
SHIV NADAR FOUNDATION



Annual Report 2015 - 16



SHIV NADAR FOUNDATION

ABOUT US

The Shiv Nadar Foundation was established in 1994 by Shiv Nadar, Founder, HCL - a US\$ 7 billion leading global enterprise. The Foundation is committed to the creation of a more equitable, merit-based society by empowering individuals through transformational education to bridge the socio-economic divide. To that purpose the Foundation has established institutions and programs in the underdeveloped disciplinary areas in India related to rural and urban education and art.

The Shiv Nadar Foundation pursues philosophy of 'Creative Philanthropy'. It is a powerful model which envisages creation of institutions that go beyond the lifetime of its founders and continue to impact future generations for many centuries to come. It is an approach that allows sustained institutionalized philanthropy for long-term, high impact, socio-economic transformation.

MESSAGE FROM THE CHAIRMAN

We live in a world where the only constant is change. The societal structures, geo-political landscapes, education systems, demographic spread, and economic forces have all undergone significant changes over the last 100 years. In the last decade itself, our lives and lives of those around us, have changed in more ways than any other decade prior to it. This has been made possible by a multitude of factors – technological advances, democratization of information, medical breakthroughs, and increasing awareness towards social issues.


That being said, the pace of change has not been same across all strata of the society. Specifically, the bottom of the pyramid has witnessed change at a much slower pace, compared to the other demographics. Thus, it is my strong belief that the pace of change needs to be considerably accelerated irrespective of socio-economic boundaries. The need of the hour is to accord a much higher sense of urgency to – create a growing tribe of role-models from rural India; create sustainable models of making India educated; converge cutting-edge research with everyday life to significantly enhance the quality

of life; and bridge the gap between best-in-class education and those who need it but cannot afford it.

At Shiv Nadar Foundation, we are driven by this sense of urgency - to bring the change and to bring it now. Each of our institutions is acting as a catalyst of change to considerably reduce the timeframe required to bring in sustainable change. Not only are the institutions creating models of catalyzing change, these are also making change much more inclusive by cutting across all socio-economic layers. As a young Foundation, we are already seeing many early indicators of the impact brought by jump-starting change.

I believe we can achieve more in the next decade than what has been achieved in the previous ten decades. No doubt, it will need the right aspirations, replicable models of change and synergies among all stakeholders in the ecosystem – Foundations, Corporates, Not-for-profit Organizations and the Government. But above all, it will need this sense of urgency to be recognized by the entire stakeholder ecosystem and a decisive will to act upon it. Only then we can catalyze an inclusive change starting today.

Shiv . S. Nadar



Shiv Nadar, Founder and
Chairman, HCL and Shiv
Nadar Foundation with
VidyaGyan students

SHIV NADAR FOUNDATION

TABLE OF CONTENTS

Vision & Mission	01
Pillars	03
Special Appreciation	04
Shiv Nadar Foundation Snapshot	05
Shiv Nadar Foundation Highlights	07
VidyaGyan Leadership Academy	11
Shiv Nadar School	17
SSN Institutions	23
Shiv Nadar University	29

Shiksha Initiative	35
Kiran Nadar Museum of Art	41
Leadership Profiles	47
Key Governing Bodies	79
Shiv Nadar Foundation Family	83
Governance	85
Management Discussion & Analysis	87
Financials	107



VISION

Nation building through
transformational leadership

MISSION

Creating equitable
Opportunities for leadership,
through focused philanthropy



A Shiksha Initiative student



PILLARS



Leadership Building



Creative and Corrective



Transparency and Governance



Longevity



Sustainability



Partnerships

SPECIAL APPRECIATION

A special thanks from the Shiv Nadar Foundation for believing in
our mission and being a part of our journey

H T Parekh Foundation

Redington Foundation

Australian High Commission

SSN Alumni

Mr. Jayanthan, Regional Director, Temenos

Vahani Scholarship

SHIV NADAR FOUNDATION SNAPSHOT



2 SCHOOLS

1,867 STUDENTS

197 FACULTY & STAFF

74 CAMPUS AREA
(ACRES)

1.1 BUILT-UP AREA
(MN SQ. FT.)

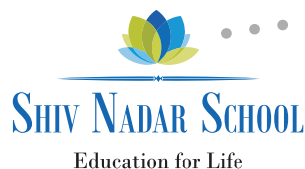
₹ 4,856 MN
(US\$ 73 MN) INVESTMENT TILL
MARCH 2016

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

Conversion Rate 1 US\$ - ₹66.33 (RBI Reference Rate as on March 31, 2016 used for financial numbers as on March 31, 2016)

Government and private primary schools in rural Uttar Pradesh

* Includes 69 on contract



3 SCHOOLS

2,382 STUDENTS

407 FACULTY & STAFF

27 CAMPUS AREA
(ACRES)

0.6 BUILT-UP AREA
(MN SQ. FT.)

₹ 4,950 MN
(US\$ 75 MN) INVESTMENT TILL
MARCH 2016



4,420 STUDENTS

438 FACULTY & STAFF

10,565 ALUMNI

227 CAMPUS AREA
(ACRES)

1.8 BUILT-UP AREA
(MN SQ. FT.)

₹ 3,878 MN
(US\$ 58 MN) INVESTMENT TILL
MARCH 2016

SHIV NADAR FOUNDATION

10,467 STUDENTS

613 CAMPUS AREA
(ACRES)

1,564 FACULTY & STAFF **5.7 MN SQ. FT.** BUILT-UP AREA

10,847 ALUMNI

₹ 36,982 MN INVESTMENT
(US\$ 558MN) TILL MARCH
2016

SHIV NADAR UNIVERSITY

1,798 STUDENTS

365 FACULTY & STAFF

282 ALUMNI

286 CAMPUS AREA
(ACRES)

2.2 BUILT-UP AREA
(MN SQ. FT.)

₹ 12,948 MN INVESTMENT TILL
(US\$ 195 MN) MARCH 2016



340 SCHOOLS#

77 FACULTY & STAFF*

INR 75 MN INVESTMENT TILL
(US\$ 1 MN) MARCH 2016



2 MUSEUMS

3,030 ARTWORKS

20 STAFF

0.03 BUILT-UP AREA
(MN SQ. FT.)

₹ 9,722 MN INVESTMENT TILL
(US\$ 147 MN) MARCH 2016

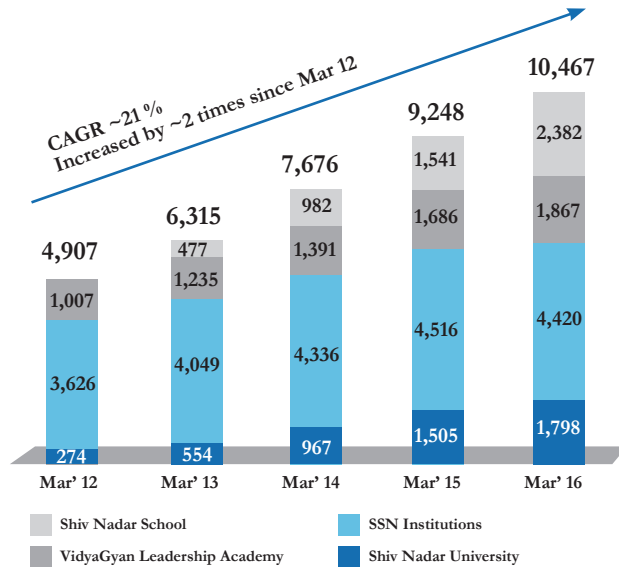
OTHERS

60 STAFF

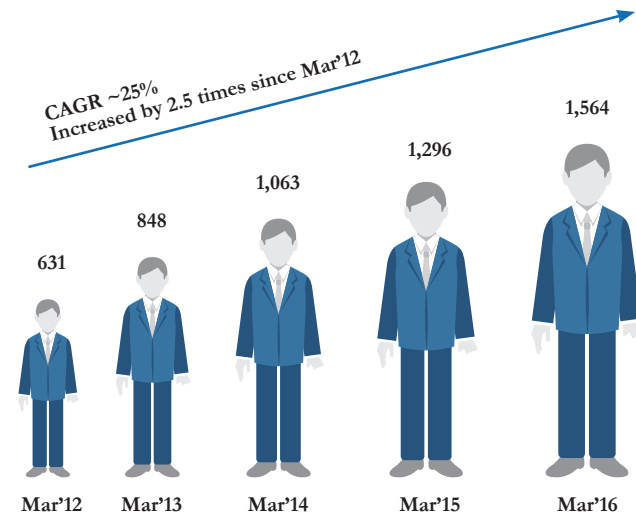
₹ 554 MN INVESTMENT TILL
(US\$ 8 MN) MARCH 2016

SHIV NADAR FOUNDATION HIGHLIGHTS

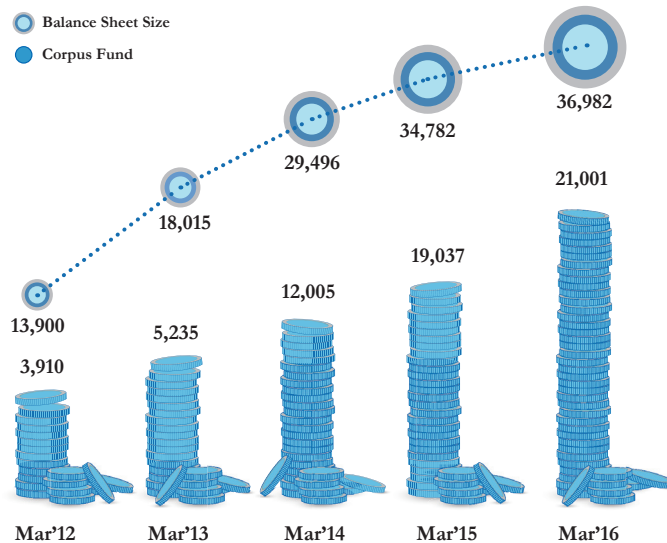
5 YEARS TREND - STUDENT STRENGTH



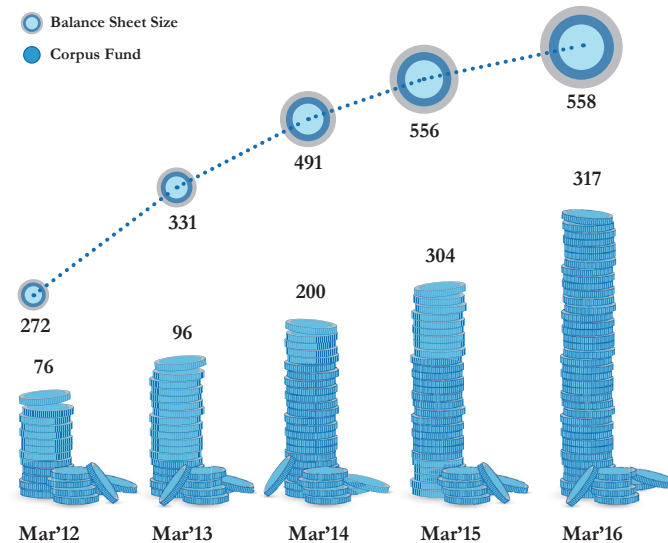
5 YEARS TREND - HEADCOUNT



5 YEARS TREND - BALANCE SHEET SIZE & CORPUS FUND (₹ MILLION)



5 YEARS TREND - BALANCE SHEET SIZE & CORPUS FUND (US\$ MILLION)



EXPOSING YOUNG MINDS TO THE BEST OF INTELLECT

2015-16 saw students from across the Shiv Nadar Foundation being exposed to the best of intellect from across India. The Honorable President of India, Shri Pranab Mukherjee formally inaugurated the Shiv Nadar University in January 2016. In May 2016, Dr. Raghuram Rajan, Governor, Reserve Bank of India, and Ms Vanitha Narayanan, Managing Director, IBM India addressed the graduating batch at the University's second convocation.

Dr. Arvind Subramanian, Chief Economic Advisor, Government of India and Dr. Raj Reddy, Moza Bint Nasser University Professor of Computer Science and Robotics, School of Computer Science, Carnegie Mellon University, were the Guests of Honour in the University's first Convocation in October 2015.

Padma Shri awardee actor, Tom Alter interacted with the Shiv Nadar School students at the Kahani Festival in October 2015 while the VidyaGyan students got an opportunity to interact with Major General P J S Pannu, AVSM, VSM, who explained to the students the multi-faceted role of the armed forces in keeping their nation secure and about the exciting career opportunities available in the armed forces. Such exposure is expected to broaden the horizon of our students and help them understand how to perceive and handle life situations, thereby creating a generation of thought leaders treading confidently on the path of nation-building.



**Honorable President
of India, Shri Pranab
Mukherjee at
Shiv Nadar University**



SHIV NADAR FOUNDATION ALUMNI MAKING ITS MARK

Along with a significant growth in the Shiv Nadar Foundation alumni strength, 2015-16 also witnessed the coming of age of the alumni as VidyaGyan's first batch successfully cleared the grade XII board exams and the second batch of the Shiv Nadar University also graduated.

139 out of 187 students of the graduating batch of VidyaGyan scored an aggregate of more than 80% with 53 students scoring more than 90%. Students also scored a perfect 100 in Psychology and Fine Arts with several students scoring above 90 in Physics, Economics, English and other subjects.

Students from the Shiv Nadar University and SSN Institutions continued to secure placements in leading organizations, including Dassault, L&T, Deloitte, Caterpillar, Cognizant, Dell, Visa, Bank of America, Ford and Amazon.

Numerous students were also selected by top international universities to pursue masters or doctorate programs. These universities included Harvard University (US), Stanford University (US), Duke University (US), University of Illinois – Urbana Champaign (US), Nanyang Technological University (Singapore) and Australian National University.

SSN Alumni Murugan Ashwin played in the Indian Premier League 2016 with the Rising Pune Supergiants (RPS). At RPS, he joined another SSN alumni, R Ashwin, a national cricket player and Arjuna Awardee.

Shiv Nadar University
Graduating batch 2014-15

SHIKSHA INITIATIVE TAKES WINGS

Taking flight two years ago with a pilot in 40 schools, the Shiksha Initiative expanded aggressively in 2015-16 as it progresses towards its mission to eradicate illiteracy from India. The initiative now covers 340 schools across 232 villages in Uttar Pradesh. It is currently impacting ~550 teachers across these schools and approximately 19,000 students.

Technology-based content aimed at improving the learning and retention capabilities of students in primary school, has also brought a marked improvement in the enrolments and attendance levels in schools, along with regular adoption of important social behaviour and personal hygiene practices by students.

In 2015, the Shiksha Initiative also started its foray into the adult literacy space, with the pilot program covering 20 villages in Uttar Pradesh. Eliminating illiteracy from India requires addressing both child and adult illiteracy, and with the Shiksha Initiative continuing to hyperscale its operations with every passing day, it appears to be progressing well on its way to overcoming this challenge.



Shiksha Initiative students



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. It conducts one of the largest admission processes in the country for grade V students with a three stage selection mechanism and an acceptance rate of ~0.15%. Over 150,000 children appear for the admissions annually. 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 has two campuses, in Bulandshahr (near Delhi NCR) and Sitapur (near Lucknow), which 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.



BRIDGING THE URBAN-RURAL DIVIDE

A photograph of a group of students at VidyaGyan. In the foreground, a young boy with dark, curly hair and a bright smile is wearing a red long-sleeved shirt and has his right hand raised high. He is wearing a thin red string bracelet on his right wrist. Behind him, several other students are visible, some also with their hands raised. The background is slightly blurred, showing an outdoor setting. A large, textured red vertical brushstroke is on the right side of the image.

Students at VidyaGyan

HIGHLIGHTS

The first VidyaGyan batch comprising 187 students appeared for grade XII CBSE exams in 2016. 139 students, ~75% of the batch scored an aggregate of more than 80%, with 53 students scoring more than 90%. Students also scored a perfect 100% in Psychology as well as Fine Arts.

Score (Percentage)	Number of Students
91-100	53
81-90	86
Less than 80	48

397 students appeared for grade X CBSE exams in 2016, out of which 350 students (88%) scored a CGPA of more than 8 (out of 10), with 80 students scoring a perfect 10 CGPA.

CGPA	Number of Students
10	80
9-9.9	176
8-8.9	94
Less than 8	47

In 2015-16, VidyaGyan students attended global leadership development programs at international institutions such as Brown University, Lehigh University, and Field Museum, Chicago. Students were also selected to pursue one full year of study in the US under the Kennedy Lugar Youth Exchange & Study program, offered by the State Department of the US.

Students also excelled in national leadership and talent identification programs with selection for scholarships under National Talent Search Examination (NTSE) and Kishore Vaigyanik Protsahan Yojna (KVPY) by the Government of India. As many as 19 students qualified for level 2 of the International Mathematics Olympiad, out of which 9 students won Gold medals. Student also won laurels at other national competitions such as the CBSE Regional Science Exhibition, National Science Conquest and ASSET Examination, to name a few.

In sports, the VidyaGyan Girls' team won the CBSE Cluster 2015 Championship and 15 students from this team have also been selected for CBSE Nationals. The VidyaGyan team also secured first prize at the extremely competitive Rocksport Challenge (Junior Category).



A VidyaGyan student



CATALYSTS OF CHANGE

As the next generation educational epicentre, VidyaGyan acts as a value aggregator in the rural ecosystem. Catalysing change requires identification of specific talent that can be nurtured into future change agents. VidyaGyan continues to follow a stringent admission process, where this year, around 140,000 applicants appeared for the preliminary

examination from 75 districts across Uttar Pradesh. Around 200 will be finally selected to join VidyaGyan with a selection ratio of approximately 1 in 700, making it one of the most selective entrance examinations in India.

A low-angle shot of a student in a blue and red VidyaGyan jersey jumping high to hit a volleyball over a net. The net is in the foreground, and the student is seen from behind. The background is a bright, overcast sky. There are three red butterfly graphics in the top right corner and a large red abstract shape at the bottom of the page.

