



EVALUATION AND REVIEW OF THE PERFORMANCE OF IIM SHILLONG

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1. PREFACE

The Indian Institutes of Management Act came into effect on January 31, 2018. All the IIMs came under the purview of this Act. This Act was enacted by the Parliament "...to declare certain Institutes of Management to be institutions of national importance with a view to empower these institutions to attain standards of global excellence in management, management research and allied areas of knowledge and to provide for certain other matters connected therewith or incidental thereto." The new Act gave considerable autonomy to the Institutes in all academic and administrative aspects. In accordance with the provisions of the Act each institute was empowered to award degrees. The IIMs until then could award only Post Graduate Diplomas in Management (PGDM). With the enactment of the new Act all the IIMs could award the Master Business Administration (MBA) degree.

In accordance with the provisions of the IIM Act 2017, the Board of Governors of IIM Shillong set up an Evaluation and Review Committee (ERC) to review the performance of the Institute including its faculty members on the parameters of long-term strategy and rolling plan of the Institute and other parameters that may be deemed necessary. The composition of the ERC is as follows:

1. Shri Vijaye Bawri, Leading Entrepreneur and Business Leader from Shillong
2. Smt. Jahnabi Phookan, Leading Entrepreneur in the Tourism and Textiles Sectors from Guwahati and Former National President of FICCI FLO
3. Prof. Shekhar Chaudhuri (Retd), Former Director (November 2002 to April 2013) and Professor of Strategic Management (November 2002 to August 2016), IIM Calcutta and Former Professor of Business Policy, IIM Ahmedabad

Prof D P Goyal, Director, IIM Shillong communicated the decision of the Board to the ERC members on December 3, 2022. This meeting was followed by another virtual meeting held on December 12, 2022 between the Director and the ERC members through zoom platform. The Director, Prof D P Goyal gave an initial briefing and explained to the ERC the objective of setting up the ERC in consonance with the Indian Institutes of Management Act 2017. Prof Goyal gave a brief background to the formation of IIM Shillong to provide a perspective for the task to be undertaken by the ERC. It was decided during the meeting that the ERC would undertake one or two visits to IIM Shillong to interact with various stakeholders in person and also virtually if required. Also, it was decided that the Institute would make available all internal reports and documents that may be necessary to prepare the report.

Another online meeting on March 3, 2023 was held with the Director and Prof. Joshi to discuss the review process and tentative dates for the in-person visits to the campus. After studying all internal reports and documents received from IIM Shillong, the first physical visit to IIM Shillong by the ERC was organized during March 13 to 15, 2023. During this visit Mr. Bawri and Prof. Shekhar Chaudhuri were present in person. Smt. Phookan could not be present in person due to prior travel commitments; however, a virtual meeting was organized between the ERC members to discuss the progress of the study and the observations made.

The next virtual meeting of the ERC was organized on the 26th of May, 2023 followed by another virtual meeting of the ERC on June 2, 2023. During the meeting on the 26th May it was decided to visit the Institute campus in Shillong after preparing relevant draft reports in June for a few days to conduct meetings with some of the stakeholders with whom the ERC had not been able to meet during the first visit. It was also decided to meet some of the recruiters of MBA students as well as Executive MBA students, alumni of various programs as well some Board members and the Chairman of the Board, Shri Shishir Bajoria.

Accordingly, the ERC members visited the IIM Shillong campus again from June 20 to 22, 2023. During this meeting the ERC members were able to meet the Director on several occasions and have virtual meetings with the alumni of PGP and PGPEX programs and an in-person meeting with an alumnus of the doctoral program. During this visit the ERC members also had an opportunity to meet several current members of the BOG of IIM Shillong, viz. the Chief Secretary of the Government of Meghalaya, Shri Donald Phillips Wahlang as well as Shri Atul Chandrakant Kulkarni in person and interact with Shri B K Dey Sawian, and Shri Vivek Singh virtually. Shri

Vivek Singh is also an alumnus of IIM Shillong. We also had the benefit of having extended discussions with the Director, Prof. D P Goyal and Prof Rohit Joshi, Member-Secretary to the BOG of IIM Shillong. It was not possible to meet the Chairman on this visit; however, a meeting with him was organized on the 9th of July in Kolkata, where, Mrs. Jahnabi Phookan, who travelled from Guwahati and Prof. Shekhar Chaudhuri were present in-person to meet him. Mr Vijaye Bawri attended the meeting virtually. A few meetings with students were held informally. From interactions with them we were able to get an idea about their experiences in the campus. Our general impression about IIM Shillong is very positive. In a short period of time it has performed very well. The faculty, the officers and staff of the Institute and the students and alumni with whom we could interact exuded a high level of confidence and good feeling about the Institute. We discuss the Institute's performance in the following sections. Details of the meetings with various stakeholders are given in the appendix.

2. ACKNOWLEDGEMENTS

The ERC would like to place on record its thanks to the Board for reposing faith in the ERC for conducting the evaluation and review of the performance of the Institute. It also wishes to thank the Chairman, Shri Shishir Bajoria for giving us a considerable amount of time for interacting with us even on a Sunday in spite of his extremely busy schedule. We are thankful to several members of the Board with whom we had the opportunity to interact at length. Our interactions with them were very illuminating. We wish to thank the Director, Prof. D.P. Goyal; Prof. Rohit Joshi, Mr. Alvin Nongtraw, and the Director's office and the entire faculty, officers and staff of the Institute with whom we had the opportunity to interact and learn from. We would also like to thank the Institute for the hospitality and support provided to the ERC to carry out its assignment. A special word of thanks is owed to several students and alumni of the doctoral, MBA, and Executive MBA programs with whom the ERC had the opportunity to interact and discuss various issues.

3. OBJECTIVES OF THE IIMS: IIM ACT 2017

In this section, we take a look at the objectives enshrined in the IIM Act 2017. The IIMs are required to be guided by these objectives in deciding their programs and activities. The IIM Act 2017 stipulates that the IIMs would have the following objectives:

- a) To educate and support leaders who can contribute as professional managers, entrepreneurs, and stewards of existing and emerging enterprises in the private, public, and social sectors;
- b) To carry out research, publication, consultancy and advisory work to advance new knowledge and innovation and to provide global leadership in management theory and practice;
- c) To provide management education of high quality and to promote allied areas of knowledge as well as interdisciplinary studies;
- d) To sensitize management education to the vision of inclusive, equitable and sustainable national development goals to contribute holistically to Society;
- e) To support and develop programs promoting social and gender equity;
- f) To develop educational programs and faculties that advance the cause of education, teaching and learning, across disciplines;
- g) To set up centres for management studies and allied areas;
- h) To support and collaborate with educational or management institutions in other countries in India;
- i) To co-operate and collaborate with educational or management institutions in other countries to extend the interests of management education and research.

The above objectives stated in the IIM Act 2017 are generic in nature. Each IIM is supposed to be guided by these objectives in formulating its vision, mission and objectives and its programs and activities. As we shall see later in this report IIM Shillong's vision, mission, programs and activities are in an overall sense consistent with

the above objectives described in the IIM Act 2017. The strategic plan of IIM Shillong is well aligned with the objectives enshrined in the Act.

4. HISTORICAL BACKGROUND AND EVOLUTION OF IIM SHILLONG

The Indian Institute of Management Shillong (IIM Shillong) is a public and autonomous management institute established by the Ministry of Human Resources Development of the Government of India (GoI) in the city of Shillong, the capital city of the State of Meghalaya. It operates autonomously under the GoI's Department of Higher

Education in the Ministry of Education (MoE) and offers Postgraduate, Doctoral and Executive Education Programs and conducts research in management and related areas.

IIM Shillong, which commenced operations in 2007, was the seventh IIM established by the GoI. In accordance with the provisions of the IIM Act 2017, IIM Shillong has been conferred the status of an Institute of National importance. It began its operations in the temporary campus in the palace of the erstwhile King of Mayurbhanj at Nongthymmai.

IIM Shillong is the only IIM in the entire North Eastern (NE) region of the country. In recent years the GoI has been pursuing the policy of setting up one IIM in each state. However, so far there is only one IIM in this region, thereby conferring the onerous responsibility of catering to the needs of all the NE states. As a result, IIM Shillong's importance to this region is very high as also the need for it to be responsive to the needs of the different states in the entire NE region of the country. As evident from the timeline of its programs and activities given below the Institute has made commendable all-round progress. Beginning with one academic program in 2008 with just 63 students the Institute currently conducts five degree granting programs in which more than 850 students are enrolled. Besides, it conducts several open enrolments and customized MDPs, Long Duration Certificate programs and capacity building programs. Apart from these academic activities, the Institute is engaged in running several centers to cater to the developmental needs of the region.

The following section gives a timeline of significant developments in the 15-year history of the Institute.

2004: Decision of coming up with an IIM in the North East (NE) was approved by the Union Minister of Human Resource Development and Chief Ministers of the NE states in the Review Meeting held at Shillong in June 2004.

2007: Appointment of Chairperson (BoG) and the Director of IIM Shillong

2008: Founding of IIM Shillong and commencement of operations at the palace of the erstwhile King of Mayurbhanj at Nongthymmai.

First batch of the 2-Year Post Graduate Program (PGP) (2-Year Full Time MBA) enrolled with a batch strength of 63 students. The 2-Year PGP began from the temporary campus located in the campus of the palace of the erstwhile King of Mayurbhanj at Nongthymmai. IIM Shillong had to build classrooms and hostels for the PGP students as well as PGPEX and Ph.D students along with residential accommodation for MDP participants.

2009: Centre for Development of NE Region (CeDNER) established to contribute to sustainable developmental activities; undertake training and skill development and capacity building programs relevant to the local community and society within the NE region.

Internship Program launched to showcase the quality and strong business knowledge of its students. First batch of students completed an 8-week internship at reputed companies with a rich mix of roles and projects across a wide range of functional areas.

Was the first among all the centrally funded educational institutes and universities in India (including IIMs and IITs) to go live on a comprehensive campus wide ERP system.

2010: The first Convocation of the 2-year PGP was held at its temporary campus at its Nongthymai in Shillong; the PGP batch of 63 students was awarded post-graduate diplomas in management (PGDM) at the hands of the Hon'ble Union Minister for Finance who graced the occasion as the Chief Guest.

100% campus placements achieved for the 1st PGP batch of 63 students.

