleges which failed to enforce the directives for any reason, the VC said.

## **Marks don't define your personality: Ex-UGC chief**

<http://timesofindia.indiatimes.com/city/mangaluru/Marks-dont-define-your-personality-Ex-UGC-chief/articleshow/47315562.cms>

MANGALURU: Hari Gautam, former chairman University Grants Commission, took part in the 20th convocation ceremony of Manipal University at Dr TMA Pai International Convention Centre on Saturday.

Over 500 students received their graduation and postgraduation degrees. Gautam said, "There's always more to do and always more to achieve. Having graduated, one embarks on a new journey. You are standing on a bridge between the past and the future."

Delivering the convocation address, Dr Gautam reminded the graduates that their education does not end with the degree.

"Education is not the total marks, merit positions and awards you have obtained. Your personality is not merely a collection of testimonials and certificates," he said. "Education is a lifetime process. Graduation is not the end but a milestone in your journey and beginning of a new one".

Reminding them about the challenges they will face as they step out into the big world, he said, "You are in a unique position to shape the future of India and perhaps even the world. As youth of today, you shall face tremendous challenges which are quite different in nature as compared to those of the past. At this age, you may face conflicts and distraction. At times, you shall be driven to the wall not knowing where to go and what to do. It shall only be a passing phase," he said.

Pointing out that they are architects of their own future, he said, "Don't be disheartened and disenchanted to see tough competition ahead. Believe in yourself and your committed efforts. Your life is your story. Write it and also edit it well," he said, asking them to respect and value time. "Once gone, time shall never come back. Do not wait for the perfect moment. Take the moment and make it perfect. When time never waits for none, why should you wait for the 'right time'," he asked.

"The greatest challenge the world is facing today is the crisis of values, confidence, character, mental and moral decay, and breakdown of traditional disciplines. Values are the fundamental principles which govern our perceptions and action," he cautioned.

About 25 research scholars were conferred degrees.

## IIT Bombay team unveils electric racing car



A 37-member IIT team of engineering students designed and created the car from scratch. Photo: Special Arrangement

<http://www.thehindu.com/news/cities/mumbai/iit-bombay-team-unveils-electric-racing-car/article7216205.ece>

The IIT Bombay Racing team on Saturday unveiled a new Formula Student electric racing car that can accelerate from 0 to 100 kmph in just 3.5 seconds, and touch a top speed of 111 kmph.

Christened EVo 4.0 Formula Student Electric Car, the car will participate in “Formula Student” competition, an international student motorsport event held annually at the Silverstone circuit in UK in July.

IIT Bombay Racing is an independent student organisation in IIT Bombay, comprising of 75 students spread across various engineering disciplines and united by a common passion to design, fabricate and race electric cars, and participate in the Formula Student competition organised by London-based Institution of Mechanical Engineers (IMechE)

The competition is the world’s largest student motorsport events and challenges student engineers to design, build and race single seat racing car in one year. It is also considered a stepping stone for those who want to break into Formula One racing in future. The competition is supported by companies like Mercedes AMG, Petronas, Jaguar, Land Rover, National Instruments, Airbus, and Shell. Over 100 colleges and universities like MIT, ETH Zurich, TU Delft, Stuttgart compete at Silverstone Circuit, home of the British Grand Prix.

A 37-member IIT team of engineering students designed and created the car from scratch, with the vision of revolutionising electric mobility in India, and focusing on sustainable technologies and innovations.

Participating in the competition for the fourth year, the students improved upon the design and engineering aspects of the prototype they designed last year, and were awarded the Formula Student UK Award 2015 for improvising the previous prototype. An IMechE team presented the award, with a cash prize of £3000, to the thrilled students at the IIT campus on Saturday. The award is given to only three teams out of more than 100 participating teams globally.

“Last year, our car could accelerate from 0 to 60 kmph in 2.2 seconds, and this year, EVo 4.0 model can do that in 1.8 seconds. Last year, we had heavier chassis and normal gearbox. This year we have used lightweight aluminium honeycomb chassis, electrical differential, and hybrid planetary gearbox which has made the car lighter and improved its performance,” says Ayush Verma, Marketing Manager of IIT Bombay Racing told *The Hindu*.

“The car can accelerate from 0 to 100 kmph in 3.5 seconds. This is the quality we want to boast about the most, because it is more important than its top speed, that is an astonishing 111 kmph,” said Pratyush Nalla, the team leader, who has just graduated from the Mechanical Engineering department.

