



SHIV NADAR FOUNDATION

TRANSFORMING EDUCATION

ANNUAL REPORT 2014 - 15






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Shiv Nadar, Founder and Chairman, HCL Corporation & Shiv Nadar Foundation



A simple act of giving is like creating a ripple in a vast ocean of disparity, trying to push the disparate form towards equality. Imagine the quantum of social impact that can be created when many such ripples move towards achieving a common goal.

From the time I started the Foundation in 1994, we chose to work towards building an equitable society on the pillars of creating leadership, meritocracy, transparency and transformational education. We asked ourselves a few important questions that probably deserved more attention than they had so far received - is rural education only about eradicating illiteracy or can it also create rural leaders; can research be the game changer for Indian higher education sector; is the current system of education doing enough to create life & value skills among kids; how can we leverage technology to transform the primary education landscape in rural India.

Today, I am pleased that the SNF institutions are on their way to finding solutions to some of these challenging questions, and in the process, transforming education practices in India in a novel manner. SNF is a young organization and this journey has just started. However, I am sure that

these early steps are in the right direction and the difficult task of 'getting started' has been done.

At the same time, I also believe that finding solutions to these complex problems, in a nation of our size and diversity, is beyond the scope of a single organization, however large it may be. Thus, I think that it is the right time to give 'Giving' a new direction in our country. It will require creation of new models of excellence in philanthropy by the corporate sector, the policy makers and the not-for-profit organizations. These models need to be sustainable, scalable and replicable so that all participants in the ecosystem can adopt, and if required, refine these to create their own solutions to address our nation's most pressing problems. Only then will we be able to transform 'Giving' into 'Giving of a Higher Order', to accelerate our progress towards wiping out social inequalities and creating a stronger nation.

Shri . S. Noddu

Vision

Nation building through
transformational leadership

Mission

Creating equitable
opportunities for leadership,
through focused philanthropy



Pillars

Leadership Building

Creative vs. Corrective

Transparency and Governance

Longevity

Sustainability

Partnerships

Awards & Recognition

Corporate Citizen Award

Shiv Nadar received the AIMA Managing India Corporate Citizen Award 2014, for his efforts in philanthropy.

ICSI Lifetime Achievement Award

Shiv Nadar was felicitated with Lifetime Achievement Award 2013, by the Institute of Company Secretaries of India (ICSI), the apex body of corporate governance in India.

Golden Peacock Award

Shiv Nadar received the Golden Peacock Award for Social Leadership 2014, from Institute of Directors, India.

World's Most Innovative People Award

Roshni Nadar Malhotra was felicitated by World Summit of Innovation & Entrepreneurship (WSIE), for Philanthropic Innovation.

Forbes Outstanding Philanthropist

Shiv Nadar was named the Forbes Outstanding Philanthropist of the Year 2015.



SNF Snapshot

Number of students	9248
Number of alumni	9315
Faculty & staff	1296
Campus area (acres)	605
Built-up area	5.2 Mn sq. ft.
Investment till March 2015	₹34,782 Mn (US\$ 556 Mn)



ENTREPRENEURSHIP

What it takes to succeed as a businessman in a country where doing business, especially for small enterprises, is a challenging task

AN ENTREPRENEUR'S GUIDE TO SUCCESS

SNF Institutions

K-12

VidyaGyan

Number of schools	2
Number of students	1686
Faculty & staff	152
Campus area (acres)	67
Built-up area	1.1 Mn sq. ft.
Investment till March 2015	₹3,185 Mn (US\$ 51 Mn)

Shiv Nadar School

Number of schools	3*
Number of students	1541
Faculty & staff	316
Campus area (acres)	25
Built-up area	0.5 Mn sq. ft.
Investment till March 2015	₹3,935 Mn (US\$ 63 Mn)

Higher Education

SSN Institutions

Number of students	4516
Faculty & staff	445
Number of alumni	9315
Campus area (acres)	227
Built-up area	1.7 Mn sq. ft.
Investment till March 2015	₹3,458 Mn (US\$ 55 Mn)

Shiv Nadar University

Number of students	1505
Faculty & staff	316
Campus area (acres)	286
Built-up area	1.8 Mn sq. ft.
Investment till March 2015	₹13,370 Mn (US\$ 214 Mn)

Mass Intervention

Kiran Nadar Museum of Art

Number of museums	2
Artwork	2172
Staff	18
Built-up area	0.03 Mn sq. ft.
Investment till March 2015	₹8,985 Mn (US\$ 144 Mn)

Shiksha Initiative

Number of schools**	40
Faculty & staff#	47
Investment till March 2015	₹26 Mn (US\$ 0.4 Mn)

Others

Staff	45
Investment till March 2015	₹1,823 Mn (US\$ 29 Mn)

*Construction for Faridabad school started in 2014-15. Academic session started in April 2015

**Government primary schools in rural Uttar Pradesh where Shiksha has been piloted; #Includes 43 on contract

Note: SNF comprises the institutions & initiatives described above, infrastructure and asset sponsoring entities. In the Financial section it is collectively referred to as the SNF Group.

Conversion Rate 1 US\$ = ₹62.59 (RBI reference rate as on March 31, 2015 used for financial numbers as on March 31, 2015)



VIDYAGYAN

|| VIDYA PARAM AISHWARYAM ||

K-12

VidyaGyan

Leadership Academy for meritorious rural underprivileged children

Shiv Nadar School

Group of urban K-12 schools to create lifelong learners



SHIV NADAR SCHOOL

Education for Life



ssn



Higher Education

SSN Institutions

Among India's top private engineering colleges

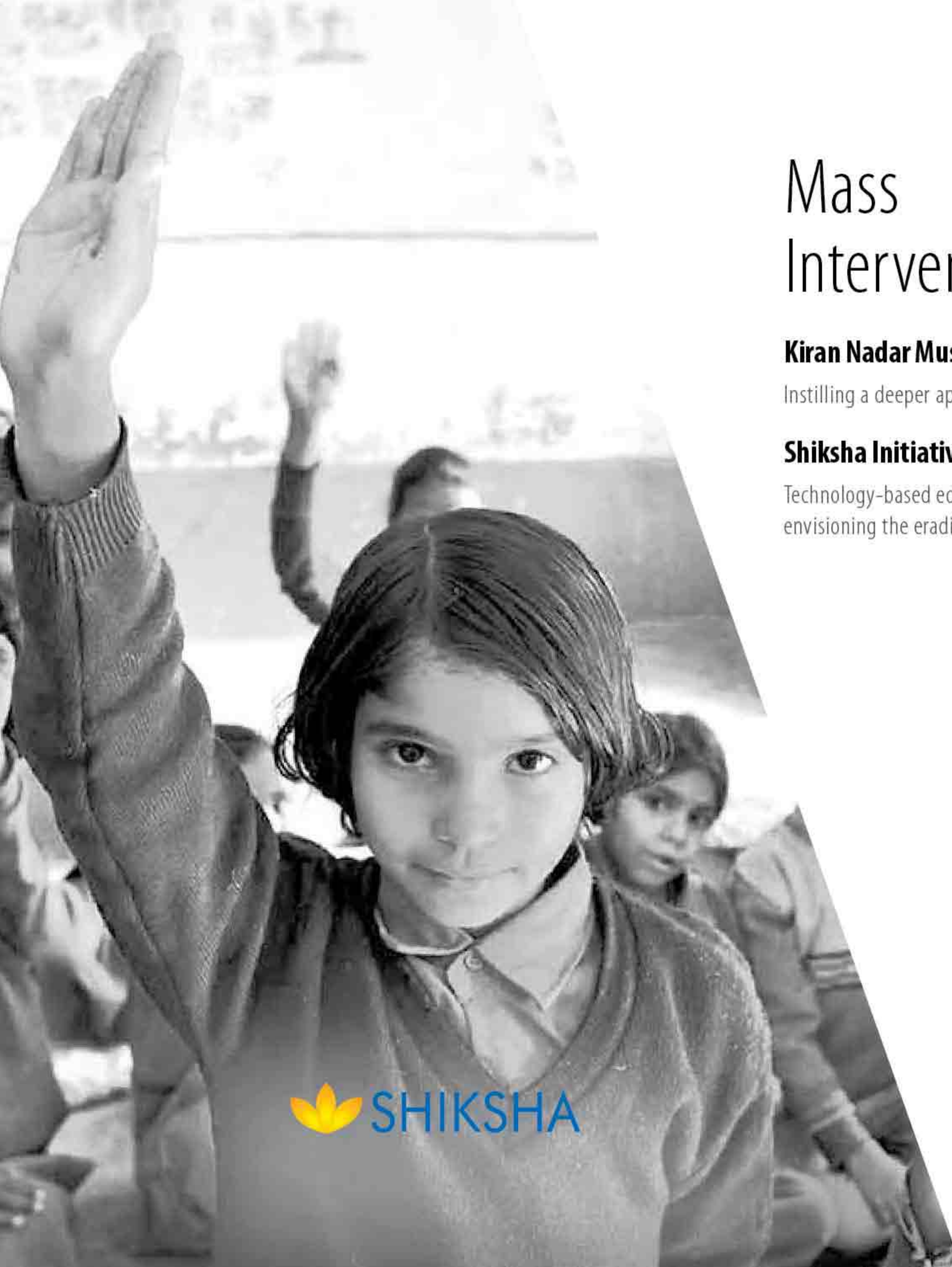
Shiv Nadar University

A multi-disciplinary research oriented university

SHIV NADAR UNIVERSITY



KIRAN  NADAR
MUSEUM OF ART



Mass Intervention

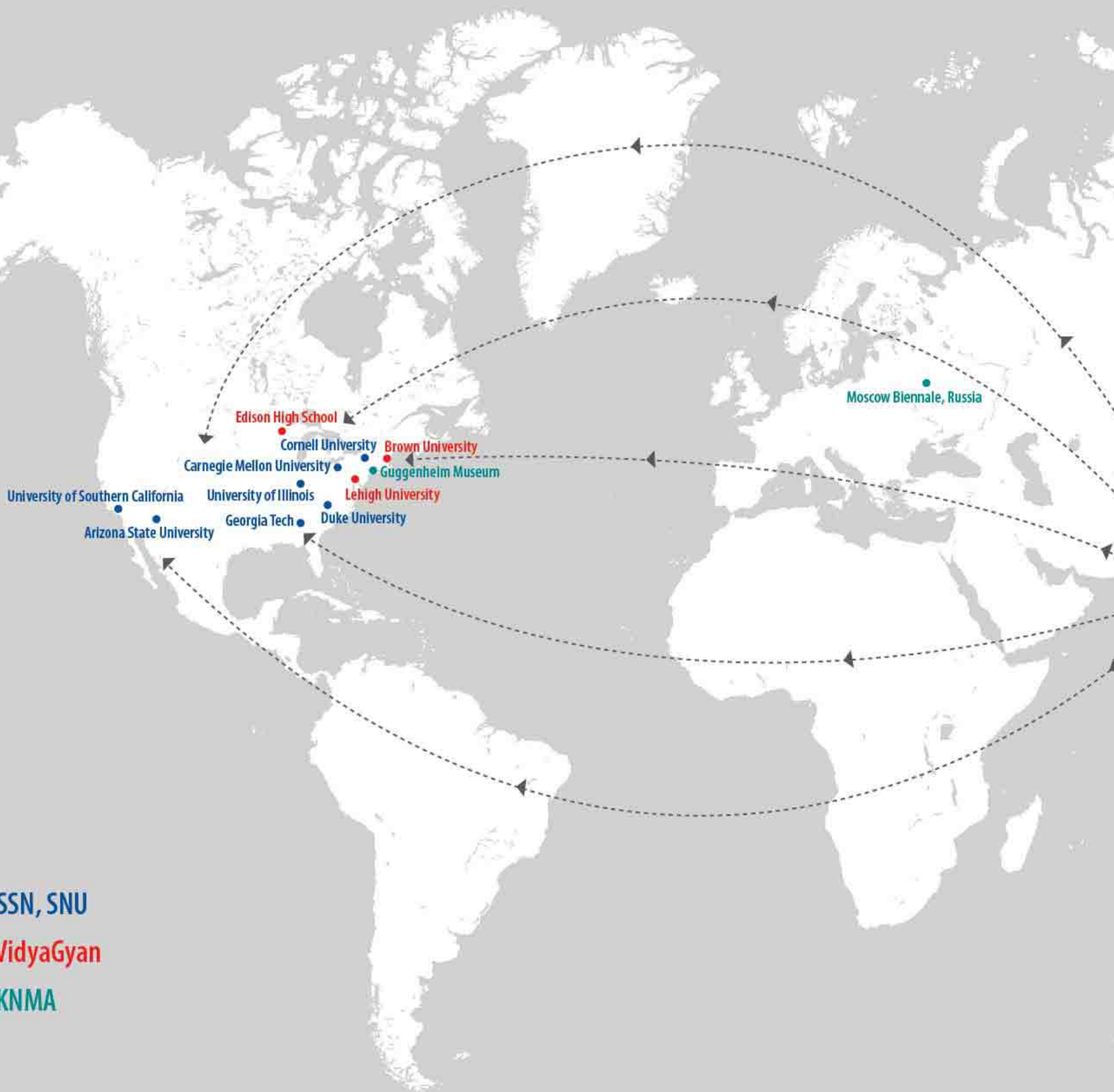
Kiran Nadar Museum of Art

Instilling a deeper appreciation of modern Indian art

Shiksha Initiative

Technology-based educational intervention
envisioning the eradication of illiteracy





- SSN, SNU
- VidyaGyan
- KNMA



Creating Global Citizens

The year 2014 -15 was an year in which the students and activities of Shiv Nadar Foundation touched many international shores. The horizons of the Foundation were truly broadened by students getting selected in international exchange programs, securing admissions to prestigious global universities and the artworks by Indian artists being exhibited in international forums.

Students from VidyaGyan Leadership Academy were selected for leadership and talent programs in prestigious US universities such as Duke University, Brown University, and Lehigh University. One of the girl students, who comes from a small village in Uttar Pradesh, got an opportunity to pursue one year of formal K-12 education at the Edison High School in Minneapolis, US.

Students from the Shiv Nadar University and SSN institutions secured admissions in leading universities in the US such as Georgetown University, Duke University, Dartmouth College, Carnegie Mellon University, Columbia University, and Cornell University among others. This was extra special for the Shiv Nadar University's students as this is the first batch passing out of the University and reflects the aspirations and virtues of the students.

Artworks from Kiran Nadar Museum of Art collection were invited for exhibitions in major international museums and biennales such as Guggenheim Museum in the US, Gwangju Biennale in South Korea, Rockbund Art Museum in China, Art Institute of Chicago in the US and Moscow Biennale in Russia.

High Impact Research

Faculty and students from Shiv Nadar University and SSN Institutions published more than 450 research papers in international refereed journals on cutting edge research topics. In line with the focus on research activities, these institutions received research grant for over 60 research projects from reputed Government agencies.





Spreading its Footprint

Shiv Nadar School established its third school in Delhi NCR at Faridabad. It is located in a 14 acres campus and shares the same knowledge ethos as other Shiv Nadar Schools. The session for the school commenced in April 2015.

Shiksha completed the pilot stage in 40 primary schools in rural Uttar Pradesh. In 2015-16, Shiksha aims to hyper-scale its presence in 1000 schools in rural Uttar Pradesh and also address the issue of adult illiteracy.



Richard Verma, the US Ambassador to India with students at VidyaGyan Bulandshahr, May 2015



VIDYAGYAN

|| VIDYA PARAM AISHWARYAM ||

VidyaGyan is a Leadership Academy, designed for the economically underprivileged, meritorious students of rural India. Established in 2009, VidyaGyan envisions bridging the urban-rural divide by creating leaders from India's rural hinterland who can act as catalysts of change for their communities, villages, and the nation.

VidyaGyan selects students from some of the most underprivileged rural areas of Uttar Pradesh and provides them world-class education and exposure in a fully residential setting. Beyond academics, co-curricular activities, sports, and fine arts are given equal emphasis, providing multiple opportunities to the students to indulge in their areas of interest. VidyaGyan is in its seventh year and the students have shown early indicators of realizing their potential through their performance in standardized tests, exchange programs, and competitive forums.

VidyaGyan has two campuses, in Bulandshahr (near Delhi NCR) and Sitapur (near Lucknow, capital of Uttar Pradesh), which are spread over 67 acres and house state-of-the-art facilities such as computer, maths and science laboratories, indoor sports rooms, amphitheater, art blocks and outdoor sports arena which include football, basketball and athletics.





VIDYAGYAN
N VIDYA, PARMAISHWARYANI

VIDYAGYAN
N VIDYA, PARMAISHWARYANI

Students at VidyaGyan's Bulandshahr campus



HIGHLIGHTS OF 2014-15

384 students from VidyaGyan appeared in grade X CBSE exams in 2015 (VidyaGyan Bulandshahr: 193, VidyaGyan Sitapur: 191). Out of these, 310 students, ~80% of the batch secured CGPA of more than 8 (out of 10), with 64 students getting perfect 10 CGPA.

CGPA	Number of Students
10	64
9 - 9.8	137
8 - 8.8	109
Less than 8	74

VidyaGyan students were selected in various international student exchange programs such as Duke Talent Identification Program (TIP), Kennedy Lugar Youth Exchange & Study (Brown University), Global Leadership Program (Brown University) and Pennsylvania School of Global Entrepreneurship (Lehigh University). These exchange programs provided them exposure to different cultures, nationalities, and new areas of learning. The girl student selected for the Kennedy Lugar Youth Exchange & Study got an opportunity to pursue one year of formal K-12 education at the Edison High School in Minneapolis, US.

Two students were selected for the prestigious NTSE scholarship. Only 1000 students from all over India qualify for the NTSE scholarship annually.

VidyaGyan students excelled in various national and state-level sports competitions. Girls athletic team won the relay race at National Puma Athletic Meet and met Usain Bolt in Bangalore. The students also got podium finishes in other competitions such as the CBSE Cluster Athletic Meet (East) for girls and boys, Inter District National Athletic Meet, and CBSE National Athletic Meet.



TRANSFORMING EDUCATION



The educational programs in rural India have traditionally been viewed as literacy-based interventions. These programs do not address the problem of lack of leaders from rural India which has led to a huge rural-urban divide. VidyaGyan has taken an unconventional route of identifying potential leaders from rural India to address this divide. The transformational journey starts at the selection stage itself. VidyaGyan conducts one of the largest selection processes for grade V students in rural India. It is carried out in three stages and covers all 75 districts of Uttar Pradesh. The applicants have to meet the criteria of having annual family income of less than ₹1,00,000 (USD 1700). Out of ~140,000 students who appeared for the first stage of selection in 2015, only about 200 students will be inducted to the academy with acceptance rate at 0.2%.