The annual conference, 'SUSCON' focusing on Sustainability was organized for the first time in 2010. It provides a global platform for dialogue and deliberations on various aspects of sustainability. In its 10th year now, SUSCON has had the opportunity to host many eminent personalities from different parts of the world including academicians, business leaders, NGOs, social activists and policymakers to share insights on various aspects of Sustainability.

Launch of the scholarly open access journal of IIM Shillong, IIMS Journal of Management Science (IIMSJMS). In its 14th edition now, IIMSJMS published on the SAGE platform has published 237 papers and book reviews to date in different areas of management and allied disciplines.

International School Week- A two-credit course on 'Indian Media Market, History and Culture of India' was designed and conducted by IIM Shillong for the Hamburg Media School (HMS), Germany for their MBA and Executive MBA Students under the International Programs.

2012: First batch of the Post Graduate Program for Executives (PGPEX) (One-year Full-Time MBA) enrolled.

IIM Shillong became one of the founding members of the World Business School Council for Sustainable Business. IIM Shillong made an important contribution to the Report on Management Education for the World presented at the United Nations Conference on Sustainable Development (Earth Summit 2012 at Rio de Janeiro).

2013: Doctoral Program in Management started and the first batch enrolled. The PGP batch size was increased to 119.

2016: The intake of PGP students was increased to 185 due to increased demand.

2017: Dr. APJ Abdul Kalam Centre for Policy Research and Analysis was set up. The Centre undertakes research and analysis on developmental issues of various of NE states and undertakes cross-functional research on policy issues and provides recommendations to the policymakers of the region; conducts action research and analysis to assist NE states in policy making; strategic planning for critical sectors namely logistics, tourism, horticulture, handicraft, handloom and business process outsourcing.

The Incubation and Enterprise Support Centre (IESC) was set up to promote entrepreneurship in the NE Region of the country by converting research ideas into business proposals. Since its inception, the Centre has supported eight incubates with their start-ups.

2019: Doctoral Program for Working Professionals (a part-time Doctoral Program) was launched and the first batch was enrolled. The intake of PGP students was increased to 200 due to increased demand.

A Community Immersion module (CIM) was integrated into the academic curriculum of the 2-Year PGP whereby the students actively engage with community on social issues to gain first-hand experience, deepen their understanding, and contribute to the community's well-being through managerial interventions.

2020: MBA Program for Working Executives- a weekend program was launched at an extension centre of IIM Shillong situated in Guwahati, Assam and the first batch was enrolled. The program helps in-service professionals to enhance their professional competence and assume higher managerial roles in their careers. This program was later changed to a hybrid program to cater to the needs of working professionals.

2021: IIM Shillong shifted to a new and expansive 120-acre state-of-the-art campus; a fully residential campus, well-supported with infrastructure, library, information technology and academic technologies.

IIM Shillong signed a MoU with the Government of Arunachal Pradesh to support the state government as an in-house consultant for its various flagship programs and the satellite centre of IIM Shillong was setup at Tawang to host a series of training programs for officers.

2022: Historic year for IIM Shillong as the honourable Prime Minister Shri Narendra Modi inaugurates the 120-acre new campus.

The intake for the PGP student strength was increased from 240 to 300 and PGPEX strength from 16 to 45 to cater to increased demand.

Entered into MoUs with renowned international institutions for mutual enrichment and currently has MoUs with 19 International Business Schools.

2023: The annual intake of students in the 2-Year MBA Program has been increased to 383. This year the percentage of female students increased to 51.43% of the batch strength.

5. FRAMEWORK FOR PERFORMANCE EVALUATION

While evaluating the overall performance of the Institute, we have taken into account the objectives adopted by the Institute and also the objectives of the IIMs stated in the IIM Act 2017 and have adopted a stakeholder approach. The Review Committee was provided a copy of:

- a) Self-Evaluation Report submitted by the Institute for AACSB accreditation
- b) Strategic Plan and Organization Structure and Management Processes at the Institute
- c) Annual Reports and Placement Reports for last five years
- d) Handbook of Academic Matters, 2022 and Revised Handbook of Administrative Matters, 2020
- e) Documents detailing the Long Duration Executive Programs, Customized Executive Education Programs, Certificate Programs and other Activities, Alumni Relations, Student Clubs and other reports submitted by different stakeholder groups about related activities and initiatives.

The ERC made two visits to IIM Shillong. Prior to the visits, there were a couple of online meetings on Zoom platform. During the two visits the ERC met various stakeholders, the details of which are given in the appendix. An effort was made to meet and discuss various issues with the relevant stakeholders. While evaluating the performance of IIM Shillong we have considered the major academic and executive education programs. We have also taken into account the important curricular and co-curricular activities and centres that in our view have a bearing on the overall performance of the Institute.

6. VISION, MISSION AND CORE VALUES OF THE INSTITUTE

Vision

To become an internationally recognized management Institute with a global outlook grounded in Indian values

Mission

To generate and disseminate knowledge in all aspects of management education for sustainable development and to develop innovative leaders with strong ethical values

Core Values

- Openness to new ideas and experiences
- Intellectual freedom
- Self-experimentation and creative pursuit
- Adherence to fair, just and ethical practices

- Compassion for others

As we shall discuss later in this report, the overall strategy of IIM Shillong is aimed at addressing the needs and opportunities of its students, industry, and the community at large. The Institute's vision, mission, strategies, policies, and various initiatives including teaching and learning, curriculum design and pedagogy, research, and community initiatives are directed towards achieving the objectives of the GoI in setting up the IIMs as described in the IIM Act 2017. IIM Shillong's programs and activities are guided by the following goals:

Goal 1: Strengthen Regional and Global Engagement

- Strengthen student exchange programs with foreign institutions of higher education
- Academic collaborations for faculty exchange, joint projects, joint research grants, etc.
- Evolving alumni engagement strategy connecting with industries
- MDPs and CPs in contemporary areas and disruptive technologies

Goal 2: Enhance Community Outreach and Engagements with a Commitment to Societal and National Initiatives

- Contribute towards community engagement, social entrepreneurship, and socially relevant activities
- Capacity building, training, and skills development via engagement with government
- Consultancy and research in areas of policy analysis, policy intervention/ implementation, review of schemes, and social audits for government schemes/projects
- Augment student engagement in community-based and social projects/internships

Goal 3: Promote and Sustain Academic Excellence and Scholarship

- Strengthen policies and practices for diversely skilled, high-performing staff and faculty
- Diversify and strengthen the program portfolio to attract diverse student pool
- Focused high quality inter-disciplinary contextual research and consultancy
- International accreditation and rankings for continuous improvement and adoption of best practice

7. EDUCATIONAL STRATEGY OF IIM SHILLONG

Academic Programs and Curricula

IIM Shillong conducts a portfolio of educational programs directed at different market segments; the 2-year full-time PGP, the 1-year full-time PGPEX, two doctoral programs—one for full time students and the other for working executives, and the 2-year part-time MBA for working executives (PGPWE). Besides these degree-awarding programs IIM Shillong also conducts short-term and long-duration management development programs for working executives. In the sections below, we take a more detailed look at the various programs.

The Table-1 details the Portfolio of Degree Programs and the year in which they were launched and the total number of students enrolled.

Table 1: Year of Launch and Total number of students currently enrolled in Degree Programs

| | Year of launch of program | Total No. of students currently enrolled |
|---|---------------------------|--|
| Post Graduate Program (PGP) | 2008 | 666 |
| Post Graduate Program for Executives (PGPEX) | 2012 | 49 |
| Doctoral Program (PhD) | 2013 | 23 |
| Doctoral Program for Working Professionals (PhDWP) | 2019 | 62 |
| MBA Program for Working Executives (PGP WE) | 2020 | 52 |

IIM Shillong conducted its 14th Convocation in April, 2023. In all 238 students from the PGP (2021-23) batch, 43 students from PGPEX (2022-23) batch, 16 students from MBAWE (2020-22) batch, and 47 students from PGPWE (batch of 2021-23) were awarded MBA degrees. Also, 5 doctoral scholars were awarded Ph.D. degrees.

Two-Year Post-Graduate Program (PGP):

Table 2: PGP : Year-wise Batch Profile

| PGP | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Total Strength | 63 | 66 | 94 | 106 | 112 | 119 | 143 | 164 | 185 | 180 | 186 | 200 | 247 | 251 | 309 | 383 |
| Male | 53 | 38 | 70 | 66 | 80 | 93 | 124 | 137 | 146 | 154 | 109 | 121 | 186 | 140 | 245 | 186 |
| Female | 10 | 28 | 24 | 40 | 32 | 26 | 19 | 27 | 39 | 26 | 77 | 79 | 61 | 111 | 64 | 197 |

At the time of its founding doubts had been expressed in different quarters as to the soundness of the Gol's decision to set up an IIM in the NE region of the country, which lacked much organized industry and road and air connectivity. The paradigm of management education is different from that of traditional education as it requires proximity to industry or strong industry connections to enable project work by students, get visiting faculty from industry to provide practical inputs into the curriculum, facilitate faculty research, etc. However, the overall performance of the Institute over the years and specifically of IIM Shillong's flagship program the 2-Year PGP belies all those doubts and apprehensions. The first batch of the two-year full-time PGP joined in 2008 and graduated in 2010. It did not rest on its laurels after achieving a good placement in the initial years.

The Institute has continued its strategy of quality improvement of its PGP program, expanding its batch size from 63 students in 2008 to 383 in 2023. Table-2 depicts year-wise PGP batch profile. It is heart-warming to witness the excellent progress made by the Institute despite being located in a region devoid of much industry and lacking proper air connectivity till recently. Till recently one generally had to travel from Guwahati to Shillong by road that took anywhere between 3 to 5 hours; however, now there are direct flights available from Kolkata to Shillong and also from Delhi.

The 2-Year PG Program has evolved its curriculum and pedagogy to reflect contemporary changes, encompassing liberal studies, social ethics, and societal leadership. The program's success is evident in its 100% placement track record and increasing average CTC for the PGP students. This placement success is underscored by IIM Shillong's 6th rank in Graduation Outcomes amongst the IIMs in the country in the NIRF ranking.

Since the inception of the PGP, the Institute has been offering a week-long comprehensive Foundation Course on Sustainability, which is laudable. It is very much in line with the mission of the Institute. This is especially important in the context of the worldwide concern for promoting sustainability practices.