Professor Soumyo Mukherji, Dean of Student Affairs IITB, said that the students have been a completely independent organisation with a clear goal in mind. “From sponsorships, to design and implementation, they have done it all by themselves,” he said.

Faculty Advisor Professor Ramesh Singh of the mechanical engineering department, said the designs and ideas have consistently grown each year, with their concepts of mechanical and electrical engineering getting stronger and stronger.

## IITs, IIMs hamstrung by faculty shortage

<http://news.webindia123.com/news/Articles/India/20150517/2594652.html>

India's reputed academic institutions including IITs, IIMs and NITs are faced with an acute teaching shortage that has left them hamstrung by the paucity of teaching faculty.

Against faculty strength of 6,068, just over half -- 3,651 posts -- have been filled in the eight IITs, leaving 2,417 posts to be filled. The most affected were IIT Kharagpur, the oldest IIT, having 470 vacancies followed by 360 in IIT Roorkee and 341 in IIT Delhi, according to the reply of the Human Resource Development minister in the Lok Sabha earlier this month. Faculty strength in the case of IIMs were not so affected by lecturer shortage and the worst affected among them were IIM Indore with 62 vacancies and IIM Bangalore showing 33 vacancies. In all, the staffing was normal barely short of required strength. The 11 IIMs boasted a combined faculty of 783, having 581 in position and short of 202. The severe shortage of faculty had led to a constitution of a committee under the chairmanship of Dr Anil Kakodar to review the quality of technical education being imparted by the NITs. Submitting its report on September 2014, to tide over the faculty shortage by having guest lecturers, the Human Resource Development ministry said "guidelines have been issued for hiring adjunct faculty in Centrally Funded Technical Institution on February 16, 2015 to have a strong and robust collaboration between the educational institutions and the industry." This meant IITs are appointing NRIs and PIOs to the permanent faculty position on the same terms and conditions of those of the regular faculty

**May 18**

**Times Of India ND 18/05/2015  
(Education Times) p-1**

# SAFETY DEVICE WINS AWARD

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A pendant-like safety device for women and a smart earphone which allows users to amplify and attenuate selective sounds received Rs 10 lakh each as part of the Ericsson Innovation Awards 2015 in Delhi recently.

The safety device project, Guardian, has been developed by a team from the Indian Institute of Technology (IIT) Delhi, and the other project, Earie, by IIT, Roorkee. The awards were organised in association with the Foundation for Innovation and Technology Transfer (FITT), IIT-D.

**IIT Delhi and Roorkee projects will receive Rs 10 lakh each**

Guardian is a device you can wear which sends an emergency message to one's family, the nearest PCR as well as the nearby community of fellow Guardian users. A security device connected to an android phone, it uses different modes of communication, be it the internet or text messages to send an alert and "triangulate" a person's position, says Paras Batra, student and team member from IIT-D.

While the current prototype looks like a necklace, the makers plan to make it in other forms such as bracelets and rings with more evolved functions that would go beyond safety.

The smart earphone can be integrated into a smart-phone via an application. It

will allow users to carry out multiple phone calls, too, through the same device with each user choosing a specific signal to connect with, says Parth Gagar, a student and team member from IIT, Roorkee.

The jury, comprising academics, entrepreneurs and industry professionals, assessed the final, six short-listed projects on the following criteria: innovativeness, commercial feasibility and scalability.

Among the other projects pitched at the award ceremony were an automated patient monitoring system that employed a band-like device to monitor a patient's vital stats and generate regular reminders for medicines; an advanced breathalyser-helmet to prevent drunk driving, a smart paper tactile calendar for the visually impaired and a 3D display that allowed users to examine a product for online shopping from all angles based on their body movement.

The second edition of the awards drew 67 projects from IITs, including those in Chennai, Kanpur, Kharagpur, Mumbai, Roorkee and Varanasi (Banaras Hindu University). Covering areas as diverse as web design, cloud computing, storage and networking, human-machine interface, embedded and hardware system design and the Internet of Things, 10 proposals were shortlisted in March based on the degree of innovation, feasibility, scalability and the overall potential impact on the masses. The company asked each shortlisted team to complete the initial prototype within two months.

