

# Newspaper Clips

## October 18, 2011

Economic Times ND 18/10/2011 P-1

### ACUTE SHORTAGE OF FACULTY

## 2,500 Reasons Why NRN was Right about IITs

### Numbers Don't Add

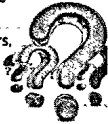
**2500** estimated number of new faculty members needed across IITs

**416** IIT-Delhi has 416 faculty members out of the total sanctioned 800

IIT-Roorkee has less than half of the sanctioned strength of 900

IIT-Kanpur has 350 faculty members, is short of approximately 80-100

IIT-Guwahati has 295 faculty members, needs around 100 more



SAUMYA BHATTACHARYA & SHREYA BISWAS

NEW DELHI

Less than a week after taking charge, two new directors at the Indian Institutes of Technology in Delhi and Roorkee are now grappling with a vexing problem — all IITs are struggling with — an acute shortage of faculty. They might well be discovering one of the reasons why Infosys chairman emeritus NR Narayana Murthy thinks the quality of students at IITs is poor.

Prof RK Shevgaonkar, who took over as director at IIT-Delhi last week, says IITs all over the country need 2,500 faculty members immediately to catch up with the standard student-to-teacher ratio of 10:1. Every IIT is short of 30% faculty, he says. This has happened due to addition of 54% seats to accommodate more students in the OBC quota in the past few years.

It is not just IITs that are expanding; many new institutions are coming up in specialised areas & some compete with IITs for faculty

Shevgaonkar, the former vice-chancellor of Pune University, says IIT-Delhi has 416 faculty members against the required 800 teachers. This, despite the 107 faculty it has hired from across the world in the past four years. These are Indians with foreign degrees. IITs are not allowed to hire foreign nationals as permanent or full-time faculty, says Prof M Balakrishnan, deputy director (faculty), IIT-Delhi.

Pradipta Banerji, who took charge of IIT-Roorkee on October 14, is fretting over the poor 1:18 teacher-student ratio at Roorkee. "The sanctioned faculty strength at IIT-Roorkee is 900 and we are not even half-way through," says Banerji. He is already in talks with alumni networks to look for talent. "Why just abroad, we can look at hiring quality faculty members from other educational institutes in India," Banerji says.

India, which has not expanded its R&D institutions for at least three decades, is now stepping on the gas.

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## Expansion of Institutes Leading to Faculty Shortage

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It is not just the IITs that are expanding. Many institutions are coming up in specialised areas and some of them compete with IITs for faculty. The shortage of faculty is a direct consequence of this expansion, and it is unlikely to be solved for a long time. However, over a decade, the new institutions will create new scientists and engineers that can serve as faculty in IITs.

Until then, IITs have to find other talent pools. The director of IIT-Kanpur, Sanjay Dhande, who was in Washington DC last week for the Indo-

US Higher Education Summit, was busy scouting for talent there. He has already identified two young professors as potential hires. IIT-Kanpur has one of the better student-to-teacher ratios at 13:1 with 350 faculty members, but it is still some distance away from the required numbers.

Younger IITs such as Guwahati, started in 1994, have it tougher. IIT-Guwahati has 295 faculty members against the 385 that it needs. "Shortages are more pronounced in certain disciplines and sub-disciplines," says IIT-Guwahati Director Gautam Barua. For instance, at IIT-Guwahati,

there is a paucity of faculty talent in chemistry, design, computer sciences and bigger shortages in sub-areas such as database networks.

The paucity of talent at these institutes is harming the research potential, say academicians. "Our ability to take more PhD students is getting impacted due to the faculty crunch," adds Barua.

IIT-Kanpur Director Sanjay Dhande thinks people can't just walk into an IIT and start teaching. "People who can be groomed need to be brought on board," he says. "It is the failure of academic leadership if there is a paucity of talent."

While most of the older IITs rely a great deal on their alumni networks to hunt for talent, newer IITs do not have that option. "We are slightly handicapped compared to older IITs in terms of a lack of alumni network," says IIT-Guwahati's Barua. The institute is now using social media to find talent.