Another important and recent strategic move of the Institute is the decision to introduce the 15-day Community Immersion Program to be offered over - three academic terms as part of the PGP. The Institute has developed this unique curricular and pedagogical intervention taking advantage of its location in the North Eastern part of the country, with plurality of indigenous cultures and diversity in ecology. The objective of this program is to help the students learn indigenous social values that have defined each of the different communities symbiotically coexisting through generations; understand how and why such developmental efforts may be needed to ensure ecological and cultural sustenance; and through that process develop an understanding of 'compassion' as a value. The use of 'experiential learning' to develop an understanding of values is likely to be very effective.

IIT Guwahati has been running a course on U N Sustainable Development Goals 2030 for B.Tech students since 2020-21. This course is jointly offered by 9 departments of IIT Guwahati. It focuses on case studies on gender equality, clean water and sanitation, affordable and clean energy, sustainable cities, communities, etc. It would highlight the way financing mechanisms and global funds can be implemented for SDGs through proper governance and policy tools. **IIM Shillong may consider working jointly with IIT Guwahati on a comprehensive program using the complementary strengths of each institution. Simultaneously, IIM Shillong should also explore the possibility of collaboration with IITs/ AIIMS/ NITs and other top ranked Private Institutes having complementary strengths.**

There has been a steady increase over the years in the average CTC offered to the PGP students by the recruiting companies. This year (2023) has been a landmark year for IIM Shillong in terms gender diversity in the classroom as it achieved a female student percentage of more than 51.43%. Though this is a good augury from the perspective of gender diversity the Institute would have to keep in mind the implications of a much larger female population in the batch as there may be need for introducing new courses that may be in demand and other changes in the curriculum, appropriate strengthening of placement organization and activities, augmentation of physical infrastructure, and security arrangements, etc.

The enactment of the New Education Policy has opened up new opportunities as well as opened the gates for new competition from prospective foreign institutions. At the same time the advent of new technologies like AI and Chat GPT is likely to have a considerable impact on the programs and activities of IIM Shillong. **The Institute would do well to systematically analyze the potential impact of these developments on its strategic direction and take steps to face them.**

One-Year Full-Time PGPEX Program:

Table 3: PGPEX: Year-wise Batch size and profile

| PGPEX | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2020 | 2021 | 2022 | 2023 |
|----------------|------|------|------|------|------|------|------|------|------|------|------|
| Total Strength | 36 | 31 | 7 | 16 | 30 | 23 | 33 | 27 | 16 | 45 | 49 |
| Male | 34 | 29 | 7 | 15 | 23 | 18 | 26 | 20 | 14 | 38 | 41 |
| Female | 2 | 2 | 0 | 1 | 7 | 5 | 7 | 7 | 2 | 7 | 8 |

The one-year full-time Master of Business Administration for Executives (PGPEX) was launched in 2012 to train students with a minimum 5 years of managerial experience on transnational management philosophies and skills to lead businesses straddling different markets. The participants undergo courses for the first four months at IIM Shillong, where they undertake a general management curriculum. In the third term module, participants spend one month at a foreign partner institution for in-company projects and attend lectures and visit companies to earn credits as part of a global curriculum. This provides valuable exposure to the participants in terms of economic, social, and cultural aspects of emerging countries. The international module of the program in the past has been facilitated by inputs and knowledge sharing by faculty from Fudan University, China; Ocean University, China; University of Newcastle, Australia; EM Lyon Business School, France; IE Business School, Spain and EADA Business School at Barcelona, Spain.

The Workshop series and Innovation Camp are the hallmarks of this program that provides an opportunity to the participants to think creatively outside the box and translate their ideas and insights into meaningful projects. The Innovation Camp is undertaken by the students in the final phase of the PGPEX program, where students participate in a business model competition that is evaluated by external experts – venture capitalists/ angel investors / entrepreneurs. Table-3 presents a snapshot of the year-wise intake of students in the PGPEX and their gender profile.

As is evident from Table-3, the PGPEX, launched in 2012 with a batch of 36 students has had a chequered history. The batch strength went down to 31 in 2013 and then to a low of 7 students in 2014, which gradually increased to 33 in 2018. However, from a batch strength of 33 in 2018 it again went down to 27 and 16 in 2020 and 2021 respectively and then increased to 45 in 2022. Thus, it seems that there may be some problem areas that need to be addressed by the Institute. The PGPEX needs to be put on a strong footing after a thorough diagnosis. Interaction with several alumni of this program revealed that students who have gone through this program are very positive about their experience at the Institute which may be considered to be a strength of the program. In-depth interactions with PGPEX alumni of different periods may be undertaken to identify problem areas, which can then be rectified. Currently several older IIMs and ISB, Hyderabad are already in the one-year full-time Executive MBA market and therefore there could be an issue with the positioning of IIM Shillong's PGPEX. Therefore, what may be required is differentiation of this program from the older IIM's programs. **IIM Shillong needs to achieve a distinct positioning of the PGPEX in the market place utilizing its strengths.**

Doctoral Programs

IIM Shillong offers two Ph. D programs, one for full-time students and another for working executives. The year-wise batch size and gender profile of the two programs is given below.

Table 4: Doctoral Program (Full Time) Year-wise Batch Profile

| PhD: Year-wise Batch Profile | | | | | | | | | | | |
|------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| PhD | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Total Strength | 4 | 5 | 2 | 5 | 4 | 4 | 7 | 6 | 6 | 5 | 2 |
| Male | 4 | 4 | 2 | 3 | 1 | 1 | 4 | 4 | 4 | 3 | 0 |
| Female | 0 | 1 | 0 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 2 |

Table 5: Doctoral Program (Working Professionals) Year-wise Batch Profile

| PhD (Working Professionals): Year-wise Batch Profile | | | | | |
|--|------|------|------|------|------|
| PhD (Working Professionals) | 2019 | 2020 | 2021 | 2022 | 2023 |
| Total Strength | 5 | 17 | 15 | 11 | 15 |
| Male | 2 | 16 | 14 | 10 | 15 |
| Female | 3 | 1 | 1 | 1 | 0 |

The full-time Ph. D program was launched in 2013 with a batch of 4 students. As evident from the Table-4, the annual intake in this program is very small. To be able to make a visible and meaningful impact the annual intake of full time Ph. D. students needs to be increased to at least 10 every year. Ideally there should be a critical mass of doctoral students in the area so that a proper learning environment is created. Given that the duration of the program is 4 years it is likely that at any point in time there would be around 40 to 50 full time students across various years. This batch of doctoral students would be able to, with the support of the Institute, create a healthy research atmosphere in the Institute, which is essential for an Institute of national importance. This would be in line with the objectives set forth in the IIM Act 2017 and also aid in achieving the vision and mission of the Institute. **The Institute needs to deliberate on this and take a decision on how it would like to take forward the full-time Ph. D Program as part of its overall research agenda.**

The Ph. D Program for Working Professional (PhD-WP) is a larger program with double digit annual intake figures. For this program IIM Shillong does not have to pay any scholarships to the students, the students graduating from this program are likely to add to the pool of qualified management teachers in the country once they are through with their careers in industry. With around 3500 to 4000 B-schools in the country there would be a constant requirement for well qualified and trained management teachers. This program is likely to meet that demand well. However, it is unlikely that this program would be able to bolster IIM Shillong's research objective as the working executives are unlikely to be able to devote significant time and effort to research once their Ph. D work is over. The full-time Ph. D Program would have to play that role. **Therefore, the full-time Ph. D Program would have to be strengthened further to make it an integral and essential part of the Institute's research strategy.**

2-Year PGP for Working Executives (PGP-WE)

Besides its regular degree programs, IIM Shillong also offers the Postgraduate Program for Working Executives (MBA-WE) which leads to the MBA degree for executives and is tailor-made to offer flexibility to working professionals. The Table-6 gives a picture of the batch-wise gender profile year-wise. It is evident that the annual intake of students has been fluctuating considerably. Beginning with 16 participants in 2020 the batch size increased to 50 before going down to 18 in 2022. The figure of 36 in 2023 is a good augury for the future of this program.

Table 6: PGP (WE) Year-wise Batch Profile

| PGP (WE) | PGP (WE) : Year-wise Batch Profile | | | |
|----------------|------------------------------------|------|------|------|
| | 2020 | 2021 | 2022 | 2023 |
| Total Strength | 16 | 50 | 18 | 36 |
| Male | 14 | 36 | 14 | 25 |
| Female | 2 | 14 | 4 | 11 |

This Program is a very important part of IIM Shillong's executive education strategy. It has the potential to be an important link to the 2-Year PGP also because of its wealth of practical knowledge embodied in the participants attending the Program. Interested students of this Program may be mobilized to provide internships and project-work opportunities as well as case writing leads. **The Institute needs to take a hard look at how this Program can be strengthened further.** Possibilities of virtual asynchronous sessions with teaching associates (as and when required) may help in saving instructors' time.

8. ADMISSIONS PROCESS

IIM Shillong has a robust, impartial and a transparent admissions policy that ensures that the entire admission process is conducted smoothly year on year. The Admissions Policy is deliberated upon by the respective Program Committee which is then discussed by the Academic Council which then forwards it to the BoG for discussion and approval. The Admissions Policy for each program is formulated every year. It is designed to achieve cultural diversity of the student population across backgrounds and gender. There are policies in place to ensure due representation of social categories like Scheduled Castes, Scheduled Tribes, and Differently-abled students, as per the directives of the Government of India. At present the Institute reserves seats for students belonging to Scheduled Castes (15%), Scheduled Tribes (7.5%), Economically Weaker Sections (EWS 10%) and for Persons with Disabilities (5%) in its degree programs.

IIM Shillong also provides Need Based Financial Assistance (NBFA) to ensure that meritorious students can successfully participate in the PGP program regardless of their financial background. All students admitted to the Post-Graduate Program in Management are eligible to apply for financial aid. Those students having an annual family income of less than Rs. 6 lakhs are eligible to apply. Around 7% of PGP students are supported through NBFA each year. The total amount spent annually on providing the NBFA amounts to around Rs.1 crore. All doctoral scholars are also provided fellowship and contingency allowance up to four years.

In the admissions session 2023-24, IIM Shillong admitted 383 participants for its 16th batch of PGP. It may be noted that female participants represent 51.43% out of the total enrolments in the PGP. The enrolment of female students has witnessed a remarkable increase of over 100% as compared to 2022. The admission statistics for the students on boarded across all degree programs (in the last three years) in shown in the Table below.

