

## Newspaper Clips

### October 14, 2010

Hindustan Times, ND p-15  
14-Oct-10

# Govt gives IIMs more powers

**AUTONOMY** Can now decide on new centres, top posts, salaries

Charu Sudan Kasturi  
# charu.kasturi@hindustantimes.com

**NEW DELHI:** The Indian Institutes of Management have earned the government's nod for key powers allowing the premier B-schools to set up new centres in India and abroad, nominate candidates for their top posts and pay teachers better.

The IIMs and the human resource development ministry will amend the memoranda of understanding between the institutes and the government to facilitate greater autonomy, the B-schools and the HRD ministry decided on Wednesday.

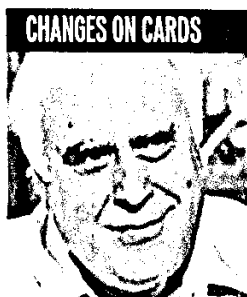
The institutes also agreed to a set of reforms proposed by three panels set up earlier this year, at a meeting between HRD minister Kapil Sibal and directors and chairpersons of the IIMs.

"From our perspective, winning the autonomy we appear to have won today is critical if we are to expand and seriously compete with the best B-schools in the world. That was the importance of today's decisions," an IIM director told *HT* after the meeting.

The MoAs between the IIMs and the government define the powers of the B-schools to act on their own, and the proposed amendments will specifically allow each IIM to set up new centres in India and abroad.

At present, the IIMs need to obtain the government's explicit sanction each time they want to set up a new campus or centre. "Now, the criteria for opening new centres will be their viability, not the whims of any officials," the director said.

The HRD ministry at present plays a role in setting up panels that pick nominees for the post of director for any IIM. The institutes and the HRD



■ Kapil Sibal

■ The IIMs and the HRD ministry will amend the memoranda of understanding between the institutes and the government to facilitate greater autonomy.

■ The HRD ministry played a role in setting up selection panels that pick nominees for IIM directors. Now the board of governors of each IIM will pick the nominees.

■ The IIMs will supplement government salaries for teachers and directors with additional pay from funds generated by the IIMs.

ministry on Wednesday agreed that now on the board of governors of each IIM will pick the nominees for the post of director.

The government will, however, continue to hold the power to finally pick one from the list of three, sources said.

Sibal also agreed to allow the IIMs to supplement government salaries for teachers and directors with additional pay from funds generated by the IIMs themselves.

The institutes and the government decided that the IIMs will set up special offices to draw funds from alumni and industry to enhance their endowments.

Times of India ND 14/10/2010

P-11

# IIMs can top up profs' salaries

TIMES NEWS NETWORK

**New Delhi:** IIMs can physically go global now, and the premier management institutes' teachers can get salaries as per international standards.

The HRD ministry has not only allowed them to set up campuses anywhere in the country and abroad after they amend their Memoranda of Association, but also given them the freedom to top up salaries from their own resources.

However, it could result in disparity in salaries across IIMs since only three institutes — Ahmedabad, Calcutta and Bangalore — have not been taking government funds except for expansion to accommodate 27% OBC reservation.

An IIM functionary argued that top-up salaries should be based on tangible factors so that personal discretion of directors does not creep in. Of the 15 IIMs, 10 are operational now, and are fully dependent on the government for financial assistance.

In a slew of decisions that will further strengthen autonomy, IIMs have also been allowed to have a predominant role in the selection of directors, create posts within approved norms, acquire and dispose of property if it not funded by the HRD ministry, approve their own budgets and

IIMs have also been allowed to have a predominant rôle in the selection of directors, acquire and dispose of property not funded by the HRD ministry, and approve their own budgets

also manage the funds generated by them on their own.

In a meeting with chairpersons and directors of IIMs on Wednesday, HRD minister Kapil Sibal — while listing out various initiatives taken by the ministry — stressed that autonomy and accountability should go hand in hand.