IIT-Hyderabad is the only exception. Started in 2008, the institute has maintained the 10:1 student teacher ratio with 76 full-time faculty members catering to 770 students. Of this, 35% are fresh PhDs. Majority of them have been hired

in the past two years. While 65% got PhDs from India the rest did PhDs works abroad.

"There is no harm in hiring fresh PhDs if they have high potential and have done quality research," says Uday Desai, director of IIT-Hyderabad. "It's a challenge to get quality faculty, but we have worked hard to acquire talent. Other IITs too are expanding and will require more faculty," he says. The institute is aggressively looking at expansion in terms of increasing seats to 5,000-6,000 by 2016 and will hire 400 faculty members.

## DISAPPOINTING STINT

# 'Demoralised' IIT, IIM Recruits Quit Coal India

Management trainees leave after co failed to keep promises it made while hiring

RAKHI MAZUMDAR  
KOLKATA

In 2009, a year before it went public, Coal India Limited started recruiting from an unusual catchment area. The public sector behemoth, the monopoly producer of coal in India, picked up management trainees from business and law schools as well as from cream of India's engineering colleges, the IITs and National Institutes of Technology (NIT).

The logic was straight out of management 101. The Kolkata-based CIL, which mines most of its coal in states, such as Jharkhand, Orissa and West Bengal, was looking to lower the average age of its employees a relatively high 47. With up to 6,000 people retiring every year, CIL reckoned a fresh intake of 1,000 to 1,500 every year would inject fresh blood and help lower the average age. The company — which briefly overtook RIL to become India's most valuable company before slipping back into fourth place — employs 3.7 lakh people.

For the newcomers who had the misfortune to enter the job market a few months after the onset of the recession, a public sector company with lifetime job security seemed a safe bet. But two years later, many of the recruits have had enough and are ready to move on.

Vikas Kumar who joined CIL in May 2009, but quit about four months ago, dreams of becoming a change agent dashed by the reality of a public-sector company. "I thought I could use my varied skills at CIL and get good exposure to labour law and HR practices. Our batch of 21 was recruited from IIM-Calcutta, IIM-Lucknow and XLRI campus. Only 4-5 are still with CIL. We felt demoralised right from the start. Apart from salary issues, we were under-utilised and also faced hostility from seniors. We were promised a grade, one notch above engineers since we had work experience. We took up the matter with the company's top brass, yet nothing happened," he said.

"Initially, we did not even get a chair to sit. We were supposed to be change agents. But we were treated like any other employee. It was demotivating," he said. Kumar's resignation has not been accepted.

Similar sentiments are echoed by Aditya Ghosh who quit in July 2010. "They painted a rosy picture of service conditions. The reality was disappointing," Ghosh said.

In all, Coal India, which picked up over 1,000 management trainees in the past few years, is facing an exodus among the newcomers. Some 30-40% of new recruits, particularly those from IITs and IIMs, have quit and more are likely to follow as the country's top coal producer grapples with an unprecedented HR crisis across its executive cadre due to limited growth options.

"A number of management trainees (MTs) taken in last few years have quit due to limited growth options. It reflects a larger problem of stagnancy within the organisation," Damodar Banerjee, treasurer, Coal Mines Officers' Associations of India (CMOAI), which represents the state-owned PSU's 16,000 strong management, said.

