Dear Alumni and Friends of IITK:

Season's Greetings from IIT Kanpur to you and your family.

On January 25 this year, after completing my three-year term as Dean RPG, I have handed over the responsibilities to Prof Sanjeev K Aggarwal of the Computer Science and Engg Dept. The overwhelming response from our alumni made these past three years eventful and fulfilling. With the unwavering support that we received from our alumni, we could achieve far more than what I myself could have imagined at the beginning of my term. This *Supplement* to *Grapevine* summarizes our activities in the last 3 years.

IITK today is far richer for being so much better connected with our illustrious alumni: our data base has improved considerably and we have established active channels of communication with them through regular exchange of emails and our newsletter *Grapevine*. The Institute has set in motion a paradigm shift in moving from passively accepting the donations, to proactively seeking support for specific programmes. The fund raising activities of the Institute are being steered now with a clear vision: to further the agenda of excellence by extending support to faculty and students that is often not possible with the government grants alone.

Several new alumni-supported initiatives are now in place and are making a real difference to the Institute. Faculty chair positions are up now to 31 (28 funded and 3 pledged), compared with only 2 such positions in January 2005. Travel support to students and faculty, cash incentive to students for journal publications, and SURGE (Summer UG Research Grants for Excellence) are some of the other programmes that will have far reaching positive impact on the Institute in the years to come.

The alumni agenda is not just about fund raising: it is about enrollment of active and committed partners in our pursuit of excellence, and about creating a stronger system of accountability for ourselves. The fact that the number of alumni donors has been doubling every year now, is a clear indication that IITK alumni are happy to participate in taking the Institute to greater heights.

At a personal level, this challenging assignment has had a deep impact on me. It has helped evolve my thinking on the road map for Indian academic institutions in their quest for excellence. These past three years have been extremely fulfilling for me as an academic, an administrator and a human being. As I leave office, I look forward to spending more time on my passion towards bringing earthquake safety to the large populations at risk in our country. However, I will greatly miss the opportunity of working closely with some of the finest and most committed human beings who form the alumni leadership of IITK.
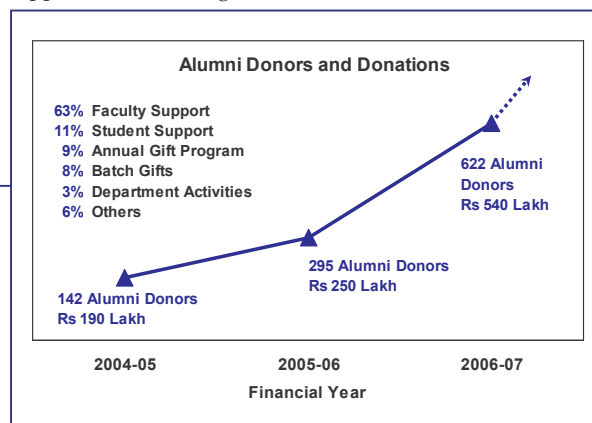
I hope that Prof Aggarwal will receive your support and encouragement as I did in the last three years; we all have too much at stake in the future of IITK for this to be otherwise.

Thank you once again for your support. With best regards,

Sudhir K Jain
skjain@iitk.ac.in

Forging Communication Channels

Several initiatives were undertaken towards creating active channels of communication with our alumni. These include a totally revamped website, launching of the quarterly newsletter *Grapevine*, and the publication of *Annual Reports* on alumni relations and resource generation. Direct communications with alumni were made through *periodic emails* from the Dean RPG. Phone calls by the students to the alumni under the *Alumni Contact Programme* were extremely effective in connecting a large number of alumni with the Institute. *Alumni get-togethers* were held in a number of cities in India and overseas where Dean RPG shared the current vision of

Alumni Donors and Donations

63% Faculty Support
11% Student Support
9% Annual Gift Program
8% Batch Gifts
3% Department Activities
6% Others

142 Alumni Donors
Rs 190 Lakh

295 Alumni Donors
Rs 250 Lakh

622 Alumni Donors
Rs 540 Lakh

2004-05   2005-06   2006-07
Financial Year

Alumni donations during the past three years

the Institute. The *IITK booth* in recently held PAN IIT meets were excellent platforms for establishing new ties and renewing old ones with alumni.

Alumni Data Base

To further improve the alumni data base, a concentrated effort was undertaken with the staff of the *Alumni Association.* More recently, a *Database Services Cell* has been created in RPG office as well to work on this. The database grew from ~43% to ~67% in three years. *IITK Foundation* in the USA has assisted us in gaining access to *Alumni Finder*, an excellent tool to locate US-based alumni. The social network *LinkedIn* is also being used to mobilize IITK alumni and more than 3000 alumni are now linked to us through this tool.