**Rajasthan Patrika ND 18/05/2015 P-14**

## शराब पी है तो गाड़ी चलाने से रोक देगा ये हेलमेट

■ आईआईटी छात्रों ने बनाया अनोखा हेलमेट

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अब अगर कोई दोपहिया चालक शराब पीकर गाड़ी चलाता है, तो उसका हेलमेट गाड़ी चालू ही नहीं होने देगा। जी हां, भारतीय प्रौद्योगिकी संस्थान (आईआईटी) के छात्रों ने एक ऐसा हेलमेट तैयार किया है, जो चालक के शराब पीने की स्थिति में गाड़ी चालू ही नहीं होने देगा। ड्रिंक एंड ड्राइव के कारण बढ़ रहे हादसों को ध्यान में रखकर ये हेलमेट तैयार किया गया है।



**युं करेगा काम**

ये हेलमेट सांस में एल्कोहल का विश्लेषण करने के बाद ही वाहन चालू होने देगा। शरीर में एल्कोहल की एक सीमित मात्रा से ज्यादा पाने पर यह गाड़ी चालू ही नहीं होने देगा। आईआईटी-बीएचयू के छात्रों द्वारा तैयार किया गया ब्रीथ एनालाइजर हेलमेट ब्लूटूथ एनक्रिप्शन तकनीक पर काम करेगा।

**महिला सुरक्षा के लिए भी तैयार किया उपकरण**

आईआईटी-दिल्ली के छात्रों ने भी प्रतिभा का परिचय देते हुए महिला सुरक्षा को ध्यान में रखते हुए गार्जियन नाम का एक विशेष उपकरण तैयार किया है। इस उपकरण को आभूषण की तरह पहना जा सकता है। किसी मुसीबत में फंसने पर किसी भी तरह की संचार व्यवस्था मसलन इंटरनेट, एसएमएस के माध्यम से अपने करीबी लोगों को सूचित कर सकते हैं। आईआईटी के एरिक्सन इनोवेशन अवॉर्ड के लिए इस प्रकार के कई नयाब प्रयोग पेश किए गए। विभिन्न श्रेणियों में विजेता टीम को 10 लाख रुपए भी दिए गए।



# शराब का विश्लेषण करने वाला हेलमेट

**'गार्जियन' : मुसीबत में फंसी महिलाओं की सूचना प्रियजनों को देगा**

नई दिल्ली। शराब का सेवन कर वाहन चलाने के कारण बढ़ती दुर्घटनाओं और महिला सुरक्षा के मद्देनजर भारतीय प्रौद्योगिकी संस्थान के छात्रों ने नई तकनीकों का विकास किया है। छात्रों ने ऐसा हेलमेट इजाद किया है जो आपकी सांस में शराब का विश्लेषण करने के बाद ही वाहन चालू होने देता है। इन छात्रों ने कई तरह की नई और अनूठी पहलों के तहत महिलाओं के लिए विशेष प्रकार का सुरक्षा उपकरण भी विकसित किया है।

भारतीय प्रौद्योगिकी संस्थान दिल्ली में हाल में आयोजित 'एरिक्सन इनोवेशन अवार्ड' के लिए 67 छात्रों ने प्रोजेक्ट जमा किए थे। केवल पांच छात्रों के प्रोजेक्ट को अंतिम सूची में शामिल किया गया। सांसों को विश्लेषित करने वाले आधुनिक हेलमेट का विकास आईआईटी (बीएचयू) के छात्रों ने किया है। यह ब्लूटूथ एनक्रिप्शन तकनीक पर काम करता है। इसका विकास शराब पीकर वाहन चलाने और मोटर साइकिल चोरी की बढ़ती घटनाओं को ध्यान में रखकर किया गया है।

आईआईटी दिल्ली के छात्रों ने महिला सुरक्षा को ध्यान में रखकर 'गार्जियन' नामक उपकरण का विकास किया है। हालांकि, 16 दिसम्बर की

■ आईआईटी (बीएचयू) के छात्रों ने यह आधुनिक हेलमेट विकसित किया है

■ यह हेलमेट सांस में शराब का विश्लेषण करने के बाद ही वाहन चालू होने देता है

■ महिला सुरक्षा के लिए उपकरण 'गार्जियन' भी विकसित किया जो इंटरनेट, एसएमएस आदि से उनके परिजनों को सूचित करेगा। इसे दिल्ली आईआईटी के छात्रों ने विकसित किया है

■ यह पीड़ित की स्थिति को बताने व डाटा तेजी से प्रसारित करने के लिए एक से ज्यादा मोबाइल फोन टॉवर का उपयोग करता है

सामूहिक बलात्कार की घटना के बाद बनाए गए अन्य एप्प की तरह यह उपकरण भी इंटरनेट पर आधारित है। तीन स्तरीय मोड पर आधारित इस सुरक्षा उपकरण को आभूषण की तरह पहना जा सकता है। आईआईटी दिल्ली के पारस बत्रा बताते हैं कि मुसीबत में फंसने पर आप किसी भी प्रकार की संचार व्यवस्था



