Newspaper Clips
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BUILDING WORLD-CLASS EDUCATIONAL INSTITUTIONS

What makes great universities great? And what can India learn from established and upcoming varsities as it sets out to build great universities of its own? Hari Pulakkat finds out

Rankings are often a subjective exercise, and many education experts consider university rankings as arbitrary. However, no matter what methodology you choose, the top 15 universities in the world end up being largely the same year after year. They have been on this perch for a long time, with only marginal changes in the rankings every year, relative to each other. No one would be surprised by their names: Harvard, Yale, Cambridge, Oxford, MIT, University of Chicago, Princeton, Caltech, Stanford...It is logical thus to start our analysis with this question: what makes these universities so special?

Let us first look at Harvard University, widely considered by academicians as the best university in the world. A clue to Harvard's greatness can be found in the way it approaches its faculty appointments. Its administrators consider outstanding faculty as a prerequisite for greatness in a university. When Harvard decides to hire someone in any department, its management first asks this question: who is the best in the world in this area? They make a small list of the best candidates and offer the job to whoever tops the list. If he or she does not accept the offer, they go to the second best. And so on, till they get the best possible candidate for the job.

Harvard is flush with funds, and so it can afford to pay very well. If you look at the top 10 or 15 universities, one of the first things that strike you is their generous endowments. Harvard tops the list with $32 billion, but other universities are not badly endowed either. Even the universities of Cambridge and Oxford, which are public universities, have endowments of $8.2 billion and $6.3 billion, respectively.

Large endowments let universities set up attractive campuses, buy sophisticated equipment and provide generous scholarships to deserving students. Above all, they let them offer highly competitive salaries. "High salaries are very important to get the best faculty in the world," says National Research Professor R A Mashelkar. "They are particularly important for a new university without a long tradition." Mashelkar has also been a visiting professor at Harvard for the last six years.

Large endowments let universities set up attractive campuses, buy sophisticated equipment, provide generous scholarships to deserving students

This is something to be remembered when India tries to build world-class universities. They are built first by great faculty and star faculty command high salaries. There are minor exceptions to this rule and they are usually in universities with a long history and a high reputation, like Oxford or Cambridge. But even the Oxbridge universities operate with high budgets, put together from different sources, often from outside the government. High budgets allow them to have a concentration of top-ranking faculty and quality students, along with world-class equipment.

India Vs Others

This concentration of talent is one of the most important facets of a great university, but they have a few other attributes as well. They have a complete autonomy, even if they are funded by the government. They are international, and have an exceptionally good governance system. They are located in good places to live as well.

Many Asian nations have realised the link between world-class universities and economic development and have been working hard to build a few such institutions in their countries. Singapore, South Korea, Taiwan and Hong Kong have been particularly successful in this regard, but countries like Thailand and Vietnam have also managed to raise the standards of their universities recently. Our neighbours, Bangladesh and Sri Lanka, have also made university-building as one of their priorities.

Although the number of quality institutions in India has been slowly increasing as the government builds new IITs and IISERs, top Indian institutions have been slipping in their international rankings. It may not be because they have been declining in absolute terms, but because other institutions have been raising their standards rapidly — some with the explicit intention of grabbing higher ranks (See graphic: *The Declining Rankings of Indian Universities*).

To begin with, only a small number of Indian institutions even qualify to be judged. These are the older IITs and the IISc, and to them we can add some upcoming IITs, IISERs and a few NITs. However, no university in the real sense — with strong programmes in science, engineering, medicine, humanities and the social sciences — exists in India.

Some central universities come close, but they do not have medical schools or large engineering departments. On the other hand, engineering or science institutions do not have world-class humanities or social sciences departments. Till about a decade ago, Indian higher education separated education from research, a cardinal sin in today's academic environment.

Correcting Past Errors

Change started happening in the country around 2005, when the new IITs and IISERs were set up, and the older IITs started focusing on research. It takes a long time to correct the errors of five decades, particularly when the academic human resources are stretched thin due to rapid expansion. As a technical institution, an IIT will find it hard be a top-class liberal university. A well-rounded university — on the lines of Harvard or Cambridge or some of the French universities — still eludes the country.

Even diehard optimists consider the state universities as beyond repair, as they are heavily politicised. The central universities are not doing well either in this regard. Consider the Nalanda University, conceived with great expectations and now being mired in controversy. "Governance has been a big problem in India," says Jamil Salmi, a former World Bank expert on education. "Money has been difficult to get too."

Salmi, who had been studying universities in many countries, has co-authored two World Bank reports that looked at how to establish world-class universities. In his opinion, three things are necessary for any world-class university: big budgets, sound governance and an international outlook. Indian universities are weak on all three accounts.