Table 7: Table: Student Enrolments across a 3-year period

| | A.Y 2021-22 | A.Y 2022-23 | A.Y 2023-24 |
|----------------------------|-------------|-------------|-------------|
| PGP | 250 | 289 | 383 |
| PGPEX | 16 | 43 | 49 |
| PhD | 3 | 5 | 2 |
| PGP-WE | 47 | 18 | 36 |
| PhD(Working Professionals) | 15 | 11 | 15 |

Overall the ERC observed that the Admissions Department is being managed professionally and in an impartial and transparent manner. The Admissions Committee comprising several faculty members and headed by a faculty member as the Chairman operates independently without any interference from higher levels or external influences. **It takes all decisions collectively, which is the strength of the system.**

9. INTERNATIONALIZATION

Consistent with its vision to be an internationally recognized management institution IIM Shillong has taken the first steps towards that objective. In the year 2022 the Institute signed collaboration agreements with 7 reputed international B-Schools and the areas of collaboration include joint-research and relevant educational activities, Student, Faculty and Scholar exchange. Currently the Institute has tie-ups with a total of 19 foreign B-Schools. The majority of these institutions are accredited either by AACSB or AMBA or EQUIS or all three. Further, IIM Shillong is a part of the 'Study in India' initiative of Gol that aims to increase the number of inbound overseas students in India in the next five years.

IIM Shillong launched its one-year PGPEX Program for working professionals in 2012 with 'Internationalization' as its unique selling proposition; with a commitment to provide exposure of emerging economies to the participants. The program has been running successfully for the past 10 years. The 10th PGPEX batch has a more globalized and internationally relevant curriculum that covers emerging economies. The International Immersion module in the PGPEX includes in-company training and live projects at partner institutes. In 2022, the PGPEX batch comprising 43 students visited the EADA Business School, Barcelona for a six-week International Immersion program on Transformative Leadership for Future Challenges. They undertook internship with companies and engaged in live projects, and presented solutions to C-Suite executives gaining valuable insights into global business processes and disruptive technologies.

With the collaboration agreements in place select students would be able to spend a term at a partner institution and gain international exposure. In 2023, four students from PGP (Batch 2021-23) and ten students from MBAWE (Batch 2021-23) attended a 10-day Student Abroad Program (SAP) at the IESEG School of Management, Lille, and Paris, France. As part of the Student Exchange Program (SEP), two PGP students (Batch 2022) attended a term at the University of Wollongong, Australia, during Trimester-3, 2022. The selection and shortlisting process for SEP-2023 for the PGP (2022-24) batch is underway for the Fall Semester 2023, based on the slots offered by select Partner Institutes. Even some doctoral research scholars would get an opportunity to participate in course work at partnering institutions.

IIM Shillong would have to put in place policies and rules by which the credits earned by the students in partner institutions are seamlessly converted into equivalent credits at IIM Shillong. Once the collaboration agreements are fully implemented IIM Shillong's reputation as an international B-school is likely to be further bolstered. The PGPEX has had an international component right from the beginning. With the increase in collaboration agreements the PGPEX would have greater flexibility in designing and implementing the one month long

mandatory foreign immersion program. So far, the IIM Shillong's internationalization efforts have been restricted to organizing Study Abroad trips of short duration for its own students as well as for cohorts of students visiting from abroad. Now with the collaboration agreements in place the Institute would have to arrange for term long visits of its own students to foreign institutions as well as make arrangements for foreign students to visit IIM Shillong for a term. **IIM Shillong must also make efforts to attract full-time foreign students in its MBA program in the next few years. IIM Shillong may consider taking steps to attract a few foreign faculties to join the Institute as regular faculty to take its internationalization agenda to the next higher level.**

10. STUDENT FINAL PLACEMENTS

Final placement statistics of students are pivotal to assessing the relevance and overall quality of education imparted in the Degree programs by an educational Institute. The average rate of degree completion for the past five student batches of PGP is 96% with 100% placement rates. The Institute can justifiably take pride in 100% placement for the PGP. All the eligible students were placed successfully. For the PGP Batch of 2021-23, 235 students got placed with 63 companies with an average salary package of 26.09 Lakhs. The PGP placements for Batch (2020-22) and Batch (2021-23) have recorded a jump of 16% and 20% respectively in the average CTC offered, with the highest CTC of 71.3 LPA for the Batch 2021-23. Another significant development is that almost 20% of the summer internships in the PGP have got converted into final placement offers over the last three years.

The final placement of students of the one-year full time executive MBA program (10th batch of PGPEX) stood at 75% at the time of the Annual Convocation with 37 students being placed successfully through campus placements. Candidates were primarily hired for multiple middle and senior-level management positions across different geographies in India. As the final placement rate at the time of the Annual Convocation is only 75% the Institute should monitor the status of final placement of those students who do not get suitable campus placement and help them get placed over the next few months.

11. RESEARCH, PUBLICATIONS, CONSULTANCY AND CONFERENCES

Research and publication are two important functions in an Institute of National Importance like IIM Shillong. Generating new knowledge and disseminating the same through publications in academic journals and using them to educate and train future generations of managers is the hall mark of top tier B-Schools. In accordance with one of its missions IIM Shillong encourages and incentivizes research and publication activities. Consistent with its mission the Institute's faculty members publish in academic journals of high quality to achieve and sustain academic excellence and scholarship via contextual and inter-disciplinary research.

The publications cover a broad array of topics including policy making for digital transformation, microfinance that helps in community building and an inclusive society, livelihood and development of Indian society, research on markets for corporate control, capital markets and control financing, spirituality and workforce, organization and employee performance, healthcare management and wellbeing, application of IT and AI to social and management problems, brand heritage and tourism management and policy making, etc. Over the past five years (2018-2022), the faculty have published over 282 articles in peer reviewed journals. We note that there has been a substantial improvement from 28 publications in 2017-18 to 83 in the year 2021-22. There has also been an improvement in the quality of the publications. The five-year portfolio of peer-reviewed journal articles shows significant improvement in terms of the percentage of A* and A category publications from 9% to around 40%. In the year 2022, over 45% of the publications are in B category journals with noted decline in C category / Scopus and lower category journals. **This is a good development and efforts should be continued to sustain this trend.**

Over the last five years, the number of books published annually by IIM Shillong faculty is around 2, a small number, but justifiable given the increase in journal publications. Faculty members also undertake externally funded research and consultancy projects with recognised government agencies. In the F.Y 2021-22, a total of over 41Lakh was received towards sponsored research projects and a funding of around 39 Lakh was received for consultancy projects that are currently underway. Though the funds received on account of sponsored research and consultancy projects are meagre; it needs to be noted that there has been a significant increase in funding received on account of sponsored research and consultancy projects in comparison to F.Y 2020-21. To encourage and motivate faculty participation in research, the Institute incentivizes and rewards quality research publications to improve research output. The policy for research incentives was incorporated in the Academic Handbook-2019 and is continuing.

The Institute has been organizing annual conferences on Innovations in Contemporary Marketing (iMarC) and Sustainability (SUSCON) since 2010. These conferences provide a global platform for dialogue and deliberation in the areas of Marketing and Sustainability. In the year 2023, the Institute would be organizing four international conferences: International Marketing Conference (iMarC), International Conference on Economics and Public Policy (ICEP), SUSCON X – 10th International Conference on Sustainability and SOM 2023 – XXVI Annual International Conference of The Society of Operations Management. These initiatives are indeed laudable. The Institute should continue these initiatives as they would help in building a strong and distinct brand both within the country as well as internationally.

12. EXECUTIVE EDUCATION

The faculty of IIM Shillong are actively engaged in conducting a variety of Short-Term Executive Programs (MDPs) and Long-Duration Executive Programs (Certificate Programs) to meet the learning needs of executives. IIM Shillong offers quality programs in different modes for executives working in industry, education, and government sectors spanning different streams of management such as Education Management, General Management, Human Resources, Finance, Information Systems, Marketing, Operations Management, Strategic Management and Sustainable Development.

The Institute has been conducting MDPs since inception for PSUs like Indian Oil Corporation Limited (IOCL), Department of Public Enterprises (Ministry of Industry), Life Insurance Corporation of India (LIC), Airports Authority of India, Indian Air Force and Power Grid Corporation of India Limited (POWERGRID) to name a few of its principal clients. The fact that these organizations have been coming to IIM Shillong for training their executives for such a long period speaks well about the program design as well as its execution. In 2021 IIM Shillong began offering one-year Certificate Programs for Executives to support the continuing learning needs of executives in the corporate world. A One-year Certificate Program in Human Resource Management and another on Advanced General Management with participation from over 281 working executives have been successfully running. MDPs and Certificate Programs are a source of revenue for IIM Shillong and in the year 2022-23, 14 MDPs and 4 one-year Certificate Programs were conducted that trained over 663 administrative officers from various PSUs and private sector firms.

IIM Shillong now plans to offer Certificate courses in new areas like Healthcare Management, HR Analytics, Supply Chain Management, etc. to diversify the scope of offerings. However, there are some challenges that the Institute would have to overcome to increase its footprint in this market. The Institute seems to be doing well in the customized MDP market but needs to improve its performance in the Open MDP market. More efforts may be required to boost the Open MDPs as many of them are cancelled due to poor response. **A thorough analysis is required to determine the causes of lack of strong response in the Open MDP market.** Existing international collaborations may be leveraged for organizing joint MDPs with partner B-Schools. This could become a distinguishing factor. Likewise, customised training programs requested by foreign organizations could be planned with the help and in association of Ministry of External Affairs. **For success in the Open MDP market faculty research is important. Therefore, faculty members would need to convert their research into**

effective teaching materials that can be taken to the classroom to provide a distinctive edge. Otherwise IIM Shillong stands to lose out in conducting “Me-Too” programs. **IIM Shillong may try to use its unique locational advantages to organize programs that can embed some adventure activities from which managerial lessons may be drawn.** In order to do this IIM Shillong would have to make appropriate investments in training its faculty and support staff as well as develop collaborative relationships with organizations that are in this business.

The MDP Committee members may consider visiting various large companies as well as their long-time customers for focus group discussions for generating new ideas for further improvements. Currently the strength of IIM Shillong as far as executive education is concerned is in conducting junior and middle-level executive programs. IIM Shillong needs to over time break into the senior and top-level programs. **One area that IIM Shillong may consider is to conduct some top-level leadership programs in collaboration with All India Management Association (AIMA) in Shillong on a continuing basis.** Once the top leadership of companies start attending programs in Shillong it may be easier to target the senior and middle level executives.

