

eNewspaper Clippings July -31-Aug 2, 2010

TOI, Aug 1

Common commerce syllabus soon, says Sibal

TIMES NEWS NETWORK

Mumbai: After speaking of reforms in the field of science [education](#), HRD minister Kapil [Sibal](#) chose the country's financial capital to announce his ministry was now working towards bringing in uniformity in the commerce stream.

[Sibal](#), in Mumbai to inaugurate the Indo-US [Education](#) Council on Saturday, said, "The core curriculum for science is ready and we are now working on developing a common commerce curriculum for all school boards."

The Council of School Board of [Education](#) (COBSE), the apex body for all school boards and councils in the country, has already decided to implement the core curriculum in science and maths from 2011. Commerce will be next in line.

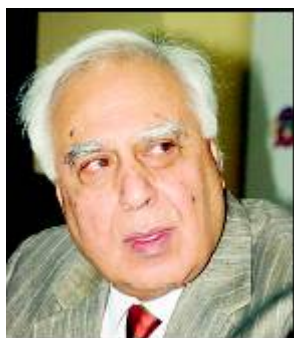
At the three-day summit, [Sibal](#) emphasized that Indians going to study abroad was not a sound economic model. "Instead of moving the human resource to the investment, you'd rather move the investment to the human resource. It's happened in the manufacturing sector where production houses have moved to China for a better output on a dollar. It has happened in service sector too and [education](#) will be next."

He stated he was not going to allow for-profit [institutes](#) and fly-by-night operators to step into the country. "Of course I am not against [institutes](#) earning return on their investments but, like Harvard and Yale, they should be putting their earnings back into the [institution](#) and not passing them to shareholders," he added.

The Foreign [Education](#) Providers' Bill has already been tabled in Parliament.

The minister also wants [institutes](#) at home to bring in democracy in the classroom where students can study "music and maths together" and where vocational [education](#) will be linked to academics.

And, about the National Vocational [Education](#) Framework, [Sibal](#) said, "We will introduce a range of courses in the higher secondary school system, which will be linked to community colleges."



BRINGING UNIFORMITY: [Sibal](#)

14-yr-old is just another bright boy at IIT-Kanpur

Swati Mathur | TNN

Kanpur: His lanky figure may find it difficult to push a tennis ball across but replace the racket with a pen and throw in some complex algebra and 14-year-old Sahal Kaushik, the youngest entrant into IIT-Kanpur's prestigious MSc physics programme, is instantly at ease. At the centre of the [institute's](#) mammoth collection of books inside the library, the shy figure appears even more at home.

If Sahal's feat of topping the Delhi JEE and landing an All-India rank of 33 is regarded as prodigious, it does not find mention within the Kaushik household. His parents, Nageshwar and Ruchi, are proud but are in no mood to let the success

get to Sahal's head. A doctor by profession, his mother Ruchi Kaushik, said: "At the time of Sahal's admission to IIT, the director told us it was important to treat Sahal like any other student. He has done very well, but for us he's like any other bright boy who performs well in academics."

On the IIT campus the directive on remaining tightlipped about Sahal is being followed strictly. When contacted, a senior member of the physics department, said, "The media must understand that this is a new phase in Sahal's life and that he must be left alone. It is a matter of his career." And if the teachers and staff are not attributing much significance to his age (or lack of it), fellow students are not overly concerned either. Third year student of computer science and engineering, Pranay Dighe, said, "Yes, I met Sahal briefly. He came across as a confident boy, if only a lot more studious than the rest of us. The only difference was that he looked significantly younger and was carrying a school bag to college on the first day."

And because he is 'significantly younger', Sahal has been permitted by the institute's management to remain a day scholar, a condition that will be reviewed by the director every year. But ask him if the 'age factor' made him nervous about attending college on Day One and Sahal is quick to respond, "I knew a few seniors already. There was no problem."

If staying at home means he can put off the task of washing his own clothes for at least a year longer, it also means his mother must drop him to and pick him up from college every day. But Ruchi is not complaining. She said: "I'm used to it because I used to take Sahal to and fro from school in Delhi too."

As for younger sister Saras, 12, or his 16-year-old first cousin in Delhi, Surabhi, Sahal's performance is great but changes little as far as sibling relations are concerned. Even as Saras rattles off serial numbers of Sahal's every picture the family has saved, for her he is just another brute big brother.

For Surabhi, on the other hand, Sahal's help has always been at hand whenever she has needed it in mathematics. Surabhi said: "The one thing I really like about Sahal is that he is very well mannered. He talks very little but he really bonds with my brother over chess and lawn tennis even though he is nearly four years younger. He also has a great sense of humour."

With his entry into IIT, life may have become more regimented for Sahal. but like much else his mother is working on getting her son to adjust to that. She said: "As always, we will support Sahal. I know he will do well, but we will take things as they come."



Sahal Kaushik has been permitted by IIT's management to remain a day scholar, a condition that the director will review every year

Aug 2

South Asian University to start from August 26

Akshaya Mukul | TNN

New Delhi: Come August 26, and Prime Minister Manmohan Singh's dream of South Asian University will finally be realized as two post-graduate courses will start from its temporary campus in Akbar Bhavan. The PM has accepted the invitation to inaugurate the university and is likely to speak on the economy of South Asia.

