CIPU

CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

"UNIVERSITY VOICE"
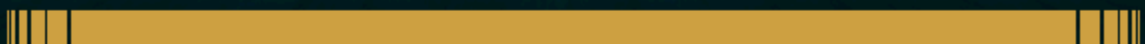
Indian Academic Leaders' Delegation to the USA

9-16th November, 2024

Orlando, Florida and Tucson, Arizona, USA

CIPU

CONFEDERATION OF INDIAN PRIVATE UNIVERSITIES

India-USA Higher Education Dialogue

November 9, 2024
Orlando, Florida, USA

A Confederation of Indian Private Universities (CIPU) initiative aimed at strengthening ties in the higher education sector. The event focused on enhancing academic exchange, promoting research partnerships, and fostering mutual understanding between institutions in India and USA. The dialogue was held to provide a platform for leaders, policymakers, and educators from both countries to discuss opportunities for cooperation, address challenges, and share best practices in higher education. It included discussions on student mobility, academic collaborations, faculty exchanges, and joint research initiatives. Overall, the dialogue sought to strengthen the educational and cultural ties between India and the United States, benefiting both students and universities.

Inaugural Speakers

Prof. (Dr.) Suresh Garimella, Chairperson, CIPU Global Advisory Council and President, University of Arizona, delivered the Convening Remarks. Dr. Garimella thanked Dr. Mark Becker, President, APLU for co-hosting the event and for the MoU with CIPU. He informed the gathering that the Dialogue was the third in the series of conferences with the first two in Washington D.C and Pune in 2022 and 2023 respectively.

He appreciated Mr. Rahul Karad, Chief Patron, CIPU and Executive President, MIT-World Peace University, for his visionary leadership.He said the main objective of CIPU when it was conceptualized was to bring people together for collective advancement and to foster collaboration. He also mentioned that topics such as innovative partnerships, entrepreneurship promotion, research ecosystem and pedagogical innovation were some of the discussion points in the workshop at Washington D.C. Professional Development and mentorship programs for Indian Higher Education leaders was also emphasized, he mentioned.

The second workshop at Pune focused more on student-centric education, advancing a culture of research and innovation, embedding service orientation in education etc., Dr. Garimella mentioned. He also highlighted the focus of the panel discussions on faculty excellence at scale, governance practices and students success.

Dr. Garimella mentioned that despite major differences in the higher education landscape between both the countries in terms of population, penetration of higher education, maturity of the sector, research funding, quality of education and governance systems, we must unite to focus on promoting educational excellence at large and how to make a systemic change. As we progress, he said, we must be mindful of the traditions and the evolution of each nation's higher education sector.

Mr. Rahul Karad, Chief Patron, CIPU and Executive President, MIT-World Peace University, delivered the welcome remarks. He recalled the meeting between him and Dr. Suresh Garimella few years back that paved the way for the seed thought to form a body like CIPU with a vision to transform the Indian Higher Education. He told the participants that though India has the third largest higher education ecosystem in the world next to USA and China, we lack in certain aspects like the quality of teachers, updated curricula, industry-academia partnerships etc.

Mr. Rahul Karad also questioned why the corporates are not coming forward to establish Universities in the country as the regulatory environment also prevents them from taking such a decision. He emphasized the importance of collaborative competition and highlighted the fact that with India's burgeoning youth population and to harness the demographic dividend, government alone cannot handle job creation and all players need to contribute. He suggested a Leadership Development Program for the Indian academic leaders wherein they get an opportunity to spend 10 to 12 days in a US University and understand the governance and other best practices. He said this could be one of the key takeaways of the event. He pinpointed the fact that in India Governance of the Institutions is a critical issue. Mr. Rahul mentioned that India needs policy level and regulatory changes to nurture young minds within the country and create that ecosystem like how USA has done it so that the professional transformation of students can happen. He once gain stressed the importance of all stakeholders including the government, industry and academic coming together to make transformations happen in the Indian Higher Education sector.

Dr. Sethuraman Panchanathan, Director, National Science Foundation, USA, joined virtually. He gave an overview of the 2022 Washington DC meet to the Audience. He told the audience how NSF has launched 27 AI institutes in the last three years with a total investment of 540 million dollars, out of which only 320 million dollars are invested by NSF. He also mentioned one of the AI schools partnered with IIT Mumbai and the University of Tokyo. NSF is motivating these institutes to partner with institutions in other countries. He mentioned how NSF is moving fast in terms of global collaboration. In the last two years, NSF has collaborated and invested around 20 million dollars in different sectors of India, including the higher education sector. He asked CIPU member universities to be part of this collaborative mission.

He told the audience about their partnership with IBM, Micron and Amazon. He was very positive in fostering the INDIA-USA Partnerships. He concluded his talk with 'Future looks good, take benefit of this opportunity and shape and scale the collaboration'.

Dr. Vinod Bahade, Minister (Education) and Head of Chancery(HOC), Embassy of India, Washington D.C. USA, participated as the Guest of Honour and delivered a special address. He mentioned that such collaborations have been possible due to the trust that has been built and strengthened between the countries for many decades. He also said that India-USA strategic partnerships is based on shared values and converging interests. Dr. Bahade mentioned that Education is one of the core pillars of this relationship. He informed the audience that there are 3,60,000 Indian students in the USA and many US Universities are having existing tie-ups with Indian Universities. He said the India-USA Working Group on Education and Skill Development was launched in 2023. He also mentioned about the QUAD STEM Scholarship under which 25 scholars from QUAD countries will come to the USA for research. He also spoke about the opportunity for US Universities to set up campuses in Indian soil and attract Indian students. He highlighted the importance of promoting two-way student mobility for short term courses. He also spoke about the partnership opportunities between the vocation training institutes in both countries. He promised the delegates that the Indian Embassy would support and foster partnership between the institutions in both countries.

MOU Signing Between APLU and CIPU

Mr. Rahul Karad, Chief Patron, CIPU and Dr. Mark Becker, President, APLU exchanging MoU.