Given the urgent need for entrepreneurial development in the N E region **IIM Shillong can take the lead in organizing a Long Duration Program on Entrepreneurship Development and a Long Duration Program on Management of Small and Medium Enterprises in collaboration with Entrepreneurship Development Institute, Ahmedabad, which is very well known in this field and Small Industries Development Bank of India (SIDBI) and the State Government of Meghalaya to start with.** Later other state governments can be roped in.

The programs should be very practical in nature, with a greater emphasis on Skill Development (SD) and less on imparting Theoretical Knowledge (TK), say in the ratio of 80 to 20 (SD:TK) and the duration and pedagogy should be decided in consultation with the potential participants and EDI, and SIDBI or State Governments. The content would depend on the profile of the participants. This initiative should be treated as a strategic initiative for the development of the State of Meghalaya and other states in the NE region as it ties in very well with the founding objectives of IIM Shillong. The goal should be that by the end of the Entrepreneurial Development Program several program participants should be in a position to set up their own entrepreneurial ventures. In the Management of Small and Medium Enterprises Program the participants should be able to come out with their strategic plan for significant improvement in the working of their organizations. For conducting these programs **IIM Shillong may discuss with the governments of the respective states for providing funding as it may not be feasible for potential participants to pay the fees for the programs.** However, these issues can be resolved after thorough discussion with concerned stakeholders.

13. INSTITUTIONAL GOVERNANCE, LEADERSHIP AND ORGANIZATIONAL STRUCTURE

Institutional Governance

IIM Shillong is a public, fully autonomous Institute with a strong self-governing mechanism. The IIM Act 2017 provides for the creation of a BoG, which is the principal executive body at IIM Shillong to oversee the functioning of the Institute. The BoG exercises powers and carries out functions as provisioned in the IIM Act, 2017. The Director is the Chief Executive Officer of the Institute and exercises general supervision over the affairs of the Institute and ensures that the provisions of the IIM Act, regulations, the Rules and Byelaws of the Institute and the decisions of the BoG are observed and implemented.

IIM Shillong is managed by various executive committees that comprise faculty and administrative staff. These committees are appointed by the Director. The Chief Administrative Officer (CAO) is the head of general administration and is the custodian of records and such other property of the Institute. The CAO performs other duties as may be specified in the Rules and Bye-laws from time to time or as per the directions given by the Director from time to time. The Finance Committee, Controller and Accountant General Empanelled Audit firm (s)

review and audit Income and Expenditure accounts and balance sheet. This also includes review and analysis of internal financial checks or controls adopted by the Institute and to provide from time to time recommendations to improve transparency, efficiency and effectiveness of all financial activities of the Institute.

Academic Administration

Academic activities of the Institute are governed by the Deans, Chairpersons and Academic Committees (PGP, Executive PGP, Doctoral Program Committees). The Director appoints Deans, Chairpersons and the Committees as required. The Deans and the Chairpersons lead the academic activities of the institute. A term of Deans, Chairpersons and Committees is rotational in nature and is for two years or till re-designation/reconstitution whichever is earlier. Deans and Chairpersons are empowered to take decisions collectively through the respective committees. In addition to the Academic Committees, as mentioned below, faculty members may also need to be nominated as chairperson/member of other committees as required by the institute functions.

Key academic positions and committees are well-defined in the Handbook of Academic Matters. A Curriculum Management Committee (CMC) at the Institute serves as a central program monitoring committee that streamlines academic processes and ensures quality standards across curricula. CMC composition includes core members (all Chairpersons) and advisory members (Two External Experts from Academics, Two External Experts from Industry, as nominated by the Director).

Dr. APJ Abdul Kalam Centre for Policy Research and Analysis/ CeDNER/ Incubation and Enterprise Support Centre are managed by a Centre Coordinator who is appointed by the Director and 6 Faculty Members serve as advisory members for the centre.

The details of roles/ responsibilities and compositions of these positions and committees are available in the Handbook of Academic Matters and Handbook of Administrative matters. All faculty positions (Professor, Associate Professor, Assistant Professor and such other academic posts) are sanctioned by the BoG. The faculty strength is ideally guided by an overall ratio of 1:10 of full-time student strength.

General Administration

The Chief Administrative Officer (CAO) is the head of general administration and is the custodian of records and such other property of the Institute. Non-academic posts, which include administrative, technical and other post staff, are sanctioned by the BoG to meet various administrative requirements ideally guided by an overall ratio of 1 Faculty: 1.1 Administrative Staff. The number and emoluments of academic and non-academic posts, their duties and conditions of service is as approved by the BoG from time to time as guided by Government norm and guidelines. Key non-academic positions and committees are well-defined in the Handbook of Administrative matters.

14. FINANCIAL MANAGEMENT

IIM Shillong was established by the Ministry of Education of the GoI under the initial Revenue and Capital Grant cum Self-Sustaining Model. The GoI provides grants over the initial 7 to 8 years after establishment of an institution. IIM Shillong, having completed the initial developmental phase is now operating under the self-sustaining financial model. Revenue generation on account of tuition fees from degree programs, MDPs and Certificate Programs as well as sponsored research projects and consultancy projects is quite healthy. The tables below provide year-wise data on revenue generated; expenditures and surplus generated and projected revenue and expenditure for the years 2023-24 and 2024-25. Data for the last 6 years shows that the surplus generated has been increasing consistently except for one year i.e. 2018-2019 when it went down from 22.67 crores in 2017-18 to 12.35 crores in 2018-19. From 2018-19 the surplus has been increasing constantly. The surplus generated as a percentage of the revenue over the last 6 years is very healthy, varying from a low of 27% to 51%. The Investment Committee of the Institute that looks after the investment decisions based on real-time market analysis invests its corpus funds across various Government Financial Instruments. IIM Shillong currently has a corpus of

Rs. 107.89. Crores, which is quite sizeable. The annual surplus is suitably apportioned towards the corpus so that the Institute's strategic initiatives can be supported financially. In the Initial Self-Evaluation Report (iSER) submitted by IIM Shillong to AACSB it is mentioned that the Institute has reached a stage of self-sufficiency to meet any additional capital expenses and also to meet recurring expenditures.

Current new student enrolments in the various degree programs are promising; thus, assuring a steady revenue stream through tuition fees and non-academic fees. The revenue collection from the Institute's portfolio of executive education programs has also clocked a notable growth of over 100% in the last two consecutive financial years. This is a good augury for the Institute. It is notable that there is appropriate provisioning of funds in the annual budget to support the industry and community engagement activities and holistic development of students and intellectual development of faculty and staff. The Institute abides by all rules and regulations pertaining to General Financial Rules (GFR), Tendering and Procurement guidelines and Central Public Procurement Portal (CPPP) guidelines as notified by the Government.

Table 8: Revenue-Expenditures (Past financial years)

| F. Y. | Revenue Generated | Expenditures | Surplus Generated |
|------------------------------|-------------------|--------------|-------------------|
| 2022-23 | 102.11 | 67.53 | 34.58 |
| 2021-22 | 83.28 | 52.89 | 30.39 |
| 2020-21 | 79.00 | 38.62 | 40.38 |
| 2019-20 | 61.80 | 35.66 | 26.14 |
| 2018-19 | 45.01 | 32.66 | 12.35 |
| 2017-18 | 57.11 | 34.44 | 22.67 |
| <i>Figures in Rs. Crores</i> | | | |

Table 9: Projected Revenue-Expenditure (2023-24 and 2024-25)

| | F. Y 2023-24 | F. Y 2024-25 |
|------------------------------|--------------|--------------|
| Projected Revenue | 125.56 | 135.52 |
| Projected Expenditure | 81.18 | 93.67 |
| <i>Figures in Rs. Crores</i> | | |

15. INFRASTRUCTURE AND CAMPUS LIFE

Classrooms and Hostels

IIM Shillong shifted to its permanent campus at Umsawli, an expansive 120-acre state-of-the-art fully residential campus towards the end of 2021. Most of the classrooms, library, hostels, dining, sports and recreation and primary health care facilities for the students of various residential programs and residential accommodation for all faculty and some officers and staff are planned to be built within the new campus. A large part of the planned infrastructure has already been created and Phase-III of the project is under construction.

The new campus is indeed very beautifully designed and is in harmony with the serene and peaceful natural environment in the midst of hills covered with pine and other trees. It is indeed a haven of peace and ideally suited for high quality post graduate education and scholarly activities. The new campus is equipped with various sports infrastructure, a library building, state of the art information technology and other academic support technologies. A Sports Complex and Stadium is planned to be built.

All the second year PGP students and the PGPEX participants have been provided hostel rooms in the new campus; however, it has not been possible to accommodate all the first-year students in the new campus as the new hostel buildings are still under construction. So is the MDP Centre. Quite a few first year PGP students and the MDP participants are housed in the old temporary campus at Nongthymmai. The first year PGP students are divided into six sections. Four sections are put up at Nongthymmai campus hostels and the other two sections

are staying at the Umsawli campus hostel. The student project groups have also been created section-wise to facilitate interaction among the students for projects and group tasks. After the completion of a term, the two sections would alternate between the new and temporary campus.

Initiatives towards creating an eco-friendly campus and awareness for environmental sustainability include: Some of them are listed below:

- Bio-diversity conservation: through horticulture projects and landscaping with trees and plants, use of bicycles and battery powered vehicles, no-motored Vehicle policy for students, shuttle bus facility, pedestrian friendly pathways, ban on use of plastic in the campus, Green IT and paper-light offices, shifting to cloud-based services and applications that are environmentally-friendly and limit paper waste.
- Water conservation through rain water harvesting) -To fully utilize the long 5-month monsoon season in Shillong, two check dams (with capacity of around 20 lakh litres) and five intermediate ponds to collect rain water. Treated water from Sewage treatment plant (STP) is used for horticulture purposes
- Energy conservation through solar energy and energy efficient equipment.

We visited the old campus at Nongthymmai and saw the classrooms as well as the hostel rooms. **We observed that there is need for improving the maintenance and upkeep of the facilities.** Due to the fact that most of the PGP students have moved to the new campus, there is now somewhat less attention given to proper housekeeping. However, we feel that till all the participants and activities are moved to the new campus the old campus must be maintained well; otherwise the image of IIM Shillong is like to be impacted negatively.