Once at VidyaGyan, students are provided state of the art learning facilities, world-class exposure and mentorship to help them realize their true potential. The students regularly interact with leaders from diverse fields, who have made an impact on the society. Some of the noted visitors to VidyaGyan include Dr. A.P.J. Abdul Kalam (former President of India) in 2011, James David Bevan (British High Commissioner to India) in 2012, Chhavi Rajawat (Young Global Leader - WEF) in 2014, Richard Verma (US Ambassador to India) and Dr. Joao Cravinho (EU Ambassador to India) in 2015. Innovative pedagogy, collaborative learning, flipped classroom, and practical training are some of the techniques that characterize teaching at VidyaGyan.

Apart from in-class room teaching, at VidyaGyan students are provided extensive career counseling to help them in identifying appropriate career streams. Students are also given international exposure by encouraging them to participate in leadership programs in global universities and through the SNF Internship program interact with interns from international universities such as Harvard University, Oxford University, and Dartmouth College to broaden their horizons.



Shiv Nadar School students



SHIV NADAR SCHOOL

Education for Life

Rapid and relentless change, catalysed by technology and innovation, is the defining feature of current times. Just as the environment of today was inconceivable a decade ago, the future that the children will grow into can hardly be foreseen. Preparing them for what would probably be a very different tomorrow means that they need to be educated differently. This is the core philosophy that drives Shiv Nadar School (SNS), the K-12 urban education initiative of SNF.

Developing a student-centric world of learning is the core endeavour of Shiv Nadar School. The school aims to constantly motivate the children to realize their unique interests, talent and potential. The belief is that an academic environment suited to discover a child's natural proclivities, helps him or her evolve into an individual who is well-poised to deal with the challenges of life and become a contributing citizen.





Shiv Nadar School students at playground



HIGHLIGHTS OF 2014 -15

Shiv Nadar School, Noida and Gurgaon got affiliated to CBSE (Central Board of Secondary Education) in Jan'15 and Feb'15 respectively. CBSE is one of the largest affiliating bodies for K-12 schools in India that sets guidelines in terms of quality of education and testing.

Shiv Nadar School started its third campus in Delhi NCR at Faridabad. The session commenced in April 2015. The school is established on a ~14 acres campus and adheres to the CBSE curriculum.

Students from Shiv Nadar School achieved meritorious positions in not only scholastic activities but various co-scholastic activities as well. A few of these include first rank in NASSCOM Game Developers Conference, selection in Duke TIP Summer Program, 1st rank in Haryana district level football tournament, and Bronze medal in Delhi state karate do championship.

Faculty members from Shiv Nadar School were selected to participate in various international seminars, conferences and educator programs such as the World Montessori Conference (Netherlands), Honeywell Educators Space Academy Program (US), and the Field Museum Chicago (US).



Shiv Nadar School students in the computer lab



TRANSFORMING EDUCATION

Learning at Shiv Nadar School is student-centric with an interdisciplinary approach to teaching. The curriculum stands on a broad base of understanding a child's psychological, emotional, intellectual and social needs. The underlying aspiration is to teach how to think, and not what to think. Thus, emphasis is placed on learning by asking questions, problem solving and through application. This is reinforced through curriculum related trips, workshops and seminars.

There is a healthy balance between the scholastic and the co-scholastic domains in the daily program of learning. Substantial thrust is provided to adoption of innovative technology measures (flipped classroom, lecture capture, classroom response assimilation, and integrated computing spaces) to facilitate deeper learning.

SNS firmly believes that teachers are the most important in-school factor in a child's education. Therefore, the recruitment of the most able candidates is done through a rigorous selection process and significant investment is made in training and development programs with more than 170 hours of in-service training, international study tours, and certifications for teachers to ensure that their professional and personal growth receives continuous attention.



SSN students in campus



Established in 1996, SSN Institutions are one of the premier centers of learning in India, with the mission of pursuing excellence in higher education and research. Located in Chennai, SSN offers a distinctive combination of some of the finest undergraduate, graduate and research programs to its students. Accomplished faculty, world-class facilities and a residential campus set on a sprawling 227 acres of sylvan surroundings have enabled SSN to be regularly ranked as one of the leading engineering colleges in India. SSN has created affiliations with global universities such as Carnegie Mellon University (US), National Tsing Hua University (Taiwan), and Aichi Institute of Technology (Japan) to provide its students with opportunities to engage with the best minds from other cultures and nations.

Schools at SSN

SSN College of Engineering

SSN School of Management

SSN School of Advanced Software Engineering

SSN School of Advanced Career Education

SSN Research Centre

HIGHLIGHTS OF 2014 -15

SSN students from various undergraduate programs were selected to pursue higher education in leading global universities such as Duke University, Carnegie Mellon University, Columbia University, University of Southern California, Arizona State University, University of Illinois, Georgia Tech, Cornell University, and University of California, Los Angeles.

SSN faculty published 352 research papers in several refereed international journals. External funding was granted for over 50 research projects in 2014 -15 by reputed Government agencies.

Carnegie Mellon University (US) honoured SSN School of Advanced Software Engineering for longest international partnership for its MSIT program outside the US. The program is now in its 15th year.

SSN alumni, R. Ashwin (international cricket player) and Anaka Alankamani (international squash player) were honoured with the prestigious Arjuna Awards 2014, by the President of India.

'The Vama Sundari Park' is the latest addition to the SSN Campus. The park covers a wide expanse of area between the admin block and girls' hostel and is a one-of-its kind structure in the city of Chennai. The highlight is the 23 meter high clock tower located in the center of the park.

SSN students of the batch of 2015 were placed in various Indian and global companies in multiple traditional and sunrise sectors. Some of the companies where SSN students have secured placements include Amazon, Flipkart, L&T, Ashok Leyland, Ford, Cognizant, Infosys, and Accenture.





The Vama Sundari Park at SSN



TRANSFORMING EDUCATION

SSN was established with the vision to create a merit-based education system where all students have equal access to world-class educational opportunities, irrespective of their economic background. Staying true to this philosophy, SSN has extended generous scholarships to students since its inception, to ensure that any deserving student should not be deprived of higher education. Till date over ₹455 Mn (US \$ 7 Mn) has been distributed as financial aid, benefiting around 5100 students. Among these there are over 2000 first-generation learners.

At SSN, education is not restricted only to academic pursuits. Participation in sports, co-curricular and cultural activities is an integral part of a student's life at SSN. Students are provided with world-class sports facilities, engaging coaching and a stimulating environment, which nurture talent and transform their thinking. Special personality development programs are also designed for students, so that they are ready to step out into the world with a well-rounded personality and as citizens who are socially aware and professionally competent to act as change-agents of future.





Students in Shiv Nadar University classroom



SHIV NADAR UNIVERSITY

Shiv Nadar University (SNU) is a comprehensive, multidisciplinary, research university offering the full range of academic programs at the undergraduate, graduate and doctoral levels. SNU's approach towards undergraduate education is to expose students to an integrated multi-disciplinary curriculum. This enables the students to not only gain mastery in the subject of their choice but also makes them well-rounded professionals with strong foundation in areas as diverse as humanities and social sciences, natural sciences, technology and engineering studies, arts, communication and management. Nestled in a fully residential campus near Delhi NCR, SNU lays equal emphasis on developing and inculcating leadership values, social responsibility, and a deep commitment to serve the community among its students to create responsible professionals of tomorrow. SNU's constant endeavor is to provide students the knowledge, skills and attitude required to succeed in the careers of the 21st century.

Schools at SNU

School of Engineering

School of Management and Entrepreneurship

School of Humanities and Social Sciences

School of Natural Sciences

HIGHLIGHTS OF 2014 -15

Over 20 Shiv Nadar University students from various Under Graduate programs were selected to pursue Masters and Doctoral level programs in leading universities across the US. Some of the universities are Dartmouth College, Georgetown University, Fuqua School of Business (Duke University), New York University, and Cornell University.

Shiv Nadar University collaborated with Duke University to organize the prestigious Duke-Talent Identification Program (TIP) at SNU campus from 2015 onwards. Duke TIP is now permanently housed at SNU campus.

SNU's faculty and students published ~70 journals papers in national and international publications. SNU's faculty secured external research grants for 15 projects in cutting-edge research areas.

The founding batch of Shiv Nadar University secured placements in some of the leading global and Indian companies. The Career Development Cell (CDC) at SNU actively counseled the students and facilitated the placement process by connecting the students with the companies and roles relevant to them. Sector-wise, some of the leading companies that recruited SNU students include Cognizant, CSC, IBM, and NIIT (IT), Schneider Electric, Siemens, L&T, and Emerson (Engineering), and Dell, GSCPL, and Schindler (Product).

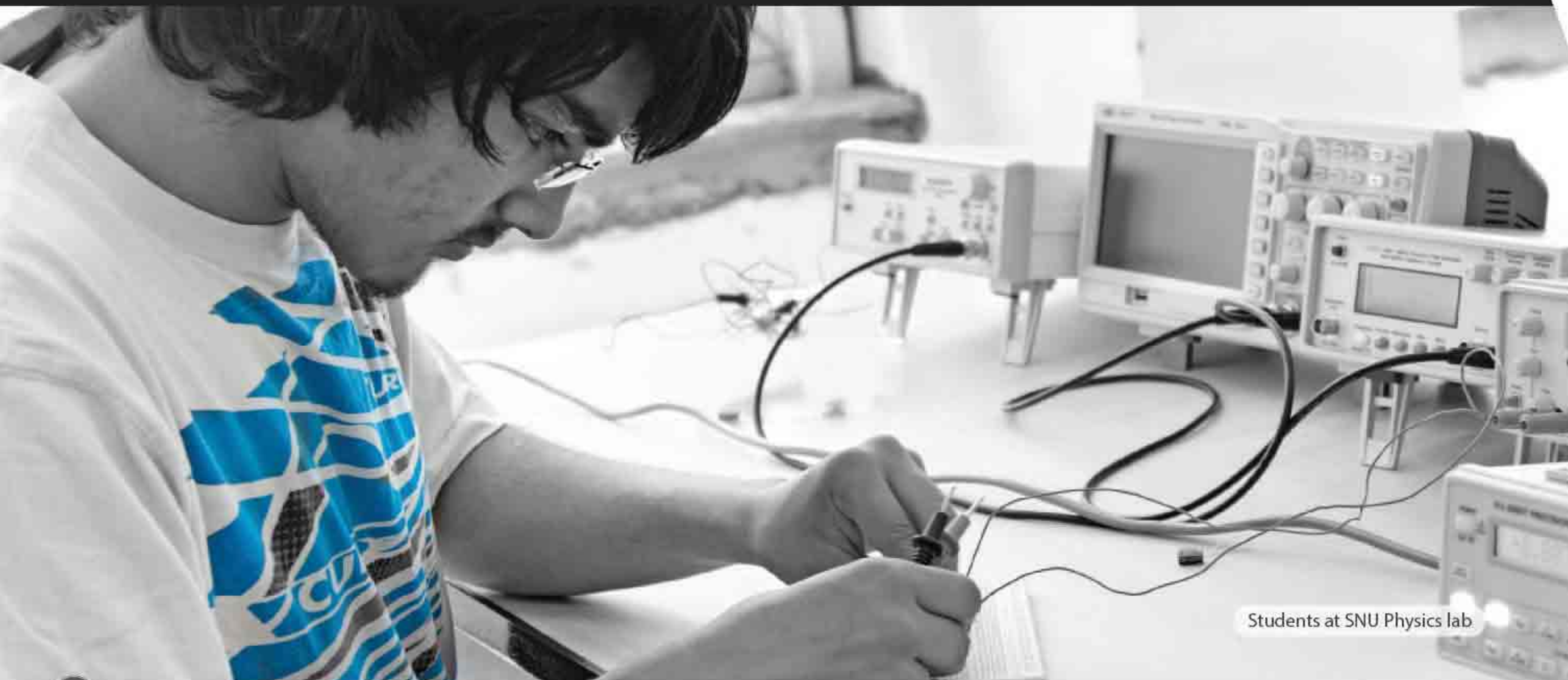




From left clockwise, Shiv Nadar, Richard Broadhead (President, Duke University), Nikhil Sinha (Vice Chancellor, SNU) and Peter Lange (Provost, Duke University) signing the MoU between SNU and Duke University

TRANSFORMING EDUCATION

Supporting, fostering and encouraging a range of research activities and the integration of teaching and research are vital aspects of SNU's raison d'être. SNU endeavors to become internationally recognized for the quality of its research and its applicability to improving quality of life, generating new insights and expanding the boundaries of human knowledge. SNU focuses on an interdisciplinary research approach that aims to create problem-centered rather than discipline-centered research opportunities. To strengthen this approach, the University has established two interdisciplinary research centers - the Institute for Innovations & Inventions with Mathematics and I.T. (IIIMIT) and the Centre of Informatics, to actively engage faculty and students in addressing the most pressing problems faced by the country and the world. Apart from these, SNU has three other centers of excellence, namely the Big Data Analytics Center, Center for Emerging Societies, and Center for Public Affairs and Critical Theory.



Students at SNU Physics lab

Summary of research activities undertaken by SNU since inception:

- Number of research papers published: ~180
- Number of external research grants: 27
- Books and chapters published: 56



Students at SNU Chemistry lab



Lightning Testimonies by Amar Kanwar at KNMA, September 2014



KIRAN NADAR
MUSEUM OF ART

Kiran Nadar Museum of Art (KNMA) is India's first private philanthropic art museum exhibiting modern and contemporary works from India and the subcontinent. Established in 2010, KNMA envisions instilling a deep appreciation and enjoyment of art, by making art visible and accessible to all strata of the society in a world class museum. In the last five years, KNMA has been visited by around 1,10,000 visitors from all over the world including art patrons, foreign tourists, senior corporate leaders, school children and budding artists. Today, KNMA has more than 2000 carefully handpicked masterpieces, accessible to general public in two museum spaces in Saket and Noida, Delhi NCR. It has become the leading platform to take art to the masses and generate sustainable dialogue, discussions and knowledge about Indian contemporary and modern art.



Artwork titled "Memorial" by Vivan Sundaram at KNMA, February 2014

HIGHLIGHTS OF 2014 -15

In 2014-15, KNMA organized exhibitions featuring works of eminent modern and contemporary artists such as Nalini Malani, Rameshwar Broota, Sonia Khurana and Surendran Nair. Beyond these, KNMA also showcased works from an ensemble of artists (including Anish Kapoor, Dilip Chobisa, Jeram Patel, Manisha Parekh, Madan Mahatta, Nasreen Mohamedi and Nandita Kumar) at both Saket and Noida museums.

KNMA organized regular talks and panel discussions on the current art landscape in India and the world. This included a series of eight panel discussions centered on the exhibition "Is it What You Think?" attended by over 1000 art patrons. KNMA also invited participating artists of the exhibition to address student groups from different colleges. Artists such as Vivan Sundaram and Rameshwar Broota regularly visited the museum to interact with the students and encourage them.

Around twenty five works from the KNMA collection travelled to major international museum exhibitions and biennales

such as Guggenheim museum in the US, Gwangju Biennale in South Korea, Rockbund Art Museum in China, Art Institute of Chicago in the US, Moscow Biennale in Russia etc.

Students from over 50 colleges and 150 schools visited the museum in 2014 -15. KNMA also successfully organized many family and children art workshops.

KNMA released three publications based on the exhibitions organized last year. These are Rameshwar Broota's 'Interrogating the Male Body', a Monograph by Roobina Karode, Nalini Malani's 'You Can't Keep Acid in a Paper Bag' (that documents her three-part exhibition), and Seven Contemporaries, edited by Akansha Rastogi and Roobina Karode. These were released in a gathering of art patrons, artists, and critics by the German Ambassador to India, Michael Steiner and Kiran Nadar, Chairperson KNMA.



School students attending art appreciation workshop at KNMA



TRANSFORMING EDUCATION

KNMA's vision for promoting contemporary and modern art has multiple dimensions going beyond organizing exhibitions. Over the years, KNMA has conducted multiple art education and awareness programs for a range of audience segments. In the past five years, more than 400 workshops have been conducted by noted artists, art teachers and art curators to enhance visitors' connect with art.

As part of its school connect program, KNMA has reached out to over 400 schools to increase awareness about Indian art-forms. Around 25,000 students from schools across Delhi NCR have visited KNMA in the last five years. KNMA has also collaborated with various Government and Non-Government institutions such as NCERT, FICA and UNICEF, to champion the cause of promoting art awareness in India.

KNMA has increasingly become the avenue for young artists, art students and scholars to appreciate and observe seminal work by leading contemporary artists. KNMA regularly organizes talks and symposia where seasoned artists interact with youngsters to encourage and inspire them.



Students at a rural primary government school in Uttar Pradesh



SHIKSHA

Shiksha Initiative is a technology-driven literacy and enhanced learning program. It focuses on primary education (grades 1-5) and is being piloted in rural Uttar Pradesh as a mass intervention initiative. Shiksha Initiative attempts to address the challenges of existing educational practices by introducing interactive content, regular teacher training, and cycle of assessments, making the process of learning more interesting, fun and effective. Shiksha Initiative utilizes a technology-based mode of dissemination of content, aiming to ensure that 90% of students under the program retain 90% of the content taught in classrooms. Shiksha Initiative, when fully operational, will have the potential to eliminate children and adult illiteracy with its replicable, scalable and measurable outcome based model of education. Shiksha Initiative covered 40 schools in rural Uttar Pradesh in 2014-15 and aims to cover 1000 schools next year.



कौन सा समय को इनमें से जोनसी बस्तुएं जो पुनी, पाविर?