मसलन इंटरनेट, एसएमएस या

नजदीकी संचार के माध्यम से अपने प्रिय लोगों को सूचित कर सकते हैं। यह पीड़ित की स्थिति को बताने और डाटा को तेजी से प्रसारित करने के लिए एक से ज्यादा मोबाइल फोन टॉवर का उपयोग करता है। छात्रों ने वेब डिजाइन, क्लाउड कंप्यूटिंग, स्टोरेज एंट नेटवर्किंग, ह्यूमेन-मशीन इंटरफेस जैसे कई क्षेत्रों से जुड़े अपने खोज कार्य प्रस्तुत किए हैं। इस प्रकार के नवाचारों को प्रेरित करने के लिए हर विजेता टीम को 10 लाख रुपए दिए गए। (भाषा)

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# अब हेलमेट से अल्कोहल का पता चलेगा

## आईआईटी के छात्रों ने विकसित की नई तकनीक

भाषा

नई दिल्ली। अल्कोहल का सेवन कर वाहन चलाने के कारण बढ़ती दुर्घटनाओं और महिला सुरक्षा के मद्देनजर भारतीय प्रौद्योगिकी संस्थान के छात्रों ने नई तकनीकों का विकास किया है। छात्रों ने ऐसा हेलमेट इजाद किया है जो आपके सांस में अल्कोहल पदार्थों का विश्लेषण करने के बाद ही वाहन चालू होने देता है। इन छात्रों ने कई तरह की नई और अनूठी पहलों के तहत महिलाओं के लिए विशेष प्रकार का सुरक्षा उपकरण भी विकसित किया है। भारतीय प्रौद्योगिकी संस्थान दिल्ली में हाल में आयोजित 'एरिक्सन इनोवेशन अवॉर्ड' के लिए 67 छात्रों ने प्रोजेक्ट जमा किए थे। केवल पांच छात्रों के



प्रोजेक्ट को अंतिम सूची में शामिल किया गया। सांसों को विश्लेषित करने वाले आधुनिक हेलमेट का विकास आईआईटी (बीएचयू) के छात्रों ने

किया है। यह ब्लूटूथ एनक्रिप्शन तकनीक पर काम करता है। इसका विकास शराब पीकर वाहन चलाने और मोटर साइकिल चोरी की बढ़ती घटनाओं

खोज

▶ छात्रों ने ऐसा हेलमेट इजाद किया है जो सांस में अल्कोहल पदार्थों का विश्लेषण करने के बाद ही वाहन चालू होने देता है।

को ध्यान में रखकर किया गया है। आईआईटी दिल्ली के छात्रों ने महिला सुरक्षा को ध्यान में रखकर 'गार्जियन' नामक उपकरण का विकास किया है। हालांकि, 16 दिसंबर की सामूहिक बलात्कार की घटना के बाद बनाए गए अन्य एप्प की तरह यह उपकरण भी इंटरनेट पर आधारित है। खोजकर्ताओं का मानना है कि तीन स्तरीय मोड पर

आधारित इस सुरक्षा उपकरण को आभूषणों के रूप में पहना जा सकता है। आईआईटी दिल्ली के पारस बत्रा बताते हैं कि मुसीबत में फंसने पर आप किसी भी प्रकार की संचार व्यवस्था मसलन इंटरनेट, एसएमएस या नजदीकी संचार के माध्यम से अपने प्रिय लोगों को सूचित कर सकते हैं। यह पीड़ित की स्थिति को बताने और डाटा को तेजी से प्रसारित करने के लिए एक से ज्यादा मोबाइल फोन टावर का उपयोग करता है। छात्रों ने वेब डिजाइन, क्लाउड कंप्यूटिंग, स्टोरेज एंट नेटवर्किंग, ह्यूमैन-मशीन इंटरफेस जैसे कई क्षेत्रों से जुड़े अपने खोज कार्य प्रस्तुत किए। इस प्रकार के नवाचारों को प्रेरित करने के लिए हर विजेता टीम को 10 लाख रुपए दिए गए।

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## IIT STUDENTS' INNOVATIONS

*New Delhi, 17 May:* A helmet that lets bikers start their vehicles only after analysing the alcohol content of their breath and a safety device for women are among several innovative projects created by students from various IITs.