As for the appointment of directors, it was decided in principle that they will now be appointed through a process in which the board of governors of the IIMs will suggest three names to the government from which the one will be chosen. Currently, the ministry issues advertisements for the appointment of directors.

The meeting considered the reports of three committees set up in April on certain key issues. Discussions were held on the report of the panel constituted to recommend a new governance structure for IIMs.

## IISc scientists make progress on new thyroid drug

BY JACOB P. KOSHY  
jacob.k@livemint.com

NEW DELHI

A team of scientists at the Bangalore-based Indian Institute of Science (IISc) has synthesized a key molecule that could potentially translate into a drug for hyperthyroidism, a disorder that's increasingly associated with a host of lifestyle diseases.

If successful, the chemical entity could contain thyroid levels without side effects such as excessive balding and jaundice, commonly associated with the relevant drugs, the researchers added. It would be the first successful molecule for hyperthyroidism to come out of an Indian lab.

"We are still very much in the pre-clinical stage," said Govindasamy Mugesh, associate professor, department of inorganic and physical chemistry, IISc. "We've synthesized the molecule and have seen that the underlying mechanism works. But animal studies and clinical trials are a long way off."

The findings of the team were published on Wednesday in the peer-reviewed *Angewandte Chemie* (international edition), a top chemistry journal published out of Germany.

The basic "mechanism" that Mugesh refers to involves circumventing the approach that the contemporary drugs use. Hyperthyroidism involves the over-production of key thyroid hormones called T3 and T4.

The current drug approach to stemming the disease involves cutting the levels of iodine—the key thyroid regulator—by mimicking an enzyme called deiodinase, which completely blocks their production. "That works negatively because these hormones are responsible for practically every metabolic function in the body. So, complete shut-down could trigger side effects and even hypothyroidism, which comes with its own problems," said Mugesh.

His team has developed a completely new compound that only lowers—and doesn't

## IISc scientists make progress on new thyroid drug

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entirely deplete—T3 and T4 levels. "Therefore, the optimum balance is maintained," he said.

Previous efforts to mimic deiodinase to develop a drug for practical use have been unsuccessful, said V.S. Dubey, a Delhi-based endocrinologist and a former adviser to the government on women's health.

Typically, hyperthyroidism affects women more than men, and according to estimates by the health ministry, there are at least 10 million patients afflicted with the disorder to varying degrees in India.

Dubey said that an erratic diet, increasing stress levels at work and a rising urban trend of women opting for delayed pregnancies were correlated to hyperthyroidism disorders.

"It's not a killer disease, but changing lifestyles such as work-related stress, late births all impact women far more adversely. In fact, one of the key signs of polycystic ovarian syndrome (which affects one in 10 Indian women) are thyroid-related disorders," he said.

Others say Mugesh's results are interesting but there's a high risk of failure with the chemical eventually revealing some side effects during clinical trials.

"It's a useful finding, but I would wait at least for preliminary level clinical trials before I got really excited," said C.R. Pillai, an emeritus scientist with the Indian Council for Medical Research. "Wet labs (synthesizing compounds in the lab) are usually very successful, but clinical trials can break even the most promising of candidate drugs."

## BRANCHING OUT

# IIMs can set up campus abroad, will go for formal fund-raising

BY PRASHANT K. NANDA  
prashant.n@livemint.com

NEW DELHI

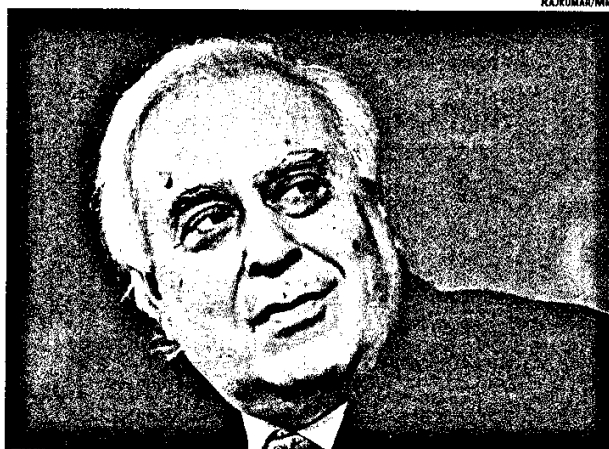
The government has given the Indian Institutes of Management (IIMs) more control over their budgets and allowed them to open branches in India and abroad.