कौन से

समय

ए इसे तिरग है। पृथी हमारे सृज के

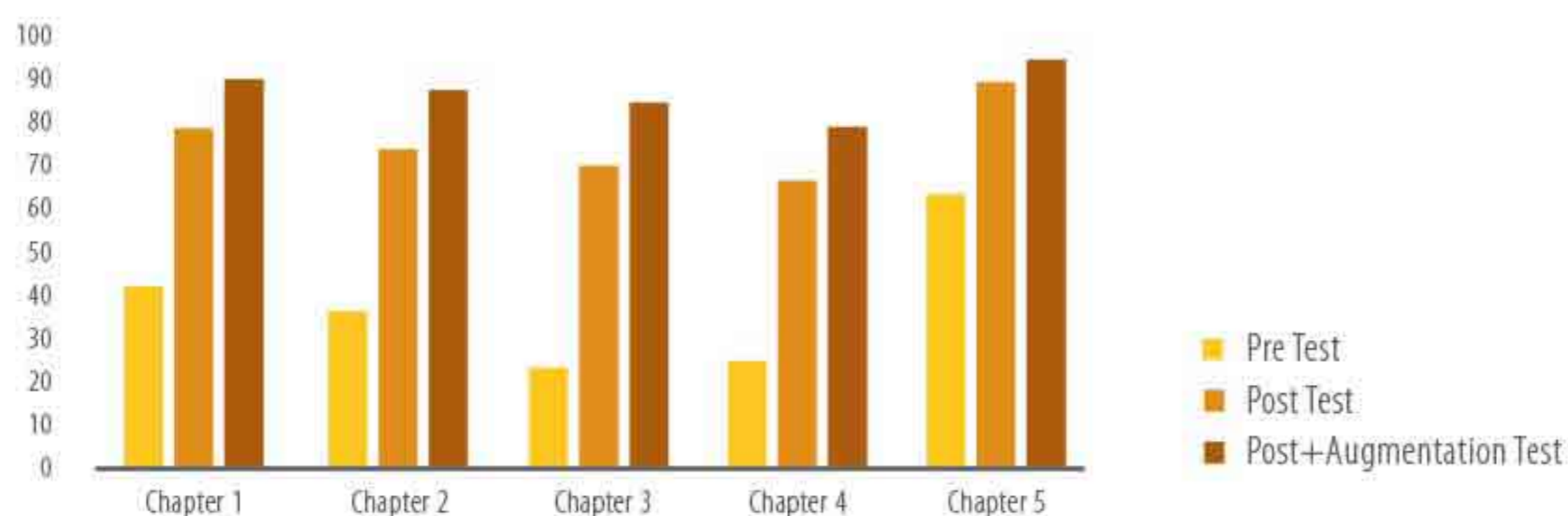
A Shiksha Initiative classroom

TRANSFORMING EDUCATION

Shiksha Initiative envisions changing the way rural education mass intervention programs are implemented in India. It follows a novel three pronged methodology of 'Teaching, Querying and Augmentation' to enhance the learning levels of children and improve knowledge retention. Shiksha has successfully achieved its goal of 90% students retaining 90% of the content taught to them through this meticulously planned methodology.

Teaching

The curriculum of the Uttar Pradesh board primary syllabus has been converted into an interactive animated learning exercise. Streamlined content is delivered to students through an audio-video intervention, learning aids and interactive sessions. These teaching sessions are conducted by the primary school teachers with help from Shiksha team. Shiksha team also conducts regular training sessions for the teachers to make them self-sustained for the classroom teaching.



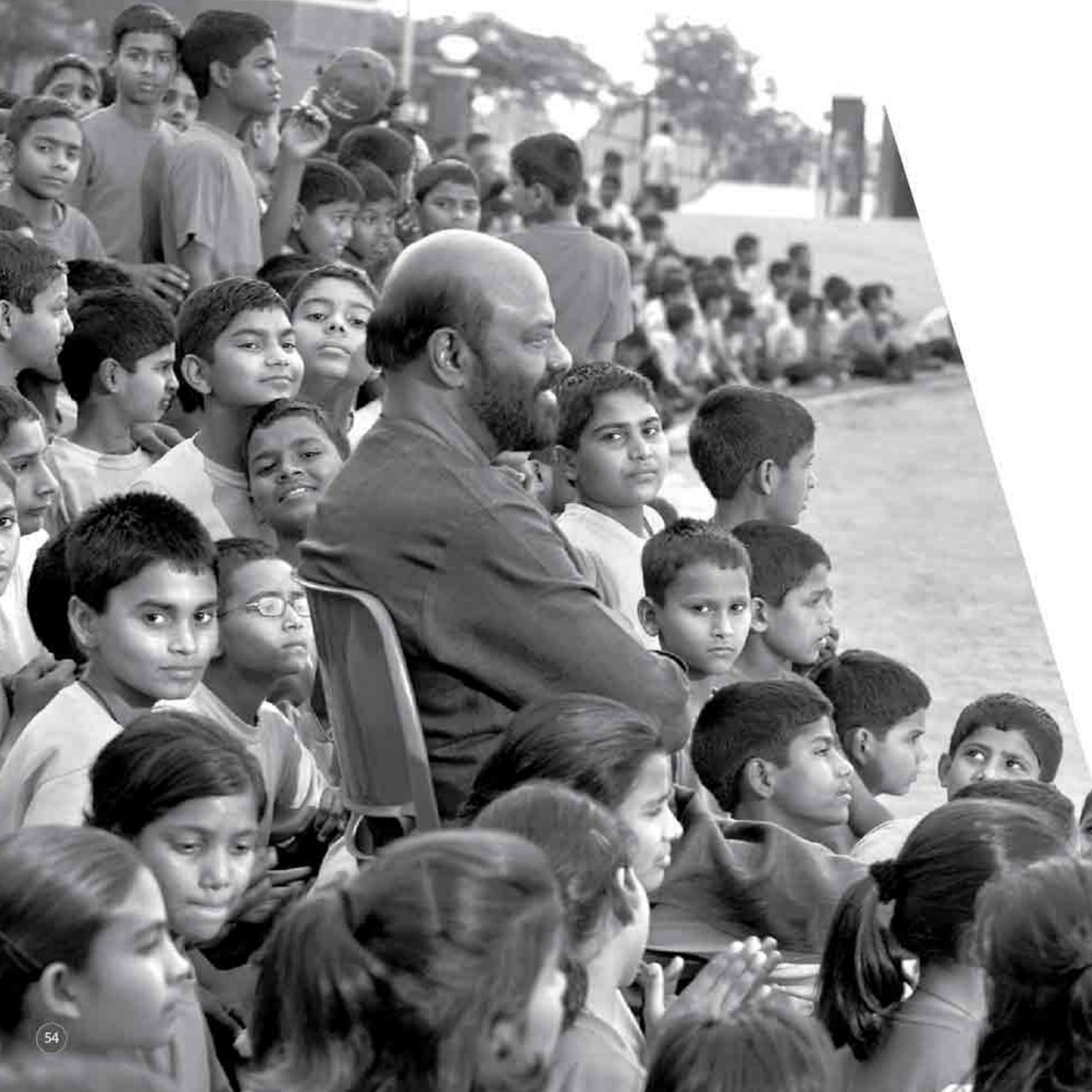
Increase in retention level of English among grade 2 Government school students through Shiksha's methodology

Querying

Querying and assessment is the second step of the process, wherein, the learning imparted to the students in the teaching phase is tested. Querying helps in understanding the effectiveness of the learning process and its effect on students' understanding. This assessment is conducted through in-class and after-class question and answer sessions.

Augmentation

The students who are found to be lagging behind in the assessment sessions are selected for special classes imparting deeper learning. These learning sessions are conducted by identified and trained mentors to provide better and detailed explanation to students for their learning and retention.



Leadership Profiles

Shiv Nadar

Founder and Chairman, HCL and Shiv Nadar Foundation

Shiv Nadar was born and raised in mofussil Tamil Nadu, in an India awakening to its first Prime Minister, Jawaharlal Nehru's "Tryst with Destiny". Studying his way through the Indian schooling and graduate system, a scholastically-gifted Nadar confronted both the harsh realities and the opportunities of a struggling Indian state before he saw his first big town, Chennai, at the age of 21. His story is both a reflection of the times he lived in as well as the future that he always dreamt of shaping.

Nadar was part of the elite DCM management trainee system where he met several of the people with whom he was soon to impact an entire industry as a pioneer of modern computing. In 1976, eight young men left DCM to create HCL in a Delhi Barsati "akin to a garage startup" with a compelling vision - that the microprocessor would change the world.

A visionary, Nadar made HCL an engine of invention turning dreams into reality. HCL, under Nadar's leadership, revolutionized Indian technology and product innovation with many world firsts to its credit - the first 8-bit microprocessor-based computer in 1978, the first Relational Database Management System in 1983 before some of its global peers, client - server architecture in 1984, world's first fine-grained multi-processor UNIX installation in 1989, among others. A pioneer in Remote Infrastructure Management, HCL was instrumental in implementing and managing the infrastructure backbone of one of India's tallest financial institutions - the National Stock Exchange. HCL played a key role in supporting India's telecom revolution through the creation of the largest mobile distribution network with Nokia. HCL Technologies, which spun out of HCL's R&D unit, is currently a top IT services company in India and a global leader in Engineering & R&D Services with a game changing business model.

Shiv Nadar has made daring forays based on his conviction of the future.

HCL created several valuable Joint Ventures and alliances with marquee partners such as Hewlett Packard, Cisco, Perot Systems, Deutsche Bank and Toshiba among others, to emerge as a global technology enterprise. In the last three decades, HCL has evolved into a \$6.5-billion global enterprise with over 105,000 professionals from 102 diverse nationalities, who operate from 70 countries, including over 500 points of presence in India.

After playing a key role in putting India on the global technology map, HCL in 2014 diversified and forayed into healthcare, an area of paramount national importance. HCL Healthcare aspires to be the nation's leading healthcare company by providing innovative medical services, products and training to meet the growing demand for quality healthcare. HCL AVITAS is its first subsidiary set up to provide integrated care across India.

In 1994, Nadar established what he believed was closest to his heart - the philanthropic Shiv Nadar Foundation.

In recognition of his pioneering role in business and philanthropy in India and across the globe, Nadar has received several honours and accolades in the past, notable being the Padma Bhushan from the President of India in 2008, the BNP Paribas Grand Prize for Individual Philanthropy in 2013, the AIMA Managing India Corporate Citizen Award, the ICSI Lifetime Achievement Award for excellence in Corporate Governance and the Golden Peacock Award for Social Leadership in 2014. He was also named the Outstanding Philanthropist of the Year in 2015 by Forbes.

Shiv Nadar often says that he is a product of education. He is restless, passionate and a creative institution builder who also likes to quote Andy Grove by stating "Only the Paranoid Survive".



Kiran Nadar

Trustee, Shiv Nadar Foundation; Chairperson, KNMA

Kiran Nadar is a trustee of the Shiv Nadar Foundation and Chairperson, Kiran Nadar Museum of Art. She is also an acclaimed international bridge player, a philanthropist and an avid art collector.

She is a key driver behind demystifying art to the common man through the KNMA, a philanthropic initiative in art. She has been acknowledged as a 'hero of philanthropy' by Forbes Asia Magazine in 2010 for launching India's first philanthropic private museum.

Kiran is also member of the Rasaja Foundation, an educational, scientific and cultural institution created in 1984 by the late Jaya Appasamy, a renowned artist, art historian and art critic. As a representative of the Foundation, she has also been involved in a joint initiative with the Rajiv Gandhi Foundation to promote the education of the Dalit and Muslim girl child in some of the most backward districts in the State of Uttar Pradesh in India.

An advertising, communications and brand professional by background, Kiran started her career at MCM. Then came her stint at NIIT - a company that grew out of Shiv Nadar's vision for computer education in India. Kiran was responsible for shaping the NIIT brand in its formative years with Rajendra Pawar and was closely involved in its brand building strategy. She is one of the top Indian players of competitive bridge as a member of the "Formidables" team, and has not only won many laurels at the national level but has also represented India several times in international competitive bridge events.



T.S.R. Subramanian

Former Cabinet Secretary, Government of India; Trustee, Shiv Nadar Foundation

T.S.R. Subramanian retired from public service in India after a distinguished career spanning 37 years. He has held the highest civil service position viz. the Cabinet Secretary to the Government of India, and also the position of Chief Secretary in Uttar Pradesh, the largest state of India. He has dealt with policy formulation and program implementation at the highest level in India and has been connected with economic and social sectors, rural/agriculture issues, and infrastructure development at federal and state level. He has authored two best-selling books, "Journeys Through Babudom and Neland - Governance in India", and recently "India at Turning Point - The Road to Good Governance". He is involved in public service activities, in the fields of education and public health. He comments on the TV and Press on current affairs and policy issues.

Subramanian studied at Calcutta University, Imperial College of Science & Technology, and has a Master's Degree from Harvard University.



Manmohan ('Moni') Malhoutra

Former IAS & Former Chairperson, Rajiv Gandhi Foundation

Manmohan ('Moni') Malhoutra is a former officer of the Indian Administrative Service (1961, UP cadre). He served in the Secretariat of Prime Minister Indira Gandhi, from 1966 to 1973 before joining the Commonwealth Secretariat in London in 1974 as the head of its International Affairs Division. He was Assistant Secretary-General of the Commonwealth from 1981 to 1993; a member of the Board of Directors of the International Institute for Democracy and Electoral Assistance, Stockholm from 1996 to 2005 and Secretary-General of the Rajiv Gandhi Foundation, New Delhi from 2001 to 2007. In addition to the Shiv Nadar Foundation, he is a Trustee of the Indira Gandhi Memorial Trust, the Jawaharlal Nehru Memorial Fund and a number of other charitable organizations.



Roshni Nadar Malhotra

Trustee, Shiv Nadar Foundation; Chairperson, VidyaGyan Management Board; Executive Director & CEO HCL Corporation; Director, HCL Technologies

Roshni Nadar Malhotra, CEO and Executive Director of the HCL Corporation, is responsible for strategic decisions regarding the overall direction of the organization including key areas in governance, investments, portfolio management and diversification. She is also a Director on the Board of one of the group companies, HCL Technologies. The vision and strategy for the HCL brand and the Shiv Nadar Foundation are driven by her as well.

Roshni is a Trustee of the Shiv Nadar Foundation and the Chairperson of VidyaGyan. As the Chairperson of VidyaGyan, she is the driving force behind the schools in Uttar Pradesh. Under Roshni's leadership, VidyaGyan has started showing excellence in various fields, creating spirals of inspiration, and delivering on the promise of creating catalytic leaders from rural India.

As a representative of the Foundation, she was involved in a joint initiative with the Rajiv Gandhi Foundation to promote the education of the Dalit and Muslim girl child in some of the most backward districts in the state of Uttar Pradesh in India.

Roshni has been inducted into the Forum of Young Global Leaders, a unique, multi-stakeholder World Economic Forum community of more than 900 exceptional young leaders, for her inspiring work in philanthropy and education in India at a very young age. She was conferred the prestigious 'NDTV - Indian of the year - India's Future' award under the 'Philanthropic' category in 2014. Also, recently Roshni was felicitated at New York with The World's Most Innovative People Award for Philanthropic Innovation, given by The World Summit on Innovation & Entrepreneurship (WSIE), launched under the support of three UN agencies, OECD, in partnership with many multinationals such as PepsiCo, Cisco, Boeing, HP, Microsoft, CNBC and Business Week.

A former news producer at Sky News UK and CNN America, Roshni has an undergraduate degree from Northwestern University, majoring in Communication with a focus on Radio/TV/Film.

After her brief career in media and communications, Roshni was inducted into HCL and spent time learning the ropes of the business including the critical function of treasury management.

She later earned an MBA from the Kellogg Graduate School of Management with a focus on Social Enterprise and Management & Strategy. At Kellogg, she received the Dean's Distinguished Service Award.



Shikhar Neelkamal Malhotra

Trustee, Shiv Nadar Foundation; Director, HCL Corporation;
Vice Chairman, HCL Healthcare

Shikhar Malhotra is Director & Board Member of HCL Corporation, the holding company for the \$6.5 billion HCL Enterprise that has fostered a strong culture of pioneering and entrepreneurship in the Indian IT & technology industry over the last 36 years. In his role as Director, Shikhar is responsible for strategic decisions regarding the overall direction of the Corporation.

He is the Vice Chairman and a founding member of HCL Healthcare, a forthcoming network of outpatient family clinics providing integrated specialty healthcare in affiliation with Johns Hopkins, the #1 healthcare system in the US. As a founding member, Shikhar is spearheading the incubation of the healthcare business and is involved in providing strategic directions to the same.

He is also a Trustee of the Shiv Nadar Foundation. Shikhar brings a global outlook, strategic vision and passion for social enterprise and institution-building to the Foundation and drives its strategic initiatives and future roadmap.

Shikhar was born in India, raised in Kuwait and has completed his degree in entrepreneurship from Babson College, US – a college consistently ranked first globally for its entrepreneurship program.

He is a football aficionado having followed the sport globally since childhood and continues to play.

INITIATIVE LEADERSHIP

VIDYAGYAN



Atul Gupta

Former Chief Secretary, Government of Uttar Pradesh

Atul Gupta has served as the Chief Secretary to the Government of Uttar Pradesh from May, 2008 till superannuation on 31st March, 2011. As head of the state administration he was instrumental in several legal and procedural innovations which enabled highest ever growth rate (23%) for state finances in recent years.

After superannuation as Chief Secretary, he chaired the 4th State Finance Commission of Uttar Pradesh, a Commission set up under the Constitution of India, from Dec 2011 to Dec 2014.

He is married to Usha Gupta who was an officer of Indian Revenue Service (Income Tax).



Gowri Ishwaran

CEO, The Global Education & Leadership Foundation (tGELF) and former Principal, Sanskriti School

Recipient of the prestigious Padma Shri Award in the year 2004, Gowri Ishwaran is an innovative educationist with over 30 years of experience in the field. She has brought a paradigm shift on how education needs to be imparted to young students, owing to her clear understanding of the needs of growing children.

She was the founding Principal of Sanskriti School, New Delhi, which is counted among the leading schools of India, achieving the distinction within a short span of 10 years. She has also been instrumental in developing, organising and conducting training programmes and seminars for students and teachers, and actively disseminating her experiences and learnings.



Col. (Retd.) Anil Puri

Director, School Affairs

Anil Puri did his initial schooling from St Xaviers, Kathmandu and then from St Xaviers Jaipur. He graduated from the prestigious Sri Ram College of Commerce, Delhi University, with Honours in Economics and joined the India Military Academy in 1979. While in the Army, he was an instructor in the “Commando wing” located in Belgaum, the premier institute imparting the highest level of leadership training to young officers of the Indian Army.

He successfully completed his executive MBA from Management Development Institute, Gurgaon in 2006-07. Before joining the Shiv Nadar Foundation, he worked with two other organizations, namely DLF and Gati Ltd in senior management positions.

Apart from his work, Anil enjoys playing Tennis and golf. He had represented Delhi in the junior nationals (Tennis) at Guwahati in 1978.



Shiladitya Ghosh

Director, Curriculum & Training

Before joining the Shiv Nadar Foundation, Shiladitya (Shil) worked as Director, Teacher Empowerment Initiatives at Encyclopedia Britannica, India.

In his previous role as Regional Implementation manager at XSEED, Shil helped schools across India to implement a complete programme around teaching and learning processes inside classrooms. Earlier, he had served as the Vice-Principal of The Shri Ram School, Gurgaon, and also as a subject committee member with the Council of Indian Schools Certificate Examination. In his capacity as the Social Science expert, he has authored books with Madhubun Publications for the middle school, and delivered Social Science workshops across India. He has also delivered modules in school leadership, for principals, academic coordinators and school owners across the country.

Shiladitya, is a M.A in History from Delhi University and enjoys portrait photography and theater.