The building construction activities have taken a considerably long time. It took IIM Shillong almost 13 years to move from the temporary campus to the new campus due to delays at different stages. It is not possible for us to comment on these aspects, as that is beyond the scope of our work. However, recently the Institute decided to hand over the responsibility of completing the remaining construction work to RITES Ltd., a PSU specialized in the field of infrastructure creation. It is now expected that the remaining buildings would be completed expeditiously. **This is indeed an important priority for IIM Shillong.** This year the PGP batch strength has gone up significantly to 383 with female student percentage of 51.43%. There is also the need to complete the remaining class rooms, sports complex and stadium and the Management Development Centre as early as possible.

We also feel that a Visiting Faculty Guest House for visiting faculty from academia or industry should be built as early as possible. This is critical because it may be difficult to recruit the required number of permanent faculty of high quality in a short period of time. This could of course be a part of the Management Development Centre. In the short to medium term to offset the difficulty of attracting full-time and regular high-quality faculty IIM Shillong may need to recruit renowned visiting faculty from abroad as well as from older IIMs and IITs and other renowned B-Schools within the country. IIM Shillong may consider building a few fully furnished suites comprising a living room, a bedroom and a kitchenette that can be given to visiting faculty who may come to teach for a few months. Such a facility could be attractive for many visiting faculties who may be interested in working at IIM Shillong for a few months and to enjoy the natural beauty and climate of the place.

Library

The library collection includes more than 40 Databases providing access to over 17000 e-Journals, over 7500 e-Business Magazines and 2,50,000 e-Books, and more than 15000 physical books, reports, dissertations, and the thesis which are searchable on the OPAC. The Library also has special Collections of EXIM Bank, and World Bank and access to Emerald and Harvard Business Review case collections. In the F.Y 2022-23, the Institute spent over Rs. 4 Crores towards various research databases and Rs. 1.58 Crores towards HBR cases. The academic resources available to students and faculty are quite adequate for their studies and scholarly work.

Campus Life, Co-curricular and Extra-curricular Activities

The ERC members on one occasion visited the Student Mess during lunch time and joined a group of graduating MBA students who were on the verge of leaving the campus to go home. There was a longish free flowing interaction over lunch. We found the food to be of very good quality. The students were also very happy with the food. They were also very positive about their overall 2-year experience at the Institute. On another occasion we met about 25 first year MBA students waiting in the classroom for a class to begin. We happened to pass by and came across these students, who had just joined the MBA program. We found them in very good spirits. Several of them, hailing from far off places Delhi, Bhopal, and Jaipur, etc., including their families had been initially apprehensive about security, food, health and other issues related to living far away from home. However, they appeared to be very happy with all the steps taken by the Institute to make them comfortable in their new place of abode and study.

IIM Shillong believes that management education and learning take place not only in the classroom but also through various co-curricular and extra-curricular activities. The Institute campus being situated at a location about 15 km from the city centre it is not easy to travel to the city for recreation. Therefore, the Institute has built various facilities for students to relax and enjoy. The Institute supports a variety of co-curricular and extra-curricular activities and encourages the students to take an active part in these. Many students are engaged in team sports including cricket, basketball, football, lawn tennis, throw ball and volleyball. The Institute has an open gymnasium and also health and wellness facilities.

Students organize various intra and inter-collegiate events; participate in outdoor and indoor sport activities and extra-curricular pursuits through various student clubs. Annual Business events conducted at the Institute include Business Leadership Summit; Podium, iLead, the annual corporate interaction series; EmergE: the annual entrepreneurship summit; Kaleidoscope: Annual HR conclave, ProdUX - The Product Management Festival and Sim-biTe, a business case competition etc. IIM Shillong has been hosting its flagship event- The IIM Shillong Golf Cup since 2009 and the only top management institute in the country to host a Golfing Cup tournament. The Golf Cup brings together corporate leaders, bureaucrats, policymakers at one of India's largest natural golf courses, the Gleneagles of the East. Khlurthma, the annual management fest, which in the local Khasi language of Meghalaya translates to "War of Stars", sees participation from over 4000 plus participants across more than 200 B Schools each year.

16. COMMUNITY OUTREACH—CENTRES

Almost from the very beginning IIM Shillong has been actively engaged in building linkages with its stakeholders in the NE region in consonance with its Mission "To generate and disseminate knowledge in all aspects of management education for sustainable development and to develop innovative leaders with strong ethical values". In line with its Mission the Institute has formulated three goals one of which is "Enhance Community Outreach and Engagements with a Commitment to Societal and National Initiatives". As part of its strategy to help in the development process of the NER IIM Shillong has set up several centres in collaboration and with support of the states in the NER. In the following paragraphs we discuss very briefly the activities undertaken by these centres.

CeDNER

In 2009, the Institute established the Centre for Development of NE Region (CeDNER) to contribute to sustainable developmental activities and undertake training and skill development programs. It is involved in organizing short-term and long term-programs relevant to the local community and society of the state and region. The activities of CeDNER are mainly focused on training and providing expertise and include giving support and implementing interventions for raising the living standards through various developmental projects. During 2022-23, CeDNER organized 8 skill development / capacity building training and awareness programs for young entrepreneurs,

businessmen and women, business executives, and officers of the region that included courses on financial literacy, seminar on Start-ups and Indian Entrepreneurship Ecosystem, and a 60-hour Certificate Course funded by National Commission for Women (NCW) in General Management for Aspiring Women Entrepreneurs of NER.

CeDNER, has entered into an MoU with the University of Manipur to support business development and sustainable livelihood promotion; entrepreneurship and skill development of students; and promotion of entrepreneurship and joint research in the field of management science, social science and humanities in a mutually beneficial manner. Under its MoU with the Government of Nagaland, CeDNER would facilitate capacity-building programs for faculty members and officials working under the Department of Higher & Technical Education of Nagaland towards providing accessible and high-quality education to students of that state.

Dr. APJ Abdul Kalam Centre for Policy Research and Analysis

In 2016, the Dr. APJ Abdul Kalam Centre for Policy Research and Analysis was instituted to conduct action research and analysis to assist the states of NE region. It is an outcome of the agreement between three important agencies; Ministry of Development of North Eastern Region (MDoNER), North Eastern Council (NEC) and IIM Shillong. The centre assists the implementing agencies to properly plan and execute projects, promote innovations, and function as a repository of the best practices in the NE region.

In the year 2022-23, the Dr Kalam Centre undertook 15 socially inclined initiatives that included training programs, roundtable discussions, conclaves, panel discussions, conferences and engagement activities with policymakers. The Centre entered into an MoU with State Innovation & Transformation Aayog, Assam in Feb-2021. An MoU was signed with Mizoram Youth Commission (MYC) in Aug-2022 to advance human resource development in Mizoram by helping organizations to create curricula, plan courses, and build capability. Currently four projects worth Rs. 4 crores are in-progress with North Eastern Council (NEC) which includes projects on the implementation of functional Hindi course in professional colleges in NE; Tourism Master Plan for NE and Skill Mapping of Mizoram. As an illustration of its activities, during 2022 the Centre conducted a 5-day MDP for Deputy Commissioners of the Government of Arunachal Pradesh; a 5-day MDP for Administrative Officers and another MDP for the Government of Assam to train Assam Civil Services Officers.

Satellite Centre at Tawang

In the year 2021, IIM Shillong set up a Satellite Centre at Tawang in Arunachal Pradesh as part of an agreement between the Government of Arunachal Pradesh and the Dr. APJ Abdul Kalam Centre for Policy Research and Analysis. It was inaugurated by the Union Minister of Education and Chief Minister of Arunachal Pradesh in April 2022. Its mandate is to contribute to capacity building of administrative officers and help in implementing the state's flagship projects. Under this MoU IIM Shillong will support the Arunachal State Government as an in-house consultant for its various flagship programs. One important of this MoU is to conduct a series of management training programs for officers at various levels. Several MDPs have been conducted at the Tawang Centre for Deputy Commissioners; IAS officers and state cadre officers and probationary officers.

Incubation and Enterprise Support Centre (IESC)

This centre was setup by IIM Shillong in 2009 to promote entrepreneurship in the NER and since its inception, the Centre has supported eight incubates with their start-ups. IIM Shillong is in the process of registering IESC as a Section 8 company under the Income Tax Rules and is also engaged with the Government of Meghalaya as a knowledge partner in establishing PRIME incubation hub in Jowai, West Jaintia Hills in Meghalaya. The primary role of the Centre is to create a conducive environment for start-ups/incubates, as well as mentor them, and guide entrepreneurial initiatives with social and /or commercial objectives. Since its inception, the Centre has supported and mentored 8 incubates. The support provided by the IESC includes the following: a) working space with internet facility; b) Networking Access; c) Funding and Access to Funding Agencies; c) Handholding and Mentoring; d) Compliances support (GST, Registration, Legal,etc); e) Training, Workshop and Consultancy.

Though IESC has made some progress it needs to become more impactful and visible. The scale of activities needs to be increased so that a major impact can be made. This may require allocation of more resources; increasing the staff strength; and a strong leader with the requisite qualification and entrepreneurial experience with appropriate delegation of authority to take forward the mission of IESC. Active involvement of the student body of PGP and PGPEX students in various activities may be considered to support its activities. Ideally, IESC should be managed by a professional team with faculty members in advisory roles.

17. ACCREDITATION: NATIONAL AND INTERNATIONAL

National:

IIM Shillong was ranked at 26th position in the NIRF India Rankings 2023 under the top Management institutes in India. It was ranked at 26th and 23rd in the years 2022 and 2021 respectively. On the parameter of Graduation Outcomes, however, IIM Shillong had a very creditable position. It was ranked 6th amongst the IIMs. This is a very praiseworthy achievement keeping in mind that there are six IIMs much older than IIM Shillong. Moreover, there are also several IIT B-schools and well-known private B-schools that are several years older than IIM Shillong.

International:

In 2019, IIM Shillong took two very important decisions that would in our view have far reaching impact on its academic trajectory. IIM Shillong is a member of AACSB since 2020 and EFMD (EQUIS) since Dec 2022. Accreditation by these two organizations would help IIM Shillong in achieving and maintaining high quality in the teaching, learning and research domains. The Initial Self-Evaluation Report (iSER) was accepted in July-2022 and subsequently the 1st Progress report toward the AACSB accreditation was accepted in Jun-2023.