A VidyaGyan student

To catalyse change, it is also imperative to remove the socio-economic imbalances that often hinder learning and growth opportunities for the underprivileged. VidyaGyan is aimed at addressing this imbalance by providing these meritorious yet underprivileged students with an environment that parallels any residential urban school setup. While state-of-the-art campuses include language

labs, library, amphitheatre, athletics track, football field and facilities for other sports, VidyaGyan facilitates learning and growth by imparting training in social responsibility, computer proficiency, leadership skills, English proficiency and co-scholastic activities including music, dance and art, all of which contribute to the nurturing of future change agents.



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, the K-12 urban education initiative of the Shiv Nadar Foundation. 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.



CREATING
LIFELONG
LEARNERS



Students and teachers
at Shiv Nadar School

HIGHLIGHTS

Shiv Nadar School's student community crossed the 2000 mark in academic session 2015-16, a testimony of the faith being placed in the School's differentiated teaching and learning practices, by the parents.

In line with Shiv Nadar School's endeavour to expose students to progressive, out-of-classroom learning experiences, it organized the Kahaani Festival in its Gurgaon campus in October 2015. Over 20 artists conducted around 80 sessions of theatre, puppetry, magic, storytelling, acapella, cartoon making and air-yoga. The festival attracted over 4000 visitors, including students from other schools.

The Shiv Nadar School initiated a series of panel discussions, called The Dialogue, conducted in January and May 2016. It is conceptualized to invite thinkers, academics and leaders from various domains to talk about India and issues related to it, including the pros and cons of India's demographic dividend, governance schemes, pluralist traditions and democratic polity.

67 grade VIII students from the VidyaGyan Leadership Academy visited Shiv Nadar School Gurgaon in February 2016, subsequent to the visit by Shiv Nadar School Gurgaon grade 8 students, who had visited them in October 2015. They were hosted by Shiv Nadar School students at their homes. Numerous students from Shiv Nadar School and VidyaGyan participated in One World Series, a learning and sharing camp held at Shiv Nadar School Noida.

Shiv Nadar School teachers participated in CENTA (Centre for Teacher Accreditation) Teaching Professionals Olympiad in 2015. 11 of them featured in the All India Top 100.

Two teachers from Shiv Nadar School were amongst the 200 selected (out of the 60000 who applied worldwide) for the Honeywell Educators @ Space Academy (HESA) program (2015) - an intensive 5-day educators program at U.S. Space Camp in Huntsville, Alabama.




Students at Shiv Nadar School



CATALYSTS OF CHANGE

As India evolves as a society, it is imperative to produce change agents across domains. Grooming these change agents and leaders requires providing them with exposure to holistic learning opportunities in their formative years. Through the AHA curriculum at Shiv Nadar School,

each student is provided with an opportunity to discover Aptitude, create Passion and develop Attitude in multi-faceted domains - be it sports, performing arts, visual arts or life skills.



Art work by students of
Shiv Nadar School

While interventions in curriculum are an important part of the journey to catalyse change agents, what is equally important is the faculty capable of leading such interventions. Teacher selection at Shiv Nadar School is a rigorous process and every teacher undergoes more than 125 hours of

mandatory teacher training and development programmes every year, along with participation in International knowledge exchange programmes and competitions.



Established in 1996, SSN Institutions (SSN) is a premier center of learning in India, with the mission of pursuing excellence in higher education and research. Located in Chennai, SSN offers a distinct combination of some of the finest graduate, undergraduate 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 among 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 and faculty with opportunities to engage with the best minds from other cultures and nations.

Schools at SSN Institutions

- SSN College of Engineering
- SSN School of Management
- SSN School of Advanced Software Engineering
- SSN School of Advanced Career Education
- SSN Research Centre



**PURSUING
EXCELLENCE IN
EDUCATION AND
RESEARCH**

A photograph of four male students in a classroom or lab setting. They are gathered around a laptop, looking at the screen with interest. The student on the far left is holding a blue book titled 'LABORATORY RECORD' with 'SHIV NADAR' visible at the bottom. The student in the center-left wears a green and white checkered shirt and glasses. The student in the center-right wears a red shirt. The student on the far right wears a black shirt and glasses. The background shows a white wall and a metal railing.

Students at SSN Institutions

HIGHLIGHTS

SSN School of Management was ranked 33rd across all management institutes in India (3500+) under the National Institutional Rankings Framework (NIRF), released by MHRD, Government of India.

SSN College of Engineering was ranked 7th among all Private Engineering Colleges in India and 1st in Tamil Nadu as per the EduRand Rankings 2015

SSN students secured 166 university ranks including two Gold medalists in the Anna University examinations (more than 550+ colleges, over 1.5 Lakh students)

External funding for research projects at SSN increased to Rs. 16.7 crores, allotted to 58 projects from organisations such as AICTE, DST and DRDO among others.

In 2015 faculty members published 566 journal publications in international refereed journals with a faculty to publication ratio of 1:2 and 460 papers in conferences with a publication ratio of 1:1.6

SSN faculty clocked an H-Index of 34 and i10 index of 143 with a total of 4599 citations.

Students authored 188 international journal publications of which 97 were by Under-graduate students.

Over 15% of the graduating batch was selected to pursue higher education abroad in reputed universities such as Harvard, Stanford, Columbia, Duke, Pennsylvania and California Institute of Tech among others. Many students have been accepted by IITs and IIMs for their Masters.

SSN students secured placements in leading organizations in India and abroad including Fuji Xerox, Amazon, Flipkart, Deloitte, Visa, Ford, Caterpillar among others. Average salaries increased by 14% over last year.

SSN Alumni Murugan Ashwin played in the Indian Premier League 2016 with the Rising Pune Supergiants (RPS). At RPS, he joined another SSN alumni, R Ashwin, a national cricket player and Arjuna Awardee.

SSN sports teams have won 25 national level and 31 state level trophies during the year.

Students at SSN Institutions

A vibrant garden scene featuring a green trellis structure with climbing vines and pink flowers. In the background, a swimming pool is visible, surrounded by greenery and a white building. The title 'CATALYSTS OF CHANGE' is overlaid in large, white, bold, sans-serif capital letters. Two white butterfly silhouettes are positioned on either side of the text.

CATALYSTS OF CHANGE

Being the oldest institution of the Shiv Nadar Foundation, the process of catalysing future change agents at SSN has already started bearing fruits. SSN alumni are now spread across global markets, working at leadership positions in large organizations, managing successful entrepreneurial

ventures as well as making their mark in diverse fields across sports, arts and music, while continuously establishing new benchmarks of the ethos, discipline and commitment values that they imbibed during their time at SSN.



SSN Institutions campus

The Shiv Nadar Foundation believes that global exposure is a key driver in nurturing future leaders and change agents. To this end, SSN provides such exposure to its students through MOUs with Carnegie Mellon University (US), National Tsing Hua University (Taiwan) and Aichi Institute of Technology (Japan),

along with global and Indian organizations including Intel, Neolight LLC, Texas Instruments, Caterpillar, Danfoss among a host of others.

SHIV NADAR UNIVERSITY

Shiv Nadar University is a comprehensive, multidisciplinary, research university offering the full range of academic programs at the undergraduate, graduate and doctoral levels. The University'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 choosing 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, Shiv Nadar University 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.

Schools At Shiv Nadar University:

- School of Engineering
- School of Management and Entrepreneurship
- School of Humanities and Social Sciences
- School of Natural Sciences
- School of Extended Education and Professional Development



**DEVELOPING
THE LEADERS OF
TOMORROW**

SHIV NADAR UNIVERSITY

INAUGURATED AND DEDICATED TO THE NATION

BY

SHRI PRANAB MUKHERJEE

HONOURABLE PRESIDENT OF INDIA

ON

18TH JANUARY, 2016

Honorable President of India,
Shri Pranab Mukherjee inaugurating
the Shiv Nadar University

HIGHLIGHTS

Shiv Nadar University students and community were honoured to welcome highly respected special guests in 2015-16.

- The Honorable President of India, Shri Pranab Mukherjee formally inaugurated the Shiv Nadar University in January 2016 and addressed the gathering
- Dr Arvind Subramanian, Chief Economic Advisor, Government of India and Dr Raj Reddy, Moza Bint Nasser University Professor of Computer Science and Robotics, School of Computer Science, Carnegie Mellon University, were the Guests of Honour, in the University's first Convocation in October 2015
- In May, 2016, University celebrated its second convocation where Dr Raghuram Rajan, Governor, Reserve Bank of India, and Ms Vanitha Narayanan, Managing Director, IBM India were the Guests of Honour

In 2015-16 the Shiv Nadar University faculty authored, 120+ publications, including journal publications, conference papers and presentations, and books and book chapters. Numerous research projects received external grants, most notably

an Inter-University project with reputed universities from India, Italy and UK, funded by European Union and British Council with a budget of € 1.17 million over 4 years. Another project was supported by the Indo-French Centre for the Promotion of Advanced Research, under the Indian Department of Science and Technology and the French Ministry of Foreign Affairs through a budget of Rs 1.2 crores.

A team of Shiv Nadar University researchers discovered GP1, a compound that can help reverse environmental mercury poisoning, a solution that can address the health problems faced by millions of people living in proximity to regions with a high prevalence of mercury and other heavy metals.

Over 90% of the students graduating in 2016 has already secured placements in 30+ prominent international as well as Indian organizations, including Cognizant, Dell, TCS, Edelweiss, Axis Bank, Bank of America, Dassault, L&T and Amazon. 30+ students have been selected to pursue Masters and Doctoral level programs in leading universities, including Duke University and University of Illinois – Urbana Champaign in the US, Nanyang Technological University (Singapore), Australian National University, ESCP Europe, and Indian School of Business (Young Leaders Program) and IIM Lucknow, in India.

Dr. Raghuram Rajan, Governor, Reserve
Bank of India at the 2nd Convocation of
the Shiv Nadar University



SHIV NADAR UNIVERSITY

SHIV NADAR FOUNDATION | 32



CATALYSTS OF CHANGE

The multi-skilled society that India is gradually evolving into will require contributors with exposure to an array of knowledge domains. The Shiv Nadar University through its multidisciplinary approach to education dissemination, ensures that its students have an opportunity to study completely unrelated areas of education simultaneously, such

as Mechanical Engineering and Economics. Such learning when aptly converged will not only help broaden the horizon of thinking of these students, but also facilitate problem solving that can catalyse large scale change in the future.

A photograph of the Shiv Nadar University campus. The image shows a large, modern, multi-story building with a light-colored facade and numerous windows. A paved walkway leads from the foreground towards the building, flanked by green lawns and young trees. The sky is clear and blue. The text "Shiv Nadar University campus" is overlaid in white on the right side of the image.

Shiv Nadar University campus

International collaborations drive the University's aspiration to establish cross-cultural knowledge exchange as a leading factor towards nurturing future leaders from the student as well as the faculty communities. While academic partnerships with University of Essex, Annenberg University and Babson University bolster the Shiv Nadar


University's aspirations, it also has interdisciplinary research collaborations with the Trinity School of Arts and Sciences, Duke University and Duke Global Health Institute, with Shiv Nadar University faculty working jointly with faculty from these institutions on projects funded to the tune of over \$ 1.1 Lakh.



Shiksha Initiative envisions eradicating illiteracy from India in 10 years, by changing the way rural education mass intervention programs are implemented in India. It follows a three pronged methodology of 'Teaching, Querying and Augmentation' to enhance the learning levels of children and improve knowledge retention. The curriculum of the Uttar Pradesh board primary syllabus has been converted into an interactive animated learning exercise and is imparted to students through audio-video intervention. The learning imparted to students is tested through regular assessments. The students who are found to be lagging behind are selected for special classes imparting deeper learning.

A young girl with dark hair is smiling and pointing her right index finger upwards. She is wearing a light-colored top. The background is blurred, showing green foliage. A large, blue, circular graphic with a rough, hand-painted edge is overlaid on the right side of the page. It contains the text "ERADICATING ILLITERACY" in white, bold, sans-serif font. There are small blue butterfly icons at the top and bottom of the circle.

**ERADICATING
ILLITERACY**

A young boy with dark hair, wearing a grey sweater over a yellow collared shirt, is smiling and raising his right hand. He is in a classroom setting with other students blurred in the background. The image has a yellow and blue decorative border on the right side.

Shiksha Initiative students

HIGHLIGHTS

In 2015-16, the Shiksha Initiative hyper-scaled its activities to 232 villages across Uttar Pradesh covering 340 schools in these villages. The initiative now impacts ~550 teachers and approximately 19,000 students significantly enhancing the reach of its scientific method for eradicating illiteracy.

Shiksha Initiative also launched a pilot program in the adult literacy space in 2015 to take the learning from its existing activities and address one of the key issues in India's rural development. The pilot program already covers 20 villages in Uttar Pradesh.

A committee constituted by MHRD, Government of India to draft the new National Education Policy invited the Shiksha Initiative team to understand the systems and processes behind its success and draw relevant recommendations.

Shiksha Initiative students



CATALYSTS OF CHANGE

Eradicating illiteracy is a systematic chain of steps involving high quality education dissemination and robust interventions. The Shiksha Initiative uses technology-based content to augment the learning and retention capabilities of students, which will go miles in establishing the importance of regular education among students as well as their families and

communities. Aiming to ensure that 90% of students under the program retain 90% of the content taught in classrooms, it has the potential to eliminate children and adult illiteracy with its replicable, scalable and measurable outcome based model of education.

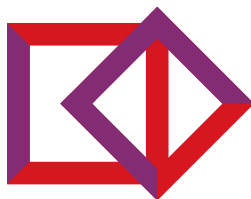


Shiksha Initiative students

Shiksha Initiative has already catalysed a sustained behavioural change in many students and their parents, resulting in increased enrolment in schools, regular attendance in classes and students incorporating classroom learning, especially social behaviour and hygiene in their personal lives as well. The increased confidence and the development of a 'willing to learn'

attitude among students will hold them in good stead on their path to nurturing leadership capabilities.

KIRAN
NADAR
MUSEUM
OF ART



Kiran Nadar Museum of Art 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 more than one lakh visitors from all over the world including art patrons, foreign tourists, CXOs, school children, and budding artists. Today, KNMA has more than 3000 carefully handpicked masterpieces, accessible to general public in two museum spaces in Saket and Noida, Delhi NCR. It has become the leading platform in India to take art to the masses and generate sustainable dialogue, discussions and knowledge about Indian contemporary and modern art.



**BRIDGING THE
GAP BETWEEN
ART AND PEOPLE**

NASREEN MOHAMED

Launch of the Nasreen Mohamedi
retrospective exhibition at Met
Breur, New York

HIGHLIGHTS

Kiran Nadar Museum of Art placed Indian modern and contemporary art at the global centre stage through its collaboration with the MET Breur, New York (March 2016) and the Museo Nacional Centro De Arte Reina Sofia, Madrid (September 2015) for the retrospective exhibition of Indian modernist artist Nasreen Mohamedi.

The Museum also collaborated with other leading global museums including Museum of Fine Arts, Boston, US (loaning of Hema Upadhyay's installation artwork '8x12' from the KNMA collection) and Peggy Guggenheim museum, Venice, Italy (four of V S Gaitonde's artworks were exhibited as part of his retrospective exhibition).

In line with the Museum's vision of building a deeper appreciation of Indian modern and contemporary art, it organized multiple exhibitions and retrospectives in 2015-16

- Artist Amar Kanwar's exhibition and project 'The Lightning Testimonies' was exhibited from February to May 2015 in collaboration with the Assam State Museum, Guwahati

- 'Construct | Constructions', an exhibition of 30 artists from the KNMA collection, ran from April to December 2015

- 'Pond Near the Field', an exhibition of five artists from Kerala opened in November 2015

- A solo exhibition 'Conversation Chambers: Museum Bhavan' of photographer Dayanita Singh opened in December 2015

- In January 2016 the largest retrospective of acclaimed modern master artist Himmat Shah 'Hammer on the Square' was inaugurated

- Belgian artist Wim Delvoye's stainless steel work 'The Chapel' was exhibited at the ninth edition of the India Art Fair 2016

Kiran Nadar, Founder and Chairperson, KNMA, was invited to become the member of International Council of Museum of Modern Art, New York and Roobina Karode, Director & Chief-Curator of KNMA received the Best Curator Award at the inaugural edition of the India Today Art Awards.



'Conversation Chambers:
Museum Bhavan' by Dayanita Singh

CATALYSTS OF CHANGE



KNMA envisages dimensions beyond exhibitions under a holistic approach towards achieving its vision of promoting modern and contemporary art. Among those is an objective to position art as the centrepiece of intellectual and scholastic development. To this end, KNMA reaches out to

schools and educational institutions to increase awareness about Indian art forms. In 2015, KNMA worked with 120 schools to encourage students to visit the museum and enrich their young minds with knowledge about art, to nurture a society more aware and appreciative about art.

‘Hammer on the Square’, a Himmat Shah retrospective exhibition



Through international collaborations, KNMA is channelizing deserved recognition for Indian modern and contemporary artists, thereby catalysing a revolution in the entire visual arts ecosystem. As more Indian artists gain global recognition and are provided with platforms to

showcase their works to an international audience, it will potentially nurture a larger pool of talented youngsters willing to become professional artists.



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.

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 US\$ 7 billion global enterprise with over 110,000 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.

In 1994, Nadar established what he believed was closest to his heart - the philanthropic Shiv Nadar Foundation and created its first initiative in Chennai, the SSN Institutions, that is a top ranked engineering college. Today the Foundation is a significant driver of social change and transformational education through its landmark institutions spanning the entire education spectrum from schools to universities. VidyaGyan, an innovation in school education, reaches out to the 'top of the bottom of the pyramid' and creates leaders from across the cross-section of the society. A young and a unique research-led interdisciplinary university, the Shiv Nadar University has been identified as India's first Ivy League institution.

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".