Although money for education and research has increased in recent times, it has gone into establishing new institutions. Budgets of individual institutions are small by international standards. Government interference is common even for elite institutions, and public institutions in India are not international. Some IITs, especially new ones, are trying to bring in change here.

IIT Gandhinagar is now over five years' old. Although public-funded, its director, Sudhir Jain, has had a near free run, enjoying substantial autonomy in building a new institution. Jain began with an explicit goal: to be among the top 20 in the world within 50 years. In the last five years, he has been laying what he considers are the foundations for a world-class institution: absolute integrity, outstanding faculty, talented students and a multicultural campus.

Regardless of discipline, IIT Gandhinagar has been hiring the best possible faculty, creating in the process some departments unusual for IITs. Cognitive science is one of its strongest departments and it is also building substantial social sciences and humanities departments. Jain has been hiring foreign faculty, too, to the extent possible within rules and budgets; it has 24 professors who are not Indian, who spend various amounts of time within campus. "We are trying to develop a culture that stays with IIT Gandhinagar for a very long time," says Jain, adding that, "Its key features are utmost academic integrity, emphasis on research and scholarship, and merit-based discretion in decision making."

Funding With Autonomy

An IIT has too many constraints imposed on it, some of it self-imposed and some others forced by the government. IITs can have flexibility of operations, which has not been used until recently. They can raise money and create entities that can function outside the system. To create a multicultural campus, some IITs are keen to hire abroad and get foreign students. Because it is hard to do this at large scale with government money, they are raising money from alumni and philanthropists. IIT's are notalone in this. Recently, IISc received ₹220 crore from Infosys co-founder Kris Gopalakrishnan, which will be used to create an institution that can hire faculty and post-doctoral students outside the narrow confines of government rules.

Philanthropy in science is new to India. Many great universities around the world have thrived on it, and often used donor money to create special institutes and chairs that attract the best talent. The Koch Institute for Cancer Research at MIT started with a $100-million grant from oil billionaire David Koch. As more public institutions in India discover this route, their campuses could be filled over the decade with special institutes that push up their profiles. Yet, in the long run, no university can become great unless it enjoys substantial funding with complete autonomy. This is what other Asian countries have tried to do, and with a great degree of success.

Till about a decade ago, Indian higher education separated education from research, a cardinal sin in today's academic environment

The best example is that of South Korea, which has been trying to raise its academic standards through a series of programmes. During the first three years of its World Class University programme, it has recruited a few hundred foreign faculty, of which nearly half are from the US. Salaries of South Korean professors are more merit based, and universities there have adopted an American style of promotions. There is no surprise than that South Korean universities are rising in the rankings. What should India learn from this? Should the government let Indian institutions free? "The real issue is not rules but policy," says IIT Madras director Bhaskar Ramamurti. "We have to decide what we want to do."

Although many aspects of rankings are not relevant to India, IIT and IISc directors are aware of its impact. During the last decade, university rankings have caused great consternation among several universities around the world. For example, the French are particularly concerned about their low rankings, although some French universities are in the top 50. "We think the rankings do not reflect the true quality of our universities," says Stephane Dovert, deputy director of higher education in the ministry of foreign affairs, France. To improve the rankings, the French are now trying to reorganise their universities. They are also trying to make them more international, and are trying to attract students from all over the world, including India. This could mean free education for foreign students, but it does not bother them too much at the moment.

As Indian public universities try to improve their rankings, private universities have not reached a stage where they are even fit to be ranked. The stalled Universities for Research and Innovation Bill, which lays down norms for setting up private universities, may not immediately change the situation. Private universities, as are being conceived in the country, are set up by institutions or individuals who retain control.

Great private universities are not set up this way. They start with large philanthropic contributions, but then raise funding from many sources. As it evolves, no individual or institution remains in control. Harvard or Yale or Stanford is not owned by any single entity or individual. Will someone in India give a large sum — $100 million plus (about ₹600 crore) — to start a university but keep off its affairs? It could mean the birth of a great private university in the country.

What Makes a Great University?