The objective of the MoU is to foster collaboration and strengthen working relationship between CIPU and APLU to enhance educational excellence, promote innovation, facilitate student and faculty exchanges and contribute to addressing global challenges through joint research initiatives and shared expertise. By working together CIPU & APLU seek to advance higher education and create a framework for collaborative efforts to create learning opportunities and promote innovation.

This MOU signifies a pivotal step in strengthening ties between the two organizations, focusing on shared goals of innovation, research, and development in higher education.

MOU Signing Between TiE Global and CIPU

Mr. Rahul Karad, Chief Patron, CIPU and Mr. Vijay Menon, Executive Director, TiE Global exchanging MoU.

The MoU between the Confederation of Indian Private Universities (CIPU) and TiE aims to foster collaboration between private universities and the entrepreneurial ecosystem, enhancing innovation, mentorship, and networking opportunities for students, faculty, and startups. This partnership seeks to empower the next generation of leaders and entrepreneurs by creating a platform for knowledge exchange, business incubation, and growth, ultimately driving India's economic development and global competitiveness.

Interactive Panel Discussion

The session encouraged a conversational format, inviting participants to share insights, raise questions, and engage in a dynamic dialogue. This approach underscores the importance of inclusive discussions in shaping innovative and practical strategies for higher education.

The Amplifying Power of Higher Education Associations

Prof. (Dr.) Suresh Garimella chaired and moderated the session. Panelists included **Dr. Mark Becker**, President, Association of Public and Land-Grant Universities (APLU), **Prof. (Dr.) Shiv Tripathi**, Dean of Faculty of Economics and Business Administration, Berlin School of Business and Innovation, Berlin and **Ms. Sara Hand-Herald**, Charter Member, TiE Global.

The Panel focused on leveraging the experience of US based higher education associations, such as APLU, to guide Indian Universities in building frameworks for institutional support. Panelists discussed how associations foster research, mobilize policy advocacy, and enhance educational access. Speakers underscored that associations offer a platform for exchange on shared challenges, best practices, and policy impacts across regions and institutions.

Panel Discussion on Mission, Governance and Engagement

Panel Discussion on 'Mission, Governance and Engagement' was chaired and moderated by **Prof. (Dr.) Satish K. Tripathi**, President, University at Buffalo. Panelists included **Mr. Bharat Lal Meena**, Chairman, BEST Innovation University, **Prof. (Dr.) Nagi Naganathan**, President, Oregon Institute of Technology and **Prof. (Dr.) K. Ram Ramasubramanian**, Executive Vice Chancellor for Academic Affairs and Provost, The State University of New York.

The session provided insights on the need for leaders to attend to the expectations of internal and external stakeholders, while also reconciling existing resources with public demands for University value and relevance. The session also explored structures that encourage a strong research and innovation culture. Panelists from the US shared insights into their models of shared governance, tenure, and promotion, underscoring the importance of academic freedom, strategic partnerships with industry, and active government support. Indian attendees expressed interest in adopting aspects of these governance models, particularly in establishing structures that support research and enhance academic collaboration.

Panel Discussion on Faculty Recruitment, Professional Development, and Research Collaborations

Panel Discussion on ''Faculty Recruitment, Professional Development, and Research Collaborations' was chaired and moderated by **Prof. (Dr.) Jayathi Y. Murthy**, President, Oregon State University. Panelists included **Prof. (Dr.) Rupa Vasudevan**, Founder & Chancellor, of BEST Innovation University, **Prof. (Dr.) Aswani Volety**, Chancellor, University of North Carolina-Wilmington and **Prof. (Dr.) Anastasia Kiritsi**, Professor, Gisma University of Applied Sciences, Berlin.

Panelists in this session discussed faculty excellence and retention as critical components of institutional quality. While there were varying opinions on whether good researchers are also good teachers, everyone agreed that better instruction could be nurtured, with mentoring measuring impact and rewarding innovative practices. Acknowledging a shortfall in qualified faculty, particularly for new and growing institutions in India, panelists considered alternative models, such as hiring professionals with industry experience and developing pathways for continuous professional growth. Panelists from the USA shared approaches like mentoring, teaching development programs, and support for faculty research to foster career growth and retention. Retention efforts should involve considerations of salary as well as faculty belongingness.

Panel Discussion on Expanding Student Training and Opportunities for Placement, Entrepreneurship and Innovation through Internships and Research Fellowships

Panel Discussion on 'Expanding Student Training and Opportunities for Placement, Entrepreneurship and Innovation through Internships and Research Fellowships' was chaired by **Prof. (Dr.) C. Mauli Agrawal**, Chancellor, University of Missouri-Kansas City. Panelists included **Prof. (Dr.) Priestly Shan**, Vice Chancellor, Alliance University, **Mr. Vijay Menon**, Executive Director, TiE Global and **Mr. Jeff Yacup**, Regional Director of Client Partnerships, QS Quaccquarelli Symonds.

This final panel discussion focused on creating environments conducive to student achievement, blending academic, cultural, and well-being initiatives. Indian and US leaders discussed balancing individual mentorship with the demands of scale, emphasizing the value of holistic student success models. Indian institutions underscored the importance of aligning student success with local and cultural contexts, while US Universities shared strategies for engaging students through experiential learning, community involvement, and flexible curriculum designs. While participants agreed that that students should be competitive for existing industry needs, there are also opportunities in entrepreneurship, which would require students to be empowered to engage in ongoing learning (and questioning) beyond graduation.

