

Chairperson's Message



Namaskar.

It is my privilege to write the message for the Annual Report.

The year that went by was eventful and very positive for your Institute. For this my gratitude immediately goes to our Director Prof. Uttam Kumar Sarkar under whose calm and reassuring guidance your Institute kept up its achievements.



Prof. Uttam Kumar Sarkar
(Director of IIM Calcutta)

With the help from the government guidelines on health and safety protocols IIM Calcutta saw the safe return of students, faculty and staff to the campus last year. Improved health conditions allowed us to ease restrictions. Emerging variants and sub-variants of COVID-19 were navigated with discipline and prudence, and by April 2022 we were able to fully restore our on-campus activities. This is an affirmation of our community's enduring strength and spirit. For this I would like to convey my heartfelt thanks to my colleagues on the Board of Governors and the Faculty, Staff and Students of IIM Calcutta.

Your Institute continues to have significant accomplishments and also face challenges. Let me share with you the highlights of FY 2022-23.

BOARD OF GOVERNORS:

This year saw some of our Board colleagues complete their tenures. Mrs. Sudha Murty and Dr. R. Ramaraj completed their tenure in accordance to Section 12 (1) of the IIM Act 2017 and Rule 4 (3) of the IIM Rules 2018. Furthermore in accordance to Section 12 (1) of the IIM Act, four more members, namely Mr. Sumant Sinha, Mr. Nikhil Sawhney, Mr. Sanjoy Mukherjee and Mr. Harsh Chouhan also completed their tenures. These colleagues spared their time for the Institute and made significant and valuable contributions to the Board and IIM Calcutta. On behalf of the Institute, I would like to place on record our sincere appreciation and gratitude to all of them.



Mrs. Sudha Murty
(Member of the Board of Governors, Jan 2019 to Jan 2023)

Dr. R. Ramaraj
(Member of the Board of Governors, Nov 2018 to Nov 2022, IIMC alumnus, PGP 8)



Mr. Nikhil Sawhney
(Member of the Board of Governors, Nov 2018 to Nov 2022)



Mr. Sumant Sinha
(Member of the Board of Governors, Nov 2018 to Nov 2022, IIMC alumnus, PGP 24)

The vacancies in the Board were filled by appointment of Mr. Harsh Chouhan in accordance to Section 10 (2) (d) and Mr. Sanjoy Mukherjee in accordance to Section 10 (2) (g) of the IIM Act. Furthermore, Mr. Sanjiv K. Aiyar, Mr. Ajay Jain and Mr. Ashish Kumar Chauhan were appointed to the Board in accordance with Section 10 (2) (g) of the IIM Act.

Mr. Harsh Chouhan
(Member of the Board of Governors, Chairperson National Commission for Scheduled Tribes)



Mr. Sanjoy Mukherjee
(Member of the Board of Governors, IIMC alumnus, PGP 23)

COMMITTEES AT WORK:

The Board of Governors Standing Committees and Ad Hoc Committees help in fulfilling the charter of responsibilities enshrined in the IIM Act. I share below the work being done by some of these committees:

Finance Committee (Standing Committee): The Chairperson of this committee is the Chairperson of the Board of Governors, Mr. Shrikrishna Kulkarni.

Schedule A (1) of the Regulations gives the detailed procedure of the functioning of this Committee.

The Finance Committee is mandated to plan and monitor the Institute's financial position to ensure sound financial standing, approve annual budgets, review actuals against budgets, and variances and take corrective action, review and approve financial spending approval limits of officers and ensure that financial accounts follow required standards. Furthermore, all policy matters on finance requiring consideration and approval of the Board are first placed before the Finance Committee for consideration and recommendations to the Board. The Committee shall also oversee and ratify PF Trusts activities, investment of funds, policies, etc.

Building & Works Committee (Standing Committee): From April 2022 till December 2022, Dr. R. Ramaraj was the Chairperson. The present Chairperson of this committee is Mr. Prabhakar Singh.



Mr. Prabhakar Singh
(Member of the Board of Governors
Ex-Director General
CPWD and Technical
Advisor with Cabinet
Rank to the Govt. of
Andhra Pradesh)

Schedule A (2) of the Regulations gives the detailed procedure of the functioning of this Committee.

The Institute has taken a major initiative for augmentation of the infrastructure and facilities in the Campus and accordingly preparation of suitable Master Plan of the future state-of-the-art, most modern, green and iconic Campus of international standard to cater to the needs of the Institute.