Jawed Usmani

Trustee, Shiv Nadar Foundation

Jawed Usmani, an officer of the 1978 batch of the Indian Administrative Service (IAS), served as the Chief Secretary to the Government of Uttar Pradesh from March 2012 to May 2014. After retirement from the IAS, he is holding the statutory position of the Chief Information Commissioner of Uttar Pradesh, responsible for the effective implementation of the RTI Act in the State.

Prior to appointment as Chief Secretary of Uttar Pradesh, he has worked in different important positions in the Central and state governments, including more than eight years as Joint Secretary to the Prime Minister. In the international arena, Jawed Usmani was Senior Advisor to the Executive Director at the World Bank in the United States of America and Minister, Economic Cooperation at the Embassy of India in Nepal.

He has an MBA from the Indian Institute of Management, Ahmedabad and an MSc in Social Policy and Planning from the London School of Economics.



Kiran Nadar is a trustee of the Shiv Nadar Foundation and Chairperson, Kiran Nadar Museum of Art (www.KNMA.in). 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.

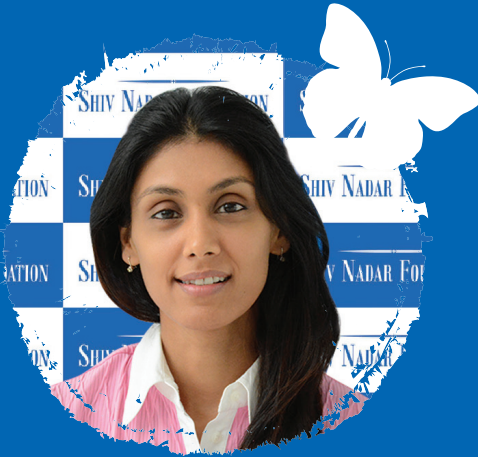
Kiran is a Trustee of the Shiv Nadar Foundation, which among its transformational educational initiatives has established the SSN College of Engineering in Chennai, today among the top private engineering colleges in India, Shiv Nadar University, VidyaGyan schools, Shiv Nadar School and the Kiran Nadar Museum of Art. Drawing from her diverse and rich experience in advertising and communications, Kiran plays a very important role in defining the architecture and the aesthetics of the Foundation's initiatives.

Kiran Nadar

**Chairperson, Kiran Nadar Museum of Art
Trustee, Shiv Nadar Foundation**

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.



Roshni Nadar Malhotra

Executive Director & CEO, HCL Corporation
Director, HCL Technologies
Trustee, Shiv Nadar Foundation

Roshni Nadar Malhotra, CEO and Executive Director of the US\$ 7 billion enterprise HCL Corporation; is responsible for strategic decisions regarding the overall direction of the organization. She is also a Director on the Board of one of the group companies, HCL Technologies.

Roshni is a Trustee of the Shiv Nadar Foundation- which has established the SSN Institutions, today among the top private engineering colleges in India, the interdisciplinary Shiv Nadar University, the transformational VidyaGyan Leadership Academies, the progressive Shiv Nadar Schools, the iconic Kiran Nadar Museum of Art and the innovative Shiksha, a technology-led intervention in rural education to eradicate illiteracy from India.

As the Chairman 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.

Roshni is a Young Global Leader of the World Economic Forum, a unique and diverse community of the world's most outstanding, next generation leaders.

She was conferred the prestigious NDTV Young Philanthropist- Indian of the Year award in 2014.

In 2015 she was felicitated with The World's Most Innovative People Award for Philanthropic Innovation by The World Summit on Innovation & Entrepreneurship (WSIE), in partnership with the UN.

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

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



Shikhar Malhotra

**Vice Chairman, HCL Healthcare
Director & Board Member, HCL Corporation
Trustee, Shiv Nadar Foundation**

Shikhar Malhotra is the Vice Chairman of HCL Healthcare, the first healthcare organization of its kind that aims to address the primary healthcare needs of millions of Indians living in urban India. HCL Healthcare began its operations in 2014 in Delhi and is affiliated with Johns Hopkins International, USA. Shikhar has led the organization since its inception and continues to provide strategic direction to the overall operations of the company.

Shikhar is a Director & Board Member of the \$7 billion enterprise, HCL Corporation. In his role as Director, Shikhar is responsible for strategic decisions regarding the overall direction of the Corporation and its new initiatives.

Shikhar is also a Trustee of the Shiv Nadar Foundation, which is focused on creating leaders for tomorrow through transformational education, creativity and art. The Foundation has established the SSN College of Engineering in Chennai, today among the top private engineering colleges in India, the Shiv Nadar University, the VidyaGyan Schools, the Shiv Nadar Schools and

the Kiran Nadar Museum of Art. Shikhar brings a global outlook, strategic vision, a passion for social enterprise and institution building to the Foundation and drives its strategic initiatives and future roadmap.

Shikhar founded the Shiv Nadar Schools in 2012; Shiv Nadar Foundation's first foray into urban education with two schools launched simultaneously in Noida and Gurgaon, within the National Capital region of Delhi. A third school began operations in 2015 in Faridabad, another fast growing suburb of Delhi. In this short period, the schools have gained an enviable reputation in India's capital with its unique approach to education for life and to equip students with a skillset that will allow them to adapt to the ever-dynamic demands of the world. While the school focuses on academic excellence, it is its well-rounded student development initiatives that have stood out and gained recognition.

Shikhar was born in India and raised in Kuwait. He has an undergraduate degree in Entrepreneurship from Babson College. He resides in Delhi with his wife Roshni and their two sons.



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, organizing and conducting training programmes and seminars for students and teachers, and actively disseminating her experiences and learning.

As CEO of The Global Education & Leadership Foundation, Mrs Ishwaran has been instrumental in developing today's youth to become change makers.



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 the Shiv Nadar Foundation 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'.



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 of service. After various stints as Sub Divisional Magistrate, Additional District Magistrate and Chief Development Officer in different districts of Uttar Pradesh in addition to being District Magistrate of Champawat, Uttarakashi and Haridwar in the state of Uttarakhand. S. K. Maheshwari was awarded international license for “Training of Trainers” by Thames Valley University, London in 1992. He was appointed as Joint Director (Training) in the prestigious U.P. Academy of Administration, Nainital. As Additional Director Social Welfare, he provided successful leadership to various Social Welfare activities in the state of Uttarakhand. He remained Additional Secretary, Secondary Education and Higher Education to the Government of Uttarakhand before elevation to the posts of Secretary, School Education and Director, School Education to the Government of Uttarakhand.

He has been associated with the VidyaGyan Leadership Academy for more than eight years. Mr. Maheshwari has been instrumental in creating the VidyaGyan admission selection process which is magnitude and scale the largest admission process at school level in the country encompassing public and private partnership. Through fruitful interaction with State and District Administration and educational institutions, Mr. Maheshwari has successfully nurtured a spirit of ‘healthy competition amongst students competing for admission in the coveted Vidyagyan Leadership Academies.



Col. (Retd.) Anil Puri

Director, School Affairs

Anil Puri did his initial schooling from St Xaviers, Kathmandu and subsequently did his Senior Cambridge 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. He is a voracious reader and a writer on subjects of Logistics, and has contributed a number of articles in various logistic journals. He has also delivered lectures in various educational institutions on subjects of logistics.

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



SHIV NADAR SCHOOL

Education for Life



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 56.



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.

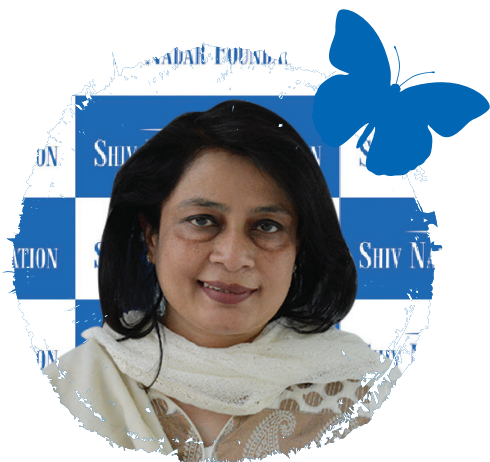


Shashi Banerjee

Principal, Shiv Nadar School 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, Shiv Nadar School 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, Shiv Nadar School Faridabad

Anju Wal, the founding Principal of Shiv Nadar School 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.



R. Srinivasan

Chairman

R. Srinivasan is the Chairman of SSN Institutions and plays a key role in managing the SSN Institutions. He is the Founder 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, 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 Board of HCL Technologies Limited, Arena Bilgisayar San. ve Tic. A.S. (a listed company in Turkey), and Easyaccess Financial Services Limited. He is also a Trustee of Kidney Help Trust, Chennai, Vice President of Music Academy, Chennai and Member of Management Committee of Vidya Mandir Sr. Secondary School, 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 15 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

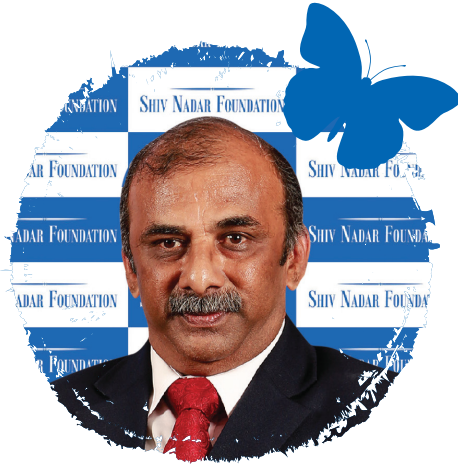
S. Salivahanan is the Principal of SSN College of Engineering since July 2003. He graduated in Electronics & Communication Engineering from PSG College of Technology, Coimbatore, has completed his masters in Communication Systems from NIT, Trichy and is a Ph.D. in the area of Microwave Integrated Circuits 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 38 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 focusing 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. Shashikant Albal received an award from CMU on behalf of SSN for the 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. P. 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. P. 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, Shiv Nadar University
Chairman, Executive Council, Shiv Nadar University

Dr. S. N. Balakrishnan, Professor of Aerospace Engineering in the Department of Mechanical, Aerospace and Engineering Mechanics at the Missouri University of Science and Technology, is the chancellor of the Shiv Nadar University and the chairman of the Executive Council. Dr. Balakrishnan also heads IST Rolla, an engineering firm focused on providing clients with the very best in research, development and technology.

Dr. Balakrishnan's research interests include Control of aerospace and mechanical systems, flight and orbital mechanics, optimization, identification and estimation, numerical methods, stochastic processes, neural networks, wavelets. His major technical contributions include the development of a new closed form suboptimal control for non-linear systems called the theta-D control which approximates solutions to the Hamilton-Jacobi-Bellman equations. He has a strong research record in intelligent control and was the first to develop optimal neurocontrollers for systems modeled by partial differential equations and for systems driven by impulse inputs. He has developed optimal control and filters solutions to spacecraft, helicopter, missile, aircraft, manufacturing and MEMs problems using neural networks. He has also developed and implemented optimal temperature profile control, vibration control and aircraft control using neural networks. Dr. Balakrishnan has also formulated a new approach to guidance and control called the Integrated Guidance and Control (IGC) and has shown its success in missile interception problems.

Dr. Balakrishnan is associated with the American Institute of Aeronautics and Astronautics (AIAA) and Sigma Gamma Tau. He has published numerous papers and guided Post Doctoral and post graduate students at the University. Dr. Balakrishnan holds a Ph.D. in Aerospace Engineering from the University of Texas at Austin.



Rupamanjari Ghosh

Vice-Chancellor

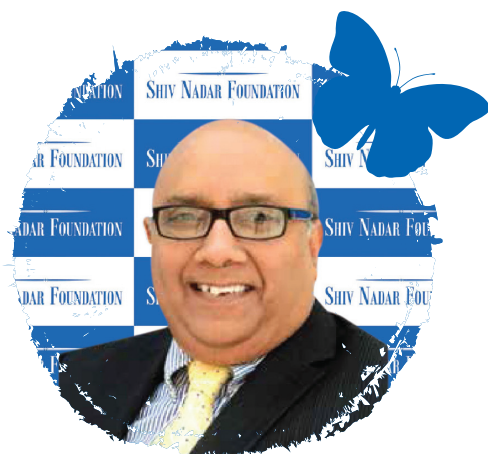
Professor Rupamanjari Ghosh is a researcher, teacher, orator and an academic administrator par excellence. Professor Ghosh has B.Sc.(Physics honors) and M.Sc. (Physics) degrees from the University of Calcutta, and a very well-recognized Ph.D. from the University of Rochester, NY, where she worked as a Rush Rhees Fellow, chosen for “outstanding scholarly ability and the promise of exceptional contributions to scholarship and teaching.” Her research interests are in Experimental and Theoretical Quantum Optics, Laser Physics, Nonlinear Optics, and Quantum Information. Her pioneering work with Prof. L. Mandel on two-photon interference (using the nonlinear optical process of spontaneous parametric down-conversion) has yielded a new direction in quantum optics and quantum information, in the creation and use of a source of entangled photon pairs, and of single photons, at the forefront of research today.

Professor Ghosh is a former Dean, School of Physical Sciences at Jawaharlal Nehru University, New Delhi, where she had held many other important academic and administrative positions. She has held several Visiting Faculty / Scientist positions on invitation abroad, and delivered numerous invited research seminars in India

and abroad. Recipient of the Stree Shakti Science Samman for her “original contribution to Science”, she serves as an expert in crucial DST (Government of India) committees in Physical Sciences, and in many Central and State universities and institutes. She has also served as the Chief Advisor for the National Council of Educational Research and Training (NCERT) Science textbooks for Classes IX and X, developed afresh under the National Curriculum Framework-2005.

Besides her contribution to science research and training 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 in the higher education system.

She joined the Shiv Nadar University in 2012 as the Founding Director of the School of Natural Sciences, with a glowing reference from a Nobel Laureate, and she shaped the vision and mission of the School, which has started drawing attention of the world community in this very short period of time. She also took charge as the Dean of Research & Graduate Studies, the Head of the Faculty Development Center, and later, as the Director of the School of Engineering. She has taken over as the Vice-Chancellor of Shiv Nadar University from February 1, 2016.



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.



Shubhro Sen

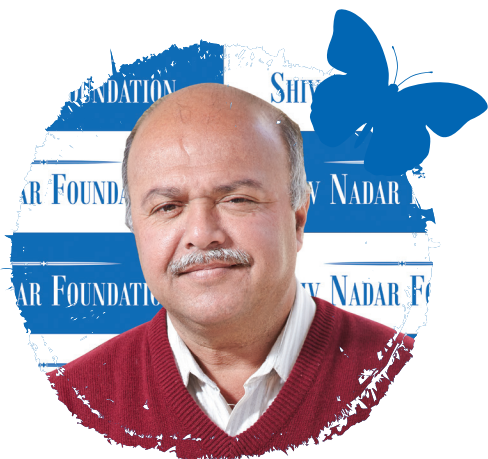
Director of School of Extended Education and Professional Development (SEEPD) and School of Management and Entrepreneurship (SME)

Dr. Shubhro Sen is a highly rated professor of Strategic Management, Global Strategy, International Marketing and Marketing Management. Prior to joining Shiv Nadar University, he worked with the Tata Group as Director, Tata Management Training Centre. Before returning to India, he taught undergraduates and MBA's at the University of Illinois, Urbana - Champaign, Santa Clara University; The Haas School of Business, UC Berkeley; Northeastern University, Bentley University and the Carroll School of Management, Boston College.

Dr. Sen has conducted numerous seminars and Executive Education workshops in the US, Europe, India and Singapore. As an entrepreneur he co-founded and led multiple US and India based start-ups through commercialization and/or market exits. He has a strong track record in organizational building, business development, marketing and global alliance management including the negotiation of worldwide agreements with major multinationals. He has a consulting and advisory services portfolio of more than 50 global corporations and his practice areas include Leadership development, Enterprise sourcing strategies and execution, Brand and enterprise marketing strategy, Risk management and decision support technologies.

He has been an Advisor to the Government of India on education and leadership development and has been an Advisor to the President's Office, University of South Florida; the Wales Development Authority and the United Kingdom Trade and Investments as well as the Governments of Singapore and the Czech Republic.

Dr. Shubhro Sen has a Ph.D. in Marketing and Strategic Management from the Haas School of Business, University of California, Berkeley and is a cricket, golf and hiking enthusiast.



Ajay Dandekar

Director of the School of Humanities and Social Sciences (SHSS) and Center for Public Affairs and Critical Theory (C-PACT)

Ajay Dandekar did his Ph. D from Centre for Historical Studies, Jawaharlal Nehru University, Delhi in early nineties. Prior to joining Shiv Nadar University, he has worked as Professor at Central University of Gujarat, Gandhinagar from 2008-2013 (on lien from Institute of Rural Management Anand), Associate Professor at the Institute of Rural Management Anand from 2008 to January 2011, Visiting Faculty at Dhirubhai Ambani Institute of Information and Communication Technology, Gandhinagar from 2006 to 2007, Professor and Rural Development at Tata Institute of Social Sciences, Tuljapur from 2003-2005, along with stints at St. Xavier's College, Mumbai. He is a visiting faculty member at the National Institute of Design, Ahmedabad.

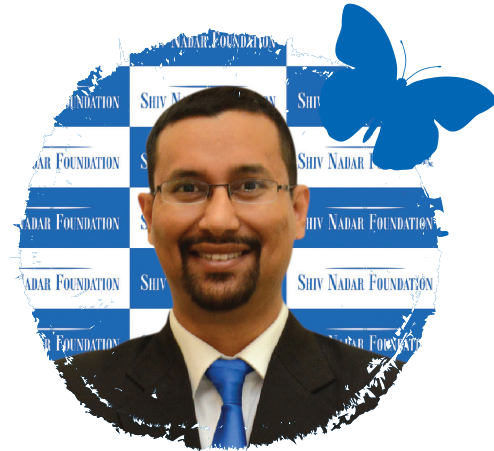
He has worked on the issue of Denotified and Nomadic Communities, and Pastoral Nomadic groups. He has done work on the agrarian crisis and farmers suicides. Lately his research interest has spilled over in the issues of resources and conflict in the tribal heartland and has contributed policy papers and writings on the same. He has published widely in the arena of policy issues pertaining to Denotified and Nomadic Communities, Agrarian Crisis as well as on the issues of Tribal Areas and Governance. He has had the distinction of serving of many a government of India committees including the Planning Commission.