Distinguished Speakers

Prof. (Dr.) Suresh Garimella
Chairperson, CIPU Global
Advisory Council and President,
University of Arizona

Mr. Rahul Karad
Chief Patron, CIPU and
Executive President, MIT-
World Peace University, Pune

Dr. Sethuraman Panchanathan
Director, National Science
Foundation, USA

Dr. Vinod Bahade
Minister (Education) and Head
of Chancery(HOC), Embassy of
India, Washington D.C. USA

Dr. Mark Becker
President, Association of
Public and Land-Grant
Universities (APLU), USA

Mr. Vijay Menon
Executive Director, TiE Global

Prof. (Dr.) Nagi Naganathan
President, Oregon Institute of
Technology

Prof. (Dr.) Satish K. Tripathi
President, University at
Buffalo

Prof. (Dr.) Jayathi Y. Murthy
President, Oregon State
University

![CIPU - Confederation of Indian Private Universities logo]

Distinguished Speakers

Prof.(Dr.) K. Ram Ramasubramanian
Executive Vice Chancellor for Academic Affairs and Provost, The State University of New York

Prof. (Dr.) Aswani Volety
Chancellor, University of North Carolina-Wilmington

Prof. (Dr.) C. Mauli Agrawal
Chancellor, University of Missouri-Kansas City

Prof. (Dr.) Shiv Tripathi
Dean of Faculty of Economics and Business Administration, Berlin School of Business and Innovation, Berlin
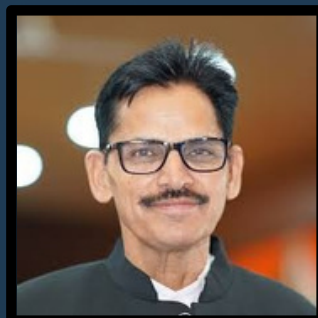
Prof. (Dr.) Rupa Vasudevan
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Prof. (Dr.) Priestly Shan
Vice Chancellor, Alliance University

Prof. (Dr.) Anastasia Kiritsi
Professor, Gisma University of Applied Sciences, Berlin

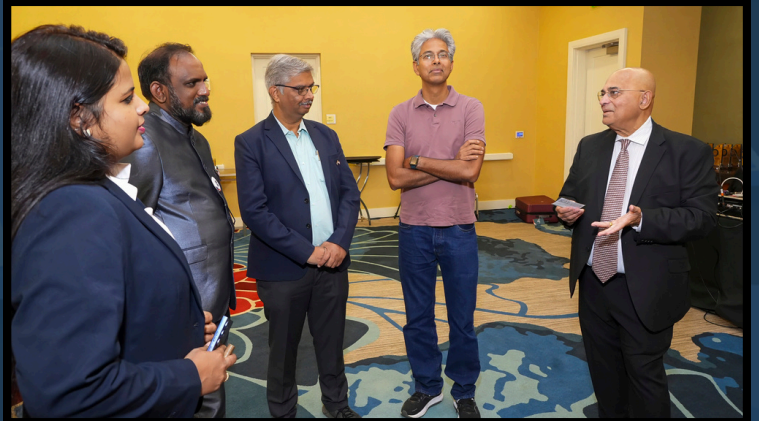**Mr. Bharat Lal Meena**
Chairman, BEST Innovation University

Ms. Sara Hand-Herald
Charter Member, TiE Global

Glimpses from the Event

Visit to the University of Central Florida
12 November 2024

The visit aimed to understand the best practices in University Governance, curriculum design, industry-partnerships, research initiatives and innovative pedagogical approaches.

The delegates got an overview of the University's financial management strategies and detailed insights into their budgeting, resource allocation, and financial planning. They also discussed the financial challenges and the innovative solutions adopted by UCF.

The delegation visited the College of Engineering and Computer Science and got a briefing on the College's educational programs and research initiatives. They also got to understand the industry-partnerships and internship opportunities for the students. UCF officials took the delegation on a tour to the campus labs, showcasing cutting-edge research and development projects. They also interacted with the faculty and students involved in various research endeavours.

The delegation had an interaction with the athletics Director and discussed the role and importance of intercollegiate athletics at UCF. They were given insights into UCF's athletics programs, achievements and future plans.
MIT-World Peace University, **Alliance University** and **BEST Innovation University**, signed Memorandum of Understandings with the UCF to explore deeper and meaningful collaboration opportunities between the Universities in the days and months ahead.

The delegation also had a discussion with the officials of the India Center at UCF and interacted with them on the possible partnership opportunities for joint initiatives between CIPU and UCF on areas like joint research and white papers on India-US Education Policies, Joint Roundtables, online sessions, cultural exchange etc.

Visit to the University of Arizona

15 and 16 November 2024

CONFEDERATION OF INDIAN PRIVATE UNIVERSITIES

The visit of the Confederation of Indian Private Universities (CIPU) delegation to the University of Arizona marked another significant milestone in the growing partnership between Indian and US higher education institutions. It offered an immersive exploration U of A operations, governance structures, budgeting strategies, research priorities, accessible education, and student success initiatives. Tours of the renowned Applied Research Building, Alfie Norville Gem and Mineral Museum, Richard F. Caris Mirror Lab, and Center for Creative Photography underscored the U of A 's dedication to fostering interdisciplinary collaboration, promoting cultural and scientific education, and bridging academic research with real-world applications. Through the following presentations and discussions, attendees exchanged insights into challenges and strategies for institutional growth, innovation, and collaboration.

University of Arizona Governance

The University of Arizona, governed by the Arizona Board of Regents, ensures compliance with state mandates, accreditation, and legal standards. Shared governance fosters collaboration among faculty, administration, and stakeholders to uphold academic excellence. Faculty, supported by the Faculty Senate, lead curriculum, program approval, and tenure decisions. Colleges retain autonomy over budgets and hiring, aligning with institutional goals while promoting innovation, collaboration, and academic freedom.

Strategic Budgeting and Resource Allocation

The presentation on higher education budgeting outlined the U of As strategy to align finances with institutional priorities, emphasizing fiscal responsibility and core values. A hybrid model balances centralized oversight with decentralized, activity-informed decisions, enabling flexibility and strategic resource allocation. Strong leadership, transparency, stakeholder engagement, an data-driven tools were highlighted as essential for adapting to evolving priorities and economic challenges.

Innovation, Research Excellence and Interdisciplinary Collaboration

The U of A's research priorities encompass vital areas such as space sciences, water resources, health sciences, and quantum technology, reflecting its commitment to addressing global challenges through interdisciplinary collaboration. This dedication is exemplified by partnerships with external entities and international organizations that encourage joint research, funding opportunities, and the sharing of expertise, further enhancing the university's ability to drive innovation and create global solutions. Strategic initiatives like research commercialization, startup support, and substantial investments in cutting-edge facilities aim to drive innovation and societal impact.