The Institute will be shortly issuing a Notice Inviting Tenders (NIT), in order to build the following infrastructure (subject to statutory approvals):

- Proposed Hostel Block H1: a G+9 storied structure.
- Utility and electric sub-station building and equipment.
- Related infrastructure development work and bulk Services.
- 500 Kilo liters per day (KLD) Moving Bed Biofilm Reactor (MBBR) type Sewage Treatment Plant (STP)
- 75 KLD, Effluent Treatment Plant (ETP)
- Connection of sewerage line of existing buildings located at northern and eastern side of the campus to the 500 KLD STP as per Master Plan.
- 2 Lakh liters underground sump for storage of municipal water supply.
- 14 Lakh liters overhead tank for firefighting and water Supply.
- Furniture for Hostel Building H1.
- Modification of existing Lake View Hostel dining hall along with kitchen equipment & furniture.
- It is proposed to achieve GRIHA 5 Star rating for the proposed construction.
- In addition, Fire Safety recommendation for all the existing structures as well as the proposed construction has been issued by the West Bengal Fire & Emergency Services, Govt. of West Bengal.
- The tender document for the above stated work is in the final stage and the NIT will be floated soon.

The following work has been completed: Construction of boundary wall with main gate & security office in the satellite campus of the Institute at New Town, Kolkata.

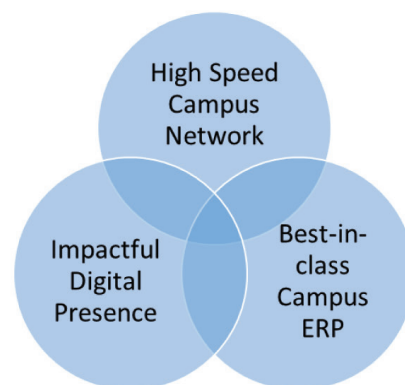
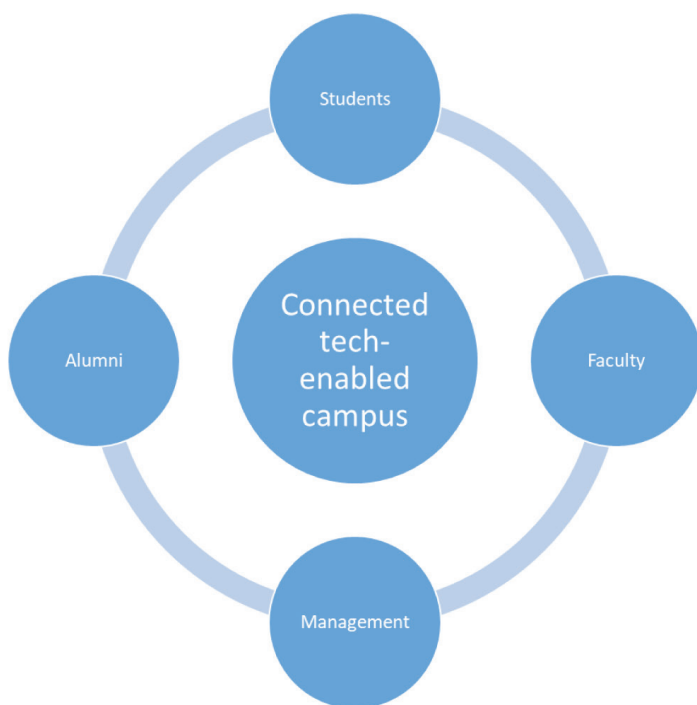
The following work is on the verge of completion: Construction of boundary wall along the new demarcated line in the main campus of the Institute at Joka.

Digital Transformation Committee (Standing Committee): From April 2022 till December 2022, Mr. Prabhakar Singh was the Chairperson. The present Chairperson of this committee is Mr. Sanjiv K. Aiyar



Schedule A (3) of the Regulations gives the detailed procedure of the functioning of this Committee.

Your Board has identified Digital Transformation as one of the strategic priorities – to help IIMC evolve into a connected, tech enabled campus. This would cover enabling platforms for more effective and hybrid learning and teaching, efficient administration and deeper alumni connect. Our immediate priorities are to implement an integrated Campus ERP system, upgrade our Campus Networks for better and seamless connectivity and Web Revamp for better digital presence.