New Academic Initiatives through Donations

A number of new academic initiatives were developed into which the donations could be channelized. The focus was to encourage and reward outstanding work and to improve the research ambience in the Institute.

FACULTY CHAIRS: New norms for faculty chairs were developed; these were substantially different from the norms of the two existing faculty chairs in the Institute at the time. It was decided that the *Chairs* should provide, besides the honour and recognition, a top-up monthly honorarium to the concerned faculty. This aspect of our norms is now being adopted by other IITs.

RESEARCH FELLOWSHIPS FOR NEW FACULTY: This initiative has been conceived to help make IITK a more attractive destination for new faculty members. It provides a recognition and monetary reward in the form of a top-up monthly honorarium to outstanding new faculty members.

IITK TECHNOLOGY FELLOWSHIPS: These Fellowships could be effective in bringing in additional talented manpower to work at cutting edge research in the Institute.

TRAVEL SUPPORT STUDENTS: This programme provides a small amount from the donations (Rs 20,000 to Rs 40,000; average amount Rs 32,000) to a student for presentation of a paper in a conference overseas. This support is conditional on the student being supported financially by his/her supervisor and the Head of the Department. By leveraging small amounts of donation, this programme has already enabled about 180 students to attend conferences overseas.

NEW FACULTY: Started since 2006-07, this programme is enabling new faculty members (less than 3 years of joining) to participate in conferences overseas.

INTERNATIONAL VISITORS: Started since 2006-07, this programme provides round-trip air fare for international visiting faculty to the Institute. It provides an opportunity to the Departments to enhance the number of international visiting faculty.

CASH INCENTIVE FOR PUBLISHING PAPERS: Started in 2006-07, this programme is providing encouragement to our students to expedite publication of their first two papers. In the first year, 204 students were awarded Rs 26.11 lakhs.

SUPPORT FOR PATENTS: Since 2005-06, cost of filing patents is being covered through the donations, giving positive encouragement to faculty towards patents.

SURGE PROGRAMME: Launched with the assistance of California Institute of Technology (Caltech), Pasadena, this programme is proving very successful in (a) encouraging a culture of research amongst undergraduate students of IITK, (b) enabling IITK to mentor outstanding students of the National Institutes of Technology (NITs) who are potential post-graduate students for us, and (c) through international exchanges helping IITK develop relationship with some of the top universities worldwide and bringing diversity to our campus.

Engaging Students

The Institute has a huge potential to utilize the energy and enthusiasm of its 3,900 strong student body. Several of the RPG activities leveraged this energy, and in the process the students gained first hand work experience, developed leadership qualities and communication skills, and also earned some money.

ALUMNI CONTACT PROGRAMME: This has been a huge success, not only in terms of alumni relations, but also in terms of building leadership and communication skills of our students. A very large number of students (55 in the financial year 2006-07, and many more in the current financial year) participated in the same. The programme is being primarily managed by the students, illustrating the very high quality of leadership that our students are capable of providing.

OPPORTUNITY COLLEGE: This programme not only helped students gain some teaching experience, but also enabled them to develop sensitivity towards the social issues and earn some money.

Social Initiatives

There is a considerable interest amongst our alumni to support the community around the campus. Hence, several social initiatives were undertaken/ supported:

OPPORTUNITY COLLEGE: This effort, started in December 2006, involves IITK students (and community members from campus) teaching English, Arithmetic, Accounting, and Computer Skills to graduate, unemployed (or under-employed) youth from the campus and the surrounding villages. Besides contributing to the society, this programme helps make IITK students sensitive to the social realities of our country.

OPPORTUNITY SCHOOL: This 40-year old school in the campus for the under-privileged sections has been a very good example of social commitment of the campus community. The Class-of-1965 (the Pioneer Batch) is now raising an endowment of US$ 100,000 for the *Opportunity School*.

SHIKSHA SOPAN: Under the umbrella of *Shiksha Sopan*, faculty and students have been working on providing primary education to the children in neighbouring villages who otherwise cannot attend school. Significant funds were raised to support this effort.

Donations

It is only in 1994 that IITK took up the agenda of fund raising from private sources and created the office of RPG. Hence, fund raising is a relatively new agenda for us. Substantial progress was made towards fund raising in last three years:

PARADIGM SHIFT: Starting 2005, IITK started to proactively solicit donations, small and large. Prior to this, the fundraising was either through batch donations (championed by the alumni leaders from their class mates) or through implicit solicitation.