Out of 67 student projects submitted, only five made the cut to the finals for the 'Ericsson Innovation Awards' held recently at the Indian Institute of Technology Delhi.

Advanced Breath-analyser Helmet by IIT (BHU), which works on bluetooth encryption technology, was designed keeping in mind increased incidents of drunk driving and bike thefts. "It makes it mandatory for the driver to wear his helmet and have a tolerable alcohol level in his breath so as to start his vehicle," says a student innovator.

"The helmet analyses the alcohol content in the driver's breath and directs the vehicle through a wireless signal to start or stop accordingly."

PTI

## Get, set, go?

**DU 'ready' to switch to the new choice-based credit system mandated by the UGC**

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The University of Delhi (DU) has decided to adopt the choice-based credit system (CBCS) from the 2015-16 academic session. In an official communication sent to deans of different faculties, it has sought feedback on the draft syllabi prepared by the University Grants Commission (UGC) for 18 subjects initially, to which the syllabi of 10 more subjects have been added.

A committee of experts and academics has submitted to the UGC a report containing the proposed syllabi and scheme of examination. Following this, the commission has given 15 days' time to stakeholders to reply with suggestions, feedbacks and comments. According to Malay Neerav, PRO, DU, the university is ready for a transition to the new system. "The academic council has already given its in-principle approval while the faculties are working on the feedback to be shared. Depending on instructions from the UGC, we will move to the next stage."

While some are sharing their response directly with the UGC, others are doing so via the university administration. "Teachers from various colleges sent their feedback to the UGC and shared a copy with me. So far, nearly 200 comments spanning several pages have been submitted," says JP Sharma, head, department of commerce, DU. These are not the departments' submissions but individual opinions, he clarifies.

Members of DU's arts faculty met on May 13 to discuss the way forward. However, after framing the syllabus, not much is clear about the way ahead, even though several faculty members continue to dissent against what they say is a hastily imposed system. AK Bhagi, who was a member of the committee appointed by the vice-chancellor to create a discussion paper on the CBCS as well as suggest implementation guidelines, says, "We were supposed to put together a concept paper explaining what CBCS meant so that discussions could be held with the faculty. But even before any debate could happen on the matter, the UGC took over and released the draft syllabus." He argues that all faculty members did not have adequate time to understand the system.

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# Will not implement CBCS if councils decide against it: DU

*New Delhi, 17 May:* Making a U-turn, Delhi University has now said that it will not go ahead with the implementation of the Choice-Based Credit System (CBCS) if its Executive Council and Academic Council decide against the same.

The varsity had last month asked all affiliated colleges to start preparation for the roll out of CBCS and had directed the faculty heads to finalise the syllabi, triggering a backlash from some members of the varsity's EC.

Accusing DU of implementing the programme "arbitrarily", the crit-

ics had claimed that it was being implemented bypassing the Executive Council.

"The university is committed to adopt the UGC's directive regarding the implementation of CBCS but it will not go ahead if our statutory bodies do not give their approval," DU spokesperson Malay Neerav said. "We will not go ahead with the implementation by violating statutory norms," he said.

PTI

# The need for digital transformation in higher education system

Uma Ganesh



THE popular belief that Necessity is the Mother of Invention is very apt for India's higher education system. Necessity for change in India's context has a multi-dimensional context and emergence of the digital era is acting as the catalyst for change. The factors necessitating the change include the goal to increase the gross enrolment ratio (GER) from 18% to 30% by 2020, the need to ensure the youth experiencing the higher education system are equipped with the right skills, the need to bridge the yawning gap that exists between the academia and the industry today and the need to enhance quality of education delivered as well as make education affordable.

At the same time, with the number of universities established having risen from 20 in 1950 to 677 in 2014, universities recognise the need for creating distinctive value propositions that are appealing to the students and parents. Most Universities also face the challenges of attracting high calibre faculty, finding adequate funds for carrying out research and being aligned with the industry needs. The potential for transformation that digital era offers is a compelling reason for universi-

ties and education policy planners to rethink the operating models and the guiding principles of defining the outcomes from the higher education institutions. Digital technology can no longer be viewed as enabling the education system but is the prime mover for the transformation process and hence the need to review all the associated processes enabling engagement with various stakeholders.

Before embarking on the changes and adapting to the digital era, the fundamental question to be asked is what is the purpose of the higher education system going forward. In the last hundred years, the purpose was to inform, educate and through this process develop the youth to be worthy citizens of the society. This is in turn led to the universities deciding what programmes to offer, what should be the curriculum, determination of the duration of studies and the type of end qualifications namely bachelors or masters degree. The fundamental shift that is taking place in the wake of digital transformation in the higher education system is triggering the transition from "educating" to "learning".