Development Committee (Standing Committee):

From April 2022 till December 2022, Dr. R. Ramaraj was the Chairperson. The present Chairperson of this committee is Mr. Ashish Chauhan.



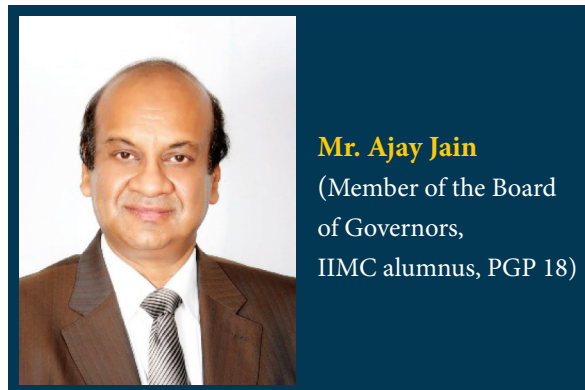
Schedule A (4) of the Regulations gives the detailed procedure of the functioning of this Committee.

The mandate of this committee is as follows:

- a) To spearhead and assist the Director and his team in building an up to date, connected alumni network, undertaking activities for the betterment of the Institute;
- b) To establish and periodically review capital campaign objectives and targets, development strategy for alumni and corporates, and implementation plan;
- c) To spearhead and assist the Director and his team in achieving targets for capital fund raising campaigns;
- d) To assess and advise budget implications to the Finance Committee.

Personnel Committee (Standing Committee):

From April 2022 till December 2022, Mrs. Rupa Mahanty was the Chairperson. The present Chairperson of this committee is Mr. Ajay Jain.



Schedule A (5) of the Regulations gives the detailed procedure of the functioning of this Committee.

The recommendations of the Institute of Secretariat Training and Management (ISTM) on transitioning to an optimal administrative organization structure was approved by this committee and by the Board of Governors. This transition was handed over and entrusted for implementation to a committee appointed by the Director and under the leadership of Dean (NI&ER), Prof. Manish Thakur. This implementation shall be of immense benefit to the Institute.

The Personnel Committee also completed review and recommendations for the following:

- a) IIM Calcutta Leave Rules - treatment of vacation leave.
- a) Reservation rostering for faculty recruitment.
- b) Medical insurance, review and rationalization with substantial savings for the Institute.
- c) Medical Reimbursements – review.
- d) Faculty – international allowances – review.
- e) Travel policy related to admissions related travel.

Furthermore the PC completed its review and gave its recommendations for the Engineering Division of the Institute. These recommendations were approved by the Board of Governors. Due to this the Engineering Division will now report to the Chief Administrative Officer as against directly reporting to the Director. In line with this change the Board directed that the finance and accounts department of the Engineering Division

be integrated with the Finance and Accounts department of the Institute.

This committee is in an advanced stage of completion of some key policies such as:

- Professor of Practice (draft enabled by the Academic Council)
- Endowed Chair Professorship (draft enabled by Institute Standing Committee)

This committee has also been requested to review the following in FY 2023-24:

- IIMC Service Rules
- Faculty Work Norms

The Senior Management Performance Review Committee (Standing Committee):

The Chairperson of this committee is Mrs. Rupa Mahanty.



Schedule A (6) of the Regulations gives the detailed procedure of the functioning of this Committee.

This committee is mandated to review the performance of those members of the Institute faculty and staff who report directly to the Director (Senior Management of the Institute).

Director’s Performance Review Committee (Standing Committee): The Chairperson of this committee is the Chairperson of the Board of Governors, Mr. Shrikrishna Kulkarni.

Schedule A (7) of the Regulations gives the detailed procedure of the functioning of this Committee.

Regulations Drafting Committee (Standing Committee): The Chairperson of this committee

is the Chairperson of the Board of Governors, Mr. Shrikrishna Kulkarni.

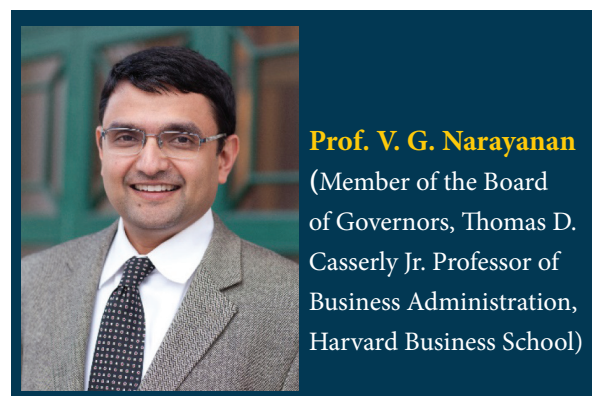
Schedule A (8) of the Regulations gives the detailed procedure of the functioning of this Committee.