- Great research: Through citations
- Major awards for faculty: Nobel Prizes, Fields Medals
- High reputation for teaching
- Ability to innovate: Patents and start-ups
- International orientation: Multicultural campus
- High employability of graduates

THE DECLINING RANKINGS of Indian Universities

THE TOP 10 WORLD UNIVERSITIES HAVE NOT SHOWN MUCH CHANGE. THE ASIAN ONES HAVE MOSTLY IMPROVED, BUT INDIAN ONES HAVE LOST GROUND

Top 5 Indian Universities	World Rank 2013	World Rank 2009
IIT Delhi	222	181
IIT Bombay	233	163
IIT Kanpur	295	237
IIT Madras	313	284
IIT Kharagpur	346	335

Top 10 World Universities	Country	World Rank 2013	World Rank 2009
MIT	US	1	9
Harvard University	US	2	1
University of Cambridge	UK	3	2
University College London	UK	4	4
Imperial College London	UK	5	5
University of Oxford	UK	6	5
Stanford University	US	7	16
Yale University	US	8	3
University of Chicago	US	9	7
Caltech	US	10	10

Top 10 Asian Universities	Country	World Rank 2013	World Rank 2009
National University of Singapore	Singapore	24	30
University of Hong Kong	Hong Kong	26	24
Hong Kong University of S&T	Hong Kong	34	35
Kyoto University	Japan	35	25
Seoul National University	South Korea	35	47
Chinese University of Hong Kong	Hong Kong	39	46
Nanyang Technological University	Singapore	41	73
Peking University	China	46	52
Tsinghua University	China	48	49
Osaka University	Japan	55	43

Source: QS World University Rankings

Why Indian managers are top draw for global companies

VIVEAT SUSAN PINTO &
M SARASWATHY
Mumbai, 12 March

The appointment of Hindustan Unilever's chief financial officer R Sridhar to the position of senior vice-president (finance) at Unilever in eight months following former managing director Nitin Paranjpe's elevation to the post of president, home care, points to the growing importance of Indian managers at global firms. Indian managers are becoming a key asset, prompting global majors to tap into them whenever the opportunity permits.

Consider this: HUL alone has over 200 managers (13 per cent of its managerial strength) working in markets abroad for Unilever. The trend is no different for companies such as Coca-Cola and PepsiCo, which routinely export as well as import Indian talent. According to human resource experts, Indian managers are also open to the prospect of working abroad, prompting their international parents to pick up them at the opportune time. A 2012 study by HR firm Randstand, for instance, said 39 per cent of Indian managers were willing to move abroad for better prospects. The trend, say HR experts, would not have been different in 2013 as the thirst for knowledge and international exposure prompted a number of Indian managers to make the switch to global positions abroad. "Indian managers are considered valuable assets thanks to the grounding they have in a complex market such as India. They are also perceived to be humble and keen to take up challenging roles abroad," says Sunil Goel, director at HR firm GlobalHunt.

An affirmation of this is the appointment last month of Satya Nadella, executive vice-president (cloud and enterprise group) at Microsoft, to the position of CEO, the third man to take up this role after Bill Gates and Steve Balmer. The Hyderabad-born techie had spent over 20 years at the firm and was believed to be the best choice among a number of internal and external candidates. Four months before Nadella's ascension to the top, Sameer Suneja became global CEO of confectionery major Perfetti Van Mella after spending years heading the company's Indian operations. He joined a select group of members in the CEO club, who have an Indian lineage including Rakesh Kapoor of Reckitt Benckiser, Indra Nooyi of PepsiCo, Vikram Pandit (former CEO, Citi Group), Ajay Banga of MasterCard and Anshu Jain (Co-CEO of Deutsche Bank AG).

AJAY BANGA
President & CEO, MasterCard

INDRA NOOYI
Chairman & CEO, PepsiCo

SATYA NADELLA
CEO, Microsoft

Getting talent back

This trend is growing with Indian managers having global exposure making their way back into India to head operations here. Sanjiv Mehta of HUL and Venkatesh Kini of Coca-Cola are cases in point. Mehta spent over 20 years heading markets abroad before making his way back to India as managing director and CEO of HUL in October 2013.

During his first public address recently, Mehta had said he would bring his international learnings to the table when running operations here. Among his key focus areas would be growing HUL's foods business and managing costs in a volatile environment. Kini, president of Coca-Cola India and South West Asia business unit, in a recent interview, had said that rural markets would be his priority, besides the launch of a string of zero- and low-calorie products for the health-conscious.

HT.Com ND 13.03.2014 P-6

TICKET TO HIGHER STUDIES

SKILL TEST The Advanced Placement exam enables students to pursue varsity-level studies

Gauri Kohli

Are you planning to go abroad after school for higher studies? If yes, then this is the right time to apply for the Advanced Placement (AP) exam.

Globally-recognised, the AP exam helps high school students to pursue university-level studies in a range of subjects. AP is extremely beneficial to Indian students thinking of heading to the US, Canada, UK, Australia, Singapore or other countries for undergraduate studies.