Student Resources, Success and Strategies

The University of Arizona fosters student success through retention initiatives, engagement, and innovative curricula, with dedicated support for first-generation and marginalized students. Data-driven tools and early interventions improve retention and address challenges, reflecting a commitment to inclusivity and well-being.

Academic and Faculty Development

The development of faculty and academic programs at the U of A focuses on mentorship, professional training, and well-defined pathways for tenure-track advancement.

Innovations in curriculum design aim to simplify academic programs, improve graduation rates, and align education with industry and societal needs. The university fosters a thriving academic environment through transparent processes, collaborative governance, and sustained faculty support.

Digital Transformation and Technology in Education

The discussion on digital transformation highlighted Arizona Online, a flagship initiative offering high-quality, accessible programs to a diverse student population. Using data- driven strategies, the U of A has expanded its offerings to meet market demand while maintaining academic rigor. Emerging technologies like virtual reality and artificial intelligence enhance engagement and accessibility, with a focus on ensuring technology supports, rather than dictates, educational goals. Challenges such as faculty adaptation to online teaching and intellectual property management were also addressed, underscoring the importance of sustainable growth in digital education.

Globalization and International Partnerships

Arizona International is pivotal in advancing the U of A's mission through global partnerships and educational innovation in India and beyond. The university's dedication to accessible, high-quality programs for international students was emphasized alongside its innovative collaboration models, such as Microcampuses, flexible transfer pathways, and tailored certificates, which strengthen global engagement. These efforts position the University of Arizona as a leader in international education and a key partner in fostering meaningful global connections.

Conclusions and Next Steps

The CIPU visit to the University of Arizona highlighted shared goals and challenges in higher education between India and the U.S., emphasizing leadership development, research innovation, and best practices. The visit reinforced the potential for partnerships to enhance global impact, with plans for a formal collaboration offering online teaching, learning, and leadership training to CIPU member institutions. There are also early discussions on pathways and short-terms programs.

CIPU - ELSEVIER

Roundtable Discussion with Vice Chancellors
25th July 2024
Sri Balaji University, Pune (SBUP)

The Roundtable Discussion with Vice Chancellors was successfully held at **Sri Balaji University, Pune (SBUP)** on 25th July 2024, bringing together esteemed academic leaders to discuss research, industry-academia collaboration, and leadership challenges.

Prof. (Dr.) G. K. Shirude, Honorary Vice President, CIPU, and Vice Chancellor, SBUP, welcomed the attendees, emphasizing the need for a collaborative academic ecosystem**. Mr. R. Karthik,** Director General, CIPU, presented CIPU's initiatives and contributions to academic excellence. **Prof. (Dr.) Sandeep Sancheti,** Convenor, CIPU National Committee on R&D and Industry-Academia Collaboration & Vice President, Research Relations & Academic Affairs Elsevier (India), introduced the Elsevier-Ipsos Report, providing insights into challenges faced by academic institutions.

An engaging Open House Interactive Session allowed Vice Chancellors to discuss key findings, exchange knowledge, and explore strategic solutions. The event concluded with remarks by **Prof. B. Paramanandhan**, Chancellor, SBUP, who stressed the importance of continuous dialogue for institutional excellence.

The discussion served as a valuable platform for academic leaders to collaborate, address pressing challenges, and drive advancements in higher education in India.

Confederation of private varsities highlights need for research and teaching going hand-in-hand

HIGHLIGHTING THE importance of research and teaching, Vice-Chancellor of Sri Balaji University, Pune Prof (Dr) G K Shirude on Monday called for generating self-interest in research.

"In higher education, it is not only the incentives or promotions that will work to motivate, but it is about generating self-interest in research. Here we have to insist more on assisting teachers every five years in terms of the contribution made in their domain area, not only in books or reports but ideas which will be more useful in teaching that also matter more. Otherwise, research will be one side and teaching will be the other side. Rather, research should be complementary. While teaching in the classroom, teachers should be able to reflect on some ideas that will ignite and enrich the students' strengths related to future goals," he said.

The Vice Chancellors and academic experts who gathered at the Roundtable Discussion of Confederation of Indian Private Universities (CIPU) at Sri Balaji University, Pune echoed the sentiment of research going hand-in-hand with teaching.

SBUP Chancellor, Prof B Paramanandhan and Vice Chancellor Prof (Dr) G K Shirude and over 20 distinguished representatives including Vice Chancellors, Directors General, Presidents, and Pro Vice Chancellors of renowned private universities across the country were present on the occasion.

All of them also participated in the discussion related to the Elsevier-Ipsos report on 'View from the top: academic leaders' and funders' insights on the challenges ahead.'

The Director General of CIPU R Karthik elaborated the functioning of CIPU, its objectives, the 12-point strategic framework of CIPU, upcoming initiatives and programmes, CIPU leadership dialogues for the benefits of higher education, industry academia collaboration, etc.
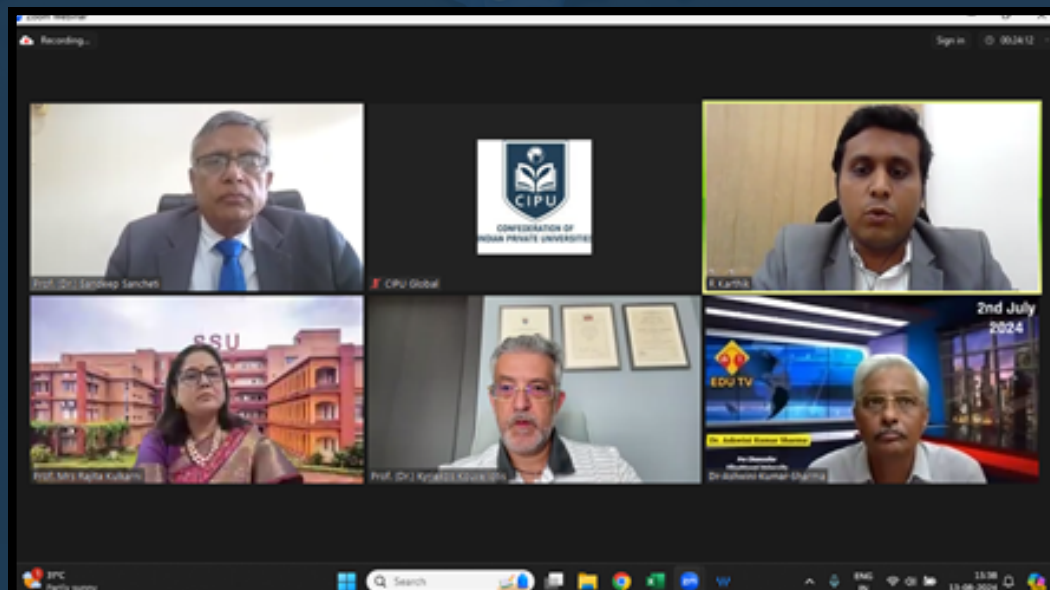
Webinars