"The attrition among recruits from IIT and IIMs has been high, almost 30-40% in the past few years. They were recruited from campuses and were promised a fat pay package. However, they quit because actual job prospects, working conditions and pay structure

## The Great Exodus



For the newcomers, who had the misfortune to enter job market a few months after the onset of global recession, a PSU with lifetime job security seemed a safe bet

**30-40%** of new recruits, particularly those from IITs and IIMs, have quit and more are likely to follow as CIL grapples with an unprecedented HR crisis across its executive cadre due to limited growth options



Recruits say they quit because actual job prospects, working conditions and pay structure did not match the promises made during hiring process

The year 2009, when many MTs joined CIL and other PSUs, was just after the onset of the recession, resulting in dramatic slowdown in the intake by investment banks, consultancies and MNCs



CIL official said a number of recruits left for greener pastures, which were not available during recession, and the time they were hired by CIL



Analysts say it was always unrealistic to expect recruits from IITs and IIMs to stay on at CIL — a gritty public sector company, workforce with an union and work culture miles away from the private sector

"We felt demoralised right from the start. Apart from salary issues, we were under-utilised and also faced hostility from seniors. We took up the matter with the company's brass, yet nothing happened"

VIKAS KUMAR, joined CIL in May 2009, but quit about four months ago

did not match the promise," Shukdeo Narayan, president of CMOAI said.

CIL's acting chairman NC Jha was travelling and hence unreachable despite a number of attempts by ET to contact him. A Coal India official, however, argued that the attrition was not particularly high. "Only 120 out of 1,395 MTs recruited between 2008-09 and 2011-12 have quit. This represents an attrition rate of 8.6%." However CIL gave no figures for recruitment from institutes like IITs and IIMs.

The official said attrition could be higher in case of recruits from these institutes. "While they joined during a slowdown, with improvement in economic outlook, a number of them left for greener pastures, or due to personal reasons. A few others also quit since they got a better option closer to their home town," the official added.

With up to 6,000 people retiring every year, CIL reckoned an intake of 1,000 to 1,500 would inject fresh blood and help lower average age

Analysts say it was always unrealistic to expect recruits from IITs and IIMs are to stay on at CIL, a gritty public sector company, workforce with an union and work culture miles away from the private sector. The year 2009, when many of the MTs joined CIL and other PSUs, was just after the onset of the great recession, resulting in dramatic slowdown in the intake by investment banks, consultancies and MNCs.

But with the return of normal times and the mining sector opening up with MNC giants, like BHP and Rio Tinto, setting up base in India and domestic companies buying coal assets abroad, many recruits felt it was time to move on.

Indeed the vast rank of Coal India's feel aggrieved, union leaders say, be-

cause many have stayed at the same rank for years. "Mid to senior level officers are aggrieved with no promotions for the past 15-16 years, performance linked pay (PLP) remains stuck since 2007, and even promised retirement benefits have not been implemented. It sends a bad signal to new recruits," Banerjee of CMOAI said.

Sampark Raj joined CIL as MT in June 2009, from National Law Institute University (NLIU) Bhopal. He is still with CIL and hopes to fight the situation from within.

"We joined at time when there was an economic downturn. We were promised good career, early promotions and good pay package. In reality, CIL's pay structure does not match even that of a mini-ratna. Our seniors have not been promoted for years. The CTC promised to us was inclusive of non-practising allowance (for doctors only), Northeast allowance and underground allowance. That was an inflated figure," he added.

"In our batch, 11 of us joined from NALSAR, Hyderabad and NLIU Bhopal. Five of them left within two years," Raj added.

"In a meeting held on December 29, 2010, the company's brass promised to look into the issue of promotions. However, the promotions are yet come through. We have also not received performance linked pay since 2007 which affects us all. Those who have retired between 2007 and 2011 have not received the benefits," Banerjee said.

CMOAI has written to the Coal India Limited (CIL) chairman and the union coal ministry threatening to go on mass leave on November 15, followed by "indefinite strike any day thereafter" if their demands are not met. It comes close on heels of a workers' strike on November 10, which led to a production loss of one million tonne.



Indian Express ND 18/10/2011 P9

## *To expand youth base, RSS looks at metros, IITs, IIMs*

SANJAY SINGH

LUCKNOW, OCTOBER 17

THE Rashtriya Swayamsevak Sangh (RSS) is looking at new ways for motivating youths to join the organisation not only in rural areas but also in major cities such as Delhi, Kolkata, Bangalore and Mumbai. And on top of its radar are youths doing professional courses in reputed institutes such as IITs and IIMs.