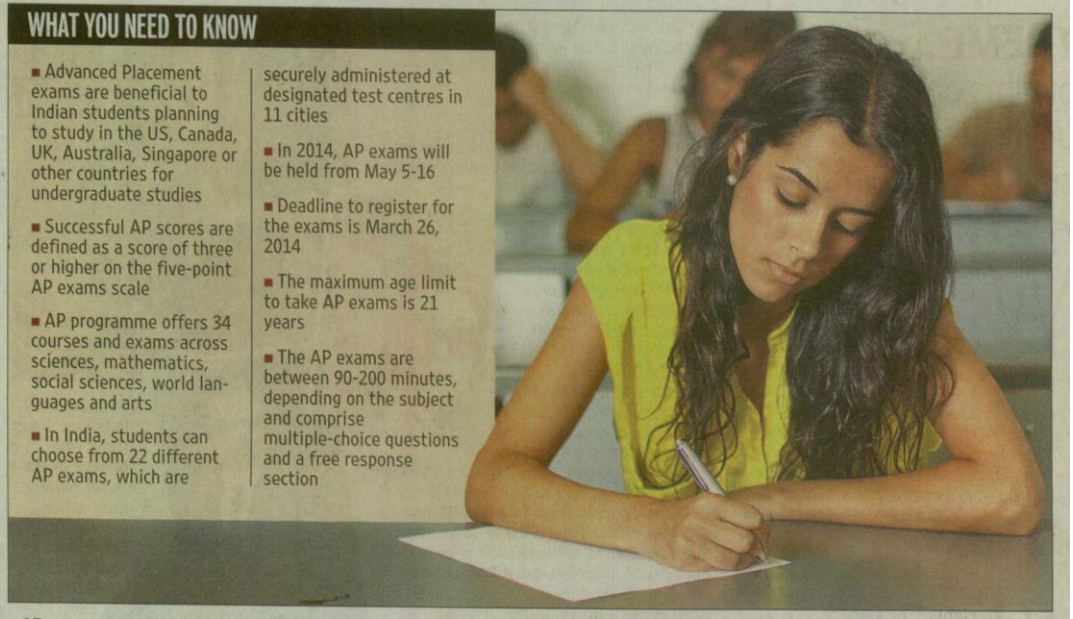
"Taking AP courses helps students to stand out in the college admissions process, by demonstrating that they have sought the most rigorous curriculum available to them. AP exams also enable students to earn credit, or advanced placement, or both, at a majority of colleges and universities on the basis of successful AP scores (defined as a score of three or higher on the five-point AP exams scale).

"This can enable students to graduate early, save tuition, pursue a double major, move into upper level courses sooner or complete an internship. Succeeding in AP can also help students earn academic scholarships and awards," says Lisa Jain, country representative – India, the College Board, which conducts the exam.

The Association of Indian Universities also grants equivalence certificates to students taking AP courses and exams as part of their high school diploma requirement, to help them enroll in a bachelor's degree programme in India.

WHAT YOU NEED TO KNOW

- Advanced Placement exams are beneficial to Indian students planning to study in the US, Canada, UK, Australia, Singapore or other countries for undergraduate studies
- Successful AP scores are defined as a score of three or higher on the five-point AP exams scale
- AP programme offers 34 courses and exams across sciences, mathematics, social sciences, world languages and arts
- In India, students can choose from 22 different AP exams, which are securely administered at designated test centres in 11 cities
- In 2014, AP exams will be held from May 5-16
- Deadline to register for the exams is March 26, 2014
- The maximum age limit to take AP exams is 21 years
- The AP exams are between 90-200 minutes, depending on the subject and comprise multiple-choice questions and a free response section



AP courses in subjects such as physics, chemistry and biology are very popular in India

FILE PHOTO

WHEN CAN YOU TAKE THE TEST?

Each year, the College Board serves over seven milli on students, 23,000 schools and 3,800 colleges in over 180 countries, through programmes and services in assessments, admission, financial aid and enrollment.

Students in India can take the SAT and AP tests at authorised test centres across the country. The SAT takes place six times a year, whereas AP exams are conducted once a year in May. Indian students can also take the Preliminary SAT in October at the USIEF centres in Delhi or Mumbai, or at a school in India that administers the test.

The College Board's free online college planning website, www.bigfuture.org is also a great resource for students as they begin planning for college.

POPULAR SUBJECTS

While the AP programme offers 34 courses and exams across sciences, mathematics, social sciences, world languages and arts, individual schools and testing centres determine which subjects have to be offered. In India, students can currently choose from 22 different AP exams, which are securely administered at designated test centres in 11 cities.