Sudhir Naudiyal

Registrar

Sudhir Naudiyal is a Post Graduate in Commerce, in Education Management and also has a professional Law degree. With a professional experience of 26 years in educational institutions, he has worked in various capacities including HR, Administration, Legal, and Finance & Accounts. Mr. Naudiyal has proven expertise in handling complex issues involved in running educational institutions, specially related to statutory approval process and compliances within the legal framework; essentially covering all aspects of academic administration. He has worked with the Sushant School of Art & Architecture for 22 years as Deputy Registrar, and with Ansal University, Gurgaon as Joint Registrar and Officiating Registrar for 4 years before joining Shiv Nadar University. In Ansal University he played an important role in a training scheme under NEEM (National Employability Enhancement Mission), a Government of India initiative of skill development for providing on the job training to unemployed youth.



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 Shiv Nadar Foundation institutions and initiatives providing him a unique and deep understanding of the Foundation's philosophy, which he has channeled 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.



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 18 major exhibitions at the KNMA that include Retrospectives on the art practice of women artists Nasreen Mohamedi and Nalini Malani as well as thematic exhibitions such as *Is it what you think?* *Ruminations* on time, memory and history and *Constrcuts-Constructions*. Her focus in the coming years at KNMA is to visualise ways of bringing art, education and people together through forms of sustained engagement.



SHIV NADAR FOUNDATION – KEY GOVERNING BODIES



SHIV NADAR

Founder & Chairman, HCL and Shiv Nadar Foundation

KIRAN NADAR

Chairperson, Kiran Nadar Museum of Art

JAWED USMANI

Chief Information Commissioner, Uttar Pradesh

ROSHNI NADAR MALHOTRA

Executive Director and CEO, HCL Corporation; Director, HCL Technologies

SHIKHAR MALHOTRA

Director, HCL Corporation; Vice Chairman, HCL Healthcare



ROSHNI NADAR MALHOTRA

Chairperson (Executive Director and CEO, HCL Corporation; Director, HCL Technologies)

GOWRI ISHWARAN

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

ATUL GUPTA

Member (Former Chief Secretary, Government of Uttar Pradesh)

SHIKHAR MALHOTRA

Member (Director, HCL Corporation; Vice Chairman, HCL Healthcare)

KIRAN NADAR

Member (Chairperson, Kiran Nadar Museum of Art)

S. K. MAHESHWARI

Member Secretary (IAS, Retd.)

SHIV NADAR FOUNDATION – KEY GOVERNING BODIES



GOWRI ISHWARAN

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

Dr. A. K. SHARMA

Former Director, NCERT

GEETA CHANDRAN

Celebrated Bharatanatyam artist

JONATHAN ANTHONY MASON

Former Headmaster, Doon School

Dr. MEENAKSHI GOPINATH

Former Principal, Lady Shri Ram College, University of Delhi



R. SRINIVASAN

Chairman (Founder, Vice Chairman & Board Member - Redington India Limited,
Global Management and Business Leader)

ROSHNI NADAR MALHOTRA

Member (Executive Director and CEO, HCL Corporation; Director, HCL Technologies)

SIVA PRASAD

Member (Advocate, High Court, Chennai)

T. S. KRISHNAMURTHY

Member (Former Chief Election Commissioner, Government of India)

Dr. M. S. ANANTH

Member (Former Director, IIT Madras)

SRIRAM RAJAGOPAL

Member (Vice President, Human Resources, Cognizant)

SUBBIAH NAGARAJAN

Member (Senior Advisor, Daimler India Commercial Vehicles)

KALA VIJAYAKUMAR

Member & Ex-Officio Secretary (President, SSN Institutions)

SHIV NADAR FOUNDATION – KEY COVERING BODIES



SHIV NADAR

Chairman (Founder & Chairman, HCL and Shiv Nadar Foundation)

Dr. RAJ REDDY

Member (Professor, Carnegie Mellon University)

Dr. R. NATARAJAN

Member (Former Director, IIT Madras and former Chairman, AICTE)

Dr. N. BALAKRISHNAN

Member (Associate Director, Indian Institute of Science)

Dr. DAMODAR ACHARYA

Member (Former Director, IIT Kharagpur)

KALA VIJAYAKUMAR

Member (President, SSN Institutions)

Dr. S. SALIVAHANAN

Member (Principal, SSN College of Engineering)

Dr. SHASHIKANT ALBAL

Member (Director, SSN School of Advanced Software Engineering & SSN School of Advanced Career Education)

Dr. P. RAMASAMY

Member Secretary (Dean, Research, SSN College of Engineering)

SHIV NADAR FOUNDATION – KEY GOVERNING BODIES



Dr. S. N. BALAKRISHNAN

Chairman (Chancellor, Shiv Nadar University)

Dr. RUPAMANJARI GHOSH

Vice-Chancellor, Shiv Nadar University

DILIP KUMAR SRIVASTAVA

President HR, HCL Corporation & Shiv Nadar Foundation

PAWAN K. DANWAR

Chief Finance Officer, HCL Corporation & Shiv Nadar Foundation

SUNDAR MAHALINGAM

Chief Strategy Officer, HCL Corporation & Shiv Nadar Foundation



Dr. S. N. BALAKRISHNAN

Chairman (Chancellor, Shiv Nadar University)

Dr. RUPAMANJARI GHOSH

Vice-Chancellor, Shiv Nadar University

B. S. BASWAN

IAS, Retired

SUSHIL TRIPATHI

Former Secretary, Ministry of Petroleum and Natural Gas, Government of India;
Former Secretary, Ministry of HRD, Government of India

Dr. PRADEEP KHOSLA

Chancellor, University of California, San Diego

Dr. RICHARD LARIVIERE

President, Field Museum, Chicago, Illinois; Former President, University of Oregon

Dr. SRIKANT DATAR

Arthur Lowes Dickinson Professor of Accounting, Harvard Business School

Dr. S. SANKAR SASTRY

Dean, College of Engineering, University of California, Berkeley

SRIDHAR THIRUVENGADAM

Chief Operating Officer, Cognizant

SHIV NADAR FOUNDATION FAMILY



ANGELINA GABRIEL
DEEPENDRA RAJA PANDEY
NEELAM SHARMA
RAKESH KALRA



ANIL KUMAR SUMAN
JAGAT B. SINGH
NEELES AGARWAL
PAWAN KUMAR DANWAR
RAVI MOHAN
RAJESH CHAND PANDEY
RITA GUPTA
SAMRAT ADLAKHA
SASHI SEKHAR MISHRA
SHIKHA VAISH
SUNIL KUMAR SRIVASTAVA
VIKAS AGARWAL



APURVA KACKAR
DILIP KUMAR SRIVASTAVA
PARVEEN JUNEJA
RUCHI NAIR
SHORBANI BANERJEE
SWARITA SHARMA

SHIV NADAR FOUNDATION FAMILY



BHASKAR JOSHI

DEEPAK KUMAR SRIVASTAVA

LAKSHMI NARASIMHAN

RAJIV MAHAJAN

RIKPUNJ KUMAR

TAPAS KUMAR GHOSH

KANAD CHATTERJEE

PRABHA VENKATACHALAM

MOHAN PRASAD

NIKHIL SONI

PAMELA SRIVASTAVA

POOJA SIKKA

ROHIT KAUL

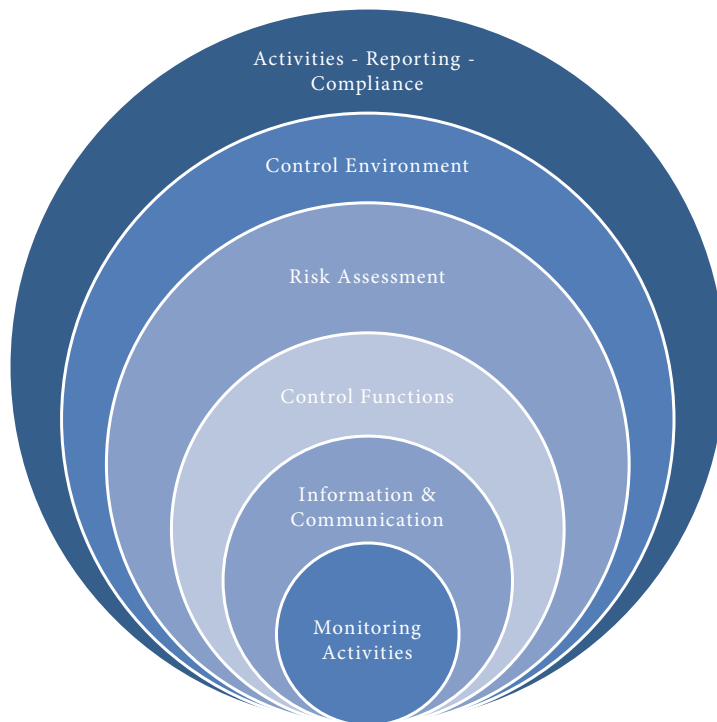
SAURABH DUBEY

SUNDAR MAHALINGAM

The Shiv Nadar Foundation expresses
gratitude to every member of its family

SHIV NADAR FOUNDATION GOVERNANCE

The Shiv Nadar Foundation (“Foundation”) is a registered public charitable Trust. The Foundation and its various associated entities (together “Shiv Nadar Foundation Group” or “Group”) are engaged in various philanthropic initiatives (education, art and cultural). Decision-making and governance at the Foundation comply with the charter documents of the trust and the objectives, principles and policies established by the Board of Trustees (“Board”). Board regularly reviews the governance framework to ensure continued best practices. The trustees are committed to adding value to the organisation by bringing to the Board their broad range of skills and experience.



General Principles of the Governance

The steering and monitoring of activities of the Foundation is based on the reporting and planning system covering the Group. Except for those matters which the Board has reserved to itself, it has delegated to the Executives, responsibility and authority for managing day to day operations, subject to the Board’s overall direction and control and full reporting to the Board and its committees at each of their meetings.

Control environment

The Group’s centralized administration centre and group accounting, planning as well as controlling function, are responsible for the overall control system of activities of the Group including the financial reporting. The Group is in the process of implementing and utilizing a uniform ERP system for exercising the control on the financial management and its other activities.

SHIV NADAR FOUNDATION GOVERNANCE

Risk assessment

The risk management process includes identification and analysis of risks related to activities of the Group. In addition, the aim is to analyse and report all new risks immediately after they have been identified. Written risk reports, are submitted to the Board of the Foundation. These reports provide the basis on which the Board retains oversight and management of its responsibilities in these areas.

Control functions

The correctness and reliability of the executive reports are ensured through compliance with the Group policies and guidelines. Controls that ensure the correctness of reporting include controls related to accounting transactions, controls related to the selection of and compliance with the statutory provisions, information system controls and fraud controls.

The result of activities and attainment of annual goals is assessed monthly by Executive Team and quarterly by Board of Trustees meetings. Monthly management and Board reporting includes both actual and forecast data compared to the goals and actual results of previous periods.

Information and Communication

The purpose of the management's reporting is to produce aptly timed and essential information for making decisions. The controlling function provides the guidelines on monthly reporting for the entire Group. The Group's MIS division internally distributes information on financial reporting-related processes and procedures on a regular basis and the personnel perform their internal control tasks according to such information.

Monitoring activities

Monitoring refers to the process to assess the Group's internal control system and its performance in the long term. The Group also continuously monitors its operations through various assessments, such as internal audits and external audits. The Group's management monitors internal control as part of routine management work. The Group's financial and controller functions monitor compliance with the financial reporting processes and control. The Board assesses and ensures the appropriateness and effectiveness of Group's internal control and risk management.

Internal audit assists the Board in assessing and ensuring the appropriateness and effectiveness of the Group's internal control and risk management by performing internal audits in the Group's support functions and legally independent units. The external auditor verifies the correctness of external annual financial reporting. The most significant observations and recommendations of the Internal Audit are reported to the Board.

Reporting to Stakeholders

The Group maintains a comprehensive and informative website at www.shivnadarfoundation.org which, within the limits of available resources, provides detailed information about its various initiatives. To ensure the credibility, reliability, high quality standard and independence of the Annual Report, all philanthropic units and related transactions are independently audited by Price Waterhouse. 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

Financial Year 2015-16, saw the coming of age of the Shiv Nadar Foundation's institutions as they continued on their journey to catalyze change that is not only scalable but sustainable as well. Some of these milestones included the graduation of the founding batch of the VidyaGyan Leadership Academy and the Shiv Nadar University with excellent results, thereby validating the institution's various notable achievements. The other major operational pinnacles of the institutions have been covered in the earlier sections. A few of the key metrics (including Financials) for the initiatives undertaken are as laid out below.

Key Metrics

Particulars	Shiv Nadar University	SSN Institutions	VidyaGyan Leadership Academy	Shiv Nadar School	Kiran Nadar Museum of Art	Others	Total March'16	Total March'15	Increase	% Increase
Students	1,798	4,420	1,867	2,382	NA	NA	10,467	9,248	1,219	13%
Faculty & Staff (Headcount)	365	438	197	407	20	137	1,564	1,296	268	21%
Student Teacher Ratio	9.3	15.8	12.5	7.7	NA	NA	11.2	12.5	-	-
Campus Area (Acres)	286	227	74	27	NA	NA	613	605	8	1%
Built-Up Area (Million Sq. Ft.)	2.2	1.8	1.1	0.6	0.03	NA	5.7	5.2	0.5	9%
Total Investments (₹ Million)	12,948	3,878	4,856	4,950	9,722	629	36,982	34,782	2,200	6%
Total Investments (US\$ Million)	195	58	73	75	147	9	558	556	2	0.3%

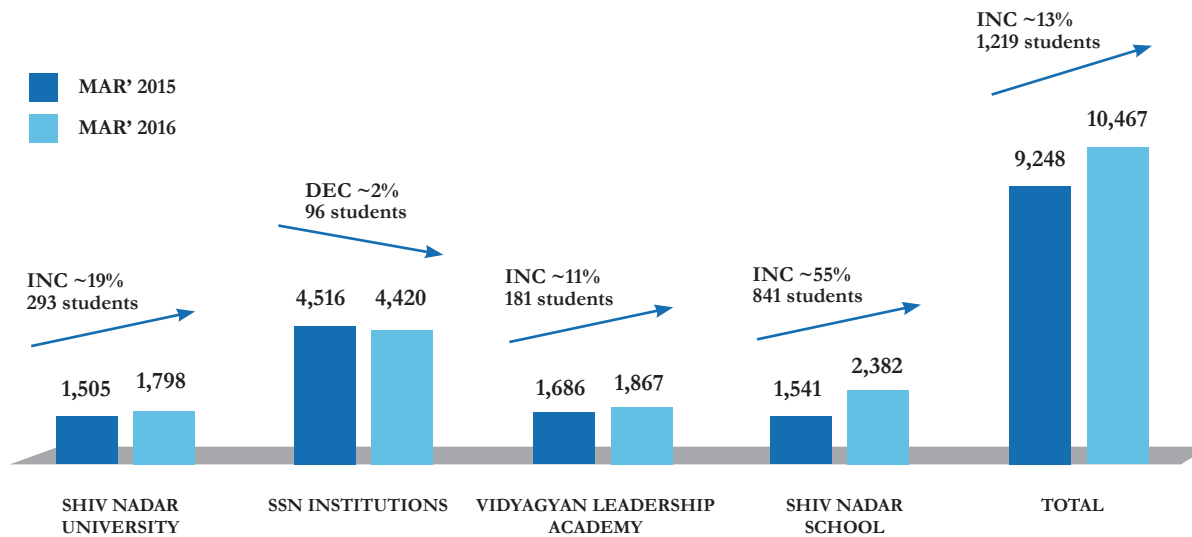
Note: a) Other Initiatives include Shiksha Initiative and Shiv Nadar Foundation Head Office.
b) Total Investment as on Mar'16 would be US\$ 591 Million based on CCB; hence increase is US\$ 35 Mn
c) Constant Currency Basis (CCB) refers to the rate of US\$ on which FY'15-16 numbers have been converted/shown for a like to like comparison with FY'14-15
i.e. US\$ 1 = ₹ 62.59

Student strength crossed 10,000 (Adding more than 1,200 students)

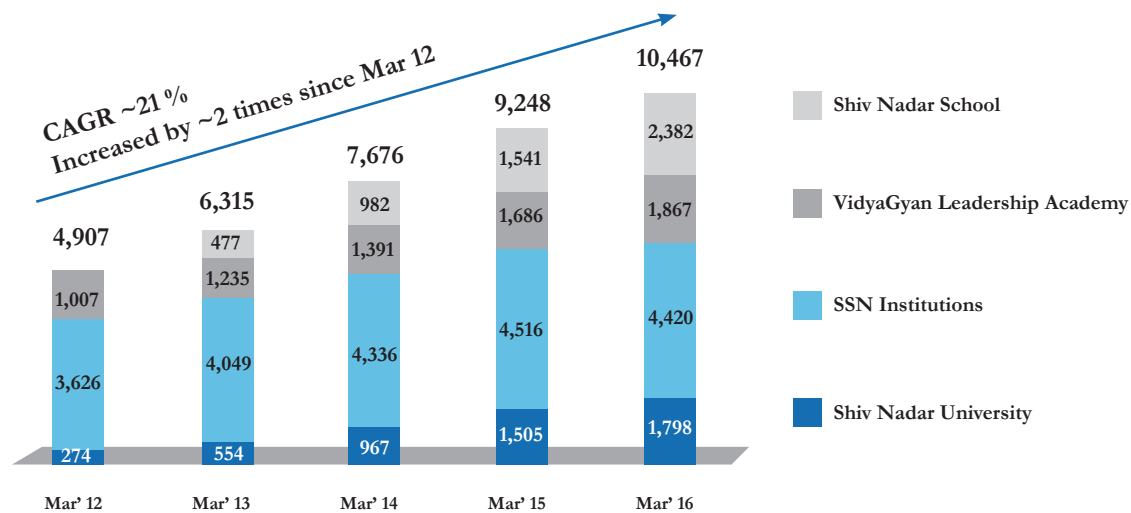
Student strength as on Mar'16 was 10,467 as against 9,248 students on Mar'15, as it increased at a growth rate of 13%. K-12 Education which includes VidyaGyan Leadership Academy (VidyaGyan) and Shiv Nadar School, comprises 41% students while Under-Graduate and Post-Graduate students, i.e. 59% belong to SSN Institutions and Shiv Nadar University. Major increase is attributable to 55% in Shiv Nadar School, 19% in Shiv Nadar University and 11% in VidyaGyan. Since SSN Institutions is an established institute therefore there is no major change in the number of students.