This committee was mandated to draft the first regulations of the Institute. An important milestone was reached this year when on 4th January 2023, the First Regulations of IIM Calcutta were notified in the Gazette of India.

A copy of the Gazette notified Regulations are available on the website of the Institute.

Audit Committee (Standing Committee):

The Chairperson of this committee is Prof. V. G. Narayanan.



Section 25 (2) of the IIM Act and Schedule A (9) of the Regulations gives the detailed procedure of the functioning of the Audit Committee.

This is the committee that is also mandated to look into the issues raised by CAG and give suitable recommendations to address them.

Board Nominations Committee (Standing Committee): The Chairperson of this committee is the Chairperson of the Board of Governors, Mr. Shrikrishna Kulkarni.

IIM Rules 4 (1) defines the composition and functioning of this Committee.

Committee to review and propose amendments to the MoA and AoA of IIMC Innovation Park (Ad Hoc committee): The Chairperson of this committee is the Chairperson of the Board of Governors, Mr. Shrikrishna Kulkarni.

The mandate of this committee is to review and propose amendments to the present MoA and AoA of IIMC Innovation Park (IIMCIP), with an aim to (but not limited to):

- Clearly identify and articulate the benefits of IIMCIP to IIMC.
- Clearly articulate and enhance IIMCIP's accountability to IIMC.
- Review and suggest governance structures for efficient Management, Control and reporting.
- As IIMCIP deals with potential entrepreneurial ventures also, the MoA and AoA must clearly define governance structures for IIMCIP that have sufficient checks and balances in place to ensure that value addition and brand equity accrue to IIMC and all activities are within extant laws, rules and regulations.
- Examine such other aspects of the MoA and AoA of IIMCIP, as maybe deemed necessary by the Committee, and make such other appropriate recommendations as maybe required to effectively achieve the aforementioned purposes.

ACADEMIC:

Academic Council: The Academic Council is one of the three authorities of the Institute and is the principle academic body of the Institute (Chapter III, Section 14 of the IIM Act).

Our Director, Prof. Uttam Kumar Sarkar is the Chairperson of the Academic Council.

In the year FY2022-23, the Academic Council, among other things:

- a) Enabled an agreement between Chartered Financial Analyst (CFA) Institute and IIM Calcutta in the interest of our students who have special interest in Finance and Accounts.
- b) Enabled policy formulation toward induction of Professor of Practice at the

Institute and Endowed Chair Professorship. The draft policies will then be reviewed by the Personnel Committee before recommending to the Board for approval.

- c) Enabled exploration of National Education Policy (NEP) implementation opportunities at the Institute.

In accordance to the First Regulations of IIMC, Regulation 30 (2), the Institute will now have at least four positions of Deans, appointed by the Director and approved by the Board, namely:

- a) Dean (Academic Programs);
- b) Dean (Faculty & Research);
- c) Dean (Executive Education);
- d) Dean (Development and External Relations).

The Director requested Prof. Bhaskar Chakrabarti who was Dean (Academic) to hold the dual responsibilities of Dean (Academic Programs) and Dean (Faculty & Research).



Prof. Bhaskar Chakrabarti

Dean (Academic Programs) and Dean
(Faculty & Research)

The Director also requested Prof. Manish Thakur who was Dean (NI&ER) to hold the dual responsibilities of Dean (Executive Education) and Dean (Development and External Relations).



Prof. Manish Thakur

Dean (Executive Education) and Dean
(Development and External Relations)

The roles and responsibilities of Deans and Associate Deans shall be in accordance to Regulation 30 (3).

Regulation 30 (A) defines the composition of Institute Standing Committee (ISC). Regulation 30 (A) (ii) describes the responsibilities of the ISC. This is the committee that provides support to the Director in decision-making on several strategic and operational Institute-wide issues.

Prof. Runa Sarkar and Prof. R. Rajesh Babu contributed extensively as Faculty members on the Board of Governors (in accordance to Section 10 (2) (e) of the IIM Act), and also as members of the ISC.