GETTING THE SCORES

AP exams will be held from May 5-16, 2014. Students can access their scores online in July. The fee for taking AP exams at designated test centres in India is ₹8,900 per exam. In 2014, AP exams will be securely administered at authorized USIEF centres and schools in 11 cities across the country – Ahmedabad, Amritsar, Bangalore, Chennai, Delhi, Hyderabad, Jaipur, Kolkata, Lucknow, Mumbai, and Rajkot. The deadline to register for the exams is March 26, 2014.

ELIGIBILITY

The AP programme is flexible, and allows students to choose how many exams they take in a particular year. The ideal time to take AP exams is in class 11 or class 12, although sometimes students take AP exams after class 10 as well. The maximum age limit to take AP exams is 21 years. Exceptions can be considered for students who have taken a gap-year between high school and university.

TH.Com ND 13.03.2014 P-6

2 Indian students among top 10 of Intel science awards

Press Trust of India

Two Indian-American students on Wednesday made it to the top 10 of the prestigious Intel Science Talent Search awards, bagging a prize of $20,000 each. Anand Srinivasan of Georgia bagged the eighth position while Shaun Datta from Maryland took the last 10th spot in the awards.

Eric S Chen, 17, of San Diego won the top award for $100,000 from the Intel Foundation for his research of potential new drugs to treat influenza.

His interdisciplinary approach combined computer modelling with structural studies and biological validation, while focusing on drugs that inhibit endonuclease, an enzyme essential for viral propagation.

> **We at Intel celebrate the work of these brilliant young scientists as a way to inspire the next generation**
>
> WENDY HAWKINS,
> executive director of Intel foundations

Eric, the co-president of his school's fencing team and a junior Olympics qualifier, hopes his work will lead to a new class of drugs to control flu outbreaks during a pandemic, allowing time for a vaccine to be developed. Second-place honours and $75,000 went to Kevin Lee, 17, of California, who developed a mathematical model to describe the shape of the heart as it beats using the principles of fluid mechanics.

Kevin's faster and computationally efficient model could provide insights into arrhythmia.

Third-place honours and $50,000 went to William Henry Kuszmaul, 17, of Massachusetts, who developed a new approach to the mathematics of modular enumeration, which has applications to a wide number of problems in computer science, bioinformatics and computational biology. Srinivasan received a $20,000 award for his neural- network-based computer model, RNNScan, which "learns" patterns in DNA to predict the boundaries of certain genomic regions.

Datta also received a $20,000 award for his research that used computer models and equations to improve the understanding of the interactions of nuclear matter.

"We at Intel celebrate the work of these brilliant young scientists as a way to inspire the next generation to follow them with even greater energy and excitement into a life of invention and discovery," Wendy Hawkins, executive director of the Intel Foundation, said.

"Imagine the new technologies, solutions and devices they will bring to bear on the challenges we face. The Intel Science Talent Search finalists should inspire all of us with hope for the future," Hawkins said.

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Shot in the Arm for CitiusTech, GA Eyes 30% in IIT-ian Venture

A Healthy Boost

CITIUSTECH, a healthcare technology co, was started by former Mckinsey executive **Rizwan Koita** with two IIT batchmates **Jagdish Moorjani** and **Bimal Naik** in 2005

₹2,000 cr
Value of CitiusTech as per General Atlantic Deal

SABARINATH M & N SHIVAPRIYA
MUMBAI

Private equity firm General Atlantic Partners, which got in early on the IT and IT enabled services boom, may be looking to catch the next wave as it's close to buying a 30% stake in former McKinsey executive turned entrepreneur Rizwan Koita-owned healthcare technology firm CitiusTech for $100 million (₹620 crore), said three people close to the transaction.

This marks the second successful entrepreneurial venture in less than 15 years by Koita along with batchmates from IIT-Mumbai. The deal, which values the Mumbai-based company at ₹2,000 crore, will help CitiusTech boost healthcare technology services to Europe, the Middle East and Southeast Asia, said one of the persons cited above. Citigroup is advising on the deal. CitiusTech CEO Koita and GA declined to comment. The company and others like it are poised to get a share of a market that's potentially worth billions of dollars as US President Obama's healthcare reforms take hold and data analytics and cloud applications become critical elements in maintaining the system, experts said.

CitiusTech marks Koita's 2nd successful venture in less than 15 years

Opportunities for Healthcare Tech ▸▸ 23

Opportunities for Healthcare Technology

▸▸ From Page 1

Koita, the first non-MBA recruit at McKinsey in India, left the multinational management consultant to start BPO firm Transworks in 2000 along with IIT-Mumbai batchmate Jagdish Moorjani. The company took advantage of the unfolding BPO story and was sold to the Aditya Birla group in 2003. Sensing a big opportunity for healthcare technology in countries such as the US, Koita, Moorjani and another IIT batchmate, Bimal Naik, started CitiusTech in 2005.