IIMs can now approve their budgets, raise money and use it to create new posts and open new campuses without needing governmental clearance, human resource development (HRD) minister Kapil Sibal said in a meeting with the heads of the 10 IIMs.

The meeting on Wednesday also decided that IIMs can offer a 'top up' salary to professors—above the salary sanctioned by the government—to be able to hire the best faculty members and promote academic excellence.

"Autonomy should go hand in hand with accountability," Sibal said after the meeting. "The faculty, the director and the board of governors should take steps to prepare annual action plans and key performance indicators at each level and be fully accountable and transparent."

The meeting also accepted an internal report which proposes that IIMs raise funds from their alumni, many of whom are successful entrepreneurs or working in top managerial positions globally.



Easing controls: HRD minister Kapil Sibal. IIMs can approve budgets, raise money and use it to create posts without a government nod.

The report, prepared by a ministry-appointed panel, has suggested an initial plan for the 'four oldest IIMs—at Ahmedabad, Kolkata, Bangalore and Luc-

know—to raise ₹400 crore from their alumni over a period of three years, *Mint* reported on Wednesday. The plan follows Yale University's fund-raising

model, under which the institutes will identify prospective donors, solicit money from them and keep them informed

about how it is being used.

While accepting the panel's proposals, the meeting decided that IIMs should raise funds from alumni as well as rich individuals.

The business schools will now set up fund development offices, appoint experts to raise funds and conduct roadshows and workshops, as sug-

gested by the panel.

"The IITs (Indian Institutes of Technology) have done it successfully and now IIMs will

do it. This will give them greater financial autonomy," a ministry spokesperson said. "To raise funds, IIMs used to conduct executive programmes, which was affecting the research. With money coming from endowment, they will be better placed financially."

Bharat Gulia, manger, education, at consultancy and audit firm **Ernst and Young**, said IIMs are looking for greater financial autonomy to grow as global educational brands. "And this is a significant positive step."

The Wednesday meeting also accepted the report of a panel headed by R.C. Bhargava, chairman of **Maruti Suzuki India Ltd**, and chairman of the board of governors at IIM-Ranchi, which recommended reducing the number of governors from 26 to 14.

It decided that the director of each IIM will be selected by the government out of three names recommended by the IIM's board of governors. The HRD ministry has been advertising the post until now.

The opening of three new IIMs at Raipur, Ranchi and Rourkela has taken the number of the elite business schools to 10. The older ones are in Kozhikode, Indore, Ahmedabad, Bangalore, Kolkata, Lucknow and Shillong.

Sibal said old and new IIMs should sit together to streamline the use of technology for class scheduling, attendance, mark compilation and so on.

The HRD ministry also informed the IIMs during the meeting that their request to be exempted from paying service tax on earnings from executive education programmes has been accepted by the finance ministry.

# IIMs given freedom to set up centres in India, abroad

Our Political Bureau  
NEW DELHI

THE Centre has decided to unshackle Indian Institutes of Management (IIMs) by giving them freedom to set up centres within the country and abroad. This is one of the slew of decisions announced by the human resource development ministry to give greater autonomy to the business

schools. At the same time, HRD minister Kapil Sibal stressed that greater autonomy must be accompanied by commensurate accountability.

Decisions operationalising autonomy and accountability were announced by Mr Sibal at a meeting with the chairpersons and directors of IIMs on Wednesday. The IIM autonomy package includes giving the board of governors full powers to create posts in

keeping with approved norms, the right to amend rules of IIM within the framework of memorandum of association and rules, the power to acquire and dispose property, which has not been fully or partially funded by the ministry, powers to approve their own budget, and the freedom to manage the funds generated by IIMs.