S.K. Maheshwari

Project Director & Chief Admission Officer

S.K. Maheshwari retired from Public Service as Regulatory, Social Welfare and Developmental Civil Servant after a distinguished career spanning 34 Years. Apart from being the Sub Divisional Magistrate, Additional District Magistrate, Chief Development Officer, Administrator in various districts of Uttar Pradesh, he has served as the District Magistrate of Champawat, Uttar Kashi and Haridwar in the state of Uttarakhand. He was awarded international license for "Training of Trainers" by Thames Valley University, London. He has also served as Joint Director in the prestigious U.P. Academy of Administration, Nainital for many years. As Additional Director Social Welfare, he provided successful leadership to various social welfare activities in Uttarakhand. He remained Additional Secretary, Secondary Education and Higher Education to the Government of Uttarakhand, before he was elevated to the posts of Secretary, School Education and Director, School Education to the Government of Uttarakhand.

He has been associated with VidyaGyan Leadership Academy for the last eight years. Mr. Maheshwari has been instrumental in creating the VidyaGyan admission selection process, which is the largest admission process at school level in the country - in magnitude and scale encompassing public and private partnership."



Bishwajit Banerjee

Principal, VidyaGyan Bulandshahr

A postgraduate in Physics, Bishwajit Banerjee started his professional career as a teacher in 1988. In 1992 he joined Delhi Public School, Noida as a Physics Teacher and later became the Head of the Department. He was instrumental in setting up the Career Counselling Cell in Delhi Public School and also prepared test material for aptitude test used in Career Counselling workshops. He has conducted many workshops on Career Counselling, setting a question paper, how to prepare for exams, time management and motivation.

He joined SNF in 2008 and is the founding Principal of the first VidyaGyan Leadership Academy in Bulandshahr.

In 2002 he took over as Principal of DPS, Lucknow, served for three years and then joined DPS Jalandhar as Principal. He has been recognized for his social work by NGOs like HelpAge India, CRY, Cancer Aid Society etc. For his contribution in the field of education he was felicitated with Dr Radhakrishnan Samman.



Shikle John David

Principal, VidyaGyan Sitapur

Shikle John David is an effective catalyst in Planning and Executing multi-dimensional development of institutions. Vast experience in mentoring, building effective teams to bring about optimum performance, energizing and honing the stakeholders' potential for self-discovery, promoting professional development and successfully driving strategies on empowering systems and individuals.

John David began his career as a teacher, he taught Science and English to middle school children and grew to senior school. He holds Master's degree in Education and English from Osmania University and two decades of experience in teaching, administration, and training at various levels with school leaders, teachers, students and parents. He worked in several prestigious institutions in the country. His last assignment was at RUMI Education (RF Chandler Cooperation - Singapore) as Academic Head Training and Curriculum implementation. Prior to Rumi he was Principal for Aga Khan School (Aga Khan Foundation). He broke away from conventional learning structures and successfully designed and launched challenging child-centered curricula, integrating all disciplines. During his tenure, he led a team for SIP Conference organized by Aga Khan Education Services, at Tanzania and presented the action research on 'Impact of School Improvement Program on AKES, I'.

A strong background of administration, people relations, coordination and counselling that gives him a clear perspective in understanding the needs of the students and teachers. His expertise lies in fostering a positive environment for children, and investigating causes leading to mediocre performances in students. As A very grounded and committed person, he has well-disciplined and organized work habits and takes a holistic approach to professional challenges. It is his belief that every child is very good at something and is waiting to be 'discovered'.

SHIV NADAR SCHOOL



Col. (Retd.) Gopal Karunakaran

Chief Executive Officer

Col. Gopal Karunakaran is the CEO of the Shiv Nadar School. He is an M Phil, and an MA from Madras University.

While with the Indian Army, he was chosen for the United Nations Mission in Kuwait in a multi-lateral and multicultural environment.

Gopal's belief in education as a tool for social transformation has driven him to absorb a rich and diverse experience across all facets of school education including policy, academic leadership, operations and business; and has helped him gain important perspectives on the key drivers of the education sector in India.

He has been a member of the National Committee of Education of the Confederation of Indian Industries since 2008 and was part of the team which formulated draft proposals to the Government on the Right to Education Act.

Along with an obsessive compulsion to read and write, he is a prolific public speaker, is fanatical about sport, and still wistfully believes he can play competitively at 55.



Leena Aparajit

Executive Director

Leena Aparajit has over three decades experience in education at the level of strategy, policy and implementation. She began her career as a teacher of Mathematics, Physics and English Literature at schools across India.

In 1993, she joined The Shri Ram School, Gurgaon, as the founding Principal of its Senior School, and served the institution for over a decade. In 2005, she got the opportunity to set up an international (K-12 A level) school in Dubai. Post her stint in Dubai, she worked as an advisor and consultant to The Scindia School, Gwalior. She has also served as Head of Education of The Aga Khan Education Service India, which works in the development sector in formal K - 12 and non-formal education spaces in both rural and urban areas. In her capacity as a consultant, she has also worked with Ahvaan, an NGO that worked in areas of professional development of teachers of select Delhi Government schools.



Shashi Banerjee

Principal, SNS Noida

Shashi Banerjee has explored curriculum and pedagogy across three continents through educational exchange programmes with the United Kingdom, Norway and Singapore. In her career span of two decades, she has developed teaching-learning material, scripted, directed and presented musicals for children with diverse abilities. She is empanelled with the Doordarshan and AIR for discussions on cultural integration in school education. She has mentored learners (teachers and students) through group and individual counselling. She is also involved in training teachers of the Navodaya Vidyalayas across India, facilitating the implementation of the co-scholastic domain of the Continuous Comprehensive Evaluation since 2009. She conducts regular training for NGOs on volunteerism and leadership skills.

She is a postgraduate in Education, English and Sanskrit and holds a Master's degree in Indian Classical Music and dance.



Monica Sagar

Principal, SNS Gurgaon

Monica Sagar was formerly Vice Principal at The Shri Ram School, Gurgaon where she had served since 1997. Before adopting the mantle of Vice Principal, she had served as the Head of department for IBDP and ISC/ICSE Economics; a subject she has been passionate about since her days as a student at Punjab University where she pursued her Bachelors and Master's degree in Economics, achieving first division in both.

Monica has touched the lives of a number of students who remember her fondly and are still in touch with her after years of leaving school. She enjoys reading, being in touch with the latest educational practices and working with children of all ages.



Anju Wal

Principal, SNS Faridabad

Anju Wal, the founding Principal of SNS Faridabad, is an educator of 22 years standing. A passionate teacher, she started her career in Study Hall School, Lucknow, where she spent 10 years as a founding teacher, touching a wide spectrum of grades from KG to grade 11. She introduced innovative pedagogy for teaching English and raised the standards of students under her care. She later moved to City Montessori School, and carved a niche for herself in the senior section, Department of English, teaching grades XI and XII.

In 2006, she became the Principal of Riverside School, where she worked for four years. In her last assignment she was the Principal of a reputed educational institution, the Jaipuria School, Lucknow, for five years, leaving her indelible imprint behind. Her personal joy lay in the fact that she had the opportunity to start an English medium school for underprivileged children on the school campus and impart education free of cost to over 250 boys and girls from nursery to grade 5, thus preparing them for mainstream education.

Anju Wal studied at Mater Dei School at Delhi. A postgraduate in English Literature, she studied at Lady Shri Ram College, Delhi and dabbled in theatre, debating, public speaking and writing. She plunged into advertising and journalism right after college and worked in Delhi, Bangalore and Hyderabad with Business India Magazine, before finding her calling in education. Her intrinsic love for children was the pivotal reason for her love of teaching.

Anju Wal likes to read, travel and be with her family in her leisure hours. She is passionate about what she does and adds a dash of humour to every situation.

SSN INSTITUTIONS



R. Srinivasan

Chairman

R. Srinivasan is the Chairman of SSN Institutions and plays a key role in managing the SSN Institutions. He is also the Founder, Managing Director of Redington (India) Limited – a US \$ 4.2 billion Technology Products Supply Chain Solution Company operating in India, Middle East, Africa & Turkey. Prior to starting Redington in Singapore, he spent three years in Indonesia with a leading textile company between 1978 and 1981. Srinivasan also had significant stints with Readers Digest and The Coca-Cola Corporation in India. Srinivasan holds an Electrical Engineering Degree from Madras University and an MBA degree from the Indian Institute of Management, Ahmedabad.

He sits on the Boards of Arena Bilgisayar Sanayi Ve Ticaret A.Ş (a listed company in Turkey), HCL Technologies Limited and Easyaccess Financial Services Limited. He is also a Trustee of Kidney Help Trust, Chennai and Vice President of Music Academy, Chennai.



Kala Vijayakumar

President

Kala plays a key role in managing the SSN Institutions. With a keen interest in inclusive education, she has made SSN an institution of international repute. She has been instrumental in setting up a special scholarship scheme for the benefit of rural students at SSN.

Kala has played a pivotal role in establishing a unique collaboration with the Carnegie Mellon University, USA, a global top 10 engineering institution, and the SSN Institutions. The SSN School of Advanced Software Engineering currently offers the MSIT (Master of Science in Information Technology) degree of Carnegie Mellon University and has successfully placed students across global organizations in the last 10 years.

Kala is a university rank holder and has a Master's degree in Mathematics from the Stella Maris College, Madras University. She has a rich mix of entrepreneurial, professional and academic management experience from having formerly worked in the software industry.



S. Salivahanan

Principal, SSN College of Engineering

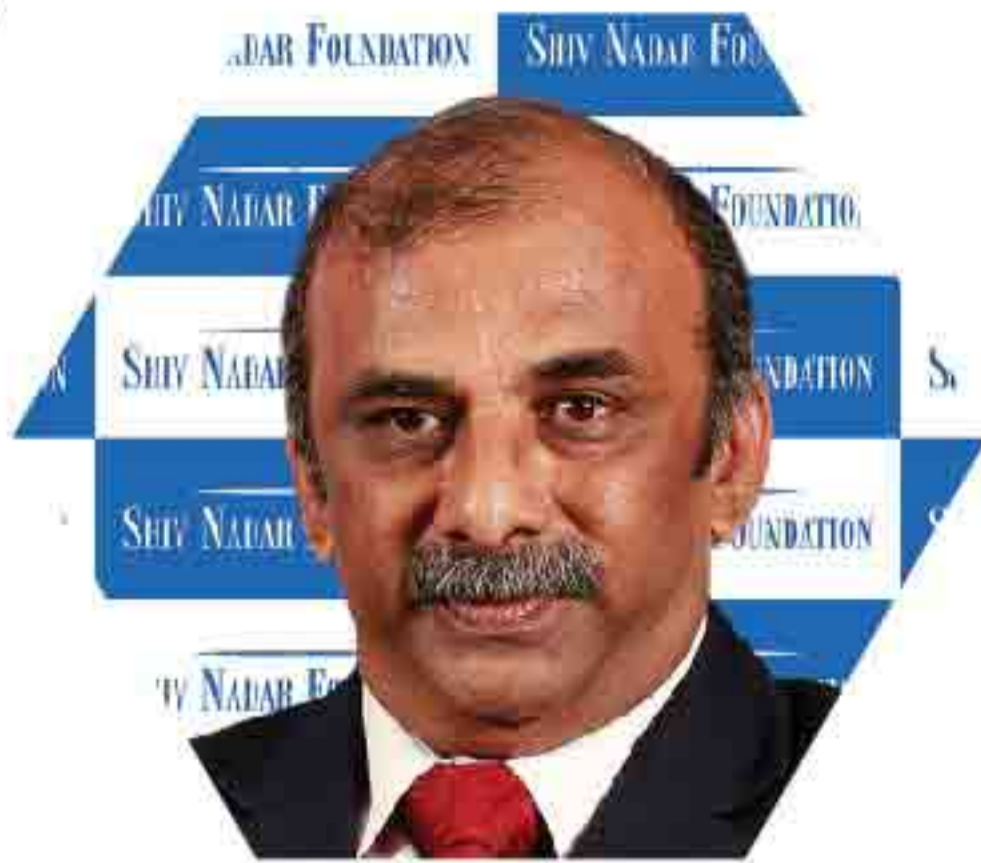
S. Salivahanan is the Principal of SSN College of Engineering since July 2003. He graduated in Electronics & Communication Engineering from PSG College of Technology, Coimbatore, has completed his masters in Communication Systems from NIT, Trichy and is a Ph.D. in the area of Microwave Integrated Circuits from Madurai Kamaraj University. He has over three decades of teaching, research and industrial experience in India and abroad. He is the recipient of 'Bharatiya Vidya Bhavan' National Award for 'Best Engineering College Principal' for 2011 from ISTE and IEEE Outstanding Student Branch Counselor & Advisor for 1996-97 in Asia-Pacific region. He is the author of 35 popular text books in the field of Electronics & Communication Engineering with one of his books also having been translated into Mandarin. He was a Syndicate Member of Anna University, the world's largest technical University from 2004 to 2007 and Chairman of IEEE Madras Section for the years 2008 & 2009. He is the Chairman of IEEE MTT-S Madras Chapter since 2010, a Fellow of IETE, Fellow of The Institution of Engineers (India), Senior Member of IEEE, Life Member of ISTE and Life Member of Society of EMC Engineers (India).



Shashikant Albal

Director, SSN School of Advanced Software Engineering and SSN School of Advanced Career Education

Shashikant Albal obtained his Master of Engineering from the University of Bombay and PhD from the Indian Institute of Technology, Bombay in the field of Computer Aided Design using finite element technique. Prior to SSN, he has worked in Bombay University (VJTI) for 12 years and taught a variety of subjects. In addition to academics and research, he has worked in diverse roles in leading industries for twenty years where he handled responsibilities of training, technology and software project management. He is the director of SSN SASE from its inception (Nov 2001) and the director of SSN SACE since its inception in 2014. He teaches a number of subjects including Managing Software Development, Software Process Definition, Software Measurement, and Personal Software Process. At present he is also focussing on utilization of technology advancements in innovative teaching-learning process. He is recognized as an international faculty by Institute for Software Research, Carnegie Mellon University. He works as a program committee member of International Conference on Software Engineering Education and Training (CSEET) from 2009-10 onwards. In March 2015, Dr. Albal received award from CMU on behalf of SSN for longest International partnership.



B. Srinivasan

Professor and Director, SSN School of Management

B. Srinivasan, Professor & Director, SSN School of Management has over three decades of experience in the Indian industry and over 7 years of experience in teaching marketing elective courses. He holds a B.Tech degree from Regional Engineering College, Trichy and a PGDM from the IIM, Kolkata where he was placed in the Roll of Honour. B Srinivasan has extensive experience in the industry primarily in the FMCG sector. He has handled several roles in sales management, product & brand management, advertising and sales promotion at various levels in FMCG companies. He was also into strategic marketing consulting for major companies in the country. He has taught elective courses in sales & distribution management, consumer behaviour and brand management for full-time MBA students of Madras University, Anna University and post-graduate program in Management offered by Indo-German Chamber of Commerce, Chennai.



P. Ramasamy

Dean, Research, SSN College of Engineering

P. Ramasamy completed his PhD in Physics in 1967 from the University of Madras and won the Governor-Chancellor's Gold medal for best thesis of the year. He is a former Vice Chancellor of Alagappa University and Founder & Director of Crystal Growth Centre, Anna University. Dr Ramasamy is a recipient of UNESCO instituted Neil Bohr's Gold Medal in the year 1998 and has received the Kharazmi International Festival Award 1998 by the President of Islamic Republic of Iran. A study undertaken by National Institute of Science and Technology & Council of Scientific and Industrial Research (CSIR), India, named Dr. P. Ramasamy among the most productive scientists in India (Period 1996-2006). Dr. Ramasamy has been awarded more than 40 international fellowships and has written 7 books and edited 15.

He has held memberships in more than 30 professional bodies including Vice President, Indian Physical Society; Vice President of Indian Chapter of International Centre for Theoretical Physics, Trieste, Italy etc.

SHIV NADAR UNIVERSITY



S.N. Balakrishnan

Chancellor & Chairman, Executive Council

S. N. Balakrishnan, Curators' Professor of Aerospace Engineering in the Department of Mechanical and Aerospace Engineering at the Missouri University of Science and Technology, joined Shiv Nadar University as the Chairman of the Executive Council in 2013.

Dr. Balakrishnan's research interests include control of aerospace and mechanical systems, flight and orbital mechanics, optimization, identification and estimation, stochastic processes and neural networks. He has a strong research record in intelligent control and was the first to develop optimal neurocontrollers for systems modelled by partial differential equations and systems driven by impulse inputs and switched systems. He has done extensive work in missile defense, aircraft control, launch vehicle and spacecraft control areas.

Dr. Balakrishnan is associated with the American Institute of Aeronautics and Astronautics (AIAA). He has published numerous papers and guided post-doctoral and graduate students at the University.

Dr. Balakrishnan founded IST- Rolla, a firm focused on research, development and technology in the aerospace and manufacturing areas.



Nikhil Sinha

Vice Chancellor

Nikhil Sinha is the founding Vice Chancellor of Shiv Nadar University and Chairman of the Board of Directors of HCL Infosystems. He also serves as Senior Advisor to the Shiv Nadar Foundation and HCL Corporation. He is a leading international expert on the information and communication technology industries and has extensive experience as an academician and corporate executive.

Nikhil's professional career spans over 30 years during which he has held top-level positions at several organizations. Nikhil served as Associate Dean for Academic Affairs in the College of Communication at the University of Texas from 2002 to 2005 and as a faculty member at the University from 1991 to 1999. He has also been a Venture Partner at Adams Capital Management and CEO of iDLX Technology Ventures. Nikhil is Director Emeritus of the US-India Business Council and a member of the Advisory Board of the Annenberg School for Communication at the University of Pennsylvania.



Rajiv Swarup

President

Rajiv Swarup heads all non-academic functions at Shiv Nadar University including Admissions, CDC, Finance, HR, IT, Administration, Marketing and Campus Infrastructure. With nearly four decades of rich & varied corporate experience behind him in incubating, managing and developing both the strategic & operational aspects of large businesses, Rajiv recently superannuated from HCL America as Senior Corporate Vice President and Chief Customer Officer - Strategic Accounts. He had a long and fruitful career with HCL Technologies spanning 13 years, working with Software, Engineering and BPO divisions at senior positions. At HCL he managed an annual business of \$250 Million and 6000 people, set up and incubated several development centers around the globe and was last based in the USA to manage the then largest Global Engineering Outsourcing engagement for HCL. Prior to HCL, Rajiv worked with R&D and manufacturing divisions of DCM Data Products, as Head of Manufacturing at Modi Olivetti and CEO of a JV company in the Modi Group.

Rajiv is B. Tech (Hons) in Electrical Engineering from IIT Kanpur and MBA from the University of Delhi. Rajiv is also a certified Six Sigma Green Belt.



M. Gopal

Director, School of Engineering

Dr. M. Gopal joined the Shiv Nadar University after serving in the Department of Electrical Engineering, IIT Delhi. His teaching and research stints span three decades at the IITs. He is a globally known academician with excellent credentials as author, teacher, researcher and administrator. Dr. Gopal is the author/co-author of six books on Control Engineering. Some of his works have been translated into Chinese and Spanish. In India, his books have been serving as the major source of learning for about three decades.