NEW VISION FOR FUND RAISING: Unlike the earlier years wherein most donations were meant for buildings and other infrastructural needs, the new vision was to raise funds for development of people (faculty and students) to encourage and reward excellence, with focus on research.

ANNUAL GIFT PROGRAMME: Launched in October 2005, it has enabled IITK to pool a large number of small donations into a substantial amount and to utilize it for supporting a number of programmes. During 2006-07, Rs 49 lakh were contributed by 441 alumni under this programme.

AMOUNT OF DONATIONS: There has been a steady increase in the donations in recent years: Rs 1.9 crore (2004-05), Rs 2.5 crore (2005-06), and Rs 5.4 crore (2006-07). In addition, about Rs 13 crores worth of pledges are pending, donations from which will fructify in the future.

NUMBER OF DONORS: Considerable success was achieved in broadening the donor base. The number of alumni donors has been doubling every year: 142 (2004-05), 295 (2005-06), and 622 (2006-07). The target for 2007-08 has been set at 1000 alumni donors (60% increase over last year), and going by the trend so far this year, this target is achievable.

NUMBER OF SCHOLARSHIPS: A very substantial number of new UG scholarships were raised during the last three years: 18 in 2005-06, 17 in 2006-07, and about 30 in the current financial year.

FACULTY CHAIRS: The number of faculty chairs has increased from 2 in January 2005 to 31 (28 funded; 3 pledged) in January 2008. This has been one of the singular successes of the last three years, considering that each chair requires donation/ commitment of Rs 40 lakhs (US$ 100,000).

STUDENT AND FACULTY BENEFICIARIES: In the past, substantial donations were raised for buildings and other infrastructural projects and in the process the faculty and students were not being directly impacted by the donations. However, with focus of the new programmes, agenda of alumni relations is expected to receive a better appreciation (and hence, participation in related activities) from the faculty and students.

CREDIT CARD DONATIONS: Arrangements were made to receive donations through credit cards (both internet and MOTO based) by IITK and by the *IITK Foundation* in USA. This has greatly helped the fund raising efforts.

Donor Stewardship

All donors expect to see the impact their donation is making to the Institute. Hence, it is very important to keep the donors informed on their donation.

Dean RPG personally met every major donor on a yearly basis and briefed them on new developments in the Institute, and how their donations are making an impact. In some instances, he worked with some of our large donors and the Institute to reorient the usage of the original donation, so that the donation could make an impact that will meet Institute's needs and the donor's expectations.

Donors of all endowments (scholarships, chairs, lecture series, etc) were annually sent a financial report (e.g., new donation received, interest earned, funds utilized). Another report was sent to them on the activities carried out utilizing the donation. For instance, all the students receiving an endowed scholarship or travel support were asked to write a letter of thanks which was forwarded by the RPG office to the donor.

Exchange of Best Practices

IITK is new to alumni relations and fund raising. Hence, it is very critical for us to learn from others and share the best practices.

LEARNING FROM US UNIVERSITIES: The Dean RPG utilized his US visit to Pan IIT meet in May 2005 to also visit the *Development Offices* of four US universities (Johns Hopkins, Caltech, UC Los Angeles, and UC Berkeley) with a view to learn the best practices from them. This was most useful and some of the activities of last three years have been significantly influenced by the learning from this visit.

PUBLICATIONS OF CASE: Our office obtained the membership and excellent publications of the *Council for Advancement and Support of Education (CASE),* a professional society of fund raisers for the educational institutions.

PRESENTATIONS WITHIN IITK: In order to share the vision and future direction of alumni engagement and fund raising, and to seek the advice and inputs, Dean RPG made a number of presentations in the Institute:

"Fund Raising for IITK", to the *Institute Advisory Committee* (April 2005)

"Fund Raising in Universities: Road Ahead for IITK", to the *Institute Advisory Committee* (July 2005)

"Alumni Relations and Fund Raising", to the *Board of Governors* (August 2005)

"Alumni Relations and Fund Raising", to the *Faculty of IITK* (February 2007)

INTERNATIONAL VISITORS: To bring the best practices to the campus and engage the faculty, students, and administration on the issues involved, the following international visitors were very helpful:

- Ms Carolyn Ash, Director, Faculty-Students Program, Caltech delivered talk and held meetings to help IITK develop summer UG research programme (*SURGE*) (January 2006).