Sources said though the RSS' national executive, which met in Gorakhpur this week, discussed issues relating to its concern over national security, Sangh chief Mohan Bhagwat was also reportedly worried about exploring new ways to revamp the organisation in order to meet fresh challenges in the world of modern technology.

Sources in the RSS further said Bhagwat is keen to make his organisation technology-friendly. "RSS chief Bhagwat had tasked Sewa Bharti to make the organisation technology-friendly. He collected information about the progress on this front during his meeting with RSS functionaries in Gorakhpur," the source added.

According to the source, the RSS is planning to make its presence felt in big cities by launching its websites for different cities. "RSS might launch its websites for different cities and its adjoining areas," the source said.

In its desperate search for young "pracharaks" to propagate its ideology, the RSS is also ready to persuade youngsters who can spare at

least two to three years of their life for the organisation.

Within the RSS, "pracharak" is a bachelor and without any employment. Sources said the RSS is facing a crisis of young pracharaks. "The RSS is in no mood to motivate any youth to remain a bachelor for his whole life in his service to the organisation. It would only expect him to dedicate only two or three years of his life for becoming its pracharak. Thereafter, he can get settled and live a "grihastha life," a source said.

As things stand today, it is a big task for the RSS leadership to select youths to fill up vacancies of pracharaks within the organisation. The RSS might seek help from NGOs to select new and young pracharaks for running the show smoothly at the ground level.

Another important development is the RSS' special focus on employment generation schemes for its workers. "RSS is in the process of identifying 100 commodities that can be produced with the help of 'zero technology'. RSS prefers food processing units that can be started with just Rs 5,000," a source said.

The RSS feels it will help the organisation to motivate youths at the ground level. The RSS is also planning to undertake a fresh exercise to spread computer education among the poor in rural parts. Sources said the new organisation called Youth Against Corruption has much to do with the RSS' plan to make its presence felt on the campuses of reputed institutions.

## Business Standard, ND

18/10/2011

P-6

# 'Credit quality under pressure at private education institutes'

**BS REPORTER**

Mumbai, 17 October

Credit quality at higher education institutes in India is under pressure, according to a sector note by Icra. "The higher education sector in India has several credit strengths inherent in it, which are, however, diluted to varying extents at the level of individual higher education institutes," said the note.

Established higher educational institutes benefit from high cash flow visibility, given once a student is enrolled, the fee income is largely ensured for the course, the student attrition rates being low. "The working capital cycle for most higher education institutes also tends to be favourable, as according to the guidelines of the ministry of human resources, students have to pay the fee in advance for a semester," it said.

It said the shortage of qualified faculty and the lack of a competitive salary structure posed a significant challenge to the growth of higher educa-

tion institutes in the long run. Large initial capital expenditure and regular subsequent expenditures often weakened the financial risk profiles of these institutes." For most disciplines in higher education, establishing an institute requires a large investment. To set up an engineering college with a yearly intake of 400 students, an investment of about ₹20-25 crore is required. For a medical college with a yearly intake of 100 students, the capital expenditure can be upwards of ₹45 crore," the note said. It added large educational groups tend to have better credit risk profiles.

Rohit Inamdar, senior vice-president, Icra, said "The extent of the drag caused by negative factors is evident from the fact that less than one-fourth of Icra-rated higher education institutes carry investment-grade ratings. The credit quality of many higher educational institutes has been negatively hit by high gearing levels and weak financial discipline."