MANAGEMENT DISCUSSION & ANALYSIS

STUDENT STRENGTH



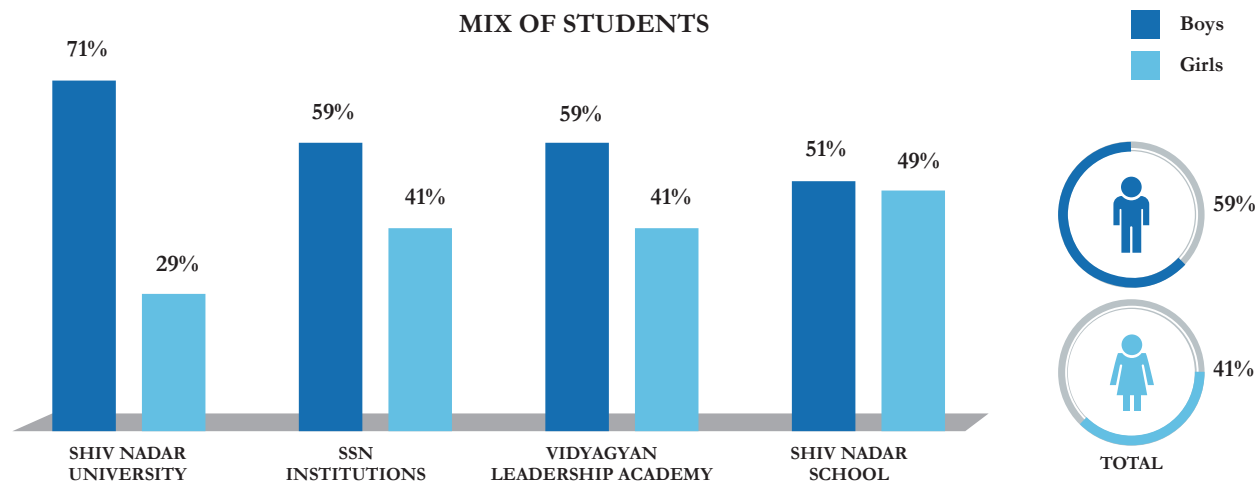
5 YEARS TREND - STUDENT STRENGTH



MANAGEMENT DISCUSSION & ANALYSIS

Mix of Students

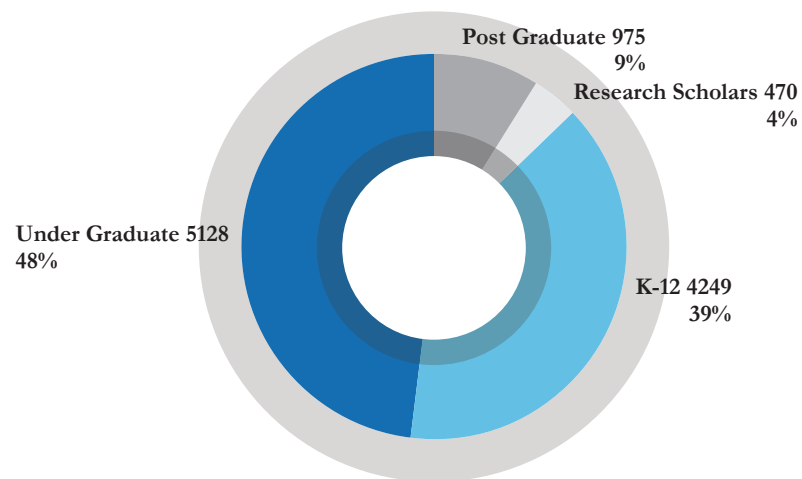
A healthy students’ gender ratio was maintained, ~41% are girls and ~59% are boys which is consistent as compared to last year where ~40% were girls and ~60% were boys. In comparison to last year, there is an increase of ~10% in boys’ strength (571) and ~18% in girls’ strength (648).



Education Level Wise Classification

Research Scholars include 355 students of SSN Institutions and 115 students of Shiv Nadar University

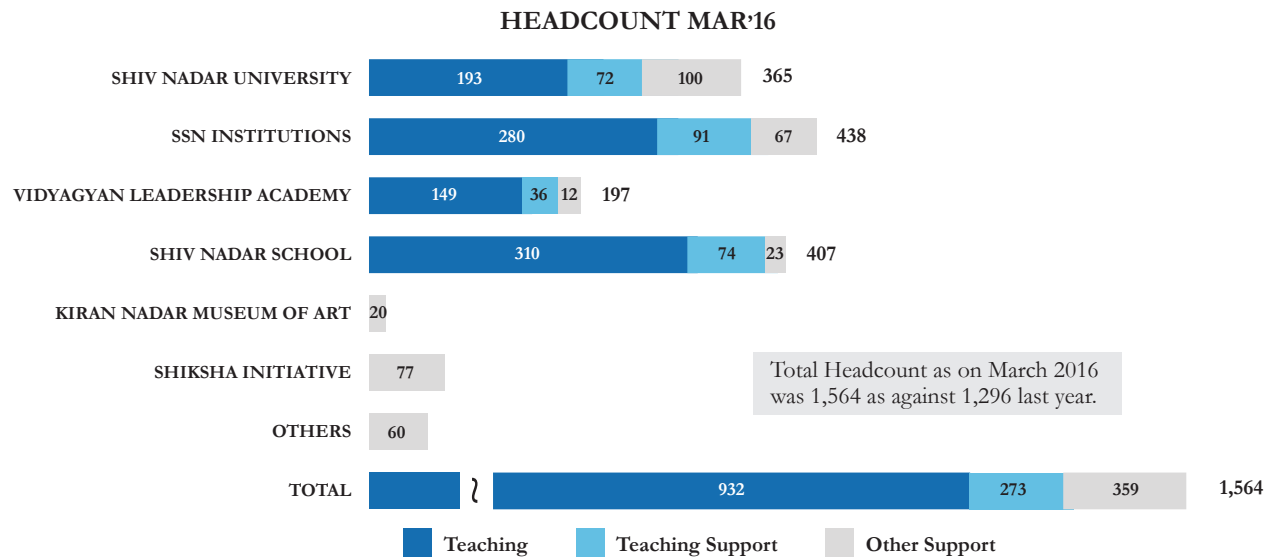
SHIV NADAR FOUNDATION GROUP COVERS EDUCATION LIFE CYCLE



*The research scholars (355) of SSN Institutions are not included in the total students count i.e. 10,467 as on March’16

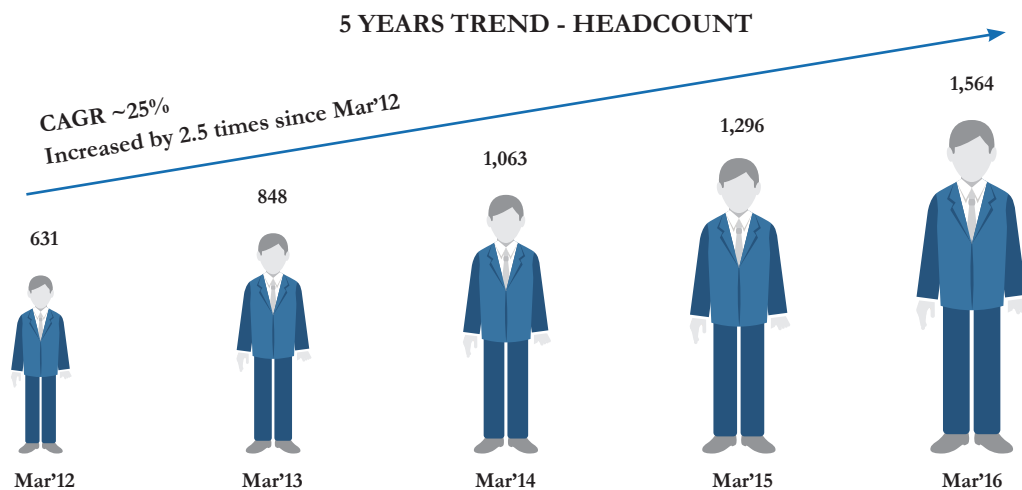
MANAGEMENT DISCUSSION & ANALYSIS

Faculty & Staff (Headcount)



Out of the total headcount of 1,564 as on March'16:

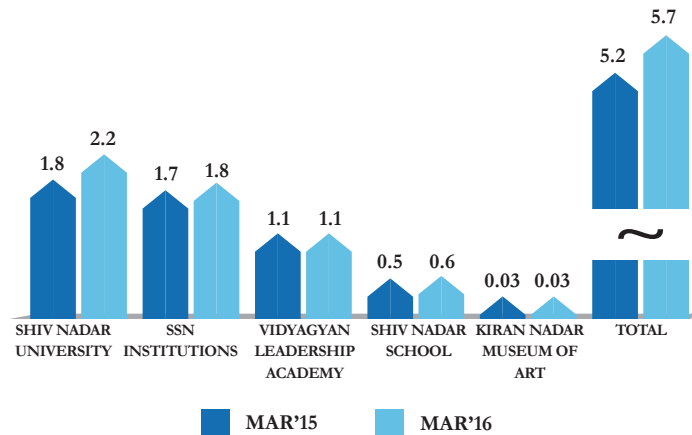
- 932 (~60%) represent Teaching faculty
- 273 (~17%) represent Teaching support
- 359 (~23%) represent Other support staff like HR, Finance, Admin & Others



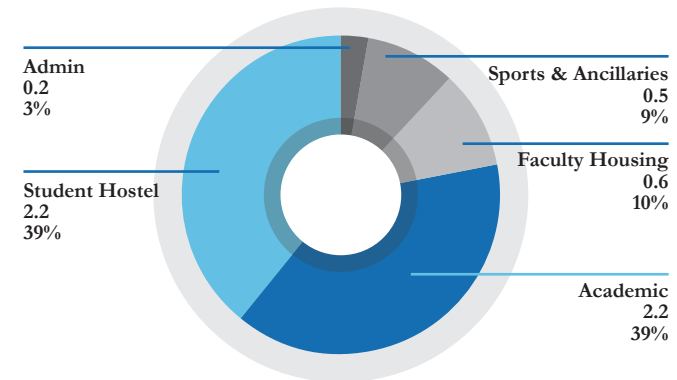
MANAGEMENT DISCUSSION & ANALYSIS

Infrastructure Overview

BUILT-UP AREA (MILLION SQ. FT.)



AREA CLASSIFICATION (MILLION SQ. FT.)

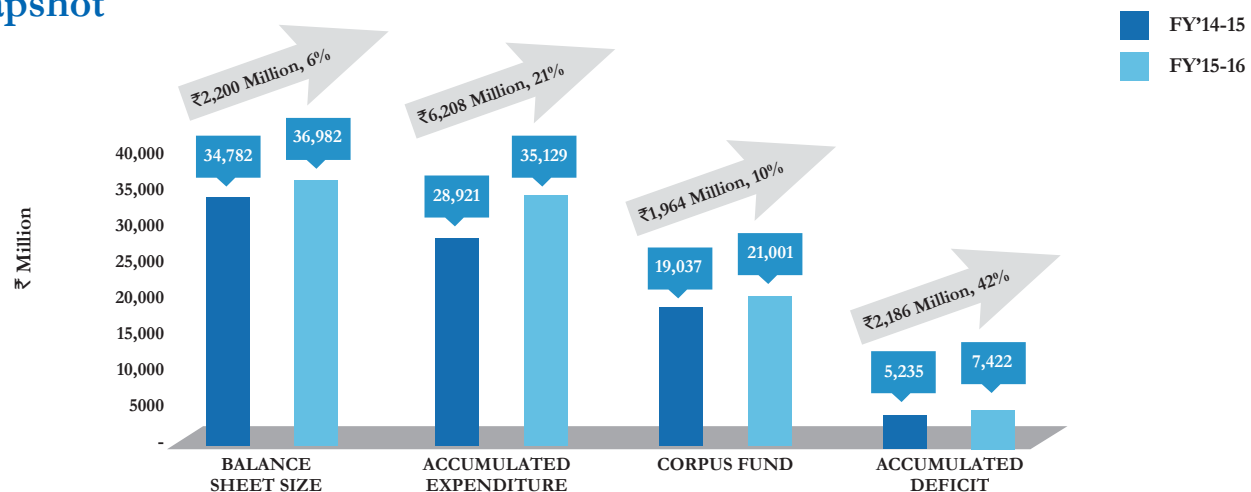


The Shiv Nadar Foundation Group added ~0.5 Million sq. ft. during FY'15-16, majorly due to construction in Shiv Nadar University i.e. ~0.4 Million sq. ft.

Out of the total area of 5.7 Million sq. ft., academic area and student hostel (both) comprise 39% of the area and faculty housing comprises 10% of the area.

Key Metrics (₹)

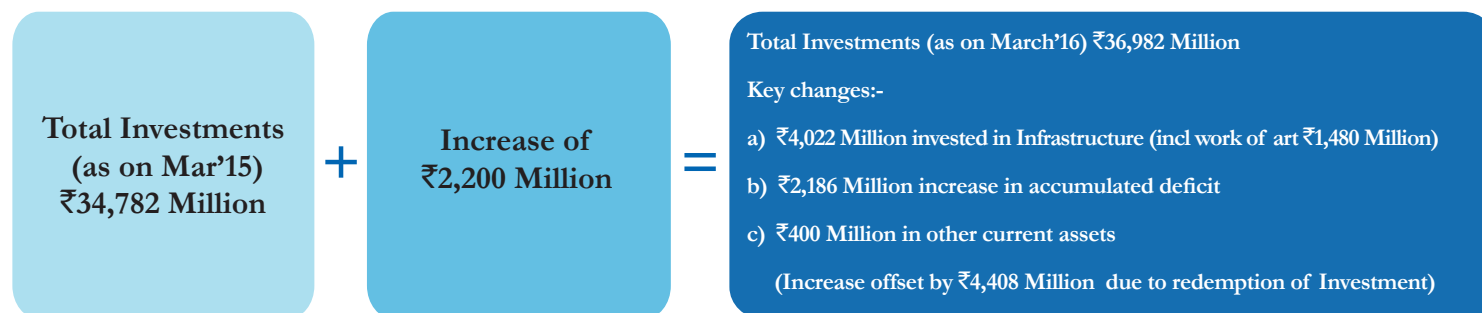
A) Snapshot



Accumulated Expenditure includes fixed assets, capital work-in-progress, non-current investment, long term loans & advances and accumulated deficit.

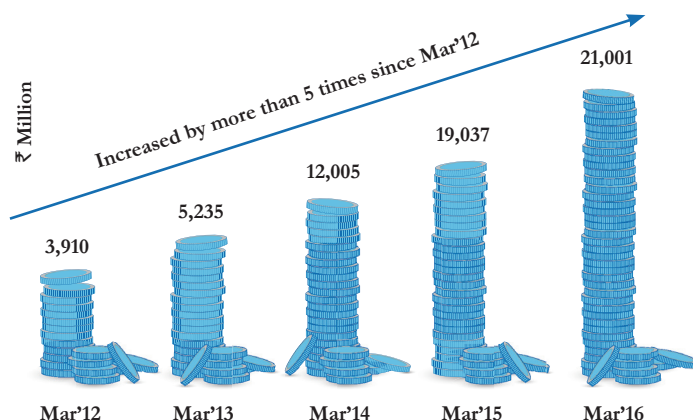
MANAGEMENT DISCUSSION & ANALYSIS

B) Balance Sheet

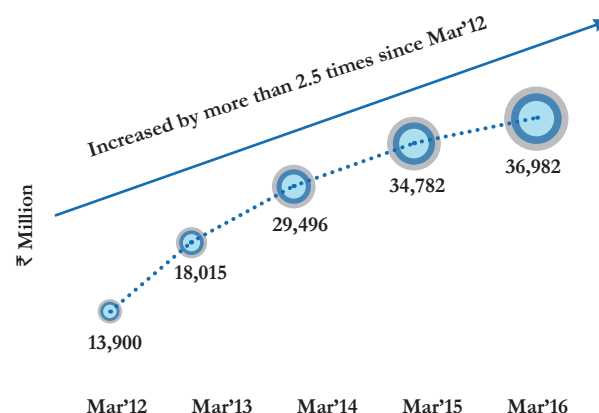


The total spent on infrastructure (i.e. land, building and other assets) is ~₹19,877 Million, Investment in work of art is ₹7,830 Million and accumulated deficits (reflecting excess of operating expenses over income) is ₹7,422 Million. Other current assets and non-current assets of the Shiv Nadar Foundation Group are ₹1,853 Million majorly comprising FD with accrued interest is ₹455 Million, Cash at Bank is ₹832 Million, Mutual fund is ₹446 Million and other assets is ₹120 Million.