As a teacher, his potential is being used globally through a video course - one of the most popular courses on YouTube by the IIT faculty. Dr. Gopal is an eminent researcher in the area of Machine Learning.



Subhashis Gangopadhyay

Director, School of Humanities and Social Sciences

Shubhashis joined the Indian Statistical Institute in 1983 after his PhD from Cornell University and was promoted to full professorship in 1991. In 2003 he took over as Founder-Director of India Development Foundation (IDF), an independent research organization. Shubhashis was the Founder and Chief Editor of the Journal of Emerging Market Finance (Sage), and has been an associate editor of the Journal of Financial Stability (Elsevier) and Review of Development Economics (Wiley). He has served on the Boards of IRBI and the Centre for Analytical Finance (Indian School of Business, Hyderabad). He has been a member of the Bankruptcy Task Force of IPD, Columbia University, the International Advisory Board of the Centre for Law and Economics of Financial Markets (Copenhagen Business School) and the South Asia Chief Economist's Advisory Council of the World Bank. He is the founder-President of the Society for the Promotion of Game Theory and its applications.

In 2008, he was the Advisor to the Union Finance Minister and became the youngest ever Secretary to the Government of India.



Rupamanjari Ghosh

Director, School of Natural Sciences

Rupamanjari Ghosh joined SNU after 23 years at JNU where she served as Dean, School of Physical Sciences; Director, Academic Staff College; Founding Member, Standing Committee on Alumni Relations & International Linkages; Chairperson, Gender Sensitization Committee against Sexual Harassment, etc. A Rush Rhees Fellow at the University of Rochester, for "outstanding scholarly ability and the promise of exceptional contributions to scholarship and teaching", and a renowned Quantum Optician, she holds prestigious Visiting Scientist positions on invitation abroad. She has served as the Chief Advisor for the new NCERT Science textbooks for Classes IX and X. Besides her contribution to teaching, research and academic administration from the university to the school level, she is also well known for her stand and efforts to bring in gender justice and environment consciousness. Recipient of the Stree Shakti Science Samman for her "original contribution to Science", she serves as an expert in crucial DST (GoI) committees in Physical Sciences.

SHIKSHA INITIATIVE



Robin Sarkar

Project Director

Robin has been associated with the Shiv Nadar Foundation for over 8 years. He has been an integral part of Shiksha Initiative from the conceptualization stage and has successfully led it from the initial pilot stage to the current hyper-scaling stage. He has been involved with all SNF institutions and initiatives providing him a unique and deep understanding of the Foundation's philosophy, which he has channelled towards developing the Shiksha Initiative. His innovative ideas coupled with strong focus on execution have helped Shiksha expand and achieve desired results within a short period of time. Robin graduated with Honors in Physics and has an MBA in advertising. He has worked in advertising and branding roles with HCL and advertising agencies.

KIRAN NADAR MUSEUM OF ART



Roobina Karode

Director

Roobina Karode is the Director & Chief Curator of the Kiran Nadar Museum of Art (KNMA). She has the rare combination of two distinct post-graduate specializations in Fine Arts (Art History) and Education. Roobina taught Western and Indian Art History for over fifteen years at various universities/institutions including College of Art, the National Museum Institute, Jamia Millia Islamia University and the School of Art & Aesthetics at Jawaharlal Nehru University in New Delhi. She was awarded a Fulbright Fellowship in 2000 and a Ford Foundation Teaching Fellowship in 2006. An educator, art critic and curator, she envisions immense possibility for evolving a distinct model for KNMA, the first private museum initiative for Modern & Contemporary Art in India.

Since KNMA opened its doors in 2010, Roobina has been steering the activities of the Museum, working to make it a people-friendly place with a sustained and expansive viewership for the Museum. She has curated more than 14 major exhibitions at the KNMA that include Retrospectives on the art practice of women artists Nasreen Mohamedi and Nalini Malani.



SNF – Key Governing Bodies

Shiv Nadar Foundation Trustees

1. Shiv Nadar (Founder and Chairman, HCL and Shiv Nadar Foundation)
2. T.S.R. Subramanian (Former Cabinet Secretary, Government of India)
3. Manmohan Malhoutra (Former IAS & Former Chairperson, Rajiv Gandhi Foundation)
4. Kiran Nadar (Chairperson, Kiran Nadar Museum of Art)
5. Roshni Nadar Malhotra (Executive Director and CEO, HCL Corporation; Director, HCL Technologies)
6. Shikhar Neelkamal Malhotra (Director, HCL Corporation; Vice Chairman, HCL Healthcare)

Board of Management - VidyaGyan

1. Roshni Nadar Malhotra, Chairperson (Executive Director and CEO, HCL Corporation; Director, HCL Technologies)
2. Shikhar Neelkamal Malhotra (Director, HCL Corporation; Vice Chairman, HCL Healthcare)
3. Kiran Nadar (Chairperson, Kiran Nadar Museum of Art)
4. Gowri Ishwaran (CEO, The Global Education & Leadership Foundation (tGELF) and former Principal, Sanskriti School)
5. Atul Gupta (Former Chief Secretary, Government of Uttar Pradesh)
6. Surendre Maheshwari, Member Secretary (IAS, Retd.)

Advisory Board Members - Shiv Nadar School

1. Gowri Ishwaran (CEO, The Global Education & Leadership Foundation (tGELF) and former Principal, Sanskriti School)
2. Dr. A.K. Sharma (Former Director, NCERT)
3. Geeta Chandran (Padmashri and celebrated Bharatnatyam artist)
4. Jonathan Anthony Mason (Former Headmaster, Doon School)
5. Dr. Meenakshi Gopinath (Former Principal, Lady Shri Ram College, University of Delhi)

Board of Management - SSN Institutions

1. R. Srinivasan, Chairman (Founder, CEO & Board Member, Redington Ltd and Global Management and Business Leader)
2. Roshni Nadar Malhotra (Executive Director and CEO, HCL Corporation; Director, HCL Technologies)
3. Siva Prasad (Advocate, High Court, Chennai)
4. T. S. Krishnamurthy (Former Chief Election Commissioner, Government of India)
5. Dr. M. S. Ananth (Former Director, IIT Madras)
6. Sriram Rajagopal (Vice President, Human Resources, Cognizant)
7. Subbiah Nagarajan (Senior Advisor, Daimler India Commercial Vehicles)
8. Kala Vijayakumar, Member & Ex-Officio Secretary (President, SSN Institutions)

Research Advisory Council - SSN Institutions

1. Shiv Nadar (Founder and Chairman, HCL and Shiv Nadar Foundation)
2. Dr. Raj Reddy (Professor, Carnegie Mellon University)
3. Dr. R. Natarajan (Former Director, IIT Madras and former Chairman, AICTE)
4. Dr. N. Balakrishnan (Associate Director, Indian Institute of Science)
5. Dr. Damodar Acharya (Former Director, IIT Kharagpur)

Shiv Nadar University - Executive Council

1. Dr. S.N. Balakrishnan (Chancellor, SNU)
2. Dr. Nikhil Sinha (Founding Vice-Chancellor, SNU)
3. Dilip Kumar Srivastava (President HR, HCL Corporation & SNF)
4. Pawan K. Danwar (Chief Finance Officer, HCL Corporation & SNF)
5. Sundar Mahalingam (Chief Strategy Officer, HCL Corporation & SNF)

Shiv Nadar University - Court

1. Dr. S.N. Balakrishnan (Chancellor, SNU)
2. Dr. Nikhil Sinha (Founding Vice-Chancellor, SNU)
3. B.S. Baswan (IAS, Retired)
4. Sushil Tripathi (Former Secretary to Government of India, Ministry of Petroleum and Natural Gas & former Secretary, Ministry of HRD, Government of India)
5. Dr. Pradeep Khosla (Chancellor, University of California, San Diego, USA)
6. Dr. Richard Lariviere (President of the Field Museum in Chicago, Accounting, Harvard Business School)
7. Dr. Srikant Datar (Arthur Lowes Dickinson Professor of Accounting, Harvard Business School)
8. Dr. S. Sankar Sastry (Dean, College of Engineering, University of California, Berkeley)
9. R. Srinivasan (Founder, CEO & Board Member, Redington Ltd and Global Management and Business Leader)

Shiv Nadar Foundation Family

Administration

Angelina Gabriel
Deependra Raja Pandey
Neelam Sharma
Rakesh Kalra

Finance & Legal

Anil Kumar Suman	Ravi Kant Tiwari	Sunil Kumar Srivastava
Bhupinder Gupta	Ramesh Yadav	Sashi Sekhar Mishra
Jagat B. Singh	Ravi Mohan	Shikha Vaish
Neelesh Agarwal	Rajesh Chand Pandey	Sushil Kumar
Pawan Kumar Danwar	Rita Gupta	Vikas Agarwal

Human Resource

Apurva Kacker
Dilip Kumar Srivastava
Parveen Juneja
Ruchi Nair
Shorbani Banerjee
Swarita Sharma

Infrastructure

Anil Bahri	Lakshmi Narasimhan
Bharat Soni	Rikpunj Kumar
Bhaskar Joshi	Tapas Kumar Ghosh
Charanjeet Singh Viridi	
Deepak Kumar Srivastava	

IT

Prabha Venkatachalam

Strategy

Bhaswati Chakravorty
Pamela Srivastava
Rohit Kaul
Sundar Mahalingam

Shiv Nadar Foundation expresses gratitude to every special member of its family.



SPECIAL APPRECIATION

Our special thanks to the Australian High
Commission for believing in our mission
and being a part of our journey

Governance

Over the years, the Board of Trustees (hereinafter referred as “Board”) of Shiv Nadar Foundation (hereinafter referred as “Foundation”), along with the Management Board(s) of each of its initiatives and a team of officers, has ensured that the Foundation’s operations are managed responsibly and meet the highest standards of practices, transparency and governance. Chaired by Shiv Nadar, the trustees bring a wide range of knowledge and experience to the Foundation. The Foundation places high value on the independence of the Board that comprises executive and non-executive trustees from diverse fields like the social sector, academia, art & culture, finance, law, government, technology and business, among others.

The Foundation’s governance practices adhere to a set of policies including committee charters, standards of independence & code of ethics, to ensure that its philanthropic objectives are met. The Board develops and approves the overall strategy, priorities, funding policies, budget allocation, monitoring & reviewing progress. The Board of Trustees also oversees all internal and external audits. The Board met five times during the Financial Year 2014 -15.

Risk Management & Internal Control

The Foundation has established a dynamic risk management process to identify potential risks in advance, analyse them and take precautionary steps to reduce/curb risks. The risk management process of the Foundation is commensurate with the size & growth of Foundation.

Societal Impact

The current initiatives of Foundation are unique as they drive high impact transformation in the fields of education, art & culture for various stakeholders, irrespective of their social circumstances, financial background or gender. The Foundation is continuously measuring the impact of its philanthropic efforts on the society through innovative tools and measurement techniques. In the last 18 years, the various initiatives of Foundation have impacted more than 15,000 students who aim to become the leaders of tomorrow and contribute significantly towards nation building.

The Foundation's internal control and systems are designed to provide reasonable assurance that proper procedures are in place and are operating effectively. Internal auditors review key internal operational and financial controls to confirm the operating effectiveness.

Compilation of the Annual Report

To ensure the credibility, reliability, high quality standard and independence of this Annual Report, all philanthropic units and related transactions are independently audited by PricewaterhouseCoopers. Post this, Grant Thornton reviews and conducts agreed-upon procedures on consolidated financials of the Foundation to ensure accuracy, disclosure and transparency.

Management Discussion & Analysis

In 2014-15, the Shiv Nadar Foundation, focused on transformational education, further increased its commitment to its existing initiatives through strategic expansion efforts. The key

operational highlights of the philanthropic initiatives are covered in the earlier sections. Mentioned below are the key metrics (including financials) for the initiatives undertaken.

Key Metrics

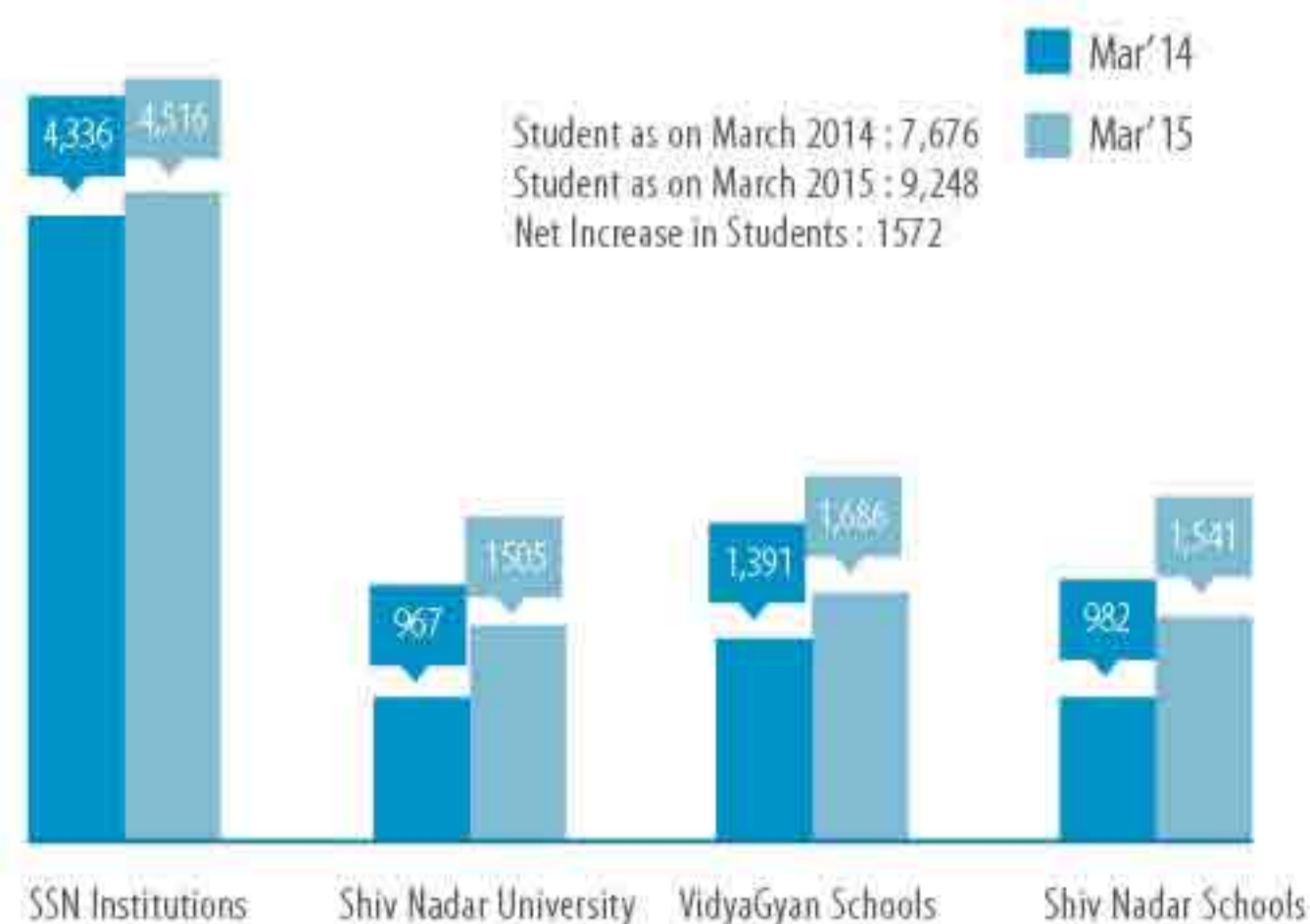
Particulars	SSN Institutions	Shiv Nadar University	VidyaGyan	Shiv Nadar School	Kiran Nadar Museum of Art	Other Initiatives	Total Mar-15	Total Mar-14	Increase	% Increase
Students	4,516	1,505	1,686	1,541	NA	NA	9,248	7,676	1,572	20%
Faculty & Staff (Head Count)	445	316	152	316	18	49	1,296	1,063	233	22%
Student Teacher Ratio	15.90	9.12	16.53	8.11	NA	NA	NA	NA	NA	NA
Total Investments (₹ Million)	3,458	13,370	3,185	3,935	8,985	1,849	34,782	29,496	5,285	18%
Total Investment (US\$ Million)	55	214	51	63	144	30	556	491	65	13%
Land Area (Acres)	227	286	67	25	NA	NA	605	589	16	3%
Built-up Area (Million sq ft)	1.7	1.8	1.1	0.5	0.03	NA	5.2	4.2	1.0	24%

Note: Other Initiatives includes Shiksha and SNF Corporate.

More than 1,500 Students added during FY 14-15

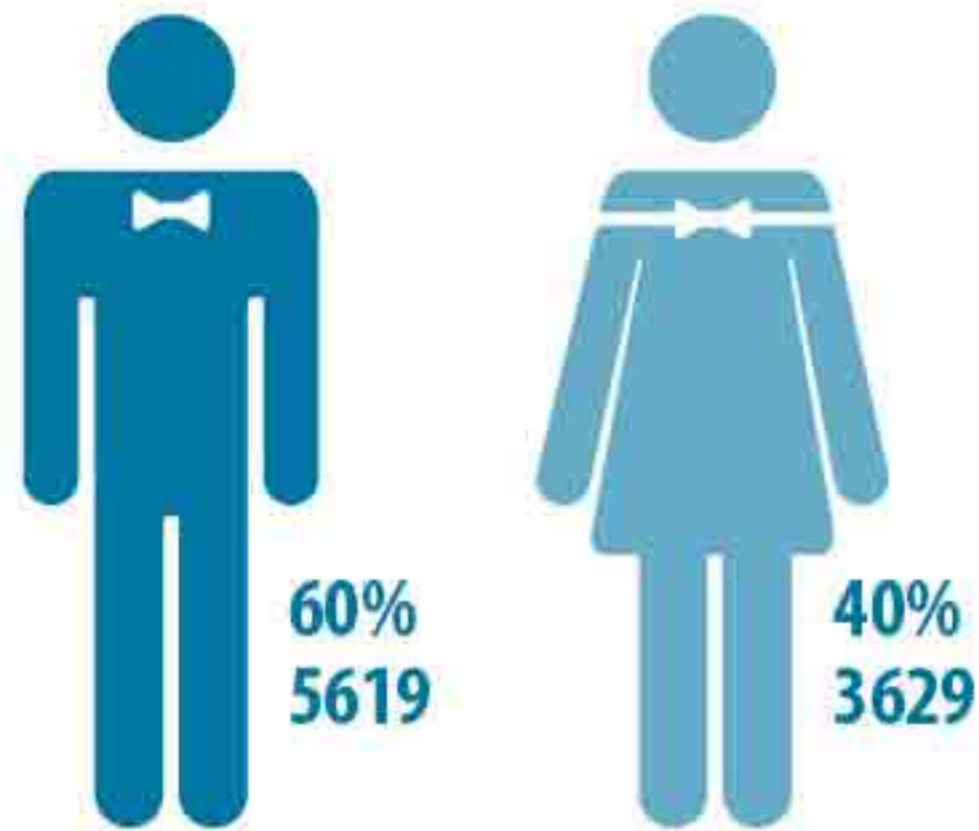
Total student strength as on Mar-15 was 9,248 as against 7,676 students on Mar-14, increased at a growth rate of 20%.