# 2500 फैकल्टी की कमी से IIT की बिगड़ी मूर्ति

## फैकल्टी कम, छात्र ज्यादा

**2500** आईआईटी में जरूरी फैकल्टी सदस्यों की अनुमानित संख्या

**416** आईआईटी दिल्ली के पास 416 फैकल्टी मेंबर हैं जबकि कुल 800 की मंजूरी मिली हुई है

आईआईटी रुड़की के पास 900 की मंजूर संख्या से आधी फैकल्टी

आईआईटी कानपुर के पास 350 फैकल्टी सदस्य हैं, करीब 80-100 सदस्यों की कमी

आईआईटी गुवाहाटी के पास 295 फैकल्टी मेंबर हैं, उसे 100 और की जरूरत



सौम्या भट्टाचार्य | श्रेया विस्वास

नई दिल्ली

भारतीय प्रौद्योगिकी संस्थान (आईआईटी) के दिल्ली और रुड़की कैंपस में दो नए डायरेक्टरों ने हाल में काम संभाला है। एक हफ्ते में भी कम वक्त में उनके सामने वही चुनौती आ खड़ी हुई, जिससे देश भर के आईआईटी जूझ रहे हैं। आईआईटी में फैकल्टी की भारी कमी है। इंसोसिस के सह-संस्थापक एन आर नारायण मूर्ति ने हाल ही में यह कहकर बखेड़ा खड़ा कर दिया था कि आईआईटी के छात्रों की क्वालिटी खराब है। इन दोनों डायरेक्टरों को भी पता चल रहा होगा कि मूर्ति ने जिन कारणों से

## दिल्ली में नी कमी

आईआईटी-दिल्ली में केवल 416 फैकल्टी मेंबर हैं। यहां 800 शिक्षकों की जरूरत है

इतनी गंभीर बात कही, उनमें से एक बड़ी वजह क्या है।

पिछले सप्ताह आईआईटी-दिल्ली के डायरेक्टर की कुर्सी संभालने वाले प्रोफेसर आर के शोवगांवकर का कहना है कि देश भर में आईआईटी को तुरंत 2,500 फैकल्टी मेंबर की जरूरत है। तभी छात्र-शिक्षक के मानक अनुपात 10:1 तक पहुंचा जा सकेगा। उन्होंने बताया कि हर आईआईटी में 30 फीसदी फैकल्टी कम है। इसकी वजह क्या है? पिछले कुछ साल में ओबीसी कोटा के तहत ज्यादा छात्रों को जगह देने के लिए 54 फीसदी सीटें बढ़ाई गईं।

पुणे यूनिवर्सिटी के पूर्व वाइस चांसलर शोवगांवकर ने कहा कि आईआईटी-दिल्ली में केवल 416 फैकल्टी मेंबर हैं। यहां 800 शिक्षकों की जरूरत है। पिछले चार साल में दुनिया भर से 107 फैकल्टी की नियुक्ति की गई है, इसके बावजूद यह हाल है। ये विदेशी डिग्री रखने वाले भारतीय हैं। आईआईटी दिल्ली में डिप्टी डायरेक्टर (फैकल्टी) प्रोफेसर एम बालकृष्णन ने बताया कि आईआईटी को स्थायी या पूर्णकालिक फैकल्टी के रूप में विदेशी नागरिकों की नियुक्ति की इजाजत नहीं है।

► भारत में आरंडडी पर नहीं दिया गया ध्यान: 2

# मैनेजमेंट ट्रेनी को रास नहीं आ रहा CIL का साथ

## IT, IIM और XLRI से आए 1,000 छात्रों में से करीब 30-40 फीसदी प्रशिक्षुओं का कंपनी से हुआ मोहभंग

राखी मजूमदार  
कोलकाता

लिस्ट होने से एक साल पहले 2009 में कोल इंडिया ने बिल्कुल नए क्षेत्रों से लोगों को रिक्रूट करना शुरू किया था। इस दिग्गज कंपनी ने बिजनेस, लॉ स्कूलों, आईआईटी, एनआईटी और प्रमुख इंजीनियरिंग कॉलेजों से मैनेजमेंट प्रशिक्षुओं को जोड़ना शुरू किया था। कंपनी ने यह फंडा मैनेजमेंट 101 से अपनाया था। झारखंड, उड़ीसा और पश्चिम बंगाल जैसे राज्यों में कोयले का उत्पादन करने वाली यह कंपनी कर्मचारियों को औसत उम्र को कम करना चाहती थी। तब कर्मचारियों की औसत उम्र 47 साल थी। कंपनी के करीब 6,000 कर्मचारी हर साल सेवानिवृत्त होते हैं। इसलिए कोल इंडिया ने कर्मचारियों की औसत उम्र को कम करने के लिए हर साल 1,000 से 1,500 युवाओं को जोड़ना शुरू किया। कंपनी के पास करीब 3.7 लाख