The first two courses are in MA (development economics) and Master of Computer Application. While the MA course is for two years, MCA is for three years. Both the courses have got 25 students each. In development economics, 13 students are from other SAARC countries and 12 from India. In MCA, there are 16 Indians and nine from SAARC countries.

No place for UNESCO-backed Gandhi institute at Rajghat

New Delhi: A UNESCO-backed [institute](#) to be set up to commemorate Mahatma Gandhi's birth anniversary in October will not find any place at Rajghat because of "important visitors" during the Commonwealth Games.

Gandhi Smriti and Darshan Samiti, the vice chairperson of which is Gandhi's grand-daughter, Tara Gandhi Bhattacharjee, has refused to give even "temporary" space to Mahatma Gandhi [Institute of Education](#) for Peace and Sustainable Development at the Gandhi Darshan site. PTI

UGC backs down on VC appointment reforms

States Opposed To UGC Encroaching Upon Their Autonomy

D Suresh Kumar / TNN

Chennai: A proposal to introduce uniformity in the tenure of [university](#) vice-chancellors across the country and restrict a second term to ensure incumbents are not susceptible to political pressures has been shelved with the [University Grants Commission](#) giving into pressure from the states.

In September 2009, an expert committee headed by former [University](#) of Madras vicechancellor S P Thyagarajan had submitted a draft to the [UGC](#) recommending that all VCs of central/state [universities](#) must be given a fixed 5-year tenure instead of the three-year term adopted in many state [universities](#) including those in Tamil Nadu and Andhra Pradesh. The idea was to ensure continuity in academic and administration-related initiatives taken by incumbents.

The draft also said there should not be "a reappointment of the vice - chancellor for the second term" in the same [university](#). "We had opposed a second term in the same [university](#) to ensure that vice-chancellors don't become politically pliable or susceptible to political pressure. It is sickening to see some sitting vice-chancellors doing the government's bidding anticipating a second term in office," a member of the expert committee said.

However, final regulations on Minimum Qualifications For Appointment of Teachers and Other Academic Staff In [Universities](#) and College and Measures for the Maintenance of Standards in Higher [Education](#) 2010 released recently do not stipulate service conditions or tenure for VCs.

Instead, it says, "The conditions of service of the vicechancellor shall be prescribed in the statutes of the [universities](#) concerned in conformity with these regulations."

An expert committee member said the [UGC](#) may have been intimidated by the opposition to the proposed establishment of a National Commission for Higher [Education](#) and Research from states like Tamil Nadu, West Bengal and Kerala. "May be the officials did not want the [UGC](#) to be seen as a body which encroached upon the state's autonomy to frame service conditions for vice- chancellor of its [universities](#)," he said.

The draft policy had suggested that if at all a second term is given to an incumbent VC it must be in a different [university](#) "subject to the performance evaluation of the candidate during his/her previous term by the search committee and credibility/integrity report from the appropriate agencies".

The [UGC](#) has, however, stuck to the draft and declared that search committees to shortlist VC candidates must be headed by a nominee of the visitor/chancellor, and have as members a nominee each of the [UGC](#) chairman and that of the [university](#) syndicate. Currently, there is no provision for a [UGC](#) nominee to be on board search committees.

"The [universities](#)/state governments shall modify or amend the relevant Act of the [universities](#) concerned within 6 months of adoption of these regulations," the [UGC](#) has said.

TENURE TANGLE

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tenure instead of three years

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Sibal slams Wardha VC for calling women writers ‘prostitutes’

TIMES NEWS NETWORK

New Delhi: Vibhuti Narayan Rai, vice-chancellor of Mahatma Gandhi Antarrashtriya Hindi Vishwavidyalaya in Wardha, could land himself in serious trouble for his alleged sexist remarks against women writers.

A shocked HRD minister Kapil [Sibal](#) on Sunday said he had asked for the Hindi journal in which Rai’s interview was published. But what has appeared so far has made him angry and he did not rule out action if the facts were true. “I believe this is unacceptable. It is an affront to womanhood and disparaging to woman writers as a class,” he said.

[Sibal](#) also said such “disparaging remarks from someone holding an exalted office suggests a mindset that is inconsistent with the dignity of that office”. Earlier, Rai’s remark against dalits saw dalit teachers and students of the [university](#) call him “secular casteist”.

But Rai, who was an IPS officer, was unperturbed and felt it was no more than literary discussion. Speaking from Wardha, he said, “The word chhinal does not mean prostitute. Even Premchand has used it more than a hundred times.” According to him, “I only said for many women writers, discourse on women has become discourse of the body. I said women should include others like tribals and dalits to make their battle more effective.” Rai also did not approve of any action from HRD ministry. “What will ministry do. Apart from being the vicechancellor, I am also a writer. Am I not allowed to even make a comment,” he said. Rai has been in the news ever since he took over as VC. His remarks against dalits had antagonised a large section of the [university](#). Rai had taken action against Lela Karunyakara, director of Balasaheb Ambedkar Centre for Dalit and Tribal Studies, for participating in a candle light procession in the [university](#) on Ambedkar’s Mahaparinirvan Day.