Future of Learning - Innovations and Trends in Higher Education
(15th March 2024)
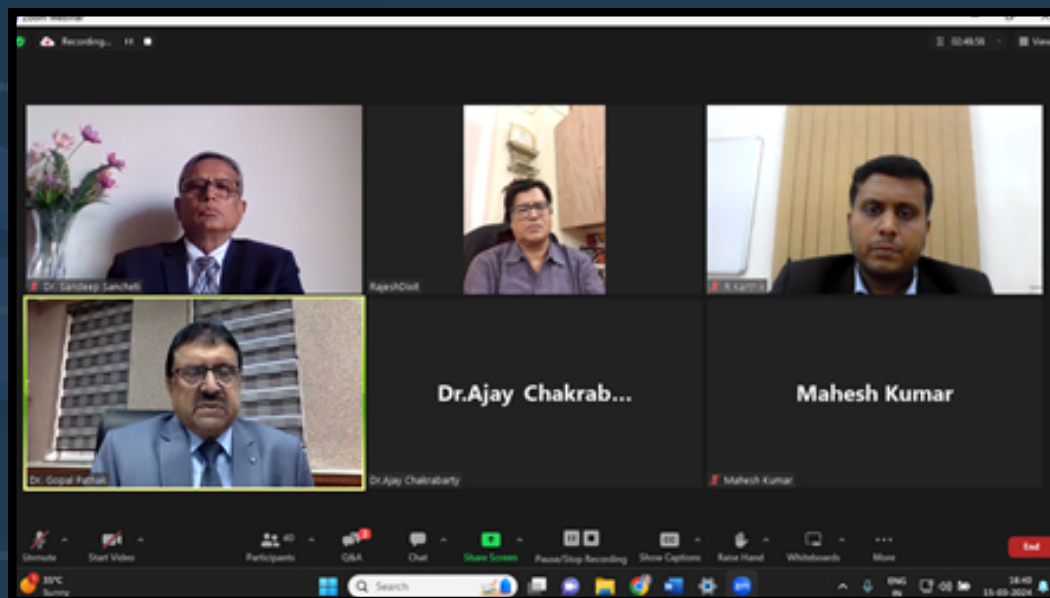
AI in Higher Education - Trends, Opportunities, and Challenges
(13th August 2024)

Faculty Recruitment, Professional Advancement and Retention (19th December 2024)

Faculty Internationalization - Challenges and Opportunities (10th January 2025)
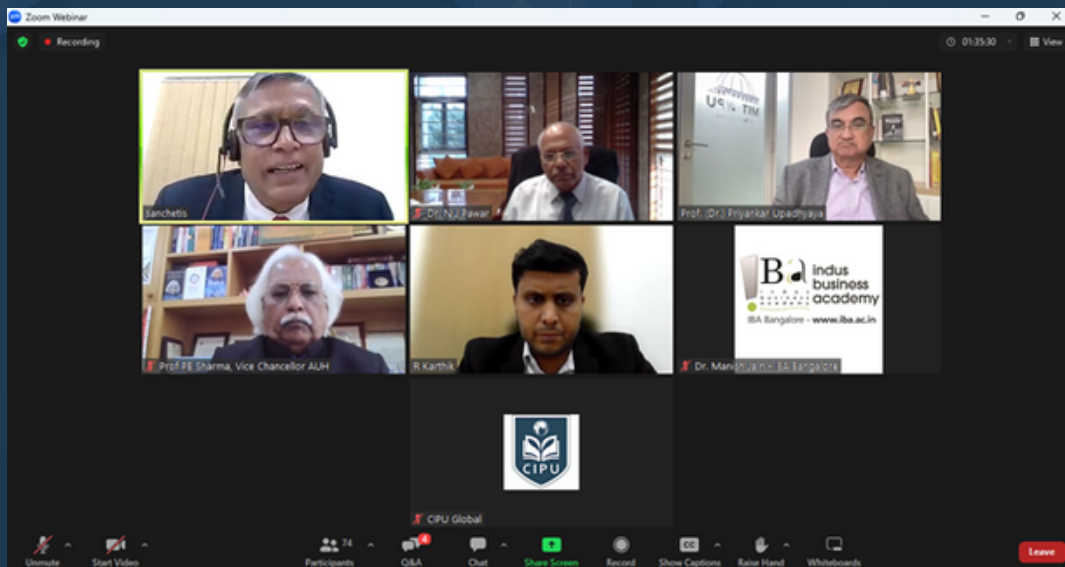
Addressing the Mental Health Challenges in Higher Education Institutions (22th January 2025)
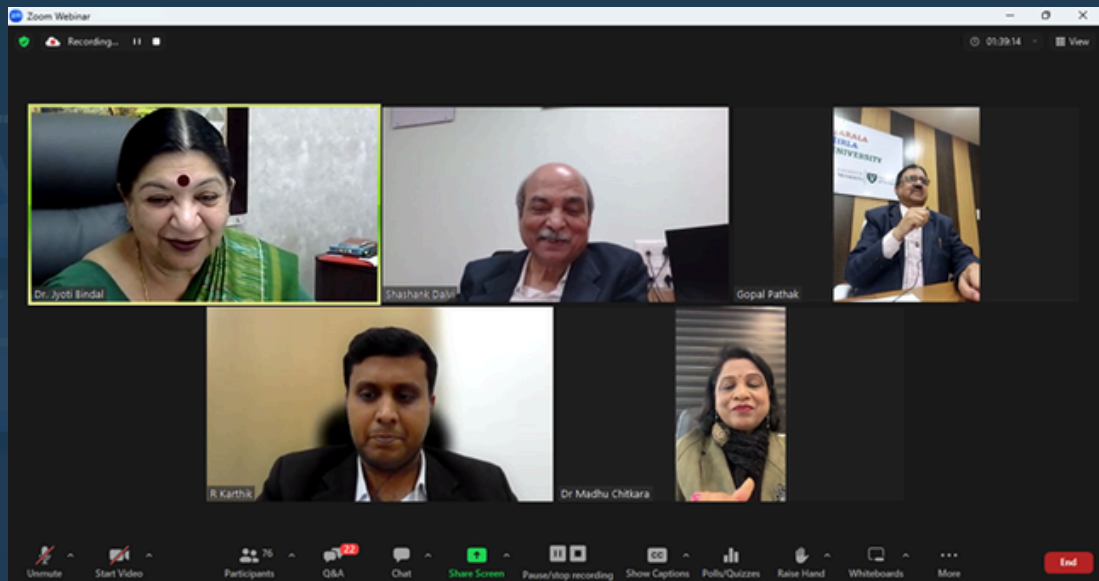
Leadership Dialogues
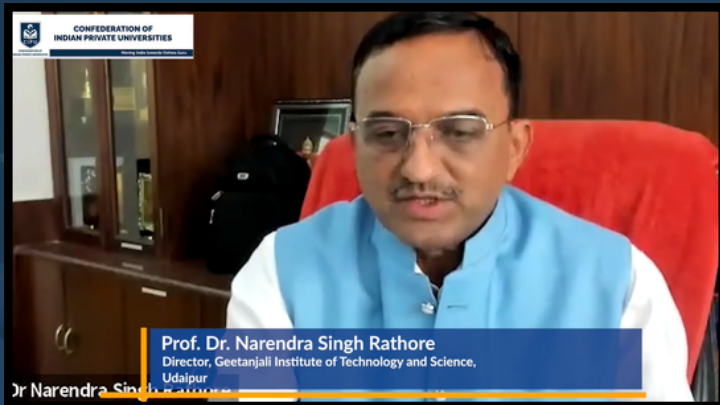
Prof. (Dr.) Narendra Singh Rathore,
Campus Director, Geetanjali Institute of
Technology and Science, Udaipur

