

# Chairperson's Message



Namaskar.

It was in October 2017 that I accepted the responsibility to Chair the Board of Governors of IIM Calcutta. Five years have elapsed since then and roughly the latter half of which saw us in the grip of the Covid-19 global pandemic.

As I reflect on the year April 1<sup>st</sup>, 2021 to March 31<sup>st</sup>, 2022, I realize that the Covid-19 pandemic taught us invaluable lessons and with the help of digital technologies brought the world closer together than ever before. Our Institute utilized these two and a half years of the global pandemic and invested time and energy to review and revitalize our academic, administrative and infrastructure core. The Institute also put in commendable effort to improve its alumni database and alumni connect.

To begin with, let me share with you our Vision and Mission, which were articulated after a comprehensive exercise involving collaboration amongst our faculty members, members of the Board of Governors, our alumni and our staff members.

**Vision:** Our vision is to be an international center of excellence in all aspects of management education.

**Mission:** The mission of the Institute is to develop innovative and ethical future leaders capable of managing change and transformation in a globally competitive environment and to advance the theory and practice of management.

In this year's message, while it is usual to share key achievements, I am also keen to share some of my thoughts that I have discussed and shared with my Board colleagues, the Director and his team (his Standing Committee). Many faculty colleagues are also familiar with these thoughts.

## BOARD OF GOVERNORS:

In accordance to section 11 (5) of the IIM Act 2017, the Board of Governors of the Institute appointed a Group of Experts to evaluate and review the performance of the

Institute, including its faculty, on the parameters of long term strategy and rolling plans of the Institutes and such other parameters as the Board may decide and the report of which shall be placed in public domain. Their report is awaited.

## The Group of experts are:

- Dr. R. Balasubramaniam – Chairman of the Group of Experts (Medical doctor, author, Development scholar and visiting faculty at Cornell University)
- Mr. T. V. Narendran (Managing Director of TATA Steel and then President CII)
- Prof. Krishnamurthy Subramanian (then Chief Economic Advisor to GoI, Professor at ISB)

## ACADEMIC:

Prof. Uttam Kumar Sarkar (Professor in the Management Information Systems Group at the Institute) took charge as the Director of the Institute on 18<sup>th</sup> August of 2021.

To fulfil our Vision and Mission will require for us to have a strong and vibrant faculty community. This will then require for our Institute to show an unwavering commitment to develop a pipeline of passionate teachers and path breaking scholars. These faculty will become the Next-Gen of IIMC – those who will lead us. For them to be able to lead us, they will need to be able to link theory with practice. To develop this calibre of world class faculty will necessarily require for us to invest in faculty members from an early stage of their careers. It is with regards to cultivating exceptional faculty that my mind immediately goes to the cohort of our Associate Professors. They have been with us long enough. They are expected to conduct cutting edge research as they build their teaching skills. They have demonstrated their potential as “scholars” and “teachers”. It is at this point that they start becoming very useful to the Institute as they start going beyond teaching the regular MBA courses and are able to start teaching electives, teaching Doctoral Programs and Executive Education. Helping such Associate Professors will

require genuine commitment on the part of our Institute. Support to them can be via a broad range of methods including endowing them with Chairs as an important means to show our commitment to these talented young faculty members. These Associate Professors could also help IIMC attract faculty members who, after beginning their careers elsewhere, show great promise.

It is essential for the Institute to create a pipeline of passionate teachers and path breaking scholars. The only way to do this is to INVEST, NURTURE, RETAIN, ATTRACT.

To review and revitalize our academic programs our Institute revived its International Advisory Council (IAC). This is a group of six exceptional teachers, scholars and industry leaders from across the globe. Their specific recommendations are immensely helping the Institute.

Despite restrictions on travel due to the global pandemic, 44 of our students were able to participate in our vibrant Student Exchange Programs (STEP) and 25 participated in the CEMS MIM (Master's in International Management).

There was a quantitative and qualitative increase in the publications by our faculty members. Publications in international journals increased with Australian Business Deans Council (ABDC) A\* publications increasing from 4 to 8 in one year and ABDC A publications rose from 14 to 23 in one year. In total, the faculty published 63 journal articles in 2021-22, apart from books and book chapters.

Our Institute was also successfully able to attract and hire a number of new faculty members across Academic Groups.

Our Institute has taken proactive steps to contribute to national development and nation building. One key initiative is that our Institute is now a knowledge partner to the "Capacity Building Commission". In this effort our talented alumni will also collaborate with our faculty members in creating content and disseminating knowledge to help our nation's civil services to become a smart, accountable, citizen-centric and an effective public service.

It is my belief that in this digitally enabled world, organizations and businesses will need to start collaborating for public good as against competing for only shareholder wealth maximization. To equip our students to be leaders in such a world, where they will need to have the ability to influence opinion, our Institute should commit to explore ways to also introduce "Human Values" into the curriculum of its various programs.

## ADMINISTRATION:

As a requirement of the IIM Act 2017, the Board of Governors unanimously passed and adopted the First Regulations of IIM Calcutta which are pending notification in

the Gazette of India.

With the collaboration of its faculty members, staff members and members of its Board of Governors, our Institute also reviewed the "Code of Conduct" for its employees.

Our Institute also worked very closely with the Institute of Secretariat Training and Management (ISTM) to evolve an optimal administrative structure (within extant laws and rules of the Government of India) that will help us achieve our Vision and Mission. This effort involved collaboration amongst our faculty members, members of the administrative staff and members of the Board of Governors. The recommendations of this study will be implemented in phases.

## CAMPUS INFRASTRUCTURE:

A Campus infrastructure Master Plan was evolved with the participation of faculty members, staff members, members of the Board of Governors and Architect Hafeez Contractor. The first phase of this plan is on the anvil which includes a brand new 900 rooms (air-conditioned) student hostel, a Sewage Treatment Plant (STP) and other allied facilities for students. To support such a campus, a digital infrastructure plan is also being evolved and will be implemented.

## ALUMNI CONNECT:

Extensive and painstaking effort (ongoing) has helped us update our alumni database. An updated (more user friendly) alumni portal was also launched to improve alumni connect efforts.

Our Institute also established a Section 8 Company in 2022 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.

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

I congratulate the Director and his team of dedicated faculty members and staff members for committing themselves in the pursuit of excellence to enable our Institute to continue to remain an Institute of eminence and a national asset.

Jai Hind  
**Shrikrishna Kulkarni**