In other words, information and knowledge flow have ceased to be one way approach from the faculty to the students and learning has become ubiquitous. Education providers would have to



adapt by not restricting their offerings based on the knowledge or capabilities possessed by the current education system. The successful adoption rates of MOOCs and courses offered by experts around the world cannot be ignored while configuring programme offerings, design and learning outcomes.

In the past faculty were considered creators of knowledge as the boundaries for knowledge creation were tightly drawn. With the redrawing of boundaries for

**Digital technology can no longer be viewed as enabling the education system but is the prime mover for the transformation process**

engagement with various stakeholders including students, industry and experts around the world, the opportunity for co-creation of knowledge and making

knowledge repositories richer is immense. With the process of learning being no longer restricted to a predefined physical space and format, education providers have to focus on the outcomes and the learning experience. With information and knowledge on any subject freely accessible to the learners, they will be rating the education providers based on their learning experience facilitated by technologies they are accustomed to in their every day life punctuated by strong two way

feedback system and responsive change to the learning needs.

In the past students had to adapt to the teaching styles of the faculty and their learning objectives were pre determined by the faculty. In the digital era, students have the flexibility of deciphering and customising their learning goals within the framework provided by the education system and education system would have to modify its learning delivery process to suit the different learning styles thus personalisation would become more and more critical while architecting learning solutions. Several institutions have begun to use social media for the purpose of marketing, creating awareness, gathering feedback and fostering collaboration between stakeholders. Going forward, it would be essential to align this medium as an essential component of the learning architecture.

Leaders in the education sector think of the future in terms of additional campuses and the need for additional space as they grow. Growth in future may not be linked to the physical space but the ability of the institution to keep pace with ubiquitous computing including new forms of hardware and software fostered by the speed of innovation in the telecommunication sector thus enabling institutions to redefine their boundaries and access to students far beyond their current

reach and segments.

Internet and access to a whole range of information and services free of cost or at a nominal cost have created a new awakening in the society to lean towards socialistic temperament. Therefore education providers have to explore new frontiers of cost and value that could be delivered to the learners. While technology offers numerous options for serving the stakeholders, unlike in the past when the systems and applications of universities were stand alone, in the digital era there would be multitudes of applications and technology platforms that would have to be integrated and would have to communicate to one another which would raise challenges of security, confidentiality and IPR.

The role of the chief digital officer would become as important in the institutions of higher education as in the corporate world in order to support the structural changes and create the competitive edge. What Charles Darwin wrote about evolution of life forms—"It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change" is as much relevant for the education sector and therefore the time for action is now.

*The writer is CEO, Global Talent Track, a corporate training solutions company*

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## Country's 4th petroleum varsity to come up in AP soon

ANIMESH SINGH ■ NEW DELHI

Almost a year after it faced a heart-breaking bifurcation - with Telangana carved out of it - Andhra Pradesh will soon have a new Petroleum University, only a fourth one to come up in the country specifically dedicated to studies related to the petroleum sector.

Seen as a move by the Centre to soothe the partition wound inflicted on the state where the ruling Telugu Desam Party (TDP) is also a key ally of the NDA Government, the proposed petroleum university is most likely to come in Vakalapudi, situated in East Godavari district of the state.

According to information available with *The Pioneer*, the Andhra Pradesh Government has written to the Petroleum Ministry on holding a joint inspection of the proposed site at Vakalapudi, where a huge tract of land is available.

Though quite a few sites have been jointly inspected in various districts of the state in the past few months by the Union Petroleum Ministry as well as State Government officials, the one in

Vakalapudi has been strongly recommended by the district as well as the state administration, as most suitable for setting up the project.

After Andhra Pradesh was bifurcated and Telangana came into existence on June 2, 2014, according to the provisions of the then newly passed Andhra Pradesh Reorganisation Act 2014, a series of premier institutions were announced to be set up there.

The proposed petroleum university is one of the many such institutions, which are to come up in Andhra Pradesh in the near future, sources said.

Once it comes up, the petroleum university will only be the fourth such institution to be solely dedicated to petroleum studies. Currently there are three petroleum universities across the country - the University of Petroleum & Energy Studies (UPES) in Dehradun (Uttarakhand), Pandit Deendayal Petroleum University (PDPU) located in Gandhinagar (Gujarat), and Rajiv Gandhi Institute of Petroleum Technology (RGIPT) in Uttar Pradesh.