K-12 Education, which includes VidyaGyan and Shiv Nadar School, comprises of 35% students while Under Graduate and Post Graduate students of 65% belong to SSN Institution and Shiv Nadar University.



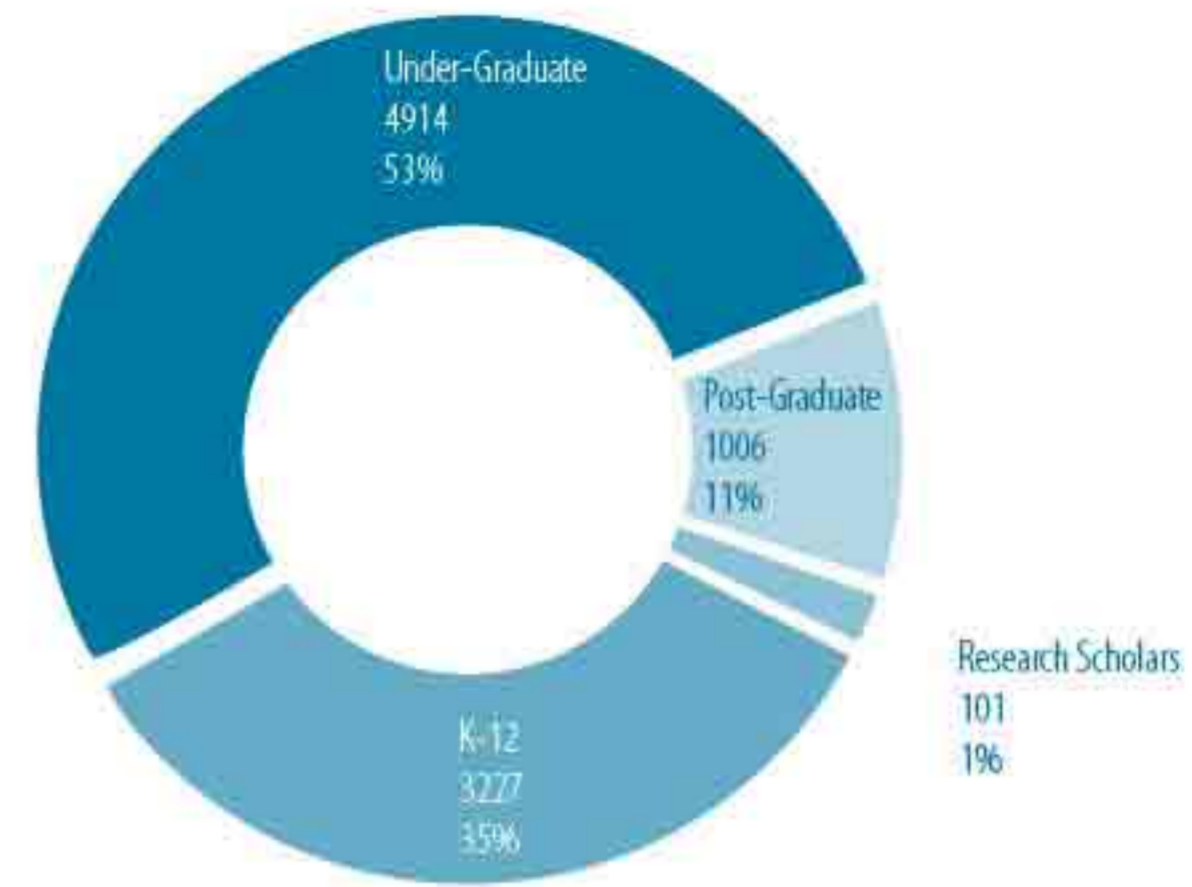
Mix of Students

Healthy gender mix of students, ~ 40% are female while ~ 60% are male.



Gender wise classification

SNF Group Covers Education Life Cycle



Education level wise classification

NOTE: Research Scholars includes 29 students of SSN Institutions and 72 students of Shiv Nadar University.

*Post Graduate Students include students pursuing M.Tech, M.Sc., MBA, MCA & Post Graduate Diploma courses.

Faculty & Staff (Head Count)



Out of the total head count of 1,296 as on Mar'15; 741 (57%) represent teaching faculty, 155 (12%) represent teaching support and the remaining 400 (31%) comprise other support staff like HR, finance, admin and others.

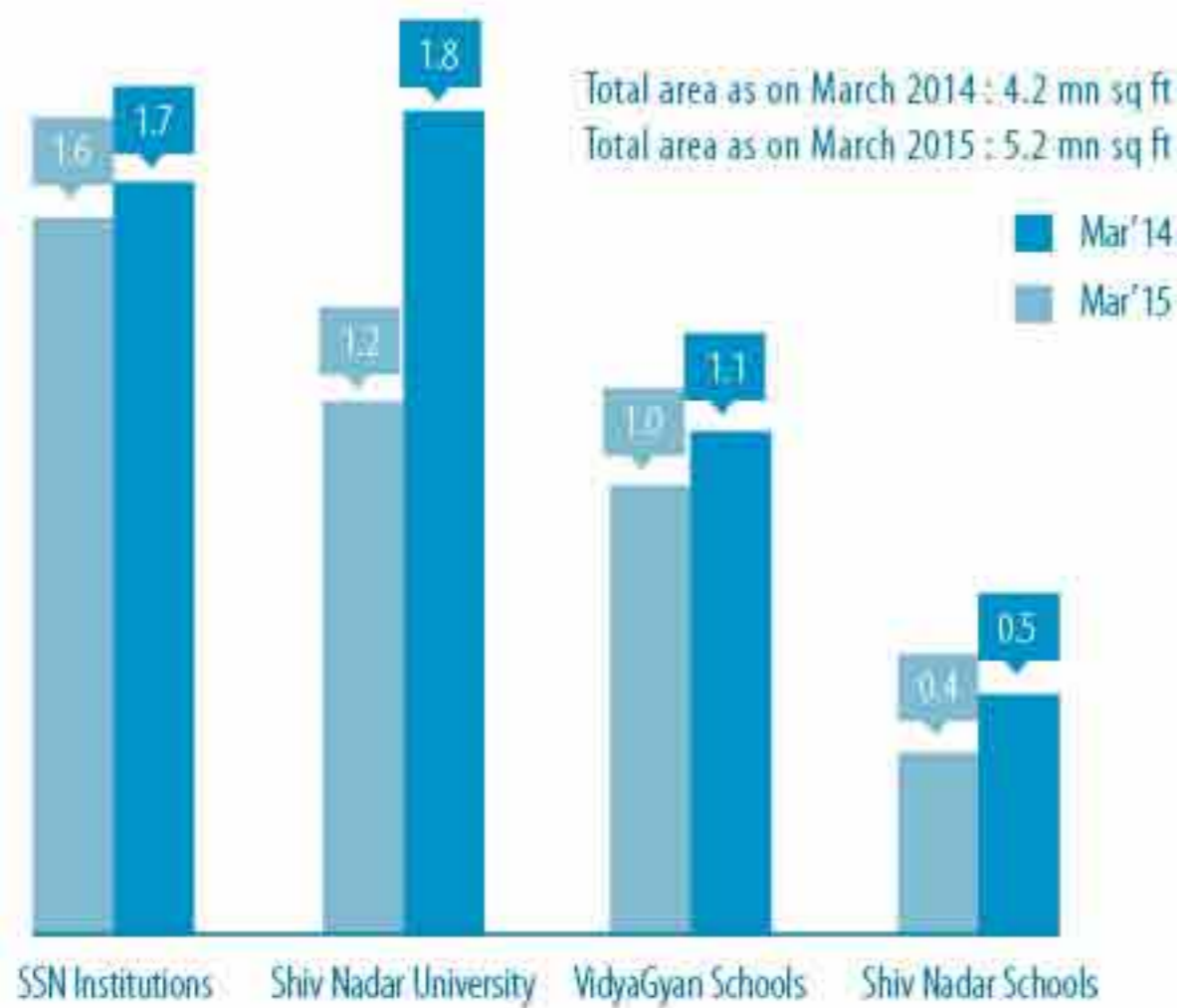
The overall student-teacher ratio for schools is ~ 11:1 while for graduate, post-graduate and research studies collectively is ~ 13:1.

Faculty with Ph. D. Profiles

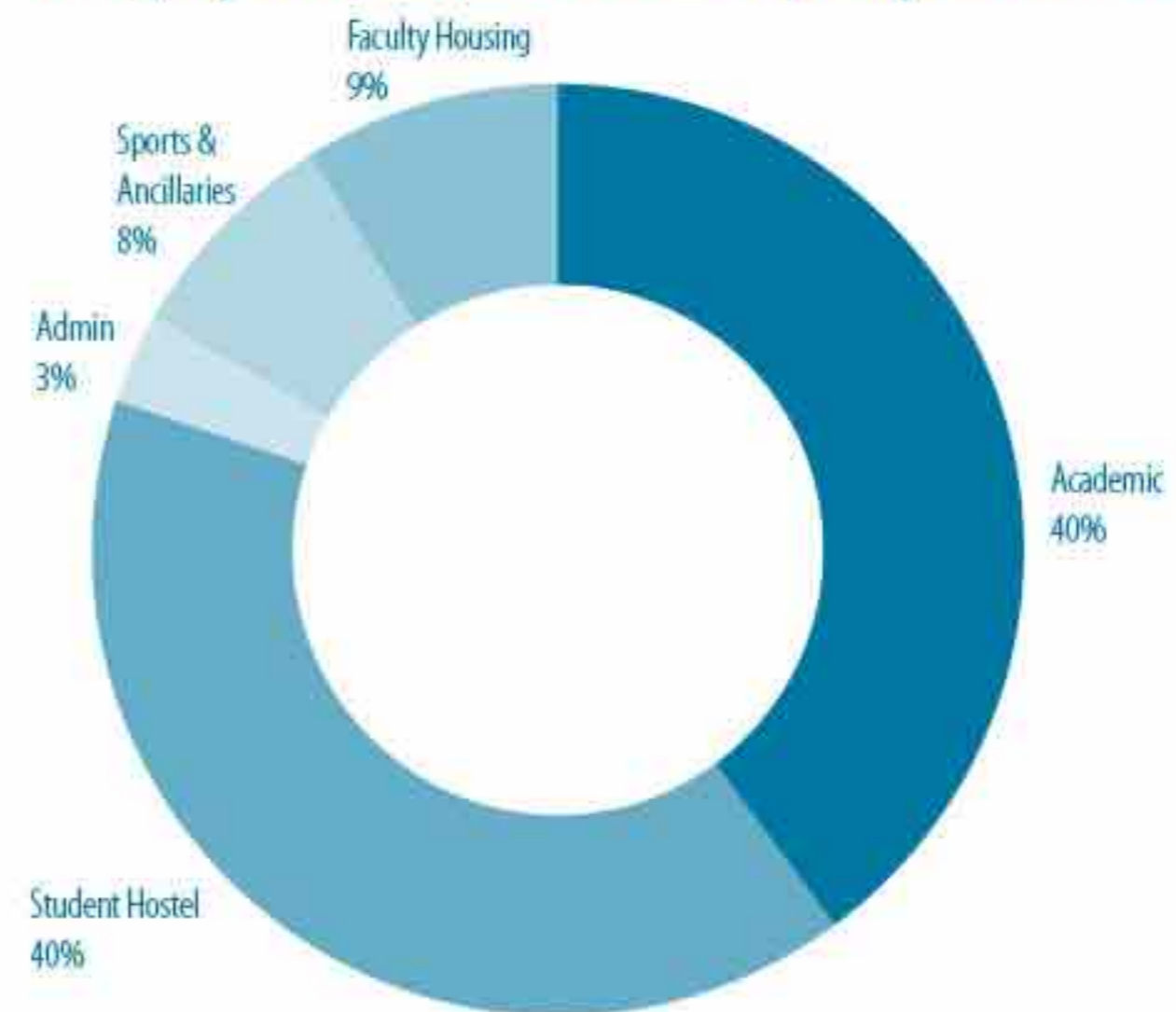
SSN Institutions	Total 284 Faculty	166 PhD Holders (58%)
Shiv Nadar University	Total 165 Faculty	132 PhD Holders (80%)

Infrastructure Overview

Built up Area (Million sq. ft.)



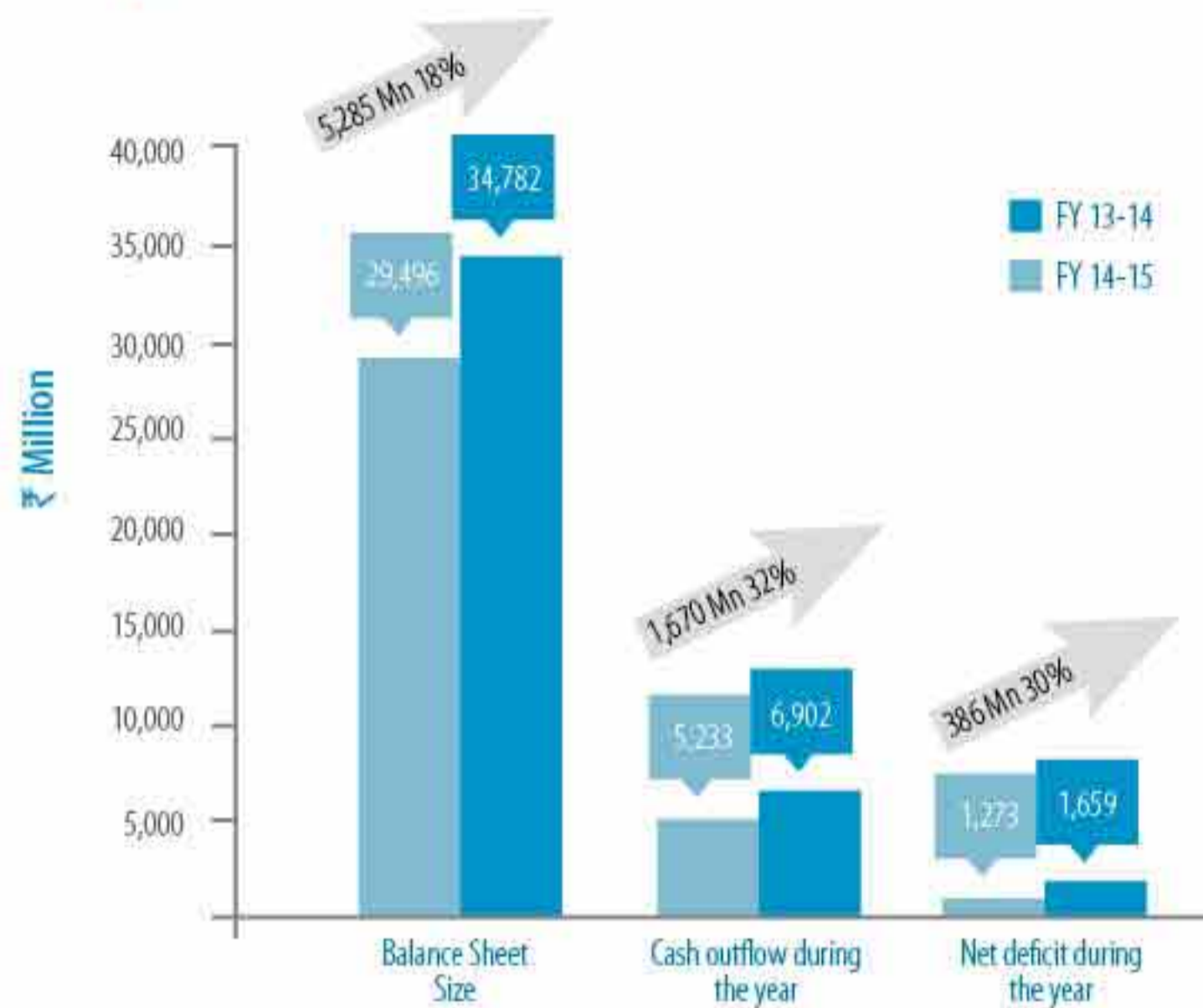
Category Wise Infrastructure Capacity on Mar'15



SNF Group has made huge investment in infrastructure spread over 605 acres. The Group added ~ 1.0 mn sq ft during FY 14-15. Out of the total area of 5.2 mn sq ft, academic area and student hostel each comprise 40% of the area while faculty housing comprises ~10% of the area.

Key Metrics

Snapshot



Balance Sheet

Total Investments (as on March'14)
₹29,496 Mn (~ US\$ 491 Mn)[@]

Increase of ₹5,285 Mn
 (US\$ 65 Mn)[#]

Total Investments (as on March'15)
₹34,782 Mn (~ US\$ 556 Mn)[#]

Key Increases-

- ₹5,550 mn Investment in Infrastructure (including work of art of ₹1,422 mn)
- ₹1,660 mn Increases in accumulated deficits
- ₹3,910 mn Investment in mutual funds
- ₹330 mn Increases in other current assets
- Increases offset by ₹6,160 mn due to sales of 5.6 mn shares received as corpus donation in FY 13-14.

[@] Converted at a rate of 1 USD = INR 60.09
 (RBI reference rate as on March 31, 2014)

[#] Converted at a rate of 1 USD = INR 62.59
 (RBI reference rate as on March 31, 2015)

The total balance sheet size of the SNF Group has gone up by ₹5,285 million (US\$ 65 million) i.e. an increase of 18% as compared to last year and has reached close to ₹34,800 million (~ US\$ 556 million) indicating the quantum of financial resources deployed up to March 2015.

The SNF Group made a total expenditure of ~ ₹7,210 Mn (~₹5,550 Mn investment in infrastructure including work of art and ~ ₹1,660 Mn of operating expenditure net of income) during FY 14 -15. (~ ₹20 Mn per day)

The total spend on infrastructure (i.e. land, building and other assets) is ~ ₹17,080 million. Investment in work of art is approaching ₹6,600 million followed by accumulated deficits (reflecting excess of operating expenditure over income) close to ₹5,235 million. Other current and non-current assets of the SNF Group are close to ₹945 million majorly comprising investment in fixed deposit (close to ₹482 million including accrued interest) and other assets including cash and bank balances.