18. FACULTY RESOURCES—REGULAR, ADJUNCT AND VISITING

For an Institute of National Importance like IIM Shillong the faculty is the most critical resource. However, recruiting high quality faculty and retaining them is very challenging. In recent years many new IIMs and IITs have been set up. In some of the fields of knowledge there is a degree of overlap between IITs and IIMs, especially in IITs which have started management programs. The new IIMs are growing at a rapid pace. Even the older IIMs are adding new programs to their portfolio. All these developments have led to a highly competitive situation for faculty recruitment. Currently, IIM Shillong has 39 regular faculty members on the rolls. Additionally, it has 7 adjunct faculty members with expertise across different academic areas. The Strategic Plan of IIM Shillong has identified “Growing a cadre of inspiring Faculty” as a Strategic Goal for the period 2020-2025. The same Strategic Plan also states “...The aim is to create an ecosystem that provides an institutional base that would attract young researchers who use their domain knowledge to resolve the most pressing intergenerational problems. Further, we aim to network and host the finest and globally established domain experts to support us in mentoring institute faculty towards understanding and developing a teaching agenda, which inspires students/managers to seek innovative solutions to complex business and developmental problems...” The Institute has implemented a Performance Management System to encourage faculty to perform to their highest potential. There is a Teaching Feedback mechanism to measure the quality of teaching in various programs.

A perusal of some of the student feedback in the PGP, PGPEX and Ph.D. courses shows that the students in the different courses are generally satisfied. The faculty members get good feedback for the courses they teach (for around 85% of courses faculty members get more than 4 out of 5). **There are a few courses where the students have given feedback between 2.50 to 4.00 out of 5.00. Efforts should be made to ensure that there are no courses having such low feedback scores.** There is however room for improvement. As per institute policy, if a full-time faculty member receives an overall feedback score below 3.00 and if a visiting faculty member gets feedback below 4.00 necessary intervention and corrective measures for improving teaching skills are taken.

IIM Shillong has a unique position within the family of IIMs. It not only has to provide high quality management education as in the other IIMs but also has a huge commitment towards the overall development of the NER. This objective is embedded in the Mission and the Goals statement of the Institute. **To carry forward this commitment fully the Institute has to have adequate faculty resources. Ideally the faculty to student ratio should be 1:10.** Assuming an annual intake of about 400 students in the 2-Year MBA program; 60 students in the PGPEX; 40 students in the PGPWE; 20 students in the two Ph.D. programs at any time there would be around 1000 students in the degree programs. Besides these programs IIM Shillong also conducts a moderately large number of executive programs, which demand faculty resources. Apart from these activities IIM Shillong's commitment towards the overall development of the NER would also require faculty involvement. **Summing up the Institute needs to focus on faculty recruitment and retention in a very big way.** Taking an ideal faculty to student ratio of 1:10 IIM Shillong would need 100 faculty members. Going from a faculty strength of 39 Regular faculty to 100 would be quite challenging. IIM Shillong would have to think out of the box to overcome this challenge. It can think of bridging the gap through a variety of strategies; recruiting practice faculty from industry; and retired faculty from the older and more established IIMs and also IITs or wherever feasible even for short periods of say 3 to 6 months. The Institute may consider bringing on board well qualified and reputed faculty from foreign partner institutions for 3 to 6 months who may be interested in spending their sabbatical or part of their sabbatical in a beautiful place like Shillong. IIM Shillong would also have to think somewhat flexibly regarding the facilities to be provided to the visiting faculty for short periods to attract them. Some of the visiting faculty may like to travel in the NE Region for research related to sustainability studies. **Related to retaining regular faculty IIM Shillong may have to devise some ways by which the spouses of the faculty members may be meaningfully engaged, perhaps for a few hours per day on a part-time basis.** Under the section on Infrastructure, we have suggested that a Guest House for Visiting Faculty may be built or a section of the under-construction Management Development Centre may be created with suites with a kitchenette for visiting faculty coming with families. This may be a way to build up the brand of IIM Shillong as an institution of excellence. Once the brand becomes strong it may be easier to recruit a larger number of full-time regular faculty.

19. OFFICERS AND STAFF--- REGULAR, CONTRACTUAL AND OUTSOURCED

Developing skilled professional staff with strong administrative capabilities is another institutional direction. A strong administrative cadre that firmly believes and enacts the values of the Institute is essential to help the institute attain its agenda. Currently 55 regular and 19 contractual officers and staff and officers are on the rolls of the Institute. All the Maintenance personnel are outsourced. **High quality officers and staff may be given more responsibility for carrying out those activities not directly related to teaching and research.** This way the load on the faculty may be reduced and the faculty can then spend more time on teaching and research.

20. SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

1. IIM Shillong's vision, mission, programs and activities are consistent with the objectives of the IIMs as described in the IIM Act 2017. IIM Shillong has through a participative process of dialogue among the faculty developed its vision, mission, core values and goals that is quite distinctive in character. It encompasses not only the objectives of teaching and research excellence and becoming an internationally recognized institution but also embraces sustainability and responsibility towards its stakeholders in the NE region as focal themes. The strategic plan of IIM Shillong is highly aspirational, challenging and well aligned with the objectives enshrined in the IIM Act. The ERC is of the view that IIM Shillong should continue to pursue this vision, mission and core values vigorously during the next five years.
2. IIM Shillong's statement of vision, mission, core values and goals give due importance to Indian values and ethics; innovation; sustainable development and the urge to develop an environment of openness,

creativity and compassion while at the same time emphasizing internationalization as a strategic direction. This is indeed laudable. IIM Shillong has very imaginatively created a vision, mission and core values statement that reflects the high aspiration of the Institute to be an internationally recognized management Institute with due importance given to Indian values along with a concern for sustainable development, which is extremely important in today's context characterized by crass commercialization and a lack of concern for the future of planet earth. The Institute has also given due consideration to the need for developing an innovative spirit among the students and faculty through inculcation and espousal of the values of openness, self-experimentation and intellectual freedom.

3. IIM Shillong has over the years exhibited a high degree of dynamism. It has not only taken major steps to grow and strengthen its flagship program, the 2-Year PGP but has also taken steps to develop a portfolio of educational programs to serve different markets. The Institute has developed a system of periodically reviewing its major academic programs with a view to ensure that they are in sync with the aspirations of the students and requirements of recruiters and also to ensure its success in an environment that is increasingly becoming more competitive. With the enactment of the New Education Policy by the Gol in 2020 there are now huge opportunities before IIM Shillong; however, the spectre of tough competition from reputed foreign B-schools, which are planning to enter the Indian management education market, looms large. The Institute should continually monitor the external environment to identify any important threats and opportunities so that it can respond appropriately.
4. IIM Shillong has been having 100% final placement of its 2-Year PGP students from the campus right from the first batch which graduated in 2010. This is a commendable achievement for any institution, especially because of its location. This has been possible because of several factors; high quality and motivated students; up to date curriculum; effective pedagogy; and an excellent student driven placement organization and process. However, the Institute would now have to strengthen its placement organization to bring to the campus a larger number and variety of recruiters because of the sudden increase in the batch size and large increase in the number of female students.
5. Two recent academic interventions of IIM Shillong among others are noteworthy. The first is the week-long Foundation Course on Sustainability offered as a compulsory course at the beginning of the PGP and PGPEX programs and the second is the Community Immersion Program offered as a compulsory course over three Academic Terms. These are very important academic initiatives as they are designed to impart knowledge on sustainability related concepts and practices and develop the values of empathy and compassion. IIT Guwahati offers a course to B.Tech students on UN Sustainable Development Goals. IIM Shillong may explore the possibility of joining hands with IIT Guwahati and develop other strategic initiatives using their complementary strengths.
6. IIM Shillong's experience with the PGPEX has been chequered. The number of participants has grown over the years but inconsistently- one year it grows but goes down the next year. Our analysis of IIM Shillong's PGPEX suggests that there may be need for its proper positioning in the market place. The image of IIM Shillong in this space needs to be differentiated from the offerings of other IIMs and ISB, Hyderabad. Once the program is properly positioned a strong brand name can be established.
7. IIM Shillong may consider utilizing its newly minted collaboration agreements with reputed foreign B-schools to develop joint executive education programs. IIM Shillong could join up with a couple of highly reputed foreign partner schools with good experience in conducting executive development programs to offer a multi-campus one-year long Master's Program on Global Leadership for ambitious middle level executives. For this program IIM Shillong could tie up with a few large corporates to train their senior to top level leadership. There is considerable autonomy given to IIMs and the New Education Policy encourages innovative thinking in the field of education. Depending on the requirements of participants and interested corporates, and the duration and rigour of the program IIM Shillong could even consider

awarding degrees like MS in Organizational Leadership. This could be an attractive proposition for many young middle level executives.

8. The faculty mix in IIM Shillong is good with and the faculty members are current in their academic discipline. Faculty maintain currency and relevancy in their field of practice and participate in scholarly and consultancy activities. Over the past five years (2018-2022), the faculty have published over 282 articles in peer reviewed journals with a steady increase in the number of publications. We note that there has been a substantial improvement from 28 publications in 2017-18 to 83 in the year 2021-22. There has also been an improvement in the quality of the publications. The five-year portfolio of peer-reviewed journal articles shows significant improvement in terms of the percentage of A* and A category publications from 9% to around 40%. In the year 2022, over 45% of the publications are in B category journals with noted decline in C category / Scopus and lower category journals. This is a good development and efforts should be continued to sustain this trend.
 - a) Though the funds received on account of sponsored research and consultancy projects are meagre; it needs to be noted that there has been a significant increase in funding received on account of sponsored research and consultancy projects in comparison to F.Y 2020-21. The ERC recommends that IIM Shillong puts in a concerted effort to increase sponsored research and consultancy projects.
9. The full-time Ph.D. Program of IIM Shillong needs to be strengthened to be able to make a visible impact. It needs to devise ways to attract high quality students to join the Program and increase the intake to at least 8 to 10 students annually. This Program should be seen as an integral part of the Institute's research agenda and not as a cost centre. If IIM Shillong is able to recruit high quality students for this program its research productivity would go up and so would its ranking.
10. The 2-Year PGP-WE needs to be strengthened further. To increase the enrolment number institute should have a structured admission plan. The Institute may consider possibilities of virtual asynchronous sessions with teaching associates (as and when required) which may help in saving instructor's time.
11. On the dimension of Internationalization the Institute has made good progress. So far IIM Shillong's internationalization efforts had been restricted to organizing Study Abroad trips of short duration for its own students as well as for cohorts of students visiting from abroad. With 15 collaboration agreements with foreign B-schools now in place selected PGP students would be able to spend a term at a partner institution and gain international exposure. Even some doctoral research scholars would get an opportunity to participate in course work at partnering institutions. IIM Shillong would have to put in place policies and rules by which the credits earned by the students in partner institutions are seamlessly converted into equivalent credits at IIM Shillong. Once the collaboration agreements are fully implemented IIM Shillong's reputation as an international B-school is likely to be further bolstered. To take its international dimension to a higher level the Institution may consider developing a strategy to admit a small number of full-time foreign students in the PGP and PGPEX programs. Over time after acquiring relevant experience IIM Shillong may consider admitting 10 to 15 % foreign students in these two programs without violating the Ministry of Education's guidelines. At the same time IIM Shillong may also consider recruiting some full-time foreign faculty to achieve multi-faceted internationalization of its operations.
12. The PGPEX has had an international component right from the beginning. This is a very important aspect of the program. With the increase in collaboration agreements with foreign B-schools the Institute would have greater flexibility in designing and implementing the one month long mandatory foreign immersion program.
13. The Admissions Committee and Department is robust, transparent, and effective and works independently. This is an important strength of the Institute and that of the IIM system in general. The quality of students especially in the PGP is very high. This is one of the important factors for the 100%