Prof. Runa Sarkar

Prof. R. Rajesh Babu



Your Institute has unwavering commitment to develop a pipeline of passionate teachers and path breaking scholars. Among the many important areas for faculty development are:

- Faculty management system which is close to best practice and is considered transparent and fair by faculty members.
- Another important area is to support faculty with high calibre assistants. In this regard, the Trainee Teaching Associates has been repositioned with an aim to develop skills amongst young scholars by providing them with opportunities to learn about management education and develop skills in teaching/evaluation. This cadre has been rechristened as Academic Associates.
- The momentum to hire new faculty was increased and has been sustained till date as I write these lines.
- Regulation 30 (B) defines the composition and the responsibilities of the Faculty Development and Evaluation Committee (FDEC).

In accordance to Section 6 (b) and (d) of the IIM Act, the Institute is committed to sensitise management education to the vision of inclusive, equitable and sustainable national development goals in order to contribute holistically to society. For example, executive education and consulting are being used to develop capacity building programmes of MSMEs. The last strategic exercise identified “global recognition and local relevance” as a research goal. This twin objective firmly reiterates our ambition to attain global research eminence while being committed to our duties as a public institution. In line with this, faculty are urged to conduct research in nationally relevant

areas and publish peer-reviewed research on top national agendas (e.g., health, climate change, financial inclusion, e-governance, and education) with high social impact. For this your Institute has formulated a journal list and put in place a scheme of incentives which encourages publications in reputable international journals. In this regard the Institute also arranged for young faculty and doctoral students to get expert guidance on how to publish their research in reputable international journals. This was very well received.

Drawing from this, the Institute has laid out the following as our strategic priorities:

- To work with government(s) as a knowledge partner
- Rejuvenate centers of excellence
- Create positions for international academic visitor

In accordance to Section 6 (e) of the IIM Act your Institute revised its admission policy to focus on diversity and gender equity in classrooms across programmes.

Our online executive education saw a surge in demand and the number of participants increased multi-fold.

As a part of the Institute Lecture Series, on 2nd Nov 2022, your Institute had the honour and privilege to welcome Dr. S. Jaishankar the Hon. External Affairs Minister of India to give the 33rd ILS talk. His talk to the IIMC community had the auditorium filled to capacity and the live telecast was watched from friends and well-wishers across the globe. He interacted with the students and showed special interest in the IIM Calcutta Innovation Park and our young entrepreneurs.



Honourable EAM, Dr. S. Jaishankar, interacting with IIMCIP students

ADMINISTRATION:

The Institute administration was ably steered by Lt. Col (Retd.) Alok Chandra and his dedicated team.



Lt. Col (Retd.) Alok Chandra
(Chief Administrative Officer and Secretary to Board of Governors)

Some of the key matters addressed and resolved by the team of administrators are:

- In accordance with the recommendations of the Personnel Committee and the Board of Governors, the HR department of the Institute has prepared and implemented the reservation roster for faculty members.
- Completed the hiring of:
 - Senior Administrative Officer (SAO) – 1
 - Administrative Officer (AO) – 2
 - Digital Transformation Officer (DTO) – 1
 - Finance and Accounts Officer (FAO) – 1
- We highlight below a few of the activities related to Estate, Maintenance and Purchase which the administration successfully in spite of challenges:
 - Operationalization of the new indoor sports complex with the modern facility with effect from 9th April 2022.
- Major revamp and procurement of room furniture and mattresses for student hostels.
- Renovation of the Institute Swimming Pool.
- Removal of most of the encroachments along with the periphery of the campus.
- Enhancement of drinking water supply from Public Health Engineering Department (PHED) by additional 50,000 liters, per day.
- Dredging and cleaning of canal located at the south side of the campus with the help of local administration.
- The Institute also started the procurement of goods and services from GeM or Government E-Marketplace portal.
- Sports event ‘SANGHARSH’ was organized successfully by the students of IIM Calcutta with other participating teams of around 700 players from IIM Lucknow, Bangalore and Ahmedabad including the host IIM Calcutta.
- Renovation of Tagore hostel with complete tiling work in ground floor was completed.
- Providing, fitting and fixing modular workstation including modification of electrical works in the Accounts department.
- External repairing & painting of NF-III quarters.
- Roof treatment of B-type and NF-I (Part) residential quarters.
- External repairing & painting of B-type (two buildings) and C-type residential quarters.
- External repairing & painting of administrative building.