Cash Flow

The total cash outflow during FY 2014-15 is ~ ₹6,902 million, which mostly includes capital expenditure of ~ ₹3,475 million on infrastructure projects i.e. building for additional capacity creation,

*Foreign Exchange Impact

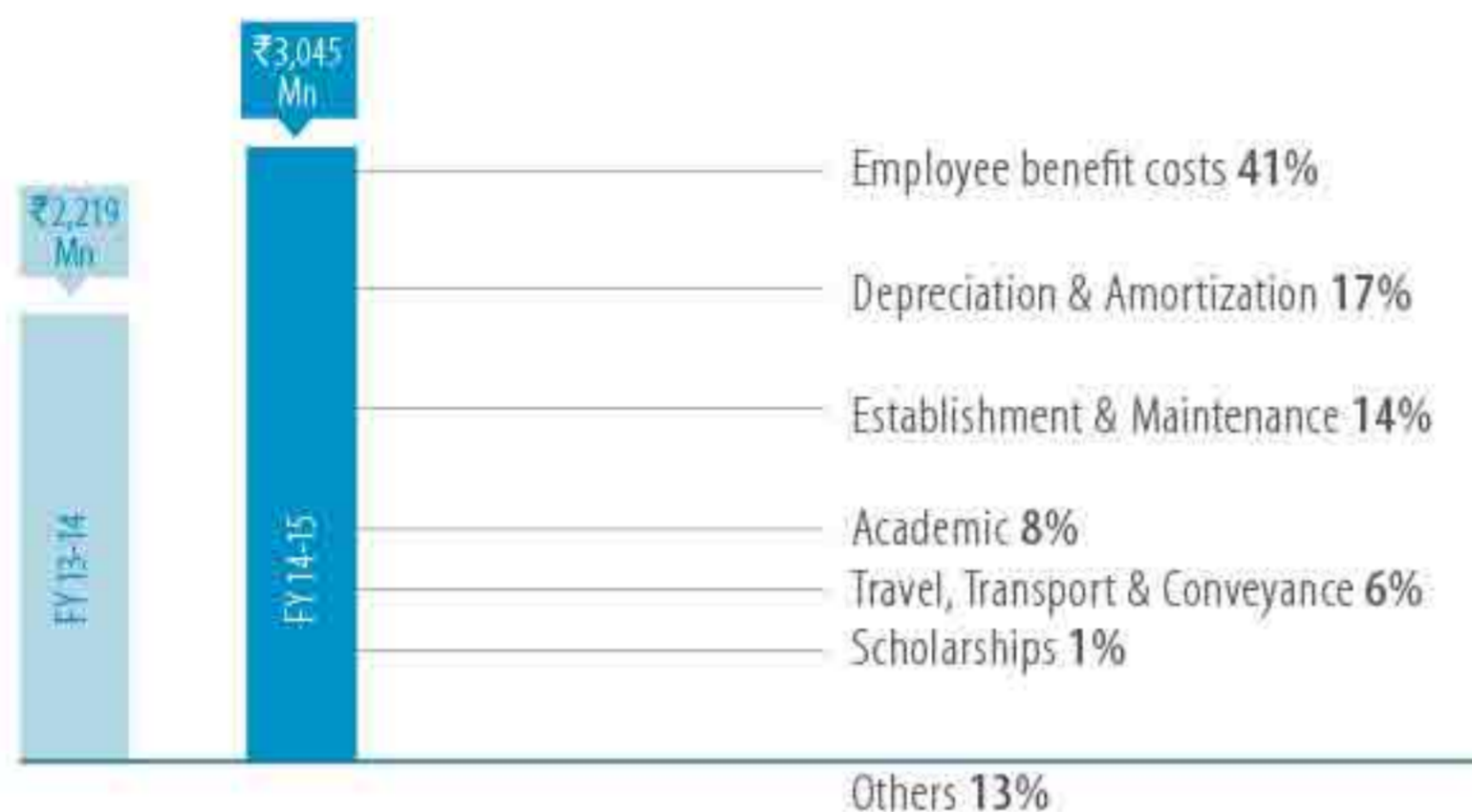
For an apple-to-apple comparison, if the increase in investments of ₹5,285 million is converted at the average foreign exchange rate for the year 2014-15 (i.e. 1 USD = INR 61.34), the increase in investments would be ~ US\$ 86 million as against the US\$ 65 million (based on the closing investments value)

purchase of work of art; repayment of loan ~ ₹1,977 million; and spend towards operating expenditure (net of income) ~ ₹1,374 million.

	Year Ended March 31, 2015 ₹ Million	Year Ended March 31, 2014 ₹ Million
Opening Cash and Cash Equivalents	108	103
OUTFLOWS		
Net outflow for capex and investments	3,475	4,229
Loan repayment (Net) (to HCL Corporation P. Ltd, Vama Sundari Investments (Delhi) P. Ltd. (promoter company) and others)	1,977	-
Excess of Operating Cash Expenditure over Income	1,374	990
Interest paid	76	14
Total Outflows	6,902	5,233
INFLOWS		
Corpus (contribution to "SNF Group")	6,955	699
Loan net of repayment (from HCL Corporation P. Ltd., Vama Sundari Investments (Delhi) P. Ltd. (promoter company) and others)	-	4,434
Working capital / non current items movement including taxes	182	106
Total Inflows	7,137	5,238
Closing Cash and Cash Equivalents	343	108

Expenditure

Total expenses for FY 2014-15 increased by ₹826 million (~ 37%). Around 38% of this increase is due to increased cost of employee



Employee Benefit Expenses

Employee expenses went up by 34% as compared to last year (an increase of ₹317 million during FY 2014-15) associated with following two major reasons:

- Increase in headcount from 1,063 to 1,296 in FY 2014-15 (net increase of 233 employees). The increase in headcount is to support higher student enrollment and new programs launched by the SNF Group.
- The other reason is increased salaries including increase in dearness allowance which is in accordance with the Government notification.

Depreciation & Amortization Expenses

Depreciation & amortization expenses (contributing nearly 17% of total expenses) went up by ₹158 million from last year mainly due to addition in fixed assets / infrastructure.

benefit expenses followed by depreciation & amortization expenses (~ 19%) and establishment & maintenance expenses (~ 16%).

Breakdown of Major Expenditure (in ₹ Million)	FY 14-15	FY 13-14
Employee benefit costs	1,241	924
Depreciation & Amortization expenses	510	352
Establishment & Maintenance expenses	438	305
Academic expenses	246	166
Travel, Transport & Conveyance	170	133
Scholarships	41	43
Others	398	294

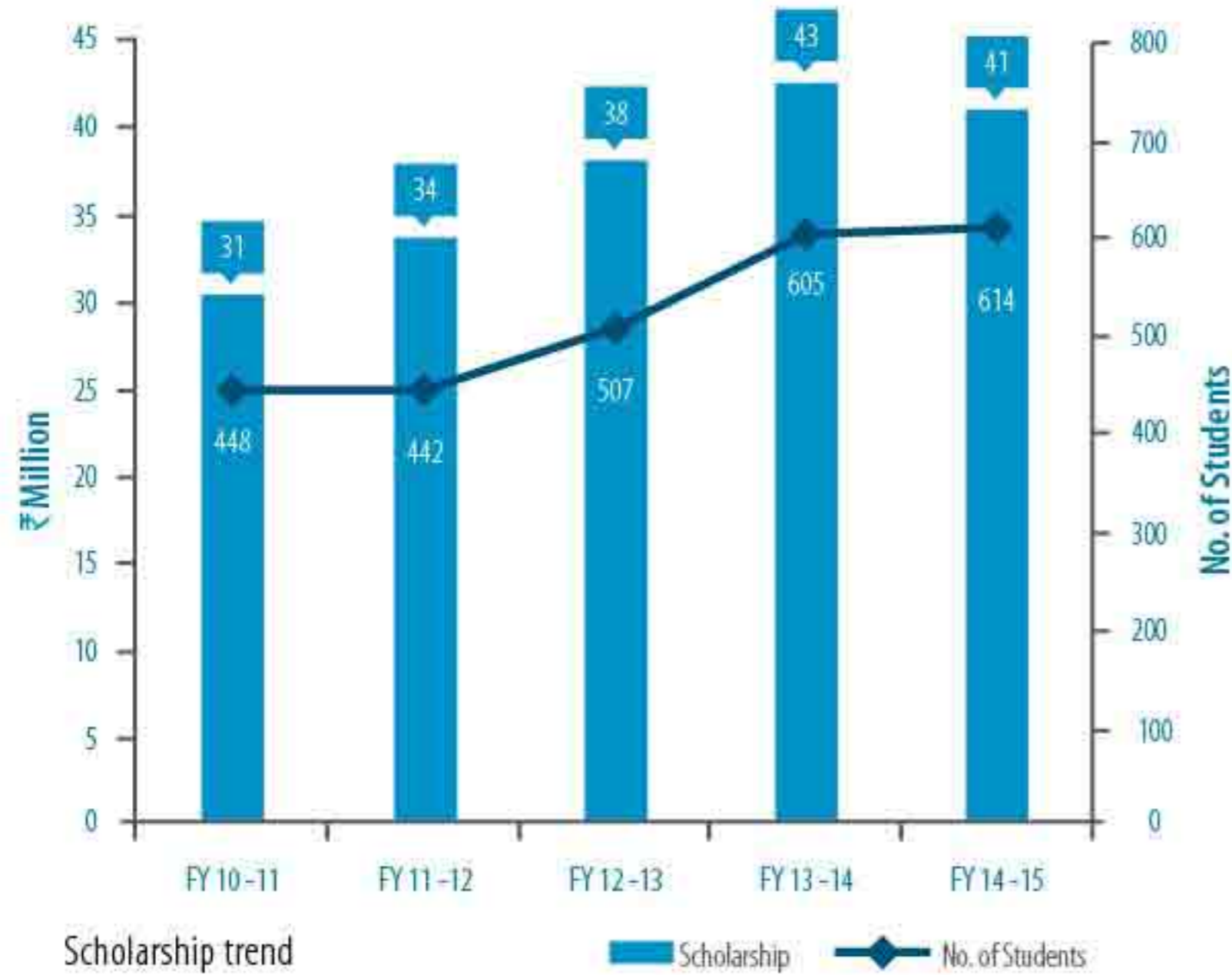
Establishment & Maintenance Expenses

Spending in establishment & maintenance expenses category which includes items such as housekeeping, security charges, power & fuel, rent and repairs and maintenance expenses went up by ₹133 million, an increase of ~ 44%, so as to maintain and operate the existing campus infrastructure as well as increasing capacity creation.

Academic Expenses

Academic expenses of the SNF Group were ₹246 million, an increase of ₹80 million (48%) as compared to last year. This include course material and other expenses primarily on account of increase in students; expansion of curriculum and increase in consumable expenses by ₹41 million, training & development expenses by ₹18 million, and events & exhibition expenses by ₹15 million.

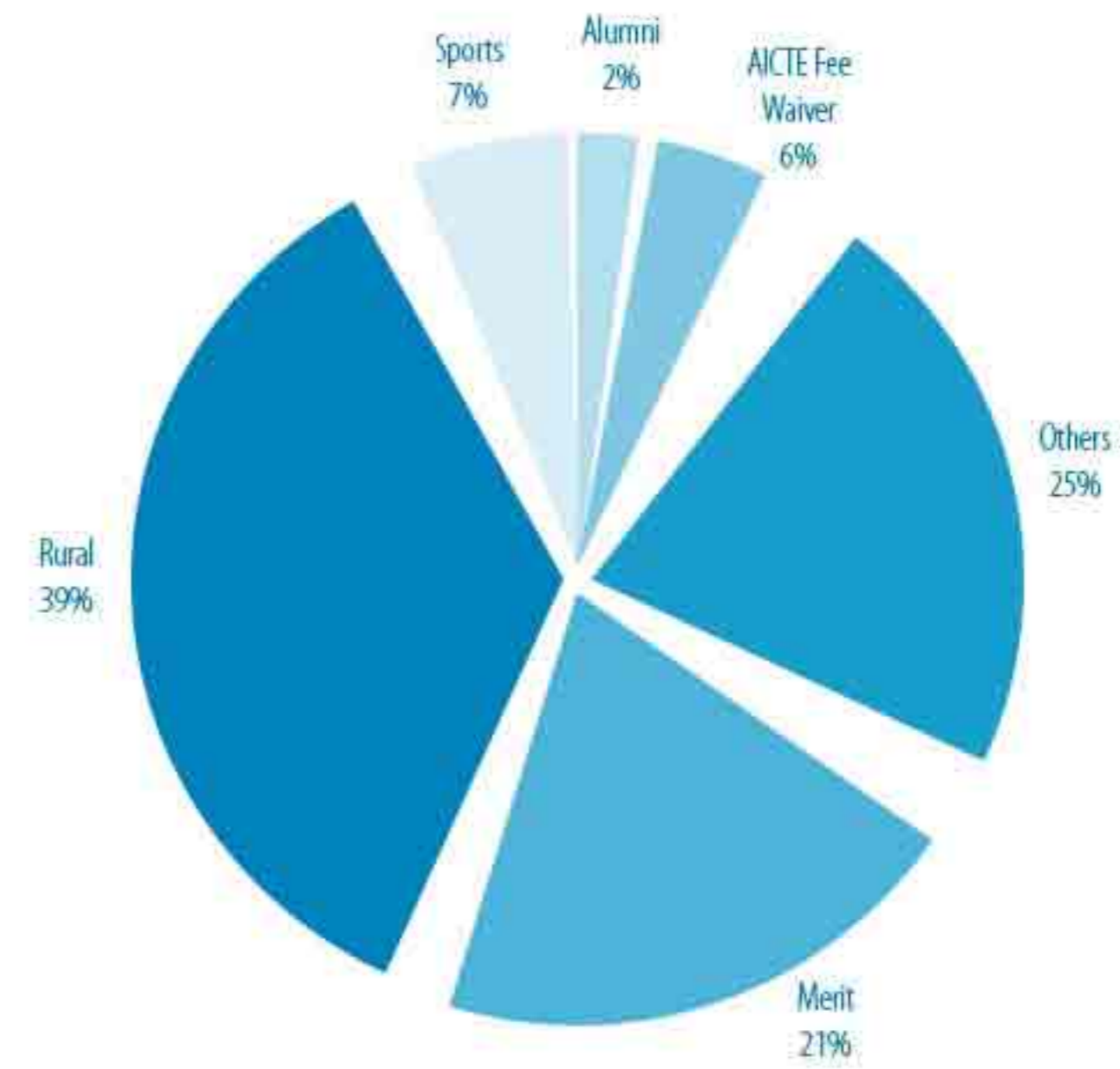
Scholarship Expenses



Total scholarships disbursed by SSN Institutions during the FY 2014 -15 were ~ ₹41 million. Total number of students benefited was 614 as against 605 last year.

Travel, Transport & Conveyance

Travel, Transport & Conveyance expenses includes student travel, staff conveyance and other travel. The expenses increased by ₹37 million (28%) as compared to last year primarily due to increase in student & staff numbers.



Scholarship classification

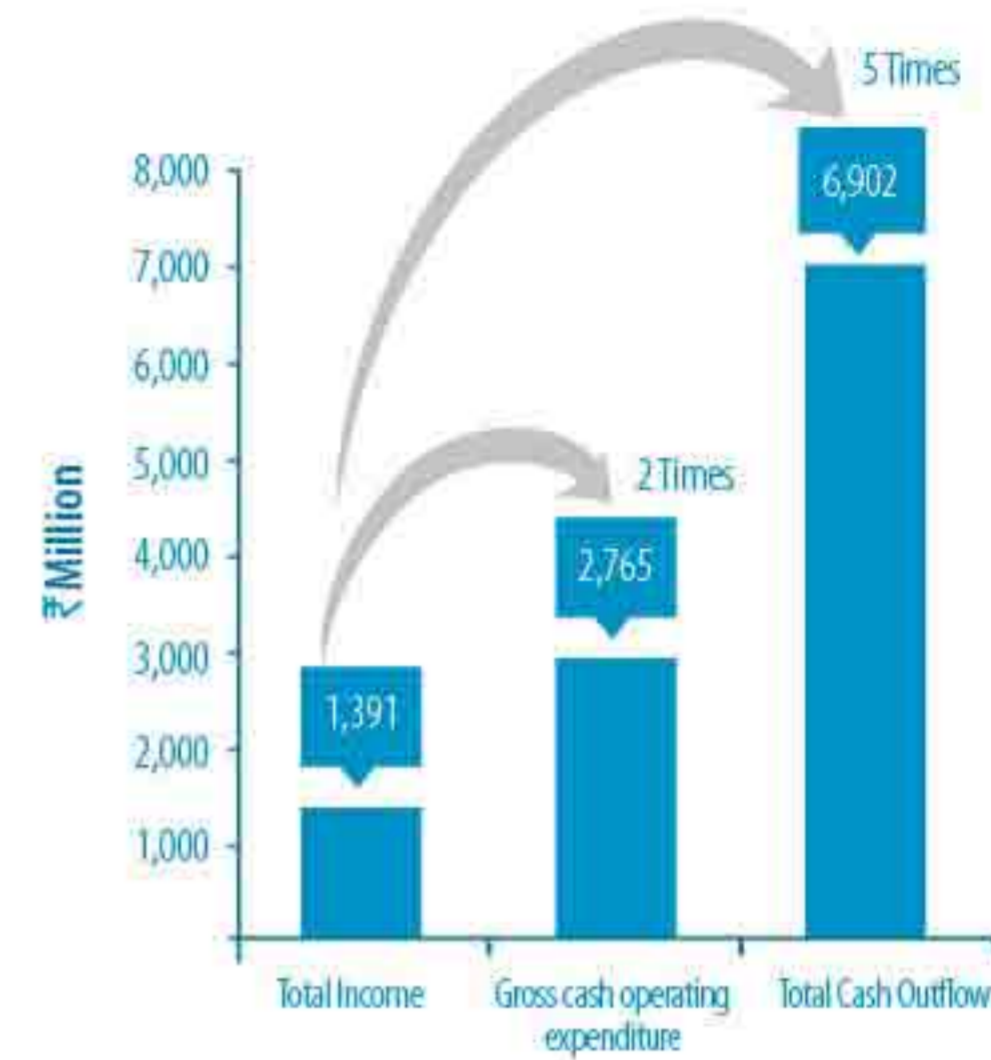
The mechanism for supporting Shiv Nadar University students is through fee subsidy, which is ~ 71% of the actual fee, instead of direct scholarship reimbursement.

Income

The SNF Group's gross cash operating expenditure is 2 times of its income while total cash outflow is 5 times of income.

The SNF Group's total income for FY 2014 -15 grew by ₹433 million, or 45% from FY 2013 -14. The major portion of this growth is attributable to fee income (which contributes nearly 75% of total income) as combined income from fee rose nearly 28% from the prior year to ₹1,040 million as a result of increase in number of students from 7,676 to 9,248 (i.e. 1,572).