Prof. (Dr.) Ankur Kulkarni,
Vice Chancellor, SAGE
University, Indore
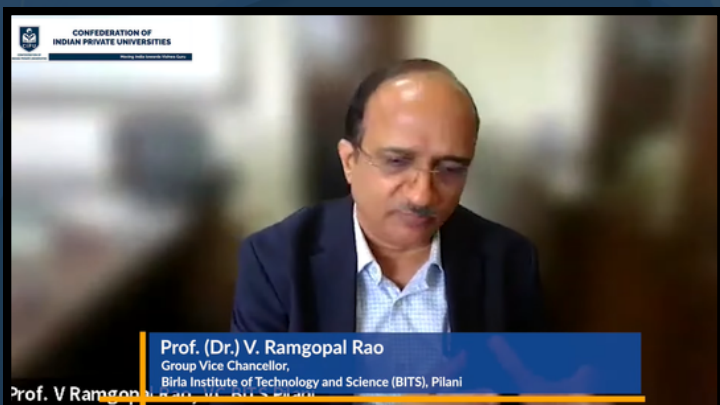
Prof. (Dr.) V. Ramgopal Rao,
Group Vice Chancellor, BITS Pilani

Prof. (Dr.) Rajesh Dixit,
Vice Chancellor, Renaissance
University, Indore
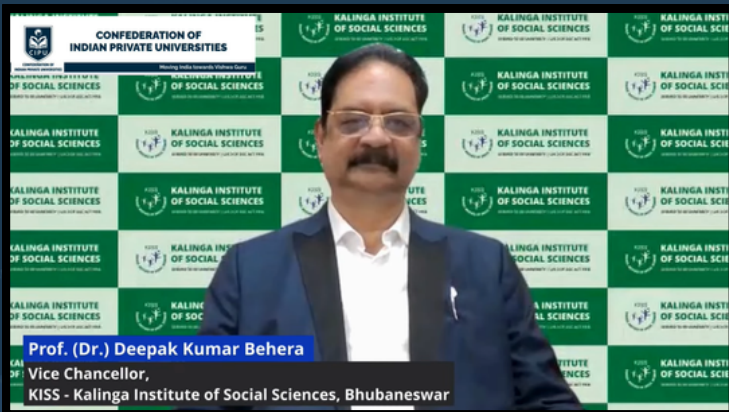
Prof. (Dr.) Deepak Kumar Behera,
Vice Chancellor, KISS - Kalinga
Institute of Social Sciences,
Bhubaneswar

Prof. (Dr.) Shiv Tripathi,
Vice Chancellor, Atmiya University, Rajkot

Prof. (Dr.) Rani Sadasiva Murty,
Vice Chancellor, Sri Venkateswara Vedic
University, Tirupati
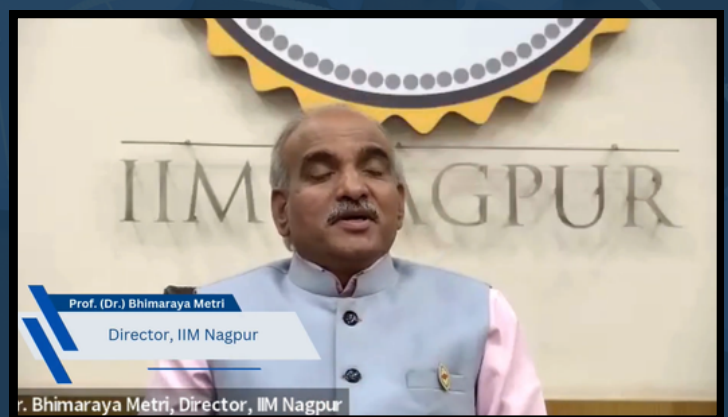
Prof. (Dr.) Bhimaraya Metri,
Director, IIM Nagpur.