HBS embracing the new world order: Nohria

Partha Sinha | TNN

Mumbai: These Indians took the road less travelled. At a time when Indian parents were obsessed with medicine and engineering, there was a group of bright Indians who went to the US to explore new opportunities. Once in the US, these Indians found new avenues and innovative professions where even engineers were readily accepted. And one of those avenues was the study and teaching of management.

Nitin Nohria, who was in May appointed the dean of Harvard Business School (HBS), was a product of such an ‘accident’. “In some cases, by accident, (while in the US) we could recognise our intellectual strength,” Nohria said while interacting with a select group of journalists in the city. Of the eight engineers from his close group of the 1984 batch from [IIT Mumbai](#) that went to the US, most are now teaching management at top B-Schools.

So it’s no surprise that over the years, HBS has incorporated case studies developed in India in its courses. At present, about 80 HBS case studies with India focus are being used not only in its own classrooms but in B-schools around the world, Nohria said.

In 1988, when Nohria started teaching at HBS, it was hard to find a case study on emerging market companies. The school is rapidly embracing the new world order, he said.

So what new could the world expect from the Indiaborn dean of the school that in 2008 completed its centenary? “I can assure you some change will be necessary. I want to usher in the next century of innovation at Harvard Business School,”

Nohria, who is on his first tour of the world after assuming office, said. Over the last 100 years, the school has influenced the world through immense amount of innovations, and the same would continue, he said.

Will India get an HBS campus? As of now, there are no such plans but classroom teaching by HBS could start in India over the next 2-3 years. “One should measure our India presence by intellectual footprint (and not physical footprint),” Nohria said. At present, other than the 5-year-old research centre, HBS is also training teachers from 16 Indian BSchools to better their teaching skills.

The HBS dean was categorical that the US school was not present in the country to “chase demand” for management [education](#), meaning it has no plans to compete with domestic business schools to attract domestic talent. “We are in the business of chasing knowledge, not chasing demand,” he said.

“We are trying to develop Indian B-schools, not trying to compete with them,” he added. Incidentally, it was HBS that in 1962 helped set up the [IIM](#), Ahmedabad, the first of the several IIMs in India.



NCHER bill to be ready by next month

Surbhi Bhatia/TNN

THE much discussed National Commission on Higher [Education](#) and Research (NCHER) Bill, 2010, that proposes for a single regulatory authority in the country, will be ready to be submitted to the Ministry of Human Resource Development by next month. “The government has appointed a task force to create a draft of the bill. After making the changes suggested by states and other stakeholders in the first and then in the second draft, we have prepared the third draft. The state governments have been given one month’s time to respond. And after that we will submit the bill to be tabled in the parliament in the winter session,” said Narendra Jadhav, member, Planning Commission. Jadhav was speaking at a panel discussion organised by PHD House on NCHER Bill.

Clarifying on the issue of the opposition the bill had faced in the previous drafts by the states and various other stakeholders, he said, “Since it is proposed that NCHER will be a single regulatory authority, the states and the higher [education](#) fear that they will lose their autonomy. This is untrue since the commission has been established on the very basis that it will promote autonomy in higher [education institutes](#).” Currently there are 15 regulators overseeing different aspects of higher [education](#), such as the [University Grants Commission](#), the All-India Council of Technical [Education](#) and the Medical Council of India, but there is a lack of coordination between these bodies, leading to a turf war. “The proposed bill will try to address this issue as well,” he added. The bill proposes to create NCHER as an overarching body to regulate higher [education](#), including medical and legal [education](#). Councils from the medical and legal bills have been opposing the move on which he said, “Professional bodies will have their rights but the [educational](#) part will remain with the commission.”

There has also been opposition about the commission to be governed by only a handful of members which means the decision making power rests in the hands of this team. “We have addressed the issue by involving various stakeholders. The council will be headed by the chairman. There will be two general bodies. One body will have 30 to 35 people each drawn from various states. There will also be a Collegium formed by academia. Out of the six-member team three members will be full-time and three will be part-time. The part-time members will be people of eminence from industry, academia or other bodies,” he said.

NCHER has also proposed that the appointment of vice-chancellors should be done through a national registry process. “States fear that they will have no say in the appointments of VCs. Necessary steps have been taken to promote people with leadership quality and stop nepotism in the appointment of institutions’ heads. Anyone who thinks they are qualified and competent enough to be a VC can register with NCHER. The commission will review the application and will put them on the website. It will give the states and institutes a chance to select VCs on their own from those names,” he informed.

The spirit of engineering

THE Indian Institute of Technology (IIT), Madras is all set to capture the imagination of every tech-enthusiast in the country with its technical festival — Shaastra — to be held in October. Shaastra has over the last decade provided students with a platform to discover the pure joy of engineering. The four days at the IIT-Madras campus are a student’s passport to technical glory. Fierce competition and unmatched technical brilliance are the hallmark of this festival. There are about 1,000 students involved to make this festival happen.