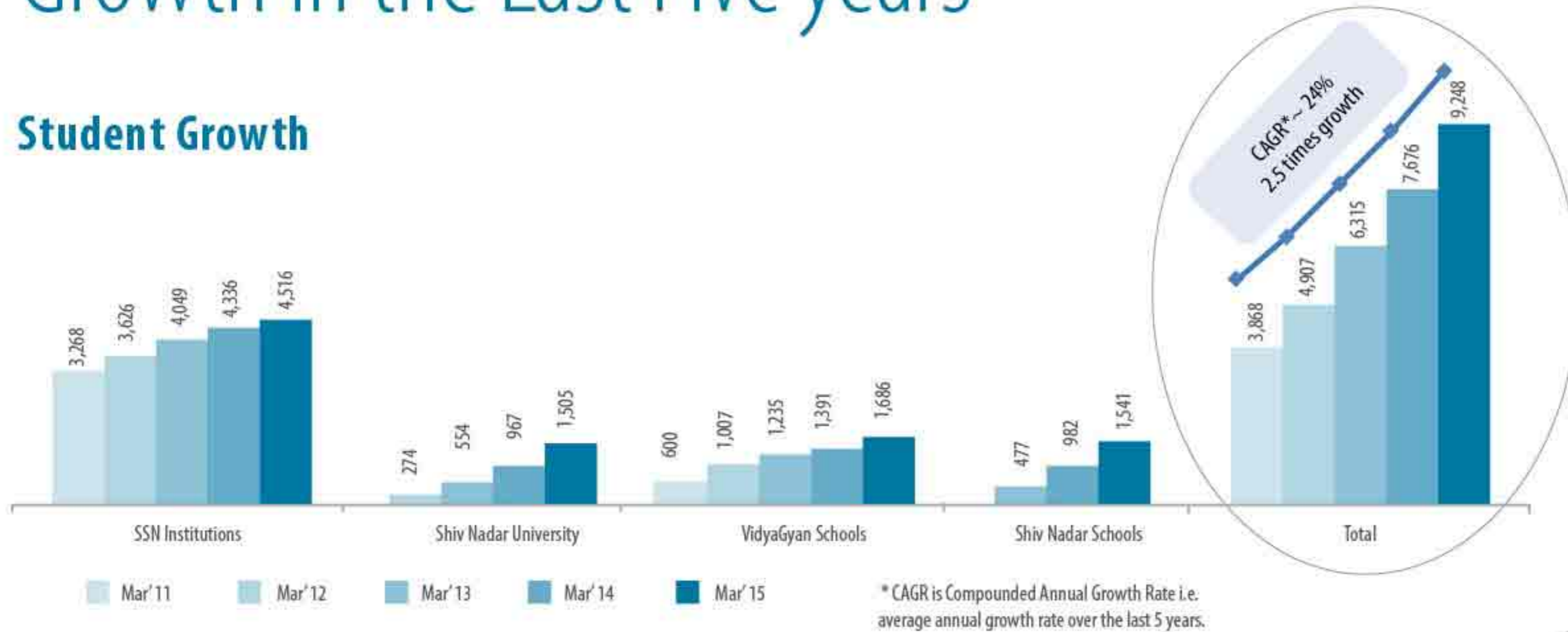
Increase in other income from ₹144 million to ₹350 million (i.e. ₹206 million) is primarily on account of receipt of dividend income of ₹168 million from the shares received by the SNF Group as corpus donation during FY 2013 -14.



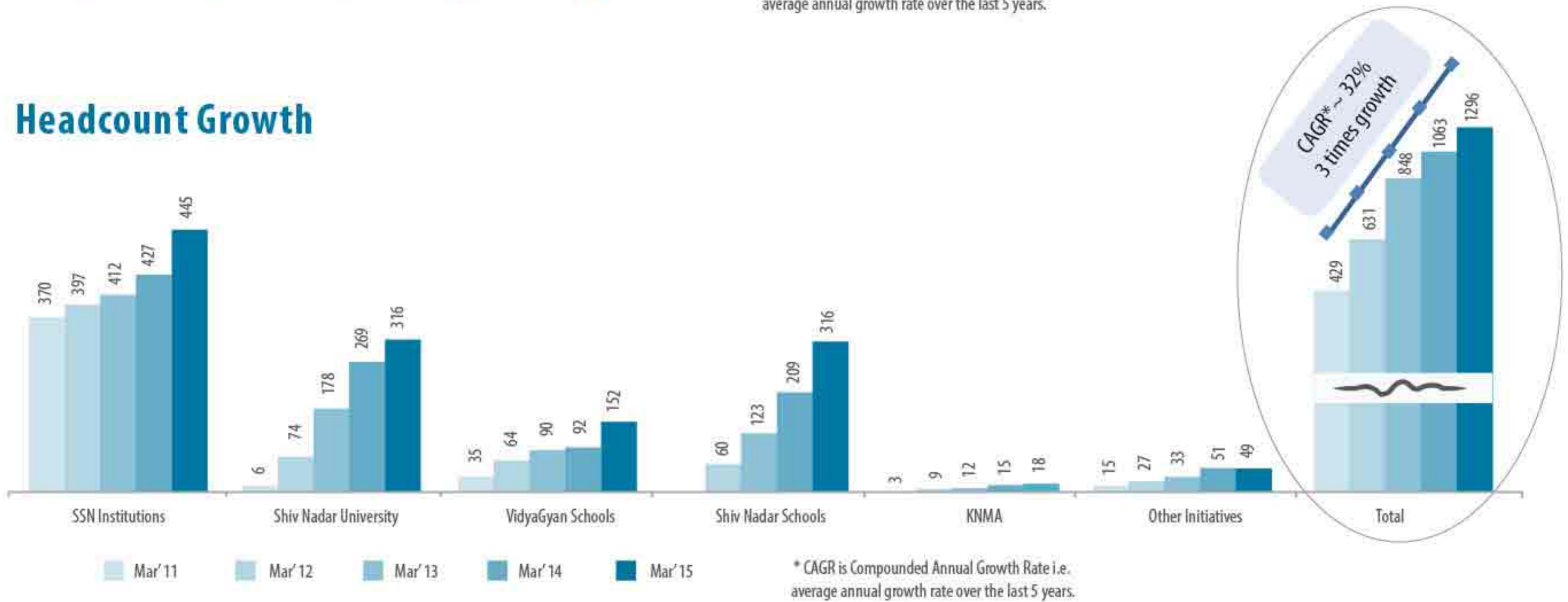
Income v/s Cash Expenditure

Growth in the Last Five years

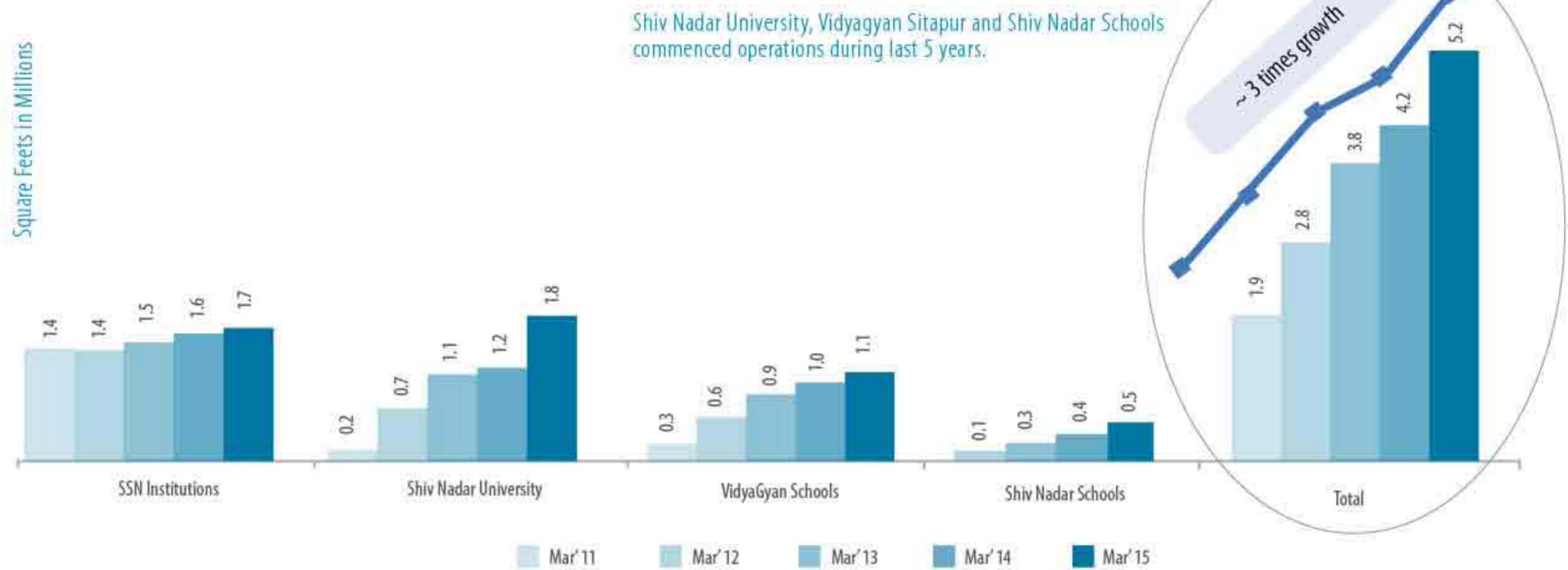
Student Growth



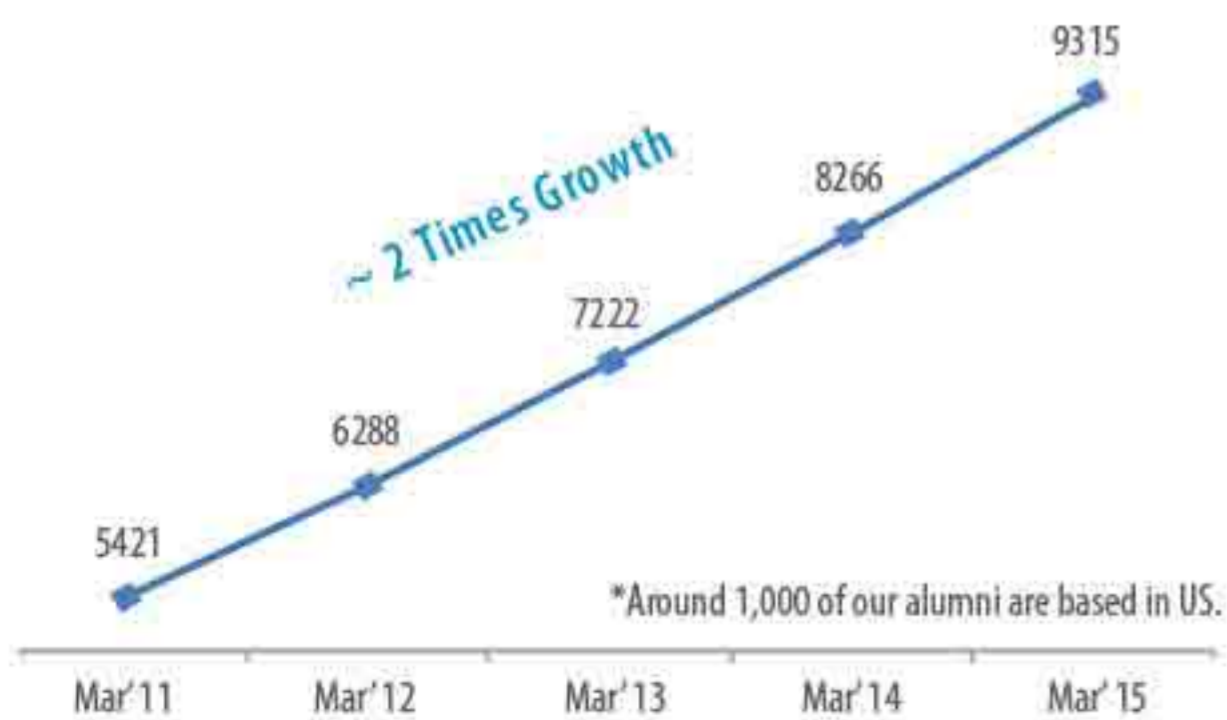
Headcount Growth



Capacity (Infrastructure) Growth : Built Up Area



Alumni Growth



Financial Growth

Corpus Fund



Balance Sheet Size



**Shiv Nadar Foundation and Group
Combined Balance Sheet as at
March 31, 2015 and March 31, 2014**

	Notes	As at March 31, 2015 ₹ Million	As at March 31, 2014 ₹ Million
EQUITY			
Share capital	3	20.00	20.00
Corpus fund	4	19,036.89	12,005.33
		19,056.89	12,025.33
LIABILITIES			
Non-current liabilities			
Long-term borrowings	5	7,430.33	6,252.37
Other long-term liabilities	6	2,845.79	2,862.80
Long-term provisions	7	142.74	86.84
		10,418.86	9,202.01
Current liabilities			
Short-term borrowings	8	4,222.40	7,378.65
Trade payables	9	146.51	140.67
Other current liabilities	10	915.78	741.86
Short-term provisions	11	21.23	7.83
		5,305.92	8,269.01
		34,781.67	29,496.35
ASSETS			
Non-current assets			
Fixed assets			
Tangible assets	12	13,512.44	10,112.01
Intangible assets	13	12.33	16.89
Capital work-in-progress		2,605.55	2,326.51
Non-current investments	14	6,604.93	11,343.72
Long-term loans and advances	15	949.98	498.98
Other non-current assets	16	393.48	247.04
		24,078.71	24,545.15
Current assets			
Current investments	17	4,915.17	1,010.40
Trade receivables	18	9.44	11.69
Cash and bank balances	19	430.84	247.96
Short-term loans and advances	20	96.80	75.07
Other current assets	21	15.29	29.25
		5,467.54	1,374.37
EXCESS OF EXPENDITURE OVER INCOME	22	5,235.42	3,576.83
		34,781.67	29,496.35

Notes 1 to 47 form an integral part of the combined financial information

This is the combined balance sheet referred to in our report of even date on agreed upon procedures related to the combined financial information

For and on behalf of Shiv Nadar Foundation and Group

Grant Thornton India LLP

Shiv Nadar
Managing Trustee
Shiv Nadar Foundation

TSR Subramanian
Trustee
Shiv Nadar Foundation

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation

Place : New Delhi
Date : 30th June 2015

Pawan K. Danwar
Chief Financial Officer
Shiv Nadar Foundation

Shiv Nadar Foundation & Group ("the SNF Group") comprises trusts/companies (established/owned by Mr. Shiv Nadar and his family) engaged in promotion of education, art and culture

**Shiv Nadar Foundation and Group
Combined Statement of Income and Expenditure for
the years ended March 31, 2015 and March 31, 2014**

	Notes	For the year ended March 31, 2015 ₹ Million	For the year ended March 31, 2014 ₹ Million
EXPENDITURE			
Employee benefit expenses	23	1,241.14	924.09
Academic expenses	24	246.29	166.27
Establishment and maintenance	25	438.47	305.39
Travel, transport and conveyance		170.00	133.08
Scholarship		40.55	43.47
Finance cost	26	76.13	14.68
Depreciation and amortisation	27	510.45	352.30
Other expenses	28	321.84	279.78
		3,044.87	2,219.06
INCOME			
Fees	29	1,040.14	813.45
Donations received		1.14	0.98
Other income	30	350.02	144.23
		1,391.30	958.66
EXCESS OF EXPENDITURE OVER INCOME		1,653.57	1,260.40
Tax expense			
Current tax		4.94	12.20
Deferred tax		-	0.02
EXCESS OF EXPENDITURE OVER INCOME		1,658.51	1,272.62

Notes 1 to 47 form an integral part of the combined financial information

This is the combined statement of income and expenditure referred to in our report of even date on agreed upon procedures related to the combined financial information

For and on behalf of Shiv Nadar Foundation and Group

Grant Thornton India LLP

Shiv Nadar
Managing Trustee
Shiv Nadar Foundation

TSR Subramanian
Trustee
Shiv Nadar Foundation

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation

Place : New Delhi
Date : 30th June 2015

Pawan K. Danwar
Chief Financial Officer
Shiv Nadar Foundation

Shiv Nadar Foundation & Group ("the SNF Group") comprises trusts/companies (established/owned by Mr. Shiv Nadar and his family) engaged in promotion of education, art and culture

Shiv Nadar Foundation and Group
Combined Cash Flow Statement for the year ended
March 31, 2015 and March 31, 2014

	Year Ended March 31, 2015 ₹ Million	Year Ended March 31, 2014 ₹ Million
1. Cash flow from operating activities:		
Excess of expenditure over income	(1,653.59)	(1,260.40)
- Depreciation and amortisation expense/ other non cash expenses written off	510.45	369.98
- Profit on sale of investments	(78.59)	(14.31)
- Profit on sale of art work	(3.08)	-
- Profit on sale of fixed assets	(0.56)	(0.46)
- Dividend income	(173.74)	(56.00)
- Net interest expense/(income)	25.18	(28.96)
Operating deficit before working capital changes	(1,373.93)	(990.15)
Adjustments for changes in working capital/other non current items :		
- Increase in payables, other liabilities and provisions	247.31	142.03
- Increase in advances and other current assets	(56.59)	(26.88)
- Taxes paid	(8.84)	(9.64)
Net cash used in operating activities (A)	(1,192.05)	(884.64)
2. Cash flow from investing activities:		
Additions to tangible and intangible assets (net)	(2,735.47)	(1,256.22)
Increase in capital work in progress	(1,806.09)	(1,282.47)
Sale/(Purchase) of investments	915.69	(1,756.35)
Increase in bank deposits	(71.86)	(1.65)
Dividend received	173.74	56.00
Interest received	49.03	11.79
Net cash used in investing activities (B)	(3,474.96)	(4,228.90)
3. Cash flow from financing activities:		
Proceeds/(repayment) of borrowing (net)	(1,977.24)	4,433.58
Interest paid on borrowings	(76.32)	(13.88)
Donations received in corpus fund, issue of share capital and receipt of application money	6,954.87	698.76
Net cash from financing activities (C)	4,901.31	5,118.46
Net increase/ (decrease) in cash and cash equivalents (A+B+C)	234.30	4.92
Opening balance of cash and cash equivalents	108.28	103.36
Closing balance of cash and cash equivalents	342.58	108.28
Closing cash and cash equivalents comprise of:		
Cash in hand	2.16	3.50
Balances with banks	340.42	104.78

*Cash and bank balances as per note 19 includes cash and cash equivalents and other bank balance.

Notes 1 to 47 form an integral part of the combined financial information

This is the combined cash flow statement referred to in our report of even date on agreed upon procedures related to the combined financial information

For and on behalf of Shiv Nadar Foundation and Group

Grant Thornton India LLP

Shiv Nadar
Managing Trustee
Shiv Nadar Foundation

TSR Subramanian
Trustee
Shiv Nadar Foundation

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation

Place : New Delhi

Date : 30th June 2015

Pawan K. Danwar
Chief Financial Officer
Shiv Nadar Foundation

Shiv Nadar Foundation & Group ("the SNF Group") comprises trusts/companies (established/owned by Mr. Shiv Nadar and his family) engaged in promotion of education, art and culture



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