ALUMNI CONNECT:

In my last year's message, I shared with you about the Institute establishing a Section 8 Company named "IIM Calcutta Endowment Management Foundation" to facilitate alumni and public monetary contributions for the development needs of the Institute. This Foundation is managed and Chaired by a Board comprising primarily of alumni. For efficiency and closer collaboration the Director of IIMC is a member of the Board of the Foundation in his ex-officio capacity. In FY 2022-23, the Board members of the Foundation were:

a) Mr. K. K. Raman;



Mr. K. K. Raman
(Chairperson IIMC
Endowment Management
Foundation, IIMC
Alumnus, PGP 9)

b) Mrs. Rupa Mahanty;



Mrs. Rupa Mahanty
(IIMC Alumna, PGP 13)

c) Mr. V. Shankar;



Mr. V. Shankar
(IIMC Alumnus, PGP
18, on the Board till 25th
January 2023)

d) Mr. Gautam Mago;



Mr. Gautam Mago
(IIMC Alumnus, PGP 39)

e) Prof. Uttam Kumar Sarkar – ex-officio member of the Board (Director, IIMC);

f) Prof. Manish Thakur – ex-officio member of the Board (Dean Development & External Relations);

g) Prof. Bhaskar Chakrabarti – ex-officio member of the Board (Dean Faculty & Research)

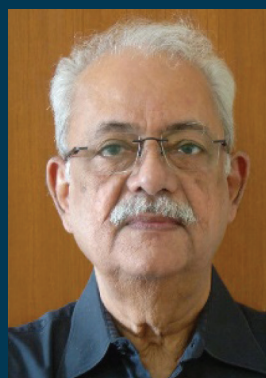
Our Institute has painstakingly ensured that the governance structures for the Endowment Management Foundation are transparent and such that they will instil faith and trust in friends of IIM Calcutta and will go a long way in encouraging them to give back for the Institutes developmental needs.

To further strengthen the alumni connect activities your Institute is in the process of setting up an IIM Calcutta archive. The Director has formed a committee to help guide this initiative. This committee comprises of the following:

a) Prof. Manish Thakur – Chairperson of the committee and Dean (Development and External Relations)

b) Prof. R. Rajesh Babu – Faculty member of IIMC

c) Mr. Prakash Chitre;



Mr. Prakash Chitre
(Alumnus of IIMC, PGP 5)

f) Mr. Pradeep Gupta;



Mr. Pradeep Gupta
(Alumnus of IIMC, PGP 12)

d) Mr. G. M. Kapur;



Mr. G. M. Kapur
(Alumnus of IIMC, PGP 8)

g) Ms. Sonya Dutta Choudhury;



Ms. Sonya Dutta Choudhury
(Alumnus of IIMC, PGP 27)

e) Mr. Shankar Iyer;



Mr. Shankar Iyer
(Alumnus of IIMC, PGP 9)

h) Dr. Narayan C. Ghosh;



Dr. Narayan C. Ghosh
(Librarian, IIMC)

Our history has played an important role in shaping our identity. The archives will provide us with evidence of our activities, our achievements and our endeavours. It is my belief that archives play a role that is central to good governance. In our journey of continuous improvement, they will be a powerful tool by which IIMC can introspect and make ourselves more transparent and more accountable. A well-managed archives can become the source from which IIMC can understand the: who, when, where, what and how. And these can then become an important basis to review, amend or make policies and plans.

The IIMC archives in my opinion is a very important initiative and I urge all alumni and friends of IIM Calcutta to support us in this endeavour.

IN CLOSING:

The community of IIM Calcutta makes it easy for me to dream and have the freedom to share my dreams. IIM Calcutta is the first IIM established by the Government of India and it continues to hold its place of pre-eminence among all Business Schools in India.

I would like to convey my sincere gratitude to the hard-working IIMC Faculty, Staff, Board of Governors, and the Academic Council for their constant assistance in all my endeavours. Special thanks go to our Director, Prof. Uttam Kumar Sarkar and Lt. Col (Retd.) Alok Chandra the Secretary to our Board of Governors for all they continue to do for IIMC and for their dedication and tireless support and sage advice to me.

The strong team that you all make is a joy to be a part of.

Jai Hind!

Shrikrishna Kulkarni