“The theme we’ve chosen this Shaastra is —Imagineer Impact. With imagination as the inspiration, engineering is the tool we look forward to make a difference to society with the Impact set of events. People often say that the IITs are doing nothing for the common man, we would like to prove them wrong by making a visible impact” says Vivek Rajkumar, the co-curricular affairs secretary. Students will put their basic engineering skills to good use as they repair toys and distribute them to underprivileged children. Students will also take up projects to simplify and improve the lifestyle of villagers in rural India. A pre-Shaastra techfest at the village would consist of events like workshops related to modern techniques in agriculture, irrigation and so on. In conjunction with the Agasthya Foundation, there will be an event that calls for participants to develop models explaining basic science theory that can be distributed at schools to facilitate fun-filled learning.

Keeping with this theme there will be a symposium on rural education, inviting delegates from different disciplines including arts streams, to evolve innovative policy solutions, and incorporating effective technology. “Last year our symposium on sustainable development was a huge success, this year we are looking to get the participating teams to implement their solution on the ground before Shaastra. We do however realise that sustainable development is still a current theme that students should work on and hence are hosting the AI Gore Sustainable Technology Ventures Competition (AGSTVC), which is a student B-Plan competition focusing on the clean-tech sector” says Tanmai Gopal, who heads the Evolve initiatives.

The Shaastra airshow is another display for the masses. Technical exhibition at Shaastra’10 would be focusing on showcasing latest technology and products from several renowned names in industry and also weaponry and defense technologies, with the help of defense labs and DRDO. Students from colleges and grassroots innovators from rural India will also be displaying their inventions/innovations. There will also be displays of several projects that students at IIT Madras are working on, which include a page flipper, an underwater surveillance robot, an exoskeleton, a BEAM robot and lots more. These are called the “Spirit of Engineering projects” and have been a major attraction at previous editions of Shaastra. These projects focus mainly on robotics, aero-modelling and socially-relevant projects.

You may visit www.shaastra.org for more details.

EXCLUSIVE Q&A

INDIA, UK EQUAL PARTNERS IN EDUCATION

DAVID WILLETTS, MINISTER FOR UNIVERSITIES AND SCIENCE, WHO WAS PART OF THE HIGH-LEVEL BRITISH DELEGATION ACCOMPANYING PRIME MINISTER DAVID CAMERON TO INDIA LAST WEEK, TALKS TO MALINI SEN ABOUT STRONGER EDUCATION LINKS WITH INDIA

What do you plan to achieve from your first visit to India?

I am here in India to establish a relationship of complete equality. I am deeply impressed with what I have seen of the

excellence of Indian science and I want a more enhanced partnership between the two countries in science and research. I would like more jointly-funded and jointly administered research programmes, which concentrate on priority areas for both countries.

Both the governments have agreed to launch a new phase of the successful UK-India Education and Research Initiative (UKIERI). The first phase of this jointly-funded initiative had helped establish over 400 collaborative ventures between Indian and British universities and schools between 2006 and 2011. The new phase will run for a further five years, from 2011 to 2015, and as before, both governments will contribute to it.

I would also like to work out an agenda of mutual exchange to encourage more British post-graduate students to come and study in India.

Another rule has been introduced on English language proficiency test for student visas. Do you feel that UK's stand on immigration will affect student flow from India?

We welcome the brightest of Indian students to come and study in our leading British universities. The tightening of the visa rules is not intended to keep out excellent students from India to come and study in UK. We are trying to tackle colleges that do not have a proper education framework and exploit students coming from abroad. What we can't have is an abuse of the system.

Indian students pay full fees and, therefore, it is in their interest that they receive quality education from accredited institutions. Indian students should be confident that they are coming for a valid and rigorous academic experience. The new visa rules have not affected the student flow, indeed the numbers keep rising. There are currently around 40,000 Indian students studying in the UK, as compared to only 500 British students in India.

You said during a speech at IIT Madras that the visit to India has come at an opportune moment.

We wish to be a part of the educational revolution that is taking place in India. A particular focus is on India's new innovation universities, on which several of the UK's most innovative universities have already indicated a desire to build new collaborations. I plan to come back in November with a list of 14 British universities and each one would be linked to an innovation university in India.

Besides, to deliver its ambitious education plans, India will need more teachers; we would like to help with that too. It is very exciting to be here, there is a lot we can do together.

Why do you feel enhanced research partnerships with India will be more productive?

One of the strengths of British research is that it is strongly measured and incentivised. I released last week work we have done that shows research done collaboratively between British and Indian universities, when the research paper is a genuinely cross-national paper done by both Indian and British authors, receives more citations and has more of an impact in the international community than if either country had done it on their own. Working collaboratively magnifies the research impact.

It is important to measure the impact of research but it should be done in such a way that it does not impact blue sky research and both countries have a tradition of academic freedom which is incredibly precious.

There are concerns that cuts in public sector funding in the UK would affect universities. Would this have an impact on Indian students?

Overseas students pay the full cost of the course and, therefore, they are paying for the teaching and they are not affected. The problem in UK is that there is a different fee regime for home students, and there is a significant dependence on taxpayers. This regime is under review. The incentives to focus on teaching have never been so sharp or focussed for British students as it is for overseas students.