The company, which had a turnover in excess of $50 million last year, has been growing at a compounded annual growth rate of 55%. The entrepreneurs, all of whom are 44, want to aggressively expand operations and build further capabilities. CitiusTech, which has offices in Mumbai and Princeton, is also targeting hospital and healthcare networks across Europe, the Middle East and Southeast Asia to expand the presence of its advanced healthcare technology platform BI Clinical, which is used in 3,800 locations across the world. Experts believe that government and private spending in healthcare technology is poised to spurt in the next few years.

"There is a huge opportunity running into multi-billion dollars in providing technology and allied services to the US healthcare industry," said Hemant M Joshi, partner, Deloitte Haskins & Sells. "Unlike the financial services industry, which has seen a high level of outsourcing and technology adoption, confidentiality concerns have prevented hospitals from outsourcing much." This is the first IT-related investment being made by General Atlantic after a hiatus of several years. It was among the first private equity firms to spot the nascent opportunity in the Indian outsourcing sector, taking the lead in investing in IT and IT-enabled services firms such as Patni Computer, Hexaware Technologies, Infotech Enterprises and Genpact. It has exited most of these investments at a significant premium with the most recent one being Hexaware last year.

New technology can check whether your medicine is fake

Soon, you could do an ID check for drugs

SUSHMI DEY
New Delhi, 12 March

The technology to differentiate between genuine and fake drugs would soon be at your disposal. The move comes at a time when the domestic pharma industry is battling with issues relating to quality of drugs, within and outside the country.

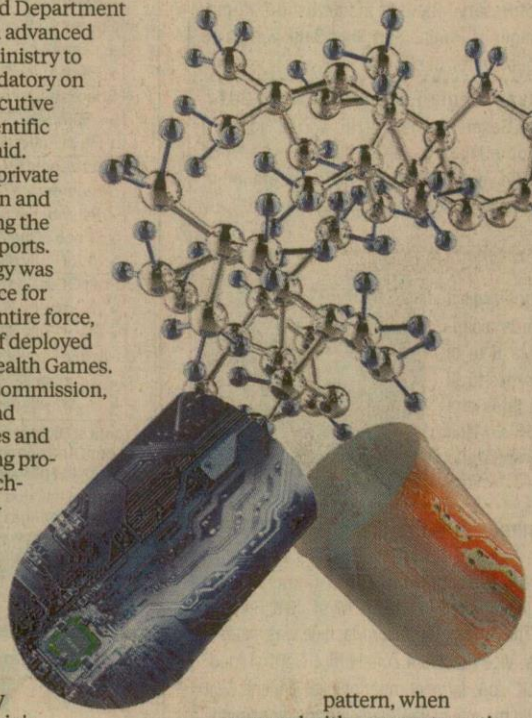
While India is struggling to monitor counterfeiting, various government departments such as health, fertilisers, education and others are planning to adopt non-clonable identification (nCiD) technology in various projects and products, including medicines. This technology will not only prevent duplication of identification or packaging but also enable consumers and regulatory agencies to test genuineness of a product.

Bilcare, innovator of the nCiD technology, has licensed it to public sector enterprises such as the Telecommunications Consultants India (TCIL) and Indian Telephone Industries (ITI) which are implementing it in government and private sectors. While the technology is already installed by many of the government departments and agencies such as Delhi Police and Department of Fertilisers, TCIL is in advanced talks with the health ministry to make nCiD labels mandatory on medicines, Bilcare Executive Director and Chief Scientific Officer Praful R Naik said.

According to Naik, private sector companies Lupin and Biocon are already using the technology for their exports.

The nCiD technology was also used by Delhi Police for identity cards for the entire force, as well as for other staff deployed during the Commonwealth Games. Besides, the Election Commission, National Jute Board and Department of Supplies and Disposals are evaluating proposals to induct the technology for various purposes.

The nCiD chips comprises nano-micro particles of diverse size of several metals. When a micro quantity of this metal composite is randomly embedded on to the chip's base, it creates a distinctly unique and non-reproducible pattern. This pattern, when scanned with a magneto-optic sensor, results in generation of a complex magneto-optic digitised image information, which enables real-time communication through internet or mobile gateways. For instance, once nCiD chips are installed on medicine packs, consumers can access details such as its manufacturing site, date of manufacturing, expiry, etc, through a nCiD reader available with the chemist.