5 YEARS TREND - CORPUS FUND



5 YEARS TREND – BALANCE SHEET SIZE



"During the FY 15-16, Shiv Nadar Foundation Group received Donation of ₹1,964 Million and Grants of ₹152 Million"

MANAGEMENT DISCUSSION & ANALYSIS

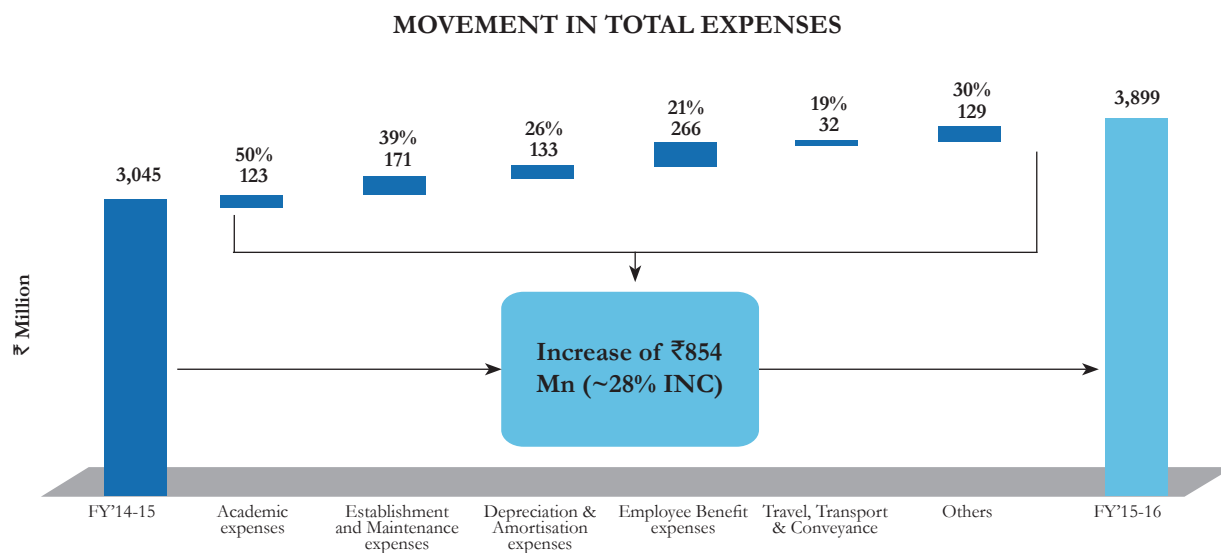
C) Cash Flow

The total cash outflow during FY 15-16 is ~₹6,295 Million which includes capital expenditure of ~₹4,578 Million on infrastructure projects i.e. building for additional capacity creation, purchase of work of art and operating expenditure (net of Income) of ~₹1,779 Million.

	Year Ended March 31, 2016 ₹ Million	Year Ended March 31, 2015 ₹ Million
Opening Cash and Cash Equivalents	343	108
OUTFLOWS		
Net outflow from capex including work of art	4,578	5,960
Loan repayment (Net) (to HCL Corporation P. Ltd, Vama Sundari Investments (Delhi) P. Ltd. (promoter company) and others)	(288)	1,977
Working capital / non current items movement including taxes	118	(182)
Excess of Operating Cash Expenditure over Income	1,779	1,374
Interest paid	108	76
Total Outflows	6,295	9,205
INFLOWS		
Net inflow from investments	4,240	2,485
Corpus (contribution to “Shiv Nadar Foundation Group”)	1,964	6,955
Total Inflows	6,204	9,440
Closing Cash and Cash Equivalents	252	343

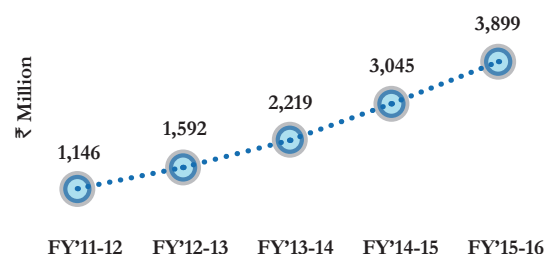
MANAGEMENT DISCUSSION & ANALYSIS

D) Expenditure



Particulars	FY'11-12	FY'12-13	FY'13-14	FY'14-15	FY'15-16
Employee Benefits	33%	38%	42%	41%	39%
Depreciation and Amortisation	15%	16%	16%	17%	16%
Establishment & Maintenance	11%	14%	14%	14%	16%
Academic	10%	10%	7%	8%	9%
Travel, Transport and Conveyance	5%	5%	6%	6%	5%
Others	27%	17%	15%	14%	15%
Total (₹ Million)	1,146	1,592	2,219	3,045	3,899

5 YEARS TREND - TOTAL EXPENSES



Maintained same level of composition throughout the year as compared to last four years.

Total expenses for FY 2015-16 increased by ₹854 Million (~ 28%). Approx. 50% of this increase is due to increased cost of Academic expenses, Establishment & Maintenance expenses (~ 39%), Depreciation & Amortization expenses (~26%) and Employee Benefit expenses (~21%).

MANAGEMENT DISCUSSION & ANALYSIS

Academic Expenses

Academic expenses of the Shiv Nadar Foundation Group were ₹369 Million (9% of the total expenses), an increase of ₹123 Million (50%) as compared to last year. This includes course material and other expenses primarily on account of increase in the number of students; expansion of curriculum and increase in consumable expenses by ₹53 Million, training & development expenses by ₹19 Million, and events & exhibition expenses by ₹51 Million.

Establishment & Maintenance Expenses

Establishment & maintenance expenses (16% of total expenses) including Housekeeping, Security charges, Power & Fuel, Rent and Repairs & Maintenance expenses went up by ₹171 Million (an increase of ~39%), so as to maintain and operate the existing campus infrastructure as well as increase capacity creation.

Employee Benefit Expenses

Employee benefits expenses (39% of the total expenses) went up by 21% as compared to last year (an increase of ₹266 Million during FY 2015-16) associated with the following two major reasons:

- a) Increase in headcount from 1,296 to 1,564 in FY 2015-16 (net increase of 268 employees). The increase in headcount is to support higher

student enrollment and new programs launched by the Shiv Nadar Foundation Group.

- b) The other reason is increased salaries due to increase in Dearness Allowance which is in accordance with the Government notification.

Travel, Transport & Conveyance

Travel, Transport & conveyance expenses (5% of the total expenses) includes student travel, staff conveyance and other travel. The expenses increased by ₹32 Million (19%) as compared to last year primarily due to increase in number of student & staff members.

Depreciation & Amortization Expenses

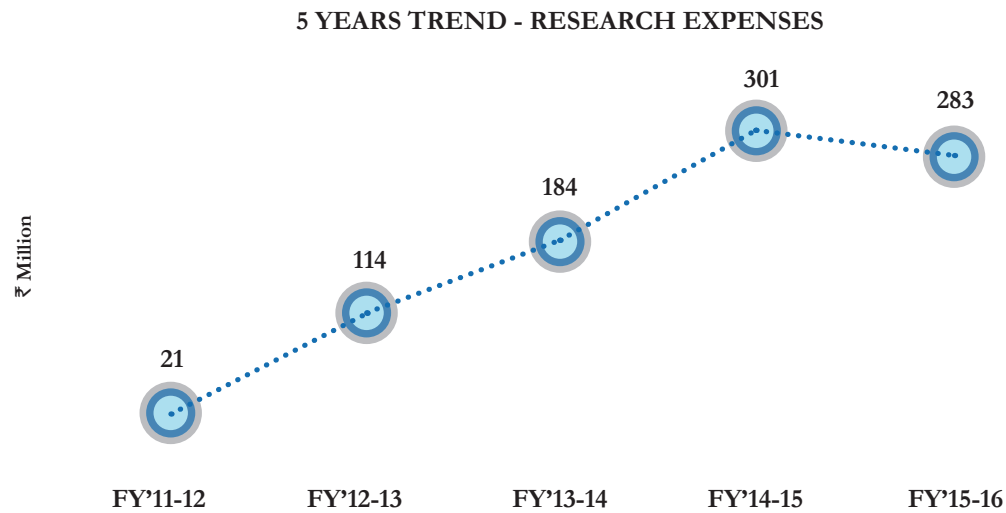
Depreciation & Amortization expenses (nearly 26% of total expenses) went up by ₹133 Million as compared to last year mainly due to addition in fixed assets / infrastructure.

Other Expenses

Other Expenses increased by ₹129 Million primarily due to increase in marketing expenses, finance cost, subscription & membership expenses and legal & professional expenses.

MANAGEMENT DISCUSSION & ANALYSIS

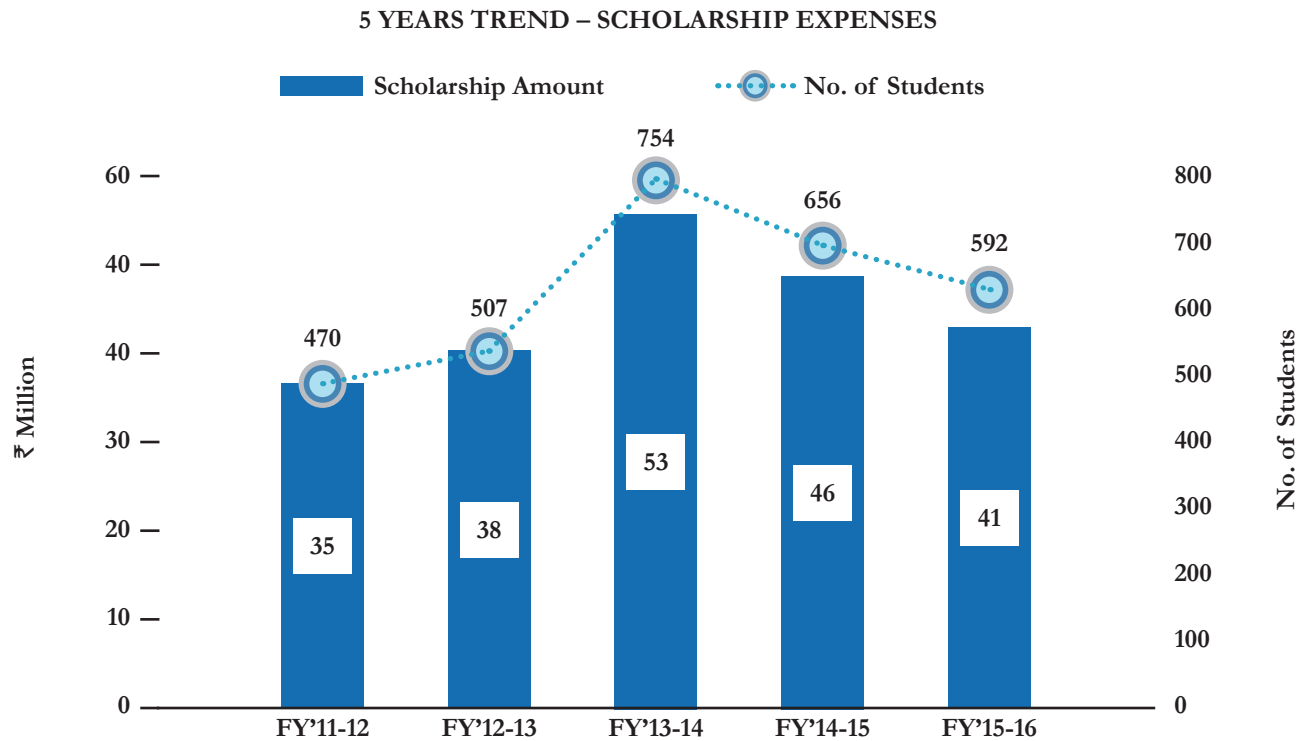
E) Research Expenses



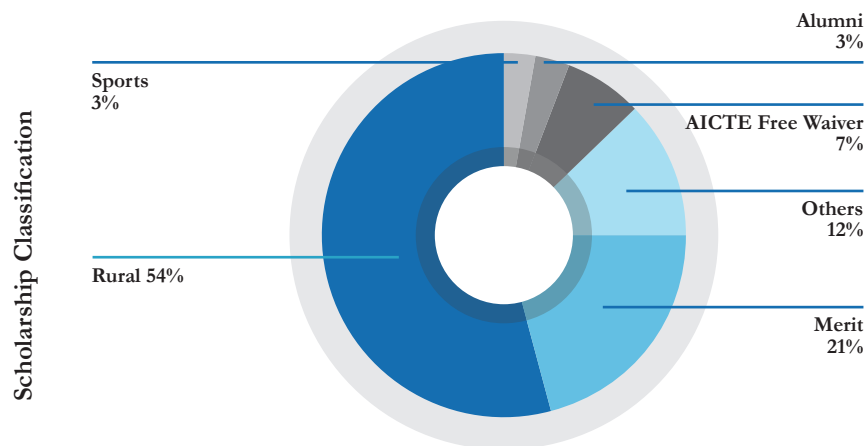
Research Expenses include both operating and capital expenses. Supporting, fostering and encouraging a range of research activities and the integration of teaching and research are vital aspects of the Shiv Nadar University and SSN Institutions.

MANAGEMENT DISCUSSION & ANALYSIS

F) Scholarship Expenses



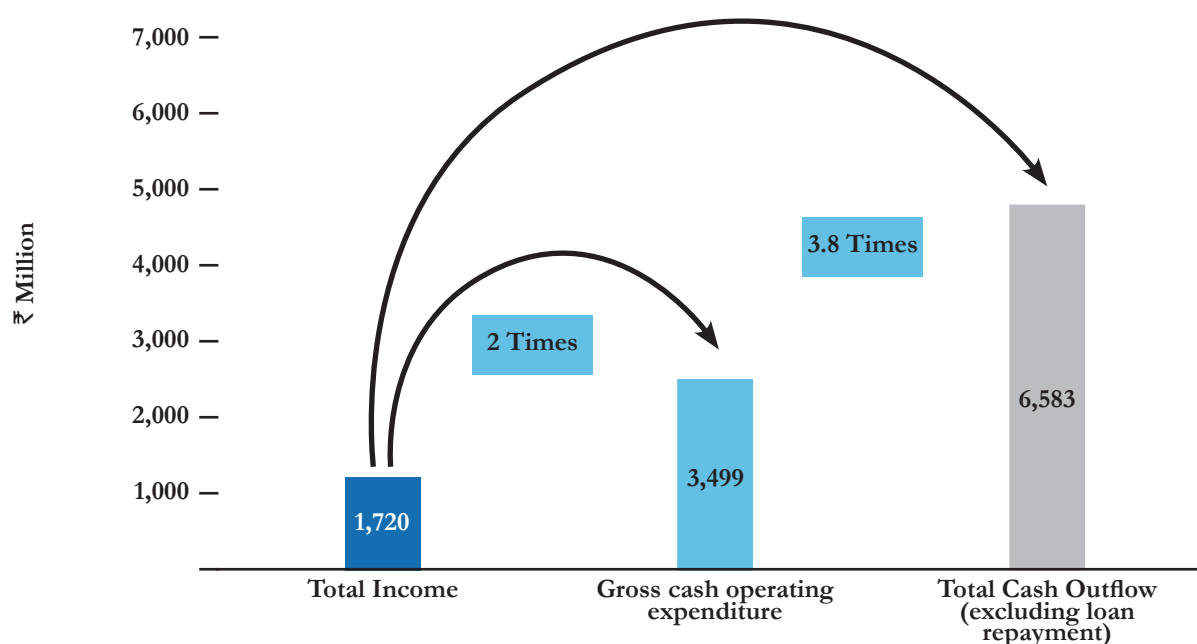
Total Scholarship disbursed by SSN Institutions during the FY 15-16 is ₹41 Million. Total number of Students benefited was 592 as against 656 last year.



#The mechanism for supporting Shiv Nadar University students is through fee subsidy which is ~64% of the actual fee, instead of direct scholarship reimbursement.

MANAGEMENT DISCUSSION & ANALYSIS

G) Income



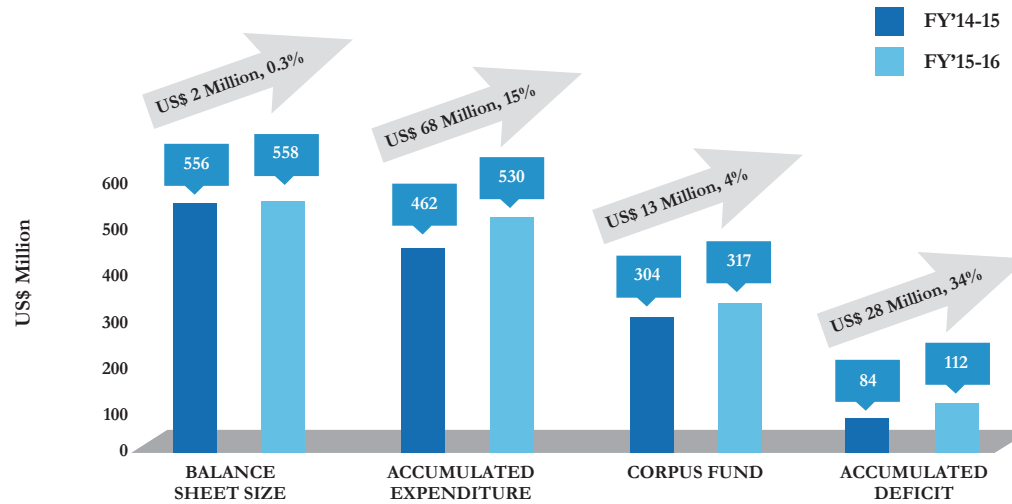
The Shiv Nadar Foundation Group's gross cash operating expenditure is 2 times its income while total cash outflow (excluding loan repayment) is 3.8 times its income.

The Shiv Nadar Foundation Group's total income for FY 2015-16 grew by ₹328 Million, or 24% from FY 2014-15. The major portion of this growth is attributable to fee income (which contributes nearly 76% of total income) as combined income from fee increased by 27% from the previous year to ₹1,320 Million as a result of increase in number of students from 7,562 to 8,600 (i.e. 1,038). Increase in other income from ₹350 Million to ₹403 Million (i.e. ₹53 Million) is primarily on account of profit on sale of mutual funds & interest on fixed deposits.