David Willetts, UK Minister for Universities and Science

ET, Aug 2

House panel indicts UGC for 'mediocre varsities & colleges'

Urmi A Goswami NEW DELHI

A REALITY check for India's plans to become a strong knowledge power — a parliamentary panel has found that only 30% of the **universities** and 10% of the colleges are of high quality. While the ministry of human resource development held the state governments responsible for the situation, the parliamentary panel is of the view that the higher **education** regulator, the **University Grants Commission (UGC)**, is responsible for the bleak scenario.

The Parliamentary Committee on Estimates has held the **University Grants Commission** responsible for the "prevailing low/mediocre standards of the majority of **universities** and colleges in the country". The panel has expressed concern about these mediocre **institutions** that "churn out large number of post-graduates and graduates every year who also possess mediocre academic standards. This kind of poor quality higher **education** will not serve to achieve the country's goal of becoming a strong knowledge power". Concerns about the neglected state of the bulk of the country's higher **education** sector comes at a time when the ministry of human resource development is working towards putting in place a legislative framework for yet another tier in the higher **education** structure — "**universities** for innovation". The initial plan is to set up 14 such **universities**, which will form the apex of the higher **education** pyramid.

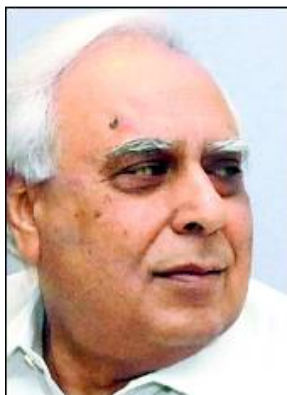
The ministry of human resource development has passed on the blame to the state governments. It informed the committee that the 90% of the **universities** and colleges that were funded by the **UGC** were under the administrative control of the state government. While the **UGC** provided development funds, it was the states that had the "sole responsibility" of ensuring that the **institutions** were provided maintenance funds.

The parliamentary panel acknowledges that resource crunch has contributed to the current situation. However, it has expressed concern about the fact that not all of the 6,500 colleges eligible for development funds from the **University Grants Commission** receive these funds. The committee has "suggested that the **UGC's** financial support to state **universities** is extremely inadequate to meet the present challenges in the higher **education** segment and the **UGC** should consider providing both development and maintenance grants to state **universities**".

For its part, the ministry informed the panel that for the current plan period the **UGC** has been given an allocation of Rs 7,000 crore to support 150 uncovered state **universities** and 6,000 uncovered colleges. An allocation of Rs 3,000 crore has been made for the 160 state **universities** and the 5,500 colleges that already receive funds from **UGC**. In late July, human resource development minister Kapil **Sibal** met with finance minister Pranab Mukherjee to ensure that funds were made available to state **universities** to improve their quality.

The committee has recommended a comprehensive review of the financial needs of all state **universities**. "They should be given enhanced funding by the **University Grants Commission** according to their size as well as their present and future

needs. Importance should be accorded to the performance of individual [universities](#). The [universities](#) which perform better should be rewarded with more funds,” the report of the committee recommends.



TOUGH TASK: Kapil [Sibal](#)

Education sector shows indirect problem-solving

[The consumer demand for quality education is huge, but it is highly regulated and undergoverned. Enter Indian edupreneur.](#)

OBLIQUE and indirect ways of solving complex problems abound in economic planning, infrastructure, public health and [education](#). Direct solutions do not always work. Oblique solutions often turn out to be remarkably effective. Our brain is wired to seek direct solutions, so such tangential solutions should not be pooh-poohed. But the tangent needs to be clearly articulated.

Yale [University's](#) Charles Lindblom is one of the early advocates of incrementalism when he considered the role of 'baby-steps' or 'muddling through' in decision-making. Under most circumstances, policy change is evolutionary rather than revolutionary. Lindblom arrived at this view through his study of welfare policies and trade unions across the industrialised world. In 1959, Lindblom wrote that there are two kinds of problems: those that are closed, determinate and with clear-cut objectives, which can be solved through a direct approach. Then there are those that have higher-level, ambiguous objectives which are best solved through an indirect approach.

Two examples of the former are a game of sudoku and the improvement or expansion of an ongoing business. Two examples of the latter are a start-up business and the solving of complex social or political issues. The former can be solved through the direct and rational single-minded focus, while the latter requires the indirect methods of experimentation and discovery.

John Kay has recently written a delightful book, *Obliquity: How our goals are best pursued indirectly*, in which he comments on the tangential achievement of goals and indirect solving of problems. He quotes Jim Collins and Jerry Poras (1994) about how the most profitable companies do not sport direct profitorientation. They simply do the right things and end up being nicely profitable.

ICI flourished for decades through renewing its interpretation of one consistent and tangential theme: responsible application of chemistry. After the Hanson Trust threat in 1991, the company revised its vision to a direct form, 'industry leader in creating value for the customer and shareholder'. Over the next 20 years, ICI declined and vanished.

Led by the visionary Bill Allen, Boeing delivered spectacular results through an oblique approach to profits. Phil Conduit changed the approach 10 years ago by stating that 'shareholder return is the measure to judge us'. Boeing soon lost the plot.

Kay suggests that at both ICI and Boeing, shareholder value was best created when obliquely sought. He offers the same lesson through the examples of Marks and Spencer, Saint-Gobain and Merck.