In return, greater accountability has been demanded of IIMs. It was agreed

that the faculty, the director and the board of governors should take steps to prepare annual action plans and key performance indicators at each level. Greater accountability would require greater transparency from IIMs.

In keeping with the reform agenda, the meeting considered reports of committees set up at the meeting in April in Bangalore. Three committees had been set up — committee on new govern-

ance structure for IIMs chaired by R C Bhargava, chairman IIM, Ranchi, committee on faculty and research at IIMs chaired by Ajit Balakrishnan, chairman, IIM, Calcutta and committee on fund raising by IIMs chaired by Hari S Bhartia, chairman of IIM, Raipur.

As suggested by the Bhargava committee, it was agreed that the number of board members be reduced to 14 from 26. The board of governors

would now be required to have adequate membership of the IIM Society, government, faculty and alumni.

To ensure better governance, it was decided that IIM societies should have long term members who take continuous interest in the running of IIMs. A monetary pre requisite for membership of the society, about Rs 20 crore, was suggested. Mr Sibal turned down the suggestion on the grounds it

would restrict membership to the moneyed and created vested interests. The norms for membership will have to be worked out. As part of the greater autonomy, the boards will now be given the power to select the institute's director. The board of governors will suggest three names and the Centre will appoint one of them as director. It marks a return to the older practice, discontinued during the NDA rule.

Business Standard ND 14/10/2010

p-7

## Govt allows IIMs to have foreign campuses

BS REPORTER

New Delhi, 13 October

In a step that would give more autonomy to the Indian Institutes of Management (IIMs), the Ministry of Human Resource Development (MHRD) today gave freedom to the premier management institutes to open centres in India and abroad. The ministry had earlier indicated that it may allow the Indian Institutes of Technology (IITs) and IIMs to set up campuses abroad once they improve their faculty positions. It had turned down a proposal of IIM Bangalore to open a campus in Singapore. MHRD did not agree to the proposal on the grounds that the Memorandum of Association of IIM Bangalore did not empower the institute to open campuses abroad.

"We have been thinking about going international but there is nothing on the table as of now. However, this opens the door for the IIMs and the Asian and African countries are of interest to do so and there are various ways of going international, not only through an MBA," said an IIM director, after the IIM directors met HRD Minister Kapil Sibal here today.

However, the IIMs already face faculty crunch and though the approved faculty-student ratio is 1:9, the ratio is 1:11 at IIM Ahmedabad, 1:13.4 at IIM Bangalore and 1:15 at IIM Kozhikode.

"We will have to recruit faculty in the foreign campuses and

### WHAT IIMs CAN DO NOW

- Set up campuses in India and abroad
- Create posts within the approved norms
- Acquire and dispose property not fully or partially funded by MHRD
- Approve their own Budget
- Manage the funds they generate on their own

though faculty shortage is there, the new IIMs will have more problem," the director added.

Also, caution must be exercised when going about this issue as the institutes' brand is also at stake. "Everyone is conscious about their brand and no one will go international just for the money," said IIM Lucknow Director Devi Singh.

In the meeting, the ministry also gave full powers to the boards of IIMs to create posts within the approved norms, amend the rules of the IIM within the framework of Memorandum of Association and Rules, power to acquire and dispose property not fully or partially funded by MHRD, powers to approve their own budget, and also to manage the funds generated by the IIMs on their own.

Sibal, however, said the autonomy should go hand in hand

with accountability; in that the faculty, the director and the board should take steps to prepare annual action plans and key performance indicators at each level and be fully accountable and transparent.

It was also decided that the number of board members of IIMs would be reduced to 14 and that the IIM societies should have long-term members who take continuous interest in running the institutes. The suggestions were given by the R C Bhargava Committee that said that IIM directors would now be appointed through a process wherein the board of governors of the IIMs suggested three names to the government from which the government chose one.

On the second report of the Committee on Faculty and Research at the IIMs, headed by IIM Calcutta Chairman Ajit Balakrishnan, MHRD decided that the IIMs could top up the salaries of their directors also in addition to the faculty from the funds generated by them on their own and that old and new IIMs sit together to streamline the use of technology for class scheduling, attendance and marks compilation.