- Professor Vijay Dhir, Dean and Ms Molly Ann Mroczynski, Executive Director (External Affairs) of the School of Engineering at UCLA delivered talks on the importance of alumni engagement towards academic excellence, and the best practices of fund raising. Ms Mrocynski also reviewed the work of RPG office, and made some very useful suggestions. She held a meeting with the students working in the *Alumni Contact Programme* to advise them on how to improve their effectiveness (November 2006).

- Ms Rita Dibble, Development Officer in Misericordia University in USA held a training session for our students working in the *Alumni Contact Programme* (November 2007).

WORKSHOP: A Round Table Meeting on *Alumni Relations and Fund Raising: A New Paradigm for Excellence* was organized at IITK during January 9 – 10, 2008. All IITs, alongwith several NITs, IIM Calcutta, BITS Pilani, and Thapar University participated in the same. The meeting was an excellent opportunity to share the best practices.

International Relations

Of late, there has been very considerable interest amongst the overseas universities to collaborate with the IITs generally and with IITK particularly. The RPG office has been handling the same and recently the Assistant Registrar of the RPG office was designated by the Institute as the *Coordinating Officer, International Relations.* A large number of Memorandum of Understanding has been signed in the last three years. Moreover, the SURGE programme discussed above enabled us to develop a close relationship with:

- California Institute of Technology, Pasadena
- Ecole Centrale Paris
- Ecole Polytechnique, Paris

Strengthening of RPG Office

With growth in the activities, the office of RPG was strengthened by adding more staff in a phased manner. The office strength now stands at 12 persons as against four in early 2005. We now have a fairly strong team with good level of skills and excellent inter-personal relationships amongst the office staff. Also, active help and participation of a

number of students in the office has been critical to our functioning.

Investments

We continue to make pragmatic investments and the endowment funds continue to earn a good rate of interest (~9% per annum in last three years). A number of units in the Institute manage small funds through the bank accounts. Often, substantial funds remain in such accounts at no-interest or low-interest terms. Hence, with approval of the *Endowment Committee* and the *Finance Committee* of the Institute, a *Pool Account* has been opened wherein such surplus moneys can be parked by the concerned units and the RPG office may invest the pooled amounts to maximize the returns.

Unfinished Agenda

While substantial progress was made on many fronts, a lot remains to be done in the short term:

DATABASE MANAGEMENT SYSTEM: IITK now needs a high end database management system for the alumni relationship which will have not only the contact details but also the history of important engagement with them, and will be integrated with the communication system.

FACULTY ENGAGEMENT: Fund raising from private sources being a recent development for the Indian academia, we need to do a lot more than what has been done so far to involve and engage the faculty on this and to share with them the best practices world wide.

MAJOR DONATIONS: While the Institute achieved considerable success with respect to the small and medium donations (of upto about Rs 40 lakhs), we need to tackle several issues in-house before we can raise substantial number of large donations (of the order of Rs 1 crore and more). Considerable time delay is taking place within the Institute in handling one such proposal. This is partly due to the discussion and concern (both ways) amongst the Institute faculty about naming of the activities, facilities and academic entities after major donors. It is important to resolve these issues at the earliest, and to create a *template* of what is our expectation on these.

PENDING PROPOSALS AT VARIOUS STAGES: A number of proposals were developed which are pending approvals at different levels within the Institute. In order to have the full impact of the alumni relations and the donations on the academic milieu of the Institute, it is important for IITK to create many more such programmes to encourage and reward excellence and to create a more vigorous *demand* for the donation money.

RECRUITMENT OF SENIOR OFFICERS: It is important to institutionalize the functioning of the RPG office by recruiting senior officers who could handle some segments of the portfolio fairly independently. Efforts made in last two years in this direction have not been very effective, and more work is needed in this direction.

OFFICE SPACE: In view of the growth of the activities, lack of adequate office space has now become a major bottleneck. As a temporary measure, currently some of the RPG staff members are operating from desks in the office of Faculty Affairs. Similarly, we need more space for the *Alumni Contact Programme* for expanding the programme by recruiting more students into it.

RELATIONSHIP WITH ALUMNI ASSOCIATION: The Institute deals with all alumni matters through the RPG office. For effective alumni relations, the RPG office and the *Alumni Association*, which is an independent society of the alumni of IITK and is not an Institute body, need to be active and close partners in reaching out to alumni and sustaining and strengthening Institute-alumni relationship. We need to work more towards defining the relationship and building a partnership between the two entities.

GOLDEN JUBILEE FUND RAISING AGENDA: The year 2009-10 being the Golden Jubilee year of IITK, it is high time to finalize our fund raising agenda. This will critically depend on settling the issue of *naming opportunities* within the Institute.

Acknowledgements