MANAGEMENT DISCUSSION & ANALYSIS

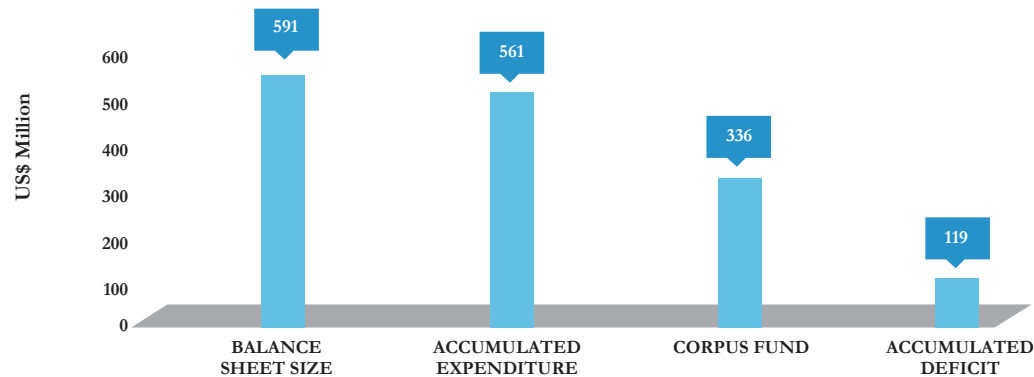
Key Metrics (US\$)

A) Snapshot



Accumulated Expenditure includes fixed assets, capital work-in-progress, non-current investment, long term loans & advances and accumulated deficit.

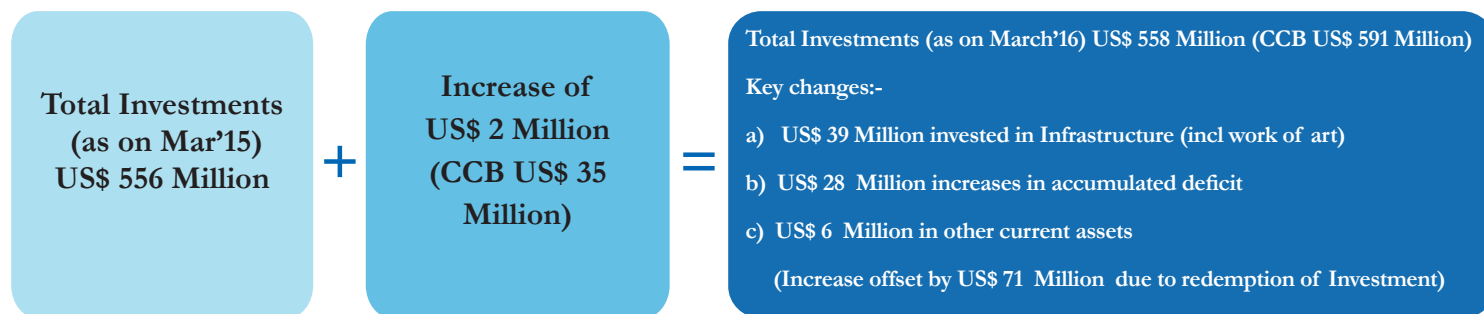
CONSTANT CURRENCY BASIS (FY'15-16)



FY'15-16 numbers have been reinstated based on Constant Currency Basis Rate, i.e. US\$ 1 = ₹ 62.59

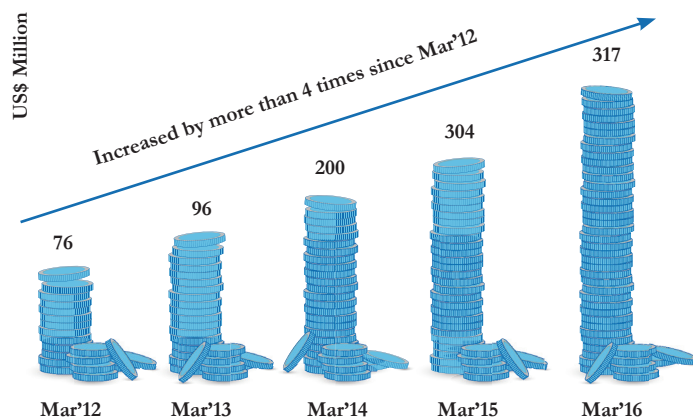
MANAGEMENT DISCUSSION & ANALYSIS

B) Balance Sheet

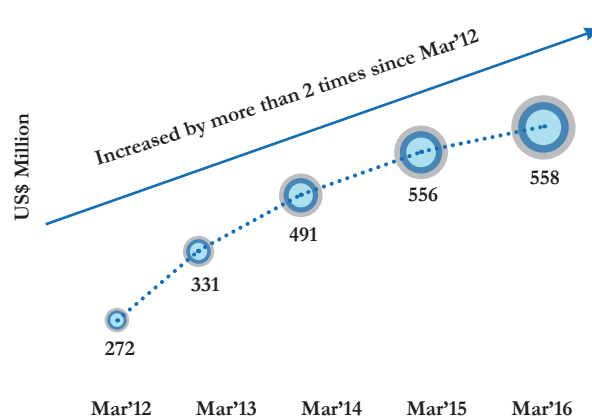


The total spent on infrastructure (i.e. land, building and other assets) is ~US\$ 300 Million, Investment in work of art is US\$ 118 Million and accumulated deficits (reflecting excess of operating expenses over income) is US\$ 112 Million. Other current assets and non-current assets of the Shiv Nadar Foundation Group are US\$ 27.9 Million majorly comprising FD with accrued interest is US\$ 6.8 Million, Cash at Bank is US\$ 12.5 Million, Mutual fund is US\$ 6.7 Million and other assets is US\$ 1.8 Million.

5 YEARS TREND - CORPUS FUND



5 YEARS TREND – BALANCE SHEET SIZE



“During the FY 15-16, Shiv Nadar Foundation Group received Donation of US\$ 29.6 Million and Grants of US\$ 2.3 Million”

MANAGEMENT DISCUSSION & ANALYSIS

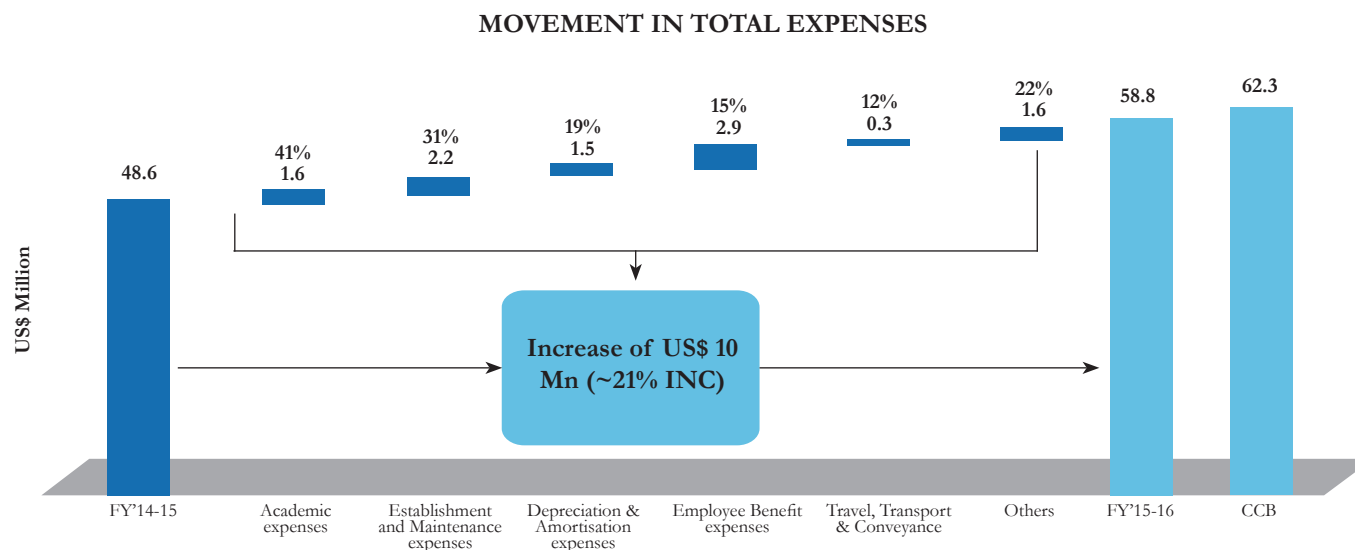
C) Cash Flow

The total cash outflow during FY 15-16 is ~US\$ 94.9 Million which includes capital expenditure of ~US\$ 69 Million on infrastructure projects i.e. building for additional capacity creation, purchase of work of art and spend towards operating expenditure (net of Income) ~US\$ 26.8 Million.

	Year Ended March 31, 2016 US\$ Million	Year Ended March 31, 2015 US\$ Million
Opening Cash and Cash Equivalents	5.2	1.7
<u>OUTFLOWS</u>		
Net outflow from capex including work of art	69.0	95.2
Loan repayment (Net) (to HCL Corporation P. Ltd, Vama Sundari Investments (Delhi) P. Ltd. (promoter company) and others)	(4.3)	31.6
Working capital / non current items movement including taxes	1.8	(2.9)
Excess of Operating Cash Expenditure over Income	26.8	22.0
Interest paid	1.6	1.2
Total Outflows	94.9	147.1
<u>INFLOWS</u>		
Net inflow from investments	63.9	39.8
Corpus (contribution to “Shiv Nadar Foundation Group”)	29.6	111.1
Total Inflows	93.5	150.9
Closing Cash and Cash Equivalents	3.8	5.5

MANAGEMENT DISCUSSION & ANALYSIS

D) Expenditure

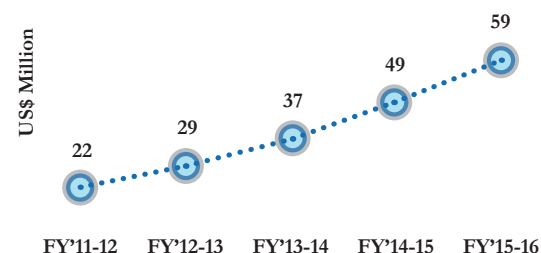


FY'15-16 numbers have been reinstated based on Constant Currency Basis Rate, i.e. US\$ 1 = ₹ 62.59

Particulars	FY'11-12	FY'12-13	FY'13-14	FY'14-15	FY'15-16
Employee Benefits	33%	38%	42%	41%	39%
Depreciation and Amortisation	15%	16%	16%	17%	16%
Establishment & Maintenance	11%	14%	14%	14%	16%
Academic	10%	10%	7%	8%	9%
Travel, Transport and Conveyance	5%	5%	6%	6%	5%
Scholarship	3%	2%	2%	1%	1%
Others	24%	14%	13%	13%	14%
Total (US\$ Million)	22	29	37	49	59

Maintained same level of composition throughout the year as compared to last four years.

5 YEARS TREND - TOTAL EXPENSES



Total expenses for FY 2015-16 increased by US\$ 10 Million (~ 21%). Approx. 41% of this increase is due to increased cost of Academic expenses, Establishment & Maintenance expenses (~ 31%), Depreciation & Amortization expenses (~19%) and Employee Benefit expenses (~15%).

MANAGEMENT DISCUSSION & ANALYSIS

Academic Expenses

Academic expenses of the Shiv Nadar Foundation Group were US\$ 5.6 Million (9% of the total expenses), an increase of US\$ 1.6 Million (41%) as compared to last year. This includes course material and other expenses primarily on account of increase in the number of students; expansion of curriculum and increase in consumable expenses by US\$ 0.7 Million, training & development expenses by US\$ 0.2 Million, and events & exhibition expenses by US\$ 0.7 Million.

Establishment & Maintenance Expenses

Establishment & maintenance expenses (16% of total expenses) including Housekeeping, Security charges, Power & Fuel, Rent and Repairs & Maintenance expenses went up by US\$ 2.2 Million (an increase of ~31%), so as to maintain and operate the existing campus infrastructure as well as increase capacity creation.

Employee Benefit Expenses

Employee benefits expenses (39% of the total expenses) went up by 15% as compared to last year (an increase of US\$ 2.9 Million during FY 2015-16) associated with the following two major reasons:

- a) Increase in headcount from 1,296 to 1,564 in FY 2015-16 (net increase of 268 employees). The increase in headcount is to support higher

student enrollment and new programs launched by the Shiv Nadar Foundation Group.

- b) The other reason is increased salaries due to increase in Dearness Allowance which is in accordance with the Government notification.

Travel, Transport & Conveyance

Travel, Transport & conveyance expenses (5% of the total expenses) includes student travel, staff conveyance and other travel. The expenses increased by US\$ 0.3 Million (12%) as compared to last year primarily due to increase in number of student & staff members.

Depreciation & Amortization Expenses

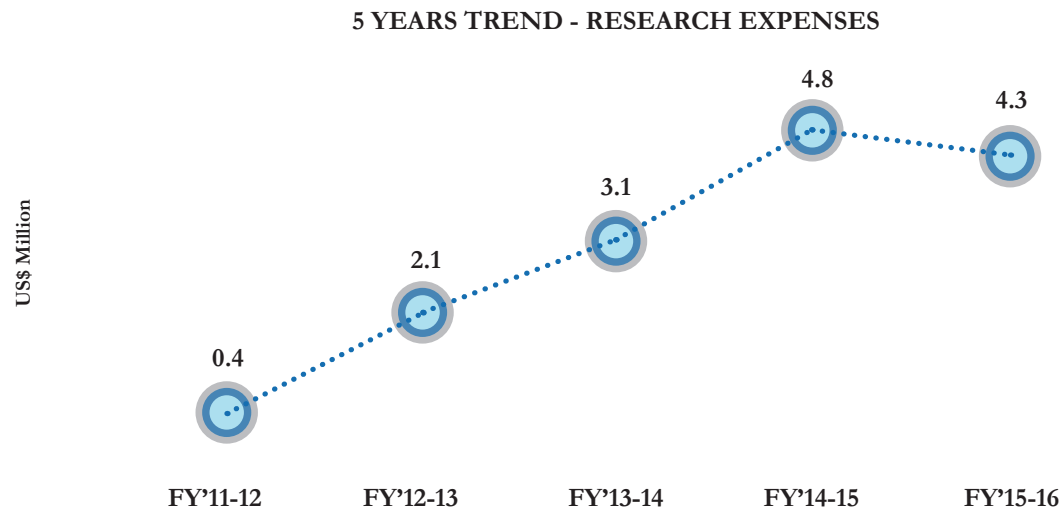
Depreciation & Amortization expenses (nearly 16% of total expenses) went up by ₹1.5 Million as compared to last year mainly due to addition in fixed assets / infrastructure.

Other Expenses

Other Expenses increased by US\$ 1.6 Million primarily due to increase in marketing expenses, finance cost, subscription & membership expenses and legal & professional expenses.

MANAGEMENT DISCUSSION & ANALYSIS

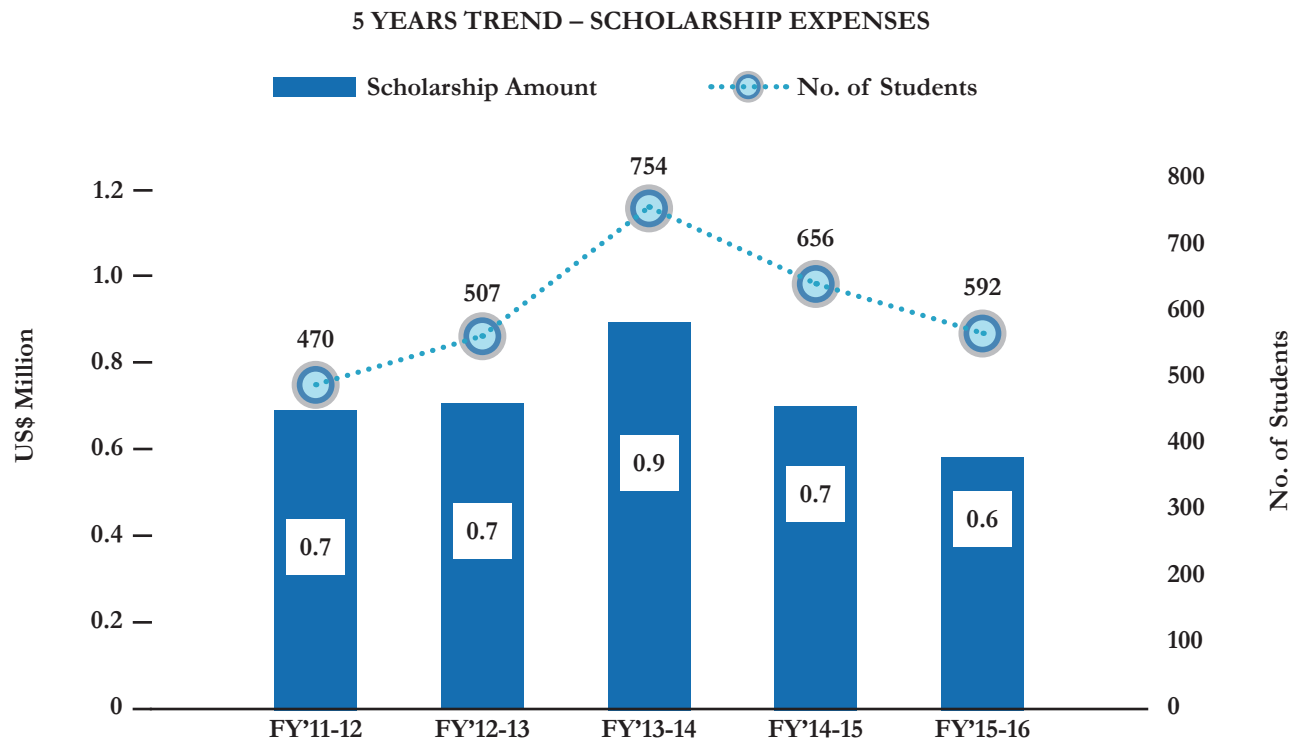
E) Research Expenses



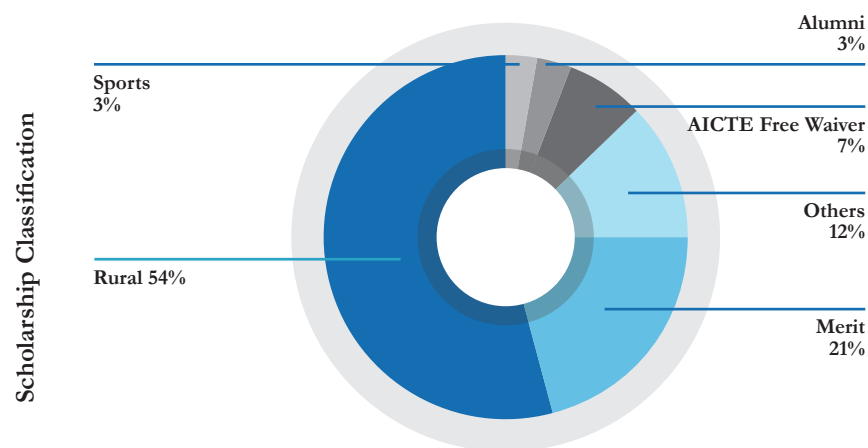
Research Expenses include both operating and capital expenses. Supporting, fostering and encouraging a range of research activities and the integration of teaching and research are vital aspects of the Shiv Nadar University and SSN Institutions.