Two months ago, Unilever CEO Paul Polman sensibly said that he was focused on serving consumers, and that returns and profits would follow. Writers and analysts flayed him. In my view, Polman is right and he confirmed that he would ignore his

critics when I queried him.

A better everyday example concerns happiness. To quote John Kay, “Oblique approaches are the best route to happiness... happiness is where you find it, not where you go in search of it.” His statement verges on the Vedantic and is very compelling! Solving problems indirectly: Consider how indirect solutions might work through the example of [education](#) in India. The Indian [education](#) is broke and requires urgent attention. If India is to reap the demographic dividend, the burgeoning youth need to be enabled and empowered through [education](#) and employability. Otherwise, they will become unruly and anti-social. Universally, citizens and policymakers do not regard [education](#) as a business that makes distributable profits. Surpluses can be made but to be ploughed back into infrastructure, curricula and research. Competent [institutions](#) abroad renew themselves and compete for excellence. Many nations design policies to achieve this and refer to this as not-for-profit activity.

The Indian state has a different take on not-forprofits. It wants to be involved in controlling the activity to the point of throttling it. However, in the 1980s, a new phenomenon of self-financed [institutions](#) and of shikshan samrat ([educational](#) barons) began, if I may quote the director of IIT-Kanpur.

Government has a woolly approach to private participation and surplus. If an [institution](#) hires top faculty and delivers terrific pedagogy, it will generate a surplus. The system then officially restricts the surplus to a target level. It is basically a 1970s device, carrying all the woes of price control: corruption, mediocrity, lack of accountability and inefficiency. So, entrepreneurs have found a way to get around it.

Wherever there is a large and growing market, entrepreneurs will find a way to enter and prosper. Private equity money of \$100 million has already been attracted into the Indian [education](#) market. There are 10 major players running international schools in the country, many of them in tier 2 and 3 cities. These are outside the purview of policy that restricts promoters from taking a profit. Apart from these, there are opaquely-funded [institutions](#) that are mushrooming everywhere. The state pretends it does not know of any transgression and the entrepreneur pretends that his actions are acceptable!

The demand for quality [education](#) is huge. The Indian [education](#) market is gargantuan at \$80 billion per year, about the size of the Indian steel and automobile industries put together. It is highly regulated and undergoverned. Government spend at 3.7% of GDP is lower than Malaysia’s and Brazil’s (4.5-6%) but higher than Pakistan’s and Bangladesh’s (2%). There needs to be more public expenditure and the efficiency and quality needs to improve. At the kindergarten to class 12 levels, 93% of schools are public but they account for only 60% of school enrolment.

Private expenditure in this market is growing at a sizzling 15% per year, an impressive number in one sense, but is inadequate in another because India has 20% of the world’s population but accounts for only 5% of the world’s [education](#) spending, that too in PPP dollars. Although government’s intention is that [education](#) should be a non-profit activity, private sector edupreneurs ([educational](#) entrepreneurs) account for as much as two-thirds of the market.

How did the camel get into the tent?

Higher [education institutions](#) (HEIs) can adopt one of several avatars: trusts, societies or Section 25 companies. Irrespective of the avatar, they are allowed to make only a small surplus, which too they must use for the advancement of the HEI. HEIs are heavily and clumsily regulated by government bodies, which fix both students’ intake, college fees and have an influence on the teachers’ salaries.

To the lay person, it would appear that the selling price is fixed, the volume of production is fixed, the costs are subject to control, then where is the scope to earn profits? Enter Indian entrepreneurship: create two-tier models so that the regulations can be adhered to by one without sacrificing profits, which are made in the other tier.

These players have come out with creative strategies and innovative structures to deliver value [education](#), make money and grow in this highly-regulated space. In the jargon of finance, these private players have disintermediated the market. In the process, many of them feel passionately that they are contributing to nation-building by making several Indian youth employable, while generating enough profits to sustain and scale up the spiral of growth.

The lesson here is that you cannot fetter an idea whose time has come. It is part of the middle-class Indian ethos to spend on [education](#) till it hurts. If the state cannot do it, someone else will. One can gloss over all this as a desirable private-public

partnership.

That government has inadequate funds for **education** is a source of long-standing discontent. In that case, a planned and calibrated liberalisation in **education** should have begun long ago. Government should not set so many controls and hurdles. The nation can definitely adjust to indirect solutions to **education** issues but with a clear statement of the tangent. It is high time that fuzzy ideas and back-door entry are replaced by active and pragmatic policy.

**(The author is executive director of Tata Sons,
and acknowledges the assistance of Aditya Khera
in writing this article. Views are personal.)**



R Gopalakrishnan



HindustanTimes

Title : IITs' med school plan put on hold

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IITs' med school plan put on hold

EXPANSION BLOW MCI nod required to start medical institutes

Charu Sudan Kasturi

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NEW DELHI: The Indian Institutes of Technology (IITs) cannot start medical schools without a nod from the scam-tainted Medical Council of India (MCI), the law ministry has decided. The decision comes as a big blow to the premier engineering institutes' expansion plans.

Earlier this week, the law ministry had rejected the HRD ministry's demand to allow the IITs to launch medical schools without the MCI's intervention, government sources told *HT*.