"Such a unique feature is completely non-reproducible even by the inventors themselves and, hence, non-clonable. This unique feature of non-reproducible pattern which can talk and communicate sets the nCiD chip apart from other communicable embedded security measures like smart chips or non-communicable authentication technology," says Naik.

He says India has a potential market of at least ₹1,000 crore for nCiD technology. Bilcare has a manufacturing facility in Singapore, with a capacity to produce four billion chips. Apart from India, it is currently supplying to Indonesia, China and Australia from this factory. With a portfolio of 25 patents worldwide on the technology, Bilcare is planning to introduce it in other countries.

Kejriwal fast losing IIT support base

Vanita Srivastava
Vanita.shrivastava@hindustantimes.com

NEW DELHI: Ritesh Singh, a final-year student of IIT Kharagpur, dons an Aam Aadmi Party (AAP) cap, is a member of the party, but says he won't vote for it.

"There is no formal way of resigning from the AAP membership, otherwise I would have done it already," Singh, a student of computer science, said. "I was with Arvindji since the Anna (Hazare) movement, but now I am disillusioned with him and his party. They just want to be in the news all the time and are merely interested in vote-bank politics."

Brand IIT, which played a pivotal role in building Kejriwal's image — he is an alumnus of IIT Kharagpur — and believed that he could bring about a change in the corruption-tainted political landscape of the country, is losing faith in him.

A Facebook page, "IITians against AAP", started by IIT

> THEY HAVE DEVIATED FROM THEIR STAND. NOT EVERYTHING IN GUJARAT IS BAD. THEY SHOULD HAVE PRAISED THE GOOD THINGS
> ANIL BANSAL, IIT alumnus

graduates has got around 35,000 likes within a short period. "He was misusing his credentials to impress gullible people," the four founders of the page said.

"We were all proud when Kejriwal joined politics," Anil Bansal, an alumnus of IIT Kanpur settled in the US, said. "Finally, a smart, hard working intelligent person (has entered politics. This is what India needed. But when he resigned as Delhi chief minister and started focusing his energies on attacking Narendra Modi, we started questioning his integrity."

After getting no. 1 slot, PU fails to make the cut in 'reputation'

HELD IN HIGH REGARD? Varsity not among the world's top 400 'reputed' institutes; Indian Institute of Science, Bangalore, tops Indian Institutes, while IITs Bombay, Delhi and Kapur are feature on the list

Surender Sharma
surender.sharma@hindustantimes.com

CHANDIGARH: A few months after it was listed as the top-ranked Indian institution, overtaking the IITs, in the Times Higher Education's World University Rankings 2013-14, Panjab University has failed to live up to heightened expectations by failing to make it among the world's top 400 institutes in a 'reputation' survey conducted by the same magazine.

In reply to an email sent by HT, the London-based weekly magazine said the Indian Institute of Science at Bangalore has emerged as the most reputed institute in India, followed by IIT, Bombay, IIT, Delhi and IIT, Kanpur, all of which were ranked between 200 and 300.

The World Reputation Rankings, powered by Thomson Reuters, a data supplier to the Times Higher Education, were announced recently.

"The 2014 World Reputation Rankings are based on 10,536 responses from 133 countries distributed between March and May 2013," the email said.

The survey, available in ten languages, was distributed based on UN data and no nominations were invited.

PU IS ONE OF THE OLDEST INSTITUTES OF THE COUNTRY. RANKINGS WILL BE LIKE THAT...A LITTLE BIT HERE... A LITTLE BIT THERE. WE ARE CONSTANTLY IMPROVING ON ALL PARAMETERS

AK GROVER, PU V-C

Academicians were asked to nominate a maximum of 15 of the best institutions in their field of expertise, based on their experience and knowledge.

Institutes were ranked on three parameters: Overall reputation, reputation in teaching and reputation in research.

I HAVE NOT SEEN THE RANKING REPORT. BUT IT IS SURPRISING AFTER LAST YEARS' RANKINGS. HOWEVER, THERE IS NO DOUBT THAT PU IS ONE OF THE BEST AND OLDEST UNIVERSITY IN INDIA

MOHAMMED KHALED, ex PUTA chief

The magazine observed that Indian institutions have experienced a collective drop in their positions in this year's rankings, with none of them figuring above 200.

IT IS A CHALLENGE TO REMAIN ON THE TOP. WE WILL HAVE TO STRIVE HARD. TEACHING COMMUNITY IS GIVING ITS BEST. NOW UNIVERSITY WILL HAVE TO WORK ON OTHER ASPECTS

DEVINDER SINGH, PUTA president

Though institutes below 100 were not ranked, the Indian Institute of Science, which maintained its position at number one for the second consecutive year, saw a drop from the 130th rank to below the 200th.