On the recommendations of the committee on fund raising by IIMs (headed by IIM Raipur Chairman Hari S Bhartia), Sibal decided that the IIMs had a development office especially for the purpose and that each IIM had a fund raising policy and thereafter to have road shows.

Mail Today ND  
14/10/2010 P-11

## Fig leaf of a defence by academies

*IN their attempt to defend the indefensible, science academies have come out with more half-truths. In a note posted on its website, the Indian National Science Academy (INSA) says a letter was sent to fellows of three science academies seeking their views on transgenic crops, but there is no mention of how many responded and what their views were.*

*There is a footnote which says a similar letter was sent by the President of National Academy of the Medical Sciences to its fellows. No dates are given nor has the text of this letter been shared. The curious part is that the National Academy of Agricultural Sciences did not follow a similar process but indicated that it would nominate Fellows on its own.*

*We don't know who was nominated and how. This is crucial because Dr P Anand Kumar — whose article the academies' copied in the report — is a fellow of the agriculture academy. INSA is also trying to imply that it was draft report circulated for 'further inputs and feedback'. If it was so, the report does not mention it. Secondly, if it was a draft why was it sent to the government? The academy is also downplaying the plagiarism by calling it a mere "glitch". Will INSA come out with full truth and be transparent in its dealings, Dr M Vijayan?*

Hindu ND 14/10/2010 p13

# SASTRA Ramanujan Prize for Wei Zhang of Harvard

Special Correspondent

**CHENNAI:** The 2010 SASTRA Ramanujan Prize will be awarded to Wei Zhang, a Benjamin Pierce Instructor at the Department of Mathematics, Harvard University, United States.

According to a release from the Shanmugha Arts, Sciences, Technology, Research Academy (SASTRA) University, Dr. Zhang was the unanimous choice of the SASTRA Ramanujan Prize Committee, comprising a panel of international experts, chaired by University of Florida's Professor Krishnaswami Alladi, for

making a profound influence at the young age of 29 in a wide range of areas in mathematics.

Established in 2005, this annual prize is for outstanding contributions by very young mathematicians in areas influenced by Indian mathematician Srinivasa Ramanujan. The age limit for the prize has been set at 32 because Ramanujan achieved so much in his brief life of 32 years.

The \$10,000 prize will be awarded at the International Conference on Number Theory and Automorphic Forms at SASTRA University in Kumbakonam, on De-

ember 22, Ramanujan's birthday. Dr. Wei has made far-reaching contributions by himself, and in collaboration with others, to a broad range of areas in mathematics, including number theory, automorphic forms, L-functions, trace formulas, representation theory and algebraic geometry, the release said.

Born in China, Dr. Wei has a 2004 bachelor's degree from Beijing University, and completed his Ph.D in Columbia University under the supervision of Shou Wu Zhang in 2009 and joined Harvard University as a post doctoral fellow.

Indian Express, ND 14-Oct-10 p-8

## Centres abroad, more reforms at IIMs

**EXPRESS NEWS SERVICE**  
NEW DELHI, OCTOBER 13

THE Indian Institutes of Management (IIM) will soon be free to set up centres in India and abroad, top up salaries of their faculty and directors with their own funds, create posts within approved norms, approve their own Budget, and also manage funds they generate on their own.

At a meeting chaired by Human Resource Development (HRD) Minister Kapil Sibal, IIM directors considered a slew of academic and administrative reforms, including bringing down the size of each IIM's Board of Governors (BoG) from the current 24-26

members to 14 members.

The IIMs' demand for waiver of service tax on executive education programmes is also learnt to have got a nod.

Three reports on IIMs — on a new governance structure (chaired by R C Bhargav, Chairman BOG, IIM, Ranchi), on faculty and research at IIMs (chaired by Ajit Balakrishnan, chairman, IIM-Calcutta) and another on fundraising by IIMs (chaired by Hari S Bhatia, chairman of IIM, Raipur) — were considered and the go-ahead given.