Apart from the petroleum uni-

### FUELING EDUCATION IN POWER

■ As per the Government's signal, high-profile institutions like an IIT, an IIM, a NIT, a central university and a petroleum university would be set up in Andhra Pradesh as envisaged in the Andhra Pradesh Reorganisation Act, 2014

■ The petroleum university in the state

will only be the fourth such institution to be solely dedicated to petroleum studies

■ Andhra Pradesh Govt has written to the Petroleum Ministry on holding a joint inspection of the proposed site at Vakalapudi, where a huge tract of land is available for the project.



versity, Andhra Pradesh Chief Minister Chandrababu Naidu has also been aggressively lobbying for

a LNG terminal in Gangavaram (near Visakhapatnam). Though already a LNG terminal is coming

up in the state at Kakinada, the State Government's contention is that after the bifurcation, its gas requirement has gone up and therefore two such terminals can easily co-exist there.

Naidu in fact has made several trips to New Delhi in the past one year, seeking greater sops for the bifurcated Andhra Pradesh.

Coming back to the petroleum university, the Human Resource Development Minister Smriti Irani had informed the Parliament in July last year that high profile institutions like an IIT, an IIM, a NIT, a central university and a petroleum university would be set up in Andhra Pradesh as envisaged in the Andhra Pradesh Reorganisation Act, 2014.

She had also informed at that time, that steps would also be taken to set up an Indian Institute of Science Education and Research (IISER), a tribal university, an Indian Institute of Information Technology (IIIT), an agriculture university, a National Institute of Disaster Management, an All India Institute of Medical Sciences (AIIMS) and the type of institutes in the state.

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# Why vaccinate against excellence?

## VIEW FROM IIMA

ANIL K. GUPTA

Respond to this column at [feedback@livemint.com](mailto:feedback@livemint.com)

Educational institutions are the primary instruments of formatting minds and fomenting turbulence for social change. When we deliberately try to vaccinate such institutions against excellence, and sometimes even relevance, the task of change agents becomes so much more difficult.

The efforts for such vaccination have been going on for decades. Barring a few institutions of excellence, interference by politicians and bureaucracy is the norm, rather than the exception. If despite that India has produced outstanding students and scholarship, the credit goes to the learners and their unsung teachers and, in some cases, their tolerant parents and mentors.

Why are policymakers so obsessed with tinkering in cases where they can contribute more by keeping their hands off? There are so many institutions under complete control of the human resource development (HRD) ministry and a majority of them need surgery. But minister after minister, over the years, has ignored the widespread mediocrity and only tried to meddle with institutions that are better and stronger. It's this malaise that policymakers entrusted with the responsibility of blending excellence, relevance and expansion need to urgently reflect upon.

I completely agree with Ashish Nanda's views ([mintn.ws/1j1uudL](http://mintn.ws/1j1uudL)), where he says the easiest way to expand excellence is investment in existing institutions of excellence in higher learning. Institution building takes time. Good systems and norms evolve slowly but can be destroyed fast (or attempts can be made to destroy them). Fortunately, despite such attempts, sometimes from within and occasionally from without, most of these institutions have proved their mettle over time. The reason is that many of the leaders who have led these institutions didn't have to earn their reputation from their position. They had, in fact, lent their stature to the position. The problem arises when people seek positions to prove their merit and start succumbing to pressures from myopic meddlers.

To be fair to policymakers, it should be acknowledged that not a single institution of excellence, recognized today in India and abroad, could have achieved their excellence without positive and constructive support from policymakers over the years. Then why are we losing out on stronger spines at different levels? Why do educational leaders start succumbing to pressures of extension and other small gains.

No politician can really meddle in the affairs of an institution of excellence, if the bureaucracy does not lend a helping hand. How-



**Unnecessary involvement:** A file photo of IIM Ahmedabad. Barring a few institutions of excellence, interference by politicians and bureaucracy is the norm, rather than the exception.

### COLUMN

ever, a leader can contribute even if the bureaucracy comes in the way. There is an old story about Bhabha Atomic Research Centre (Barc). An Indian civil service officer was the controller of administration at Barc. H.J. Bhabha headed the laboratory. Once the officer went to Jawaharlal Nehru and set him an ultimatum: "Either Bhabha stays or I." Nehru replied, "Decision is made. Bhabha stays." Such is the stuff of which institutions are made.