Prof. (Dr.) T. Sasipraba,
Vice Chancellor,
Satyabhama Institute of Science & Technology,
Chennai
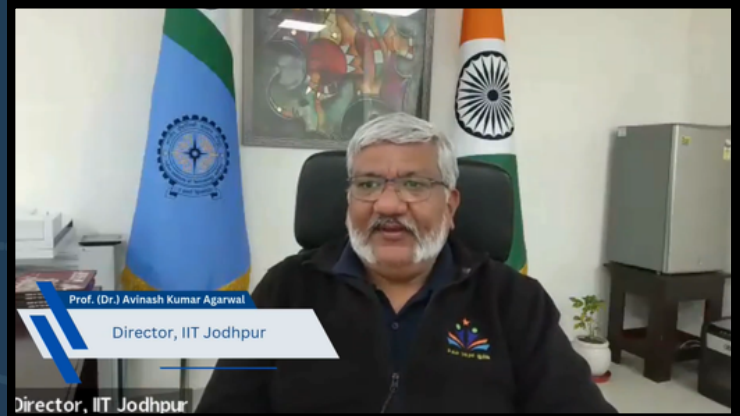
Prof. (Dr.) Avinash Kumar Agarwal,
Director, IIT Jodhpur

Prof. (Dr.) Anil Kashyap,
President and Chancellor, NICMAR University,
Pune

Prof. (Dr.) YSR Murthy,
Vice Chancellor, The Assam Royal
Global University, Guwahati

Articles

Mr. Joutishman Dutta
Managing Trustee, Assam Down Town University (ADTU)
Guwahati, Assam

Reimagining Industry – Academia Partnerships

Reimagining industry-academia partnerships between Assam down town University (AdtU) and the Confederation of Indian Private Universities (CIPU) can significantly enhance the educational experience and better prepare students for the workforce. Here are some strategies to bridge the gap and foster a more collaborative environment:

1. Enhanced Internship Programs
- Structured Internship Framework: Develop a structured internship program that includes both mandatory and optional internships for students, ensuring they gain practical experience in their field of study.
- Diverse Opportunities: Create a platform for students to access a variety of internships, including virtual, hybrid, and traditional in-person positions, allowing for flexibility and broader exposure.

2. Industry-Sponsored Projects
- Capstone Projects: Encourage companies to sponsor capstone projects that address real-world problems. This would not only provide students with hands-on experience but also give companies fresh perspectives on their challenges.
- Hackathon and Competitions: Organize Hackathon where industry partners present problem statements for students to solve. This fosters innovation and allows students to showcase their skills in a competitive environment

3. Problem Statement Repository
- Collaborative Database: Create a shared database where industries can submit their challenges and problem statements. This can serve as a resource for students and faculty to develop projects or research initiatives.
- Regular Workshops: Host workshops where industry representatives present their challenges, encouraging students to brainstorm solutions in real-time.

4. Faculty-Industry Exchange Programs
- Internships for Faculty: Establish programs that allow faculty members to work in industry settings for a limited time. This exposure can help them bring back valuable insights and real-world applications to their teaching.
- Guest Lectures and Workshops: Encourage industry professionals to conduct guest lectures or workshops, providing students with current industry knowledge and networking opportunities.

5. Incentives for Faculty Engagement
- Appraisal Marks for Industry Interaction: Integrate faculty engagement with industry into appraisal systems, rewarding those who spend time with students or participate in industry-related activities.
- Professional Development Opportunities: Offer faculty professional development programs that include industry visits or collaborations, enhancing their knowledge and teaching methods.

6. Collaborative Research Initiatives
- Joint Research Projects: Facilitate joint research initiatives between faculty and industry, focusing on areas of mutual interest. This can lead to innovation and practical applications of academic research.
- Funding Opportunities: Explore funding options for collaborative research, potentially through government grants or private sponsorships.

7. Networking Events and Career Fairs
- Regular Networking Events: Organize networking events that bring together students, faculty, and industry professionals to foster relationships and explore collaboration opportunities.
- Career Fairs: Host career fairs where companies can interact with students, providing them with insights into the job market and potential employment opportunities.

"By implementing" these strategies, Assam Down Town University (AdtU) and Confederation of Indian Private Universities(CIPU) can create a robust framework for industry-academia partnerships that benefits students, faculty, and industry alike. This collaborative approach will not only enhance the educational landscape but also better prepare students for the challenges of the modern workforce.

Prof. (Dr.) Murari Lal Gaur
Vice Chancellor,
Dr. C. V. Raman University, Vaishali, Bihar

Reimagining Industry-Academia Partnerships for a Sustainable and Innovative Future

Foretaste

Where innovation meets education, we bridge the gap between classrooms and boardrooms, unlocking the power of collaboration to drive groundbreaking solutions for a sustainable, future-ready world; because when industry and academia unite, innovation transforms into impact, creating a legacy of progress for generations to come. In the wake of the National Education Policy (NEP) 2020, Indian higher education stands on the cusp of a revolutionary transformation. NEP emphasizes the integration of traditional academic excellence with contemporary industrial demands to enhance global competitiveness and foster innovation. Industry-academia partnerships have emerged as a critical enabler in achieving this vision, addressing skill gaps, fostering applied research, and promoting entrepreneurship. This writeup delves into the challenges, successes, and future pathways of these partnerships, highlighting their transformative potential for India's educational and industrial landscapes.