IIMs currently cannot set up centres abroad. It was decided that the composition and selection of boards of governors should be with adequate mem-

bership from the Society of the IIM, the government, the faculty and the alumni.

It was also decided that the IIM societies should have long-term members who take continuous interest in the running of the institutes. Directors will be appointed through a process where the Board of Governors of IIMs will suggest three names to the government from which the latter will choose one.

However, autonomy should go hand in hand with accountability; the faculty, the director and the board should take steps to prepare annual action plans and key performance indicators at each level and be fully ac-

countable and transparent.

It was decided that IIMs will be allowed to top up the salaries of their directors and faculty from the funds they generate on their own.

The changes follow recommendations made in the report of the Committee on Faculty and Research at IIMs, chaired by Ajit Balakrishnan.

The recommendations of the panel on use of technology in IIMs were accepted. The Minister directed that all IIMs streamline use of technology for class scheduling, attendance, mark compilation, etc. On fundraising, it was decided each IIM sets up a development office, drafts a fundraising policy and holds road shows.

# Rahul for full autonomy to IITs

SWARAJ THAPA  
NEW DELHI, OCTOBER 13

**F**AVOURING a fundamental change in the government's outlook on premier institutions like the IITs, Congress general secretary Rahul Gandhi has advocated the idea of allowing them full freedom and autonomy if they are to compete at the global level with the Harvards and Oxforas.

Rahul expressed his views at a recent meeting of the Parliamentary Standing Committee on HRD, of which he is a member. According to sources, Rahul's brief but forceful intervention in the October 1 meeting, that took up the Institutes of Technology (Amendment) Bill 2010, underlined his conviction that higher education, especially relating to technology, is in dire need of reform. It was the first time that he made a compelling point at the meeting of the committee.

According to sources, the Congress leader—who is seen



as a youth icon and has been touring educational institutions across the country for some time now—is of the opinion that the IITs would do well to integrate at the global level so that it becomes a modern education system. "At the moment, the IITs are disconnected and like silos. They are like a well," he is reported to have told the committee.

Rahul's vision for the IITs is expected to set the tone for the committee's approach on the Institute of Technology (Amendment) Bill 2010 which provides for inclusion of eight new IITs within the IT Act, 1961. At least two members, Dr Keshav Rao of the Congress and Janardhan

Wagmare of the NCP are believed to have concurred with Rahul's position at the meeting. The committee, headed by senior Congress leader and MP Oscar Fernandes, will finalise its report by the month end.

UPA circles concede that it will also be difficult for Union HRD Minister Kapil Sibal to ignore Rahul's views on the subject, even though he did overlook the last recommendations made by the committee on the Educational Tribunal Bill.

Rahul's thinking, though, conforms to the general perception that the IITs are an exceptional institution, though he maintains that today they are taking credit for what was earned in the past.

Rahul underlined the need for greater levels of autonomy for the IITs, agreeing that unnecessary regulations had imposed a constraint on them. He told the committee he was convinced IITs would be better than Harvard University if they are given full freedom.

## Big names lined up for Pan IIT meet

EXPRESS NEWS SERVICE  
NEW DELHI, OCTOBER 13

THE upcoming PAN IIT Conference will see the likes of Bhutan PM Lyonchen Jigme Yoser Thinley, eminent journalist and New York Times columnist Thomas L Friedman, Richard Levin President Yale University, Jeffrey D Sachs Director of the Earth Institute from Columbia University, Edward Jung Founder Intellectual Ventures and Carl Bass CEO Autodesk share the dais later this month.

The Pan IIT conference, to be held in Noida from October 29 to 31, will have as its theme "Sustainable Transformation - Our New India" and will offer an opportunity for sharing of opinions and views on the

growth and transformation in India.