MANAGEMENT DISCUSSION & ANALYSIS

F) Scholarship Expenses



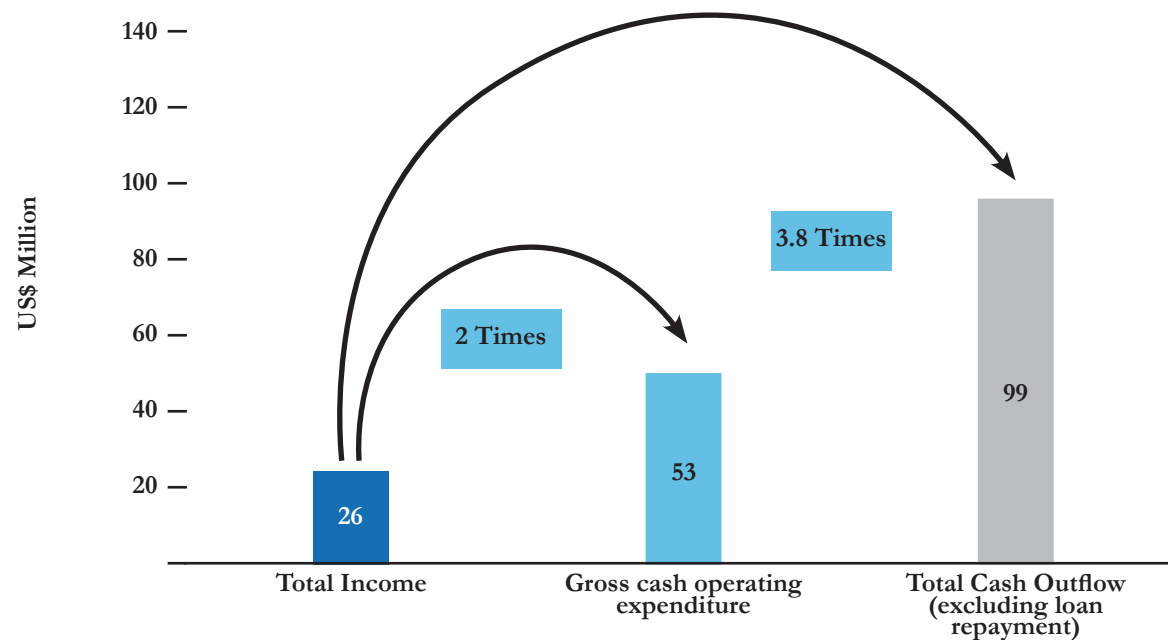
Total Scholarship disbursed by SSN Institutions during the FY 15-16 is US\$ 0.6 Million. Total number of Students benefited was 592 as against 656 last year.



#The mechanism for supporting Shiv Nadar University students is through fee subsidy which is ~64% of the actual fee, instead of direct scholarship reimbursement.

MANAGEMENT DISCUSSION & ANALYSIS

G) Income



The Shiv Nadar Foundation Group's gross cash operating expenditure is 2 times its income while total cash outflow (excluding loan repayment) is 3.8 times its income.

The Shiv Nadar Foundation Group's total income for FY 2015-16 grew by US\$ 3.7 Million, or 17% from FY 2014-15. The major portion of this growth is attributable to fee income (which contributes nearly 76% of total income) as combined income from fee increased by 19% from the previous year to US\$ 19.8 Million as a result of increase in number of students from 7,562 to 8,600 (i.e. 1,038). Increase in other income from US\$ 5.6 Million to US\$ 6.0 Million (i.e. US\$ 0.4 Million) is primarily on account of profit on sale of mutual funds & interest on fixed deposits.

FINANCIALS (₹ MILLION)

Shiv Nadar Foundation and Group Combined Balance Sheet as at March 31, 2016 and March 31, 2015

	Notes	As at March 31, 2016 ₹ Million	As at March 31, 2015 ₹ Million
EQUITY			
Share capital	3	20.10	20.00
Corpus fund	4	21,000.68	19,036.89
		21,020.78	19,056.89
LIABILITIES			
Non-current liabilities			
Long-term borrowings	5	8,310.49	7,430.33
Other long-term liabilities	6	2,580.46	2,845.79
Long-term provisions	7	194.92	142.74
		11,085.87	10,418.86
Current liabilities			
Short-term borrowings	8	3,630.45	4,222.40
Trade payables	9	156.60	146.51
Other current liabilities	10	1,061.08	915.78
Short-term provisions	11	27.55	21.23
		4,875.68	5,305.92
		36,982.33	34,781.67
ASSETS			
Non-current assets			
Fixed assets			
Tangible assets	12	16,348.78	13,512.44
Intangible assets	13	10.91	12.33
Capital work-in-progress		2,492.25	2,605.55
Non-current investments	14	7,829.78	6,604.93
Long-term loans and advances	15	1,025.41	949.98
Other non-current assets	16	455.03	393.48
		28,162.16	24,078.71
Current assets			
Current investments	17	445.75	4,915.17
Trade receivables	18	17.84	9.44
Cash and bank balances	19	832.71	430.84
Short-term loans and advances	20	82.65	96.80
Other current assets	21	19.46	15.29
		1,398.41	5,467.54
EXCESS OF EXPENDITURE OVER INCOME	22	7,421.76	5,235.42
		36,982.33	34,781.67

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

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group*

Shiv Nadar
Managing Trustee
Shiv Nadar Foundation

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation

Place: New Delhi
Date: 4th June 2016

Place: New Delhi
Date: 4th June 2016

Pawan K. Danwar
Chief Financial Officer
Shiv Nadar Foundation

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

FINANCIALS (₹ MILLION)

Shiv Nadar Foundation and Group

Combined Statement of Income and Expenditure for the years ended March 31, 2016 and March 31, 2015

	Notes	For the year ended March 31, 2016 ₹ Million	For the year ended March 31, 2015 ₹ Million
EXPENDITURE			
Employee benefits expense	23	1,506.82	1,241.14
Academic expenses	24	368.80	246.29
Establishment and maintenance	25	609.94	438.47
Travel, transport and conveyance		202.56	170.00
Scholarship		43.20	43.01
Finance cost	26	107.19	76.13
Depreciation and amortisation	27	643.24	510.45
Other expenses	28	417.69	319.38
		3,899.44	3,044.87
Income			
Fees	29	1,314.86	1,040.14
Donations received		1.76	1.14
Other income	30	402.90	350.02
		1,719.52	1,391.30
Excess of expenditure over income		2,179.92	1,653.57
Tax expense			
Current tax		6.00	4.94
Deferred tax		-	-
Excess of expenditure over income		2,185.92	1,658.51

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

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group*

Shiv Nadar
Managing Trustee
Shiv Nadar Foundation

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation

Place: New Delhi
Date: 4th June 2016

Place: New Delhi
Date: 4th June 2016

Pawan K. Danwar
Chief Financial Officer
Shiv Nadar Foundation

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

FINANCIALS (₹ MILLION)

Shiv Nadar Foundation and Group

Combined Cash Flow Statement for the year ended March 31, 2016 and March 31, 2015

	Year Ended March 31, 2016 ₹ Million	Year Ended March 31, 2015 ₹ Million
1 Cash flow from operating activities:		
Excess of expenditure over income	(2,179.92)	(1,653.57)
- Depreciation and amortisation expense/ other non cash expenses written off	620.20	510.45
- Profit on sale of mutual funds	(252.19)	(78.59)
- Profit on sale of art work	-	(3.08)
- Loss/ (profit) on sale of fixed assets	5.02	(0.56)
- Dividend income	-	(173.74)
- Net interest expense/(income)	27.88	25.18
Operating deficit before working capital changes	(1,779.01)	(1,373.91)
Adjustments for changes in working capital/other non current items :		
- Increase in payables, other liabilities and provisions	(116.13)	247.31
- Increase in advances and other current assets	10.61	(56.59)
Net cash from operating activities before tax	(1,884.53)	(1,183.19)
- Taxes paid	(12.55)	(8.81)
Net cash used in operating activities after tax (A)	(1,897.08)	(1,192.00)
2 Cash flow from investment activities:		
Additions to tangible and intangible assets	(4,308.58)	(2,737.73)
Sale of tangible and intangible assets	825.40	2.26
Increase in capital work-in-progress	133.05	(1,806.09)
Sale of mutual fund and other investments	4,724.09	6,176.95
Purchase of mutual fund and other investments	-	(3,842.76)
Purchase of art-work	(1,228.14)	(1,418.50)
Increase in bank deposits (net)	(517.12)	(71.86)
Dividend received	-	173.74
Interest received	33.58	49.00
Opening balance of net assets as at April 1, 2015 of Shiv Kiran	0.42	-
Investments (Chennai) Private Limited forming part of combined group effective April 1, 2015		
Net cash used in investing activities (B)	(337.30)	(3,474.99)
3 Cash flow from financing activities:		
Proceeds/(repayment) of borrowing (net)	287.99	(1,977.25)
Interest paid on borrowings	(107.38)	(76.32)
Donations received in corpus fund, issue of share capital and receipt of application money	1,963.79	6,954.86
Net cash from financing activities (C)	2,144.40	4,901.29
Net increase / (decrease) in cash and cash equivalents (A+B+C)	(89.98)	234.30
Opening balance of cash and cash equivalents	342.58	108.28
Closing balance of cash and cash equivalents	252.60	342.58
Closing cash and cash equivalents comprise of:		
Cash in hand	1.29	2.16
Balances with banks	251.31	340.42

*Cash and bank balances as per note 19 include 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

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group*

Shiv Nadar
Managing Trustee
Shiv Nadar Foundation

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation

Place: New Delhi

Place: New Delhi

Pawan K. Danwar

Date: 4th June 2016

Date: 4th June 2016

Chief Financial Officer

Shiv Nadar Foundation

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

FINANCIALS (US\$ MILLION)

Shiv Nadar Foundation and Group

Condensed Combined Balance Sheet as at March 31, 2016 and March 31, 2015

	As at March 31, 2016 US \$ Million	As at March 31, 2015 US \$ Million
EQUITY		
Share capital	0.30	0.32
Corpus fund	316.61	304.15
	<u>316.91</u>	<u>304.47</u>
LIABILITIES		
Non-current liabilities		
Long-term borrowings	125.29	118.71
Other long term liabilities	38.90	45.48
Long-term provisions	2.94	2.28
	<u>167.13</u>	<u>166.47</u>
Current liabilities		
Short-term borrowings	54.73	67.46
Trade payables	2.36	2.34
Other current liabilities	16.00	14.63
Short-term provisions	0.42	0.34
	<u>73.51</u>	<u>84.77</u>
	<u>557.55</u>	<u>555.71</u>
ASSETS		
Non-current assets		
Fixed assets		
Tangible assets	246.49	215.88
Intangible assets	0.16	0.20
Capital work-in-progress	37.57	41.63
Non-current investments	118.04	105.53
Long-term loans and advances	15.46	15.18
Other non-current assets	6.86	6.29
	<u>424.58</u>	<u>384.71</u>
Current assets		
Current investments	6.72	78.53
Trade receivables	0.27	0.15
Cash and bank balances	12.55	6.88
Short-term loans and advances	1.25	1.55
Other current assets	0.29	0.24
	<u>21.08</u>	<u>87.35</u>
EXCESS OF EXPENDITURE OVER INCOME	111.89	83.65
	<u>557.55</u>	<u>555.71</u>

The Condensed Combined Balance Sheet has been extracted from the combined financial information of Shiv Nadar Foundation and Group prepared by Shiv Nadar Foundation. It has also been converted at a translation rate equivalent to the reference rate of Reserve Bank of India as on March 31, 2016 of 1 USD = INR 66.33 (previous year 1 USD = INR 62.59).

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

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group*

Shiv Nadar
Managing Trustee
Shiv Nadar Foundation

Place: New Delhi
Date: 4th June 2016

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation

Pawan K. Danwar
Chief Financial Officer
Shiv Nadar Foundation

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

FINANCIALS (US\$ MILLION)

Shiv Nadar Foundation and Group

Combined Statement of Income and Expenditure for the years ended March 31, 2016 and March 31, 2015

	For the year ended March 31, 2016 US \$ Million	For the year ended March 31, 2015 US \$ Million
Expenditure		
Employee benefit expenses	22.72	19.83
Academic expenses	5.56	3.93
Establishment and maintenance expenses	9.20	7.01
Travel, Transport & Conveyance	3.05	2.72
Scholarship	0.65	0.69
Finance cost	1.62	1.22
Depreciation and amortisation expense	9.70	8.16
Other expenses	6.30	5.10
	58.80	48.66
Income		
Fees	19.82	16.62
Donations received	0.03	0.02
Other income	6.07	5.59
	25.92	22.23
Excess of expenditure over income	32.88	26.43
Adjustment for tax expense		
Current tax	0.09	0.08
Deferred tax	-	-
Excess of expenditure over income	32.97	26.51

The Condensed Combined Statement of Income and Expenditure has been extracted from the combined financial information of Shiv Nadar Foundation and Group prepared by Shiv Nadar Foundation. It has also been converted at a translation rate equivalent to the reference rate of Reserve Bank of India as on March 31, 2016 of 1 USD = INR 66.33 (previous year 1 USD = INR 62.59).

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

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group*

Shiv Nadar
Managing Trustee
Shiv Nadar Foundation

Place: New Delhi
Date: 4th June 2016

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation

Pawan K. Danwar
Chief Financial Officer
Shiv Nadar Foundation

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

FINANCIALS (US\$ MILLION)

Shiv Nadar Foundation and Group

Cash Flow Statement for the year ended March 31, 2016 and March 31, 2015

	Year Ended March 31, 2016 US \$ Million	Year Ended March 31, 2015 US \$ Million
1		
Cash flow from operating activities:		
Excess of expenditure over income	(32.88)	(26.42)
- Depreciation and amortisation expense / other non cash expenses written off	9.35	8.16
- Profit on sale of investments	(3.80)	(1.26)
- Profit on sale of art work	-	(0.05)
- Profit on sale of fixed assets	0.08	(0.01)
- Dividend income	-	(2.78)
- Net interest income	0.42	0.40
Operating deficit before working capital changes	(26.83)	(21.96)
Adjustments for changes in working capital/other non current items :		
- Increase in payables, other liabilities and provisions	(1.75)	3.95
- Increase in advances and other current assets	0.16	(0.90)
- Taxes paid	(0.19)	(0.14)
Net cash used in operating activities (A)	(28.61)	(19.05)
2		
Cash flow from investing activities:		
Additions to fixed assets and investment in property (net)	(64.96)	(43.74)
Sale of tangible and intangible assets	12.44	0.04
Increase in capital work in progress	2.01	(28.86)
Sale of mutual fund/ shares	71.22	98.69
Purchase of mutual fund/ shares	-	(61.40)
Purchase of art work	(18.52)	(22.66)
Increase in bank deposits (net)	(7.80)	(1.15)
Dividend received	-	2.78
Interest received	0.51	0.78
Opening balance of Shiv Kiran forming part of combined group effective April 1, 2015	0.01	-
Net cash used in investing activities (B)	(5.09)	(55.52)
3		
Cash flow from financing activities:		
Proceeds/(repayment) of borrowing (net)	4.34	(31.59)
Interest paid on borrowings	(1.62)	(1.22)
Additions to corpus fund, issue of share capital and receipt of application money	29.61	111.12
Net cash from financing activities (C)	32.33	78.31
Net Decrease in Cash and Cash Equivalents (A+B+C)	(1.37)	3.74
Opening Balance of Cash and Cash Equivalents	5.47	1.81
Effect of exchange difference on cash and cash equivalents	(0.30)	(0.08)
Closing Balance of Cash and Cash Equivalents	3.80	5.47
Other Bank Balance	8.75	1.41
Cash and Bank Balances*	12.55	6.88

*Cash and bank balances includes cash and cash equivalents and other bank balance.

The Combined Cash Flow Statement has been extracted from the combined financial information of Shiv Nadar Foundation and Group prepared by Shiv Nadar Foundation. It has also been converted at a translation rate equivalent to the reference rate of Reserve Bank of India as on March 31, 2016 of 1 USD = INR 66.33 (previous year 1 USD = INR 62.59).

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

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group*

Shiv Nadar
Managing Trustee
Shiv Nadar Foundation

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation
Pawan K. Danwar
Chief Financial Officer
Shiv Nadar Foundation

Place: New Delhi
Date: 4th June 2016

Place: New Delhi
Date: 4th June 2016

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





www.ShivNadarFoundation.org



[/ShivNadarFoundation](https://www.facebook.com/ShivNadarFoundation)



[/Shiv-Nadar-Foundation](https://www.linkedin.com/company/Shiv-Nadar-Foundation)



[@ShivNadarFDN](https://twitter.com/ShivNadarFDN)



[/ShivNadarFoundation](https://www.youtube.com/ShivNadarFoundation)



[@TheFoundation](mailto:info@ShivNadarFoundation.org)



SHIV NADAR FOUNDATION