Likewise, IIT, Bombay dropped to the 210-220 group while IIT, Delhi and IIT, Kanpur both featured below 250 in the world rankings, the agency said.

"We can reveal that Panjab University lies outside of the top 400 in the world for reputation," the Times Higher Education stated in its response.

Harvard University, in the United States, was ranked No. 1 with a score of 100 in a scale of 100.

The Massachusetts Institute of Technology (MIT), located in Cambridge, was ranked No. 2 with a score of 94.4 followed by Stanford University, California at the third slot with a score of 74.9.

"In simple terms what this means is that when it comes to global academic prestige, not enough scholars around the world count Indian institutions as being among the very, very best," the Times Higher Education said in email reply to a query regarding the poor performance of Indian institutions in the survey.

Meanwhile, two Chinese universities figured in the Times top 100 list: Peking University, Beijing, was ranked No. 4 with Tsinghua University, also in Beijing, at No. 36.

IIT-Kharagpur to advise nutrition project staff

Sujay Khamra,TNN | Mar 13, 2014, 05.23 AM IST

Midnapore: IIT-Kharagpur (IIT-Kgp) has offered telemedicine assistance to the state government's nutrition project in Jangalmahal.

IIT-Kgp's agriculture and food engineering department will advise doctors, nurses and other staff of the upcoming nutrition rehabilitation centres in Jangalmahal, where malnourished children will be fed two meals daily. Children of six months to five years will be covered under the project.

Two doctors from the department, professor VC Ghosh and Analava Mitra, will give child-specific advice. They will offer their advice to the staff at the centres on what to feed each child after getting an idea of his or her particular ailment.

"Doctors and nurses at the hospitals where these centres will come up will contact us. We will advise them over the telephone on how to solve each child's nutritional problem. Parents of the children can also contact us for such advice. We will also ask the parents to maintain kitchen gardens around their homes and tell them what specific vegetables and low-cost nutritional plants they should grow for their kids' nutrition and better health," said Prof. Ghosh.

The nutrition rehabilitation centres will come up on the premises of block and rural hospitals in 11 backward Jangalmahal blocks of West Midnapore district.

"My department will construct the buildings that will house nutrition rehabilitation centres within the premises of rural and block hospitals in Jangalmahal," said Sukumar Hansda, minister for Pachimanchal Unnayan Parishad.

Such centres have already started operating in Binpur I and Nayagram blocks. Though buildings have been constructed in Salboni block, the centres were yet to operationalize owing to staff problems.

"We will identify kids in the target age group who suffer from malnutrition since birth in the 11 blocks. The identified babies aged six months to five years will be given two meals daily at these nutrition rehabilitation centres. IIT-Kharagpur has offered to help us in this endeavour with expertise," said Dilip Chandra Bera, CMOH West Midnapore.

With own think tank, IIT to contribute to public policy

TNN | Mar 13, 2014, 12.26 AM IST

CHENNAI: IIT-Madras on Wednesday opened a Centre for Technology and Policy (CTaP) on its campus, a rare move by a technological institution in India to study and contribute to public policy decisions. The initiative will aim to identify technology gaps in public policy and attempt to contribute to critical decisions in areas like food, health, telecom and education. The institute may also introduce a full programme on public policy in the next three to five years.

IIT-Madras is funding CTaP on its own and has secured the approval of the Union ministry of human resource development. Eventually, the centre aims to raise funds mainly from its research projects. It will organise monthly talks and workshops on public policy, especially for newly recruited bureaucrats. It will also produce reports and research papers on policy issues through round-table conferences to influence policy decisions at state and national levels.

The centre will have its own staff in addition to IIT-M faculty members. Prof V R Muraleedharan, head of CTaP, said they have already hired two senior fellows with one of them assuming the role of senior mentor. It also has two research associates. "We aim to have 12-15 research associates in 3-5 years," he said. "We are already working on two studies — new experiments in mobile health technologies and assessing the impact of e-governance projects. A third project is on good practices in construction sector."

He said many professors in the institute have been doing projects in areas like telecom, power and housing which have implications for public policy. "The institute has a pool of social scientists who are keen on public policy and a network of incubators for new ideas," he said. "We are looking for participation from fresh graduates and experienced professionals."

Prof Muraleedharan also said IIT-M, which offers a public policy elective for BTech students, may offer a four-year normal BTech plus another year of public policy to begin with in the next few years and may have a full programme afterwards.