The decision casts a shadow over a \$50 million project signed by IIT-Kharagpur with University of California, San Diego, last year to set up a 750-bed state-of-the-art hospital and research centre at the IIT.

The need for MCI approval is now specifically mentioned in amendments to the Institute of Technology Act — which governs the IITs — approved by the law ministry. The HRD ministry could place the amendments before Cabinet next week and introduce the amendments during the ongoing session of Parliament.

"The IITs will seek MCI approval for setting up educational institutions for medical education and for granting degrees in medicine," the HRD ministry has written in response

THE HRD MINISTRY PLEA THAT IITS BE ALLOWED TO START MEDICAL SCHOOLS WITHOUT MCI APPROVAL HAS BEEN REJECTED

to the law ministry's rejection, in the Note for the Cabinet.

The law ministry's decision — taken after the health ministry opposed the HRD ministry demand — may have graver long-term repercussions for the IITs, sources warned.

The amendment — allowing the IITs exemption from MCI approval — "would have given the necessary freedom to innovate and bring changes in the medical and healthcare delivery system", a source said.

The IITs are interested in cross-stream collaboration with engineering medicine through their medical schools — a challenge that the MCI might not appreciate — is the HRD ministry's concern.

The law ministry's tweak to the amendment law will also represent the first time that the IITs will need approval from any regulator to start new courses. They don't need sanction from the AICTE or the UGC to run their engineering, science and humanities programmes.

HindustanTimes

Title : **EXTREME MAKEOVER - A 'restroom', in every sense of the word**

Author : **Karan Choudhury** karan.choudhury@hindustantimes.com

Location : **NEW DELHI:**

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EXTREME MAKEOVER

A 'restroom', in every sense of the word

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NEW DELHI: "Take a left turn from the garbage dump and go straight." For Delhiites, garbage dumps also double up as landmarks. With a stench that cannot go unnoticed, it's hard to miss them.

However, in an effort to give public toilets and yes, even garbage dumps, a facelift, ahead of the Commonwealth Games, the Municipal Corporation of Delhi (MCD) is experimenting and coming out with restrooms with the wackiest concepts ever.

CAFE - CUM - TOILET COMPLEXES

Trying to change the image of public urinals in the city, the MCD is making fancy coffee houses-cum-toilet complexes in major market areas ahead of the Commonwealth Games.

These complexes, which will adhere to the green concept,

A panel of IIT engineers would examine these concepts and the tender would be allotted to the approved design.

MCD OFFICIAL



■ The MCD is experimenting with the wackiest concepts ever in its new restrooms. JASJEET PLANA/HT PHOTOS

will consist of coffee shops, flower-shops, fast-food joints, and offices.

For the purpose, the civic agency has allotted eight spots to various builders and asked them to construct the most imaginative concept house-cum-toilet facilities they can.

"A panel of Indian Institute of Technology (IIT) engineers would examine these concepts and the tender would be allot-

ted to the approved design, with the builder getting the contract to build around 200 toilets," said a senior MCD official requesting anonymity.

The builders are going all out to hit the jackpot, in the form of the mega contract.

"The *dhaloo* at Chittaranjan Park, which has been converted into one such structure, will have a Bengali concept as it is a Bengali neighbourhood. There



WHAT AN IDEA !

- The toilets will not have doors but transparent automated glass shutters.
- Condom vending machines will be in place here.
- All the places will be physically-handicapped and senior citizen-friendly.
- The concepts are coming up in GK-I, CR Park, Defence Colony, Model Town, South Extension.
- The toilet complexes will be inspected every week by agencies to make sure they are maintained properly.
- They will have separate nappy changing counters.

would be murals depicting Bengali culture work and *tant* work from the region," added the official.

FACILITIES GALORE:

"We are keeping the need of everybody in mind, including nursing mothers. There will be a baby-feeding station in our facility for mothers to feed their young ones," said Sumit Gupta, director of the company responsible for the GK-I concept.

IE, Aug 1

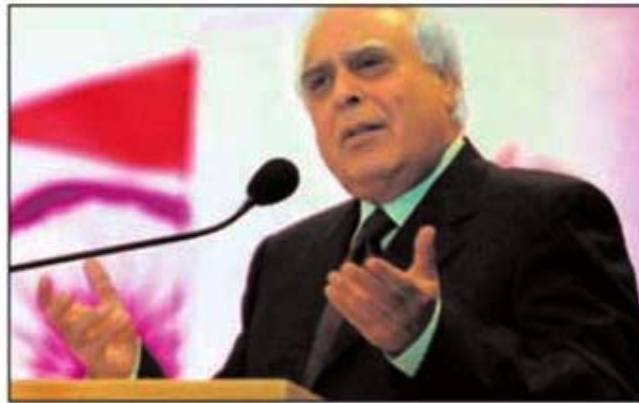
Gujarat bans cellphones in schools, colleges

AHMEDABAD: The state government has imposed a ban on the use of mobile phones in schools and colleges. Education department officials said the ban was imposed to curb excessive use of mobile phones, which spoils educational activities in schools and colleges.

Students up to Class XII will not be allowed to take cellphones inside the school premises. Even teachers, staff, parents and visitors will be banned from using cellphones where educational

activities take place, such as classrooms, libraries and laboratories.

