

ACKNOWLEDGEMENT

The Indian Institutes of Technology are governed by a common IIT Act. Under Section 9 (2) of the Act, the President of India, in his capacity as the Visitor of the IITs, is empowered to appoint one or more persons to review the work and progress of the Institutes. The Visitor's order appointing the present Review Committee is appended to the Report.

The Review Committee (henceforth referred to in the report as the Committee) is grateful for the opportunity given to it to carry out the review. The Committee wishes to place on record its grateful thanks to the Ministry of Human Resource Development, Government of India, for the support extended to it. The Directors of all seven Institutes took enormous trouble to host the visits to their Institutes by the Committee and organize meetings with their faculty, staff and students. The Committee is deeply appreciative of their efforts and sincerely acknowledges their wholehearted cooperation by way of ready response to the Committee's several queries and requests for information. The Registrars of the IITs extended their help, also provided information whenever contacted.

During the course of its several meetings and deliberations, the Committee has had the benefit of the views and suggestions of the Chairmen of the Boards of Governors of the IITs. Among them, Professor MGK Menon (IIT Delhi), Professor CNR Rao (IIT Kanpur), Dr. K. Kasturirangan (IIT Madras) and Shri Rahul Bajaj (IIT Bombay) spared their precious time and took the trouble personally to meet with the Committee. Shri Rahul Bajaj brought up very useful issues relevant to this Report for discussion by the Advisory Committee of IIT Bombay. As a member of this Committee, the Chairman (i.e the Chairman of the Review Committee) benefited from this meeting and discussion. Professor MGK Menon took the initiative to organize a discussion with the Chairmen and Directors of IITs. The Chairman and Members of the Committee wish to record their sincere gratitude to all of these eminent persons.

Some former Directors and several former Professors of IITs readily offered their valuable suggestions. Mention has to be made here of Dr. A. Ramachandran, Professor S.P. Sukhatme, Professor V.S. Raju and Professor K.A. Padmanabhan (all former Directors) and Professor E.C. Subbarao, Dr. S.C. Dutta Roy, Professor P.C. Kapoor, Professor H.K. Kesavan, Professor K. Srinivasa Raghavan, Professor P.N. Murthy and Professor V.P. Radhakrishnan (all former Professors) and Professor Vijay Gupta (when on lien in 2003). Several heads of agencies and other institutions, namely Dr. G. Madhavan Nair, Chairman, Space Commission, Dr. V.S. Ramamurthy, Secretary, Science and Technology, Dr. Anil Kakodkar, Chairman, Atomic Energy Commission, Dr. R.A. Mashelkar, DG, CSIR, Professor R. Narasimha, Director, National Institute of Advanced Studies, Dr. A. Nigavekar, Chairman, UGC and Professor R. Natarajan, Chairman, AICTE have generously given of their time to meet with the Committee. Among the other senior professionals, Dr. F.C. Kohli is to be thanked for having spoken to the Chairman on what the IT industry looks for from the IITs. Professors H.P. Khincha and S. Mohan provided

information on Society for Innovation and Development of IISc while Dr. G. Rangarajan did so on IISc-Toulouse Cyber University.

The Committee was also talked to by a large number of IIT alumni in person during the visits of the Committee to the IITs, via teleconferencing, via telephone or e-mail or by way of meetings with the Chairman. Special mention is made here of Shri N.R. Narayana Murthy, Shri Rajat Gupta, Shri Rajendra S. Pawar and Professor P. Balaram who were very considerate in sparing time for discussion with the Chairman. Shri Rajat Gupta kindly made available a Mckinsey report on '*Shaping the Knowledge Economy in India – The need to set up a National Mission for Technology Education*', which was a project report on the IITs. Among the relatively younger alumni, Dr. V. Sudhir, Dr. K. Balasubramanian, Dr. S.V. Kamat, Dr. Pradip and Mr. Vipul Tuli need to be mentioned for their interest and help. Dr. V. Sudhir was particularly and enormously helpful and made himself available to the Chairman whenever needed. Being an expert in management cybernetics and systems engineering, he provided insightful concepts. The Chairman feels personally indebted to all of them and the Delhi Alumni Association (President Mr. Sudarshan Chawla), comprising several luminaries in various spheres, who invited the Chairman for a full day of presentations to a large gathering of several hundred alumni. They also prepared and furnished a report on their vision for the IITs in the coming decades. Their interest and work is gratefully acknowledged.

To all the distinguished persons seriously interested in the welfare of the IITs, who either spoke to the Committee members or communicated with them by e-mail, too numerous to mention by name, the Committee wishes to record its grateful thanks.

The Chairman gratefully acknowledges the award of a Professorship by the Indian Space Research Organisation which has helped him to perform his duties to the Committee. Also his sincere thanks to Dr. G. Sundararajan, Director, ARCI, Hyderabad and his office staff for all their assistance. ARCI has also provided partial financial support to this endeavour. This help is gratefully acknowledged.

In conclusion, the Chairman wishes most sincerely to record his enormous debt of gratitude to the members of the Review Committee who are all, being so senior and so eminent in their fields, busy professionals. It was their presence at the Committee meetings, their wholehearted participation in the deliberations and their continuous, substantial inputs that kept the Committee going. But for their powerful association, this Report would not have been possible.