- placement of the students as well as the significant year-on-year increase in CTC. The Institute must continue to maintain this strength and not allow it to be diluted in any manner.
14. The final placement of PGP students has been 100% right from the beginning and the year-on-year increase in CTC has been appreciable. With the large increase in batch size the Institute would have to devise strategies for inviting a larger number of recruiters to the campus. The final placement of PGPEX students has been 75% at the time of leaving the campus. This figure needs to be improved with concerted efforts of all concerned. By increasing the final placements percentage at the time of graduation IIM Shillong would be able to improve the ranking of this program significantly.
 15. Shifting of the major programs and activities from Nongthymmai to the new campus at Umsawli during 2021-22 has been a very important move on the part of the Institute. The campus is very beautifully designed and is in harmony with the surrounding environment. Efforts need to be made to complete the remaining buildings as early as possible. Living accommodation for the Ph.D. students; a sports complex; Management Development Centre (MDC) and either a separate Visiting Faculty Guest House or a section of the MDC converted into suites with a kitchenette are important infrastructural facilities that IIM Shillong may consider creating in the next few years.
 16. Apart from pursuing academic excellence through high quality teaching and research IIM Shillong has right from the beginning committed itself to the development of not only Meghalaya but the whole NE region and Sikkim. This is an important distinguishing feature of the Institute. The Institute has set up several centres through which several developmental activities are being undertaken; CeDNER, Dr. Abdul Kalam Centre, Satellite Centre at Tawang and the Incubation and Enterprise Support Centre (IESC). Though a lot of work is being done through these centres it needs to be made more visible. The Incubation centre has to scale up its activities to make it impactful. **We feel, given the importance of promoting entrepreneurship in the NE region the activities of this centre need to be expanded through a larger staff strength and effective leadership by professionals having solid successful entrepreneurial experience.** Strong linkage of this centre with the academic programs like the PGP and PGPEX may be effective in expanding and propagating the work of this centre. Our discussion with the Chief Secretary of Meghalaya was very positive. The Institute may consider working jointly with the Governments of Meghalaya as well as the other NE states to take forward its agenda on the promotion of entrepreneurship in the region. It is likely that some of the NE states would show interest in promoting entrepreneurship and may help in setting up a large-scale incubator to support start-ups and help develop entrepreneurs.
 17. The accreditation process by AACSB and EQUIS has already begun. These initiatives are in the right direction and are absolutely required to move in the direction of being recognized as excellent institutions internationally. The fruits of becoming members are already visible in the systematic processes that have already been initiated in strategic planning and in implementing a framework for Assurance of Learning.
 18. IIM Shillong needs to ramp up its efforts to recruit faculty. It has to think about how it can attract high quality faculty and also retain them. Ideally it has to more than double the faculty strength in the next few years to achieve an ideal faculty: student ratio of 1:10. As an interim measure for a few years retired well known faculty from older IIMs, IITs and well-known B-schools in the private sector and from foreign partner schools may be brought as visiting faculty for several months every year. Senior executives from industry may also be invited to be involved in areas of their expertise. The visiting faculty may be engaged in joint teaching; joint research; conducting executive programs jointly with regular faculty; and mentoring junior faculty. The Institute may explore the possibility of promoting joint research by its own regular faculty and the visiting faculty by providing research funds.
 19. IIM Shillong may explore the possibility of launching a One Year Part Time “Advanced Management Teachers’ Program for interested and well qualified senior executives with PG qualification and excellent industry experience of say, 15-to 20 years to develop them into high quality Practice Faculty. This could

be a program offered on hybrid mode and at the end of the program the degree of Master in Management Teaching or equivalent qualification may be awarded. The tentative content of the program may include 4 or 5 courses in the field of specialization; a course on Quantitative Research; a course on Qualitative Research; a course on Teaching Methods and a year-long dissertation or two case studies based on field work. These students may be encouraged to do a part-time Ph.D. from a university after completing this program. This program could be more attractive and less daunting to business executives than a Ph.D. as the time commitment would be much less. Students graduating from this program can become visiting faculty at IIMs or other B-schools or even full-time faculty members and thereby add to the pool of high-quality management teachers in the country.

20. There are today a large number of management and related courses available on MOOCs platforms such as Coursera, edX, Udacity, Udemy, Khan Academy, etc. IIM Shillong could explore the possibility of prescribing a few MOOCs courses so that some of the teaching load of regular faculty could be reduced. The time saved could be utilized by the faculty for doing high quality research.
21. IIM Shillong may consider offering an elective course on Gender Studies to the PGP students. This field has emerged from the pressing need to address gender related issues arising in everyday life. Cotton University, Guwahati and several universities offer courses on Gender Studies, which is an interdisciplinary field that focuses on the complex interaction of gender with race, ethnicity, sexuality, nation and religion. Such a course would tie in very well with the mission and goals of IIM Shillong. Other areas that IIM Shillong may explore is the field of China Studies. IIM Shillong initially had a strong link with China through its one-year full-time PG Program. Based on that strength it may consider offering a course on China Studies. There are several universities that have strength in this area; JNU, Jadavpur University, NEHU, Guwahati University and Tezpur University. Interaction with researchers in these universities may help interested faculty members at IIM Shillong to chart out a direction in which they may progress.
22. We would like to recommend to IIM Shillong to explore the possibility of launching an MBA degree program on hybrid mode. Currently the demand for management education is very high. More than 2,00,000 candidates appear for the Common Admission Test. An almost equal number apply for a seat in IIM Shillong's 2-Year MBA Program. There are a large number of interested people who cannot attend a full-time MBA program due to many constraints. A hybrid mode MBA program offered by IIM Shillong could be a major strategic initiative.
23. We would like to end this report with some comments on the issue of governance and leadership. From our interactions with Board members; faculty members; officers and students and alumni of various programs and a detailed perusal of various documents including student feedback in different programs we would like to state that the Institute has performed very well on an overall basis in spite of considerable initial difficulties. Since the enactment of the IIM Act 2017 the performance of the Institute has improved significantly. Several major initiatives have been taken during the last 5-6 years that have contributed to it. These initiatives have been discussed in detail in the body of the report. The quality of leadership at the Board level and at the Institute level has been excellent. Major strides have been taken to streamline processes and codify them. Examples are the Academic Handbook and the Administrative Handbook. In the past on several occasions the Institute was led by an Officiating / Acting Director for extended periods. We understand that the incumbent Director would be completing his tenure of 5 years in less than a year. Therefore, the Board should complete the Director search-cum-selection process well in time so that the Institute does not have to experience a leadership vacuum.

ANNEXURE

SCHEDULE OF MEETINGS OF THE REVIEW COMMITTEE TEAM WITH CONSTITUENCIES OF IIM SHILLONG

| Date of Interaction | Online / In-Person | Stakeholders / Agenda of Interaction |
|---------------------|------------------------|--|
| Dec 12, 2022 | Online | Initial briefing session of ERC with Director (IIM Shillong) regarding the objective of setting up the ERC in consonance with the IIM Act 2017 |
| Mar 3, 2023 | Online | Discussion with Director (IIM Shillong) and Prof. Rohit Josh (Chair, Accreditation and Rankings) regarding the review process and tentative dates for in-person visits of ERC to the campus |
| Mar 13, 2023 | In-Person | Discussion with Program Chairs, Activity Chairs (Chair-Admissions, Student Affairs and Placement, MDP, Alumni and External Relations) and Area Coordinators Interaction with Faculty members |
| Mar 14, 2023 | In-Person | Interaction with Chief Administrative Officer, Finance Officer and Executive Engineer, Librarian. All Academic Officers –PGP/ PGPEX/ PhD, Accreditation Officer, Officer (Student Affairs and Placement), Officer (MDP), Officer (Corporate Affairs), Officer (IT), Officer (Admissions), Officer (Alumni and External Relations), Centre Coordinator (Dr. Kalam Centre, CeDNER and IESC) |
| Mar 15, 2023 | In-Person | Interaction with Student Representatives from all Degree programs |
| May 26, 2023 | Online | Meeting amongst the ERC members. ERC interacted with Prof. Rohit Josh (Chair, Accreditation and Rankings) regarding the review and tentative dates for another in-person visit to the campus |
| Jun 2, 2023 | Online | Meeting amongst the ERC members. Interaction with Prof. Rohit Josh (Chair, Accreditation and Rankings) to finalize the dates for the in-person visits of ERC to IIM Shillong campus |
| Jun 20, 2023 | In-Person | Shri Atul Kulkarni, Member BoG and Director (IIM Shillong) |
| | In-Person | Shri Donald Phillips Wahlang, IAS, Chief Secretary (Govt. of Meghalaya) |
| Jun 21, 2023 | In-Person | Stakeholders of Dr. APJ Kalam Centre and CeDNER Centre |
| | Telephonic Interaction | Shri Bijon Kumar Dey Sawian, Ex DGP (BoG Member) |
| | Online | Alumni (PGPEX and PhD Program) |
| Jun 22, 2023 | Online | Alumni (PGP Program) |
| | In-Person | Meeting amongst the ERC Members |
| Jul 9, 2023 | Hybrid | ERC interaction with Shri Shishir Kumar Bajoria (Chairman, BoG) |



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