While Friedman along with Sam Pitroda will address the inaugural session on October 29, the session on October 30 will have HRD minister Kapil Sibal and Yale President Richard Levin address the gathering. The last day of the conference will be addressed by Jeffrey Sachs, the Bhutan PM and Planning Commission Deputy Chairman Montek Singh Ahluwalia.

Pan IIT is an umbrella alumni organisation of all IIT campuses. Started in 2002 by a group of IIT alumni with the goals of nation building, branding, alumni services, advocacy for the alma mater, Pan IIT represents 200,000 alumni from across 15 IITs including the new ones.

Tribune ND 14/10/2010 P-13

# IIMs made more accountable

ADITI TANDON  
TRIBUNE NEWS SERVICE

NEW DELHI, OCTOBER 13

The directors and faculty members of Indian Institutes of Management (IIMs) will now have to set annual goals and report progress on them to the government.

Striking a fine balance between academic autonomy and accountability, the Ministry of Human Resource Development today fixed major responsibility with the prestigious IIMs, demanding submission of annual work plans from them.

At a day-long meeting with

## Govt asks faculty to submit annual work plans; gives institutes powers to boost financial autonomy

the chairpersons and directors of institutes here, the HRD Ministry pitched for the faculty members giving individual work plans at the start of every year. They have to put on record not just what they plan to do but also how. The development is significant at a time when the IIMs have been clamouring for greater autonomy.

The government, however, made it clear that with free-

dom comes responsibility. So while it made the IIMs accountable, it also gave them far-reaching powers to boost academic, especially financial, autonomy. The institutes' boards will now have the power to create posts within the approved norms, approve their own budget, set up centres in India and abroad (IIM-Bangalore already proposes to have a centre abroad),

acquire and dispose property not funded by the government and manage self-generated funds.

It was decided today that the IIMs would set up endowment offices to raise funds on their own, and the government has given them the power to raise the salaries of directors and faculty from the self-made money. Till now, the IIMs have depended heavily on executive MBA (management development) courses that bring in a lot of money but also demand a lot of investment in terms of time from the faculty.



Statesman ND 14/10/2010

p-8

## COURTESY WIKIPEDIA

### Plagiarism in IIT research

THE government and the academic circuit must now reflect on the hi-falutin' talk of world class institutions. The IITs, which indubitably fall in that rarefied category, are under a cloud if not a storm just yet. Suspiciously muted has been the response of the respective boards of governors. Research has been plagiarised and dissertations have been co-authored by the faculties at IIT Delhi and Kanpur. The papers have been retracted by two international journals. The evidence of a fudge is convincing enough; one research paper had allegedly lifted chunks from Wikipedia. And the IITs are pretty much defenceless against the disgraceful charge levelled by the journals, *Nuclear Instruments and Methods in Physics Research and Biotechnology Advances* ~ "The authors have plagiarised parts of a paper that had already appeared in another journal". The scientists' perceived contribution to research has verily been trashed with the damning observation that it marks "a severe abuse of the scientific publishing system". The setback has been severe, if not devastating.

It is a fiddle with several facets. Chief among these must be the appalling supervision when research is underway. The originality of dissertations must now be open to question. The supervisors and the Fellows are equally culpable. It will strain credulity should the former claim that they were not privy to the plagiarism. The other factor must be the purpose of funding not least because a fair amount of public money is expended on doctoral and post-doctoral work. Alas, as it occasionally turns out, to dish out fudged thesis. Research, whether in technology, pure science, social sciences or the liberal arts, is intended primarily to enhance the value of the discipline and with it the standing of the institution. Indeed, undergraduate courses and contribution to research are the major parameters of a centre of higher learning. It mirrors the systemic malaise if an IIT dissertation can turn out to be a source of grave embarrassment, leading to a setback rather than an advancement of learning. It is cause for alarm that two other IITs have also come under the scanner of the Society for Scientific Values, a watchdog entity. As a world class network, the plagiarism ~ once again without attribution ~ is bound to cause almost incalculable damage to the image of the IITs across the country. The academic malaise is spreading... from Bt brinjal to physics and biological science. Tragically, higher learning can be spurious even in the holy of holies.