कर्मचारी हैं और यह संख्या कई दिग्गज कंपनियों से अधिक है। साल 2008 में आर्थिक संकट के बाद नौकरी बाजार में संकट गहरा गया था। ऐसे में प्रशिक्षुओं के लिए किसी पीएसयू कंपनी में नौकरी की गारंटी होना लुभा रहा था। लेकिन रिक्रूटमेंट के दो साल के अंदर ही कई युवा प्रशिक्षु अब दूसरी जगह जाने की तैयारी में जुट गए हैं। विकास कुमार ने मई 2009 में कोल इंडिया ज्वाइन की थी। उन्होंने चार महीने पहले ही कंपनी छोड़ दी। उन्होंने यह फैसला पीएसयू कंपनी में काम करने के अनुभव के बाद किया। वह कहते हैं, 'मुझे लगा था कि मैं अपनी क्षमताओं का बेहतर इस्तेमाल सीआईएल में कर सकूंगा। मैं ग्राम कानूनों और एचआर प्रैक्टिस के बारे में जानकारी हासिल करने को लेकर उत्साहित था। आईआईएम-कोलकाता, आईआईएम-लखनऊ और एक्सएलआरआई कैम्पस से हमारे बैच के 21 छात्रों ने सीआईएल ज्वाइन की थी। अब इसमें सिर्फ 4-5 लोग ही सीआईएल के साथ हैं। हम शुरू से ही हतोत्साहित होने लगे थे। वेतन के मुद्दों



के अलावा हमारा इस्तेमाल कम किया जाता था और वरिष्ठ कर्मचारियों का व्यवहार भी संतोषजनक नहीं था। हमें इंजीनियरों से एक पद ऊपर का ग्रेड देने का वादा किया गया था। हमारे पास पहले से ही काम करने का अनुभव था। हमने कंपनी के शीर्ष अधिकारियों से इस बारे में बात की, लेकिन कुछ नहीं किया गया।' आदित्य घोष ने जुलाई 2010 में नौकरी छोड़ दी। घोष कहते हैं,

'कंपनी ने सर्विस की शर्तों में गुलाबी तस्वीर रखी थी, लेकिन सच्चाई हताश करने वाली थी।'

पिछले कुछ सालों में कंपनी ने 1,000 से अधिक मैनेजमेंट प्रशिक्षुओं को जोड़ा था। करीब 30-40 फीसदी नए प्रशिक्षुओं ने सीआईएल की नौकरी छोड़ दी। इनमें से अधिकतर प्रशिक्षु आईआईटी और आईआईएम से आए थे। कोल माईस ऑफिसर्स एसोसिएशन ऑफ इंडिया के कोषाध्यक्ष दामोदर बनर्जी कहते हैं, 'बड़ी संख्या में मैनेजमेंट ट्रेनी नौकरी छोड़कर जा रहे हैं। उन्हें यहां पर प्रोथ की सीमित संभावनाएं लगती हैं। इससे संगठन के अंदर ठहराव के बड़े खतरे का संकेत मिलता है।' संगठन के प्रेसिडेंट सुखदेव नारायण कहते हैं, 'बड़े पैमाने पर आईआईटी और आईआईएम से आए प्रशिक्षु यहां से नौकरी छोड़कर जा रहे हैं। उन्हें मोटा सैलरी पैकेज का वादा किया गया था, लेकिन नौकरी की संभावनाओं, काम करने की स्थितियों और वेतन ढांचा वायदे के मुताबिक न होने की वजह से वे जा रहे हैं।'