In college campuses too, the use of cellphones is banned for students, staff, faculty, parents and visitors. Possession, however, will be permitted. The government has also requested principals of schools and colleges to keep landline facilities ready for student and staff to make urgent calls, as well as a system where messages received on such phones would be conveyed to them. **ENS**



Kapil Sibal at the Indo-US Summit on Higher Education organised by the Indo-American Society on Saturday.

‘Rid educational institutions of interference’

EXPRESS NEWS SERVICE

MUMBAI | JULY 31

UNION HRD Minister Kapil Sibal on Saturday said universities should be given more freedom to function independently without any political interference.

Speaking at the inauguration of the Indo-US Summit on Higher Education by the Indo-American Society, Sibal said politicians always tried to control everything. “We want to control everything... who will be appointed the Vice-Chancellor, for how long will he stay there. The universities should be given freedom to function and make choices in teaching or functioning.”

Sibal refused to elaborate on the issue of inevitable political interference in educational institutions run by politicians. He said his comment should not be misconstrued. “Politics could be in the form of outside forces like industry/business house controlled also.” He slammed college unions, which, he said, formed ‘the bedrock’ of political and other forces.

“They have to be constructive rather than obstructive.”

He reiterated the need for expanding educational system, particularly at the higher level. “Only 12.4 per cent students are enrolled for higher studies... it needs to be increased to 30 per cent by 2020. We will need collaborations, joint ventures and public private partnership to fill the enormous space of educational institutes.”

Course with Kalam link gets many hits at IIT

ADAM HALLIDAY
AHMEDABAD | JULY 30

Two-third of this year's PGPX (Post-Graduate Programme in Management for Executives) batch at IIM-Ahmedabad has signed up for a course that seeks to advise public policy through a series of project proposals. These would be scrutinised and fine-tuned by former President APJ Abdul Kalam and Professor Anil K Gupta.

The third GRIIT (Globalising Resurgent India through Innovative Technologies) course promises to be truly global since the PGPX students have had experiences working abroad, co-ordinator Sandeep Deshmukh said. The PGPX programme is populated by working professionals with substantial work experience.



"We've all had experiences in the corporate world, many of us are from abroad. Many of us came back to see how we can try and change things here, instead of whining about how things don't work properly," he said.

A majority of the course's projects deal with how certain public policies can be improved or propose new policies. Most of these projects are formulated so that they are sustainable models and need not be purely

funded by government agencies. Many employ the PPP model.

In its first two years, GRIIT has attracted recognition not only because of Kalam's class lectures, but also because certain proposals from students have found space in discussions and policies of governments at both the states and Centre.

Although the course will officially commence in September, a number of pre-session classes and

one-on-one mentoring have already taken place between Professor Gupta and students.

This year, Professor Gupta has also added to his earlier format of pitching these projects to Parliament; district collectors and policy makers at the local levels would be asked to examine these projects and adopt them.

PGPX student Rajesh Premchandran said a nationwide three-day event called ConneXion is also planned in October, where policy makers, industry representatives and academicians, perhaps even other institutions, would be invited.

"This would give us a platform to show our projects and our ideas to people who may be able to take them further, and that is the most important thing," Premchandran said.

Some synopsis drafted

GAGAN CHOPRA's project is to create a system for rickshaw drivers, taxi-drivers and hotels are Tourism Departments or municipal corporations, where locally important places are tourist attractions, would be published and regularised.

SANDEEP MALHOTRA's project is in part complementary education by forming policies that incorporate CSR activities into either sending them to teach in government primary schools, or adopt finance its academic endeavours.

UDIT GOYAL's project looks at reforming the health insurance through community-based health insurance schemes. Co-funders would be filled through taxes, and citizens or the elderly would receive financing that require intensive and complicated care.

DNA, Aug 1

Bilateral ties to intensify

On the scope for future Indo-Swiss bilateral trade ties

I expect an increase in bilateral trade in goods and services between Switzerland and India going in both directions, which will be beneficial to both the countries. There is a potential of import of Indian goods into Switzerland. I envisage prospects of a full-fledged partnership with India in all fields of economic activity going in both directions, since recently also in the area of export of capital (investments). There is a very advantageous opportunity for big Indian companies and business houses to set up their European Head Quarters in Switzerland targeting the European market. India, at present, accounts for 2% of our trade relations with the world. With India home to 1/6th of the world population and an impressive economic growth rate, I strongly feel that India's share in Switzerland trade pie can only go north. What I am trying to say is that nothing has reached its limits as yet and that there is huge potential for our bilateral ties to intensify. Another field that I must mention is the field of science. India has enormous talent in this area.

Switzerland has made a mark in high-end technology. This indicates vast possibilities of Indo-Swiss partnerships in Research & Development.

Developments in education

Satellites Swisscube and TISAT-1 made by students from Swiss Universities have been launched by ISRO in September 2009 and July 2010 respectively.

IIT Delhi and EPFL Lausanne have an exchange programme for bachelors level students.

Inputs by Peter Specker, Consul General, Consulate General of Switzerland, Mumbai and Ambassador Philippe Welti, Swiss Embassy, New Delhi