During the early years of the Indian Institute of Management Ahmedabad (IIMA), there were one or two attempts to influence admissions from Delhi. All such calls were transferred to the admissions office. When the call came repeatedly, the call was transferred to lower and lower ranks. The message was conveyed in no uncertain terms. Today, the country can be proud of not one but many institutions where the sanctity of the admission process is beyond doubt.

Similarly, in the matter of recruitment, a majority of institutions of excellence have followed peer processes of search and selection. By not interfering in the process, the policymakers have made a positive contribution for which they must be thanked. However, when an HRD minister decides to interview candidates for top institutions instead of relying on the search committees set up for the purpose, something precious is lost.

Ministers can exercise their choice while recommending the panel to the cabinet committee on appointments. But to expect that the minister will be able to judge the merit in a short interview is perhaps stretching matters. What can be the excuse for tampering with the time-tested peer process of selecting leaders of institutions

of excellence?

The professional accountability to one's peers is generally a strong regulator of one's motivation. The earlier process when the HRD secretary chaired the meeting for selecting directors of the IIMs was equally dysfunctional. A deliberate attempt to create bureaucratic oversight over academic dispensations can never be justified on any criteria of institution building.

Some colleagues refused to legitimize that process by not appearing for such an interview. As a matter of fact, a reluctant leader is likely to be far better than an eager seeker of the position. That process is enough indication of what is likely to follow. Wherever people lobbied or used political connections to seek such positions, they inflicted sufficient damage. Though it goes to the credit of these institutions that they could quickly recover from such damage. On the other hand, the culture of peer review and regulation of academic decisions has stood its ground. Whenever directors have tried to reverse the centre of gravity from faculty-led governance to board-led management, the motivation levels have dipped. There are no shortcuts to building ownership among all stakeholders, particularly the faculty, the staff and, of course, the students. The contribution of students in governance has sometimes been muted and the result is lack of bonding. However, whichever institution has listened to students more has also received higher alumni contributions. The Indian Institutes of Technology (IITs) are a good example.

### Towards new professionalism

That brings me to another disturbing feature of professional culture. If the ability to imbue fortitude among students is the characteristic of a good institution, then we must admit our failure as a nation. During various global and national crises, not many professionals, particularly from the management discipline, have blown the whistle. The silence is too conspicuous to be considered a random error. Maybe there is something missing in our pedagogy or purposefulness that needs a fresh consideration. It could be partly a weakness of our own fraternity, that is, the teachers. A good artisan doesn't blame his tools. If students have felt shy, have teachers stood their ground? When they have, they have earned the respect of not only students, but also the larger society.

The time has come to ask some basic questions about the direction in which the relationships between policymakers, institution builders and societal expectations are going. By appointing a mediocre person as the head of any institution, one doesn't have to do anything further. The decline is inevitable. Numerous programmes, whether space, atomic energy or railways, have achieved outstanding results precisely through the trust the country showed in the able leadership. What is the new evidence or compulsion which warrants a change in a paradigm that has delivered well?

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*This article presents the author's personal views and should not be construed to represent the institute's position on the subject.*

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# आईआईटी एडवांस की परीक्षा 24 मई को होगी

नई दिल्ली | वरिष्ठ संवाददाता

आईआईटी एडवांस की परीक्षा 24 मई को होगी जबकि परिणाम 18 जून को आएंगे।

जेईई-मेन की परीक्षा में शीर्ष डेढ़ लाख छात्र ही एडवांस की परीक्षा में बैठेंगे। जो छात्र इन डेढ़ लाख छात्रों में शामिल नहीं हो सके हैं वे राज्य स्तर के विभिन्न इंजीनियरिंग कॉलेजों में सीटें हासिल कर सकेंगे। इनकी रैंकिंग 12वीं के अंकों और जेईई मेन के स्कोर के

आधार पर तय होगी। सीबीएसई बोर्ड ने जेईई-मेन का स्कोर जारी कर दिया है। इस बार सामान्य वर्ग के छात्रों के लिए 105 कटऑफ तय हुई है। बीते साल यह आंकड़ा 115 था। ओबीसी के लिए 70 फीसदी, एससी के लिए 50 और एसटी के लिए 44 फीसदी कटऑफ तय हुई है।

आईआईटी में दाखिले के लिए दो परीक्षा होती है। पहली जेईई मेन व दूसरी जेईई एडवांस। जेईई एडवांस में बैठने के लिए सिर्फ दो मौके मिलते हैं। वहीं, जेईई मेन की परीक्षा तीन बार दी जा सकती है।