From Silos to Synergies

The evolving landscape of the 21st century demands a seamless fusion of industry and academia, breaking down traditional silos to foster dynamic synergies. As India and the world pivot towards a knowledge-driven economy, collaboration is no longer optional but imperative. Bridging these spheres ensures the translation of theoretical knowledge into practical innovation, equipping the next-gen academic ecosystem with real-world relevance. This convergence will drive sustainable solutions, enhance employability, and fuel transformative progress in global education and industry. Historically, Indian academia and industries have functioned independently, leading to limited collaboration and suboptimal workforce outcomes. Global exemplars like the Stanford-Silicon Valley ecosystem demonstrate the power of integrated partnerships. Inspired by such models, NEP 2020 underscores the need to dissolve rigid academic boundaries, fostering a multidisciplinary and outcome-driven approach to education.

Success Stories of Collaboration

India's success stories in industry-academia collaboration underscore the transformative power of partnerships in solving real-world challenges. Initiatives like the IITs partnering with global tech giants, and agricultural universities driving innovations with agro-industries, exemplify the potential to bridge knowledge and practice. These collaborations have not only addressed critical societal needs but also positioned India as a global innovation hub. In an era of rapid technological advancements and shifting economic paradigms, such alliances illuminate the path for the next-gen academic ecosystem to thrive globally while fostering sustainable development. Let's randomly quote 3 of them which author is able to instantly evoke.

- IIT Madras Research Park: India's first university-based research park integrates industry and academia, hosting over 200 startups and generating more than 100 patents. Projects in AI, water purification, and EVs exemplify the impact of sustained partnerships.
- Biocon-IISc Collaboration: This partnership has led to breakthroughs in biopharmaceuticals, including cost-effective insulin formulations, showcasing the potential of targeted industry-sponsored research.
- Maruti Suzuki and Polytechnic Institutes: Bridging academia and industry through hands-on training, Maruti Suzuki's model has set benchmarks in automotive skill development.

Above initiatives very well underline how localized ecosystems, strong institutional leadership, and government support can create sustainable, innovation-driven partnerships.

Challenges in Collaboration

Despite the transformative potential of industry-academia partnerships, significant challenges persist, including misaligned priorities, bureaucratic red tape, and gaps in mutual understanding. Fragmented communication and limited incentives for knowledge-sharing hinder seamless integration. In India and globally, the lack of scalable frameworks and insufficient funding for collaborative research exacerbates these issues. Addressing these barriers is crucial to unlocking the full potential of partnerships that drive innovation, skill development, and sustainable growth in the next-gen academic and industrial landscape. Even after attaining many success stories, several challenges hinder the full potential of industry-academia partnerships:

- Resource Gaps: Many rural and semi-urban institutions lack the infrastructure and funding to engage effectively with industries.
- Regulatory Barriers: Cumbersome approval processes deter seamless collaboration.
- Skill Mismatches: Graduates often lack the practical expertise demanded by industries.
- Inequitable Access: Regional disparities result in unequal opportunities for students & institutions.

Strategic Dimensions of Future Collaborations

To my way of thinking the future industry-academia collaborations must be strategically aligned with global sustainability goals, emerging technologies, and dynamic workforce demands. By integrating multidisciplinary research, fostering innovation hubs, and leveraging digital transformation, these partnerships can address critical global challenges. In India and beyond, a robust framework for intellectual property sharing, skill enhancement, and equity in resource distribution will be pivotal. Such strategic alliances will redefine the educational ecosystem, ensuring its resilience and relevance in the next-gen academic/ industrial spheres; whose 4 key model illustrations ('hub & spoke') could be ,

1. **Technology Transfer Hubs**: Inspired by models like MIT's Industrial Liaison Program, Indian universities can establish dedicated Technology Transfer Offices (TTOs) to commercialize research and foster innovation ecosystems. Success stories like IIT Madras and Venture Center Pune highlight the need for robust incubation facilities and strong mentorship networks.
2. **Dual Education Models:** Combining classroom learning with industry exposure, dual education systems have proven successful in Germany. India's adaptation of this model through partnerships like TISS and Tata Motors has enhanced employability and skill readiness.
3. **Public-Private Partnerships (PPPs)**: Collaborative initiatives such as the Siemens Center of Excellence at IIT Madras and T-Hub in Hyderabad demonstrate the potential of PPPs to drive infrastructure development and innovation.
4. **Regional Innovation Ecosystems**: Universities must align with local industries to address region-specific challenges. For instance, collaborations in agricultural technology in Punjab or renewable energy in Gujarat can foster localized solutions while driving economic growth.

Policy Recommendations

To foster impactful industry-academia partnerships, policies must prioritize flexible collaboration models, incentivize joint R&D ventures, and streamline regulatory frameworks. Establishing dedicated funding channels, innovation clusters, and skill enhancement programs will bridge existing gaps. In India and globally, aligning academia's theoretical pursuits with industry's practical needs through co-created curricula and shared governance can drive sustainable, inclusive growth. These policy interventions are essential to building a resilient, future-ready educational ecosystem for the next generation. To realize the full potential of these partnerships, following strategic interventions needs to be looked-for,

- **Simplify Regulations**: Streamline policies to enable quicker approvals and efficient resource utilization.
- **Incentivize Participation**: Offer tax benefits and grants to industries investing in academic collaborations.
- **Expand Digital Platforms**: Facilitate resource sharing and project initiation through centralized digital ecosystems.
- **Promote Inclusivity**: Mandate regional depiction, offering incentives for underserved areas.
- **National Collaboration Framework**: Establish a unified framework to monitor and evaluate partnership outcomes.

Future Pathways: A Vision for 2047

 By 2047, as India marks its centenary of independence, industry-academia partnerships must evolve into catalysts for global leadership in innovation and sustainability. The vision demands the creation of interconnected ecosystems that seamlessly integrate emerging technologies, inclusive education, and future-ready skills. Addressing critical challenges like climate change, digital equity, and workforce transformation, these partnerships can redefine India's and the world's academic landscapes, ensuring a robust, inclusive, and innovation-driven future for the next generation. Reimagining industry-academia partnerships is integral to India's journey toward becoming a knowledge-based economy by 2047. By fostering innovation, enhancing employability, and promoting sustainable development, these collaborations can transform the educational landscape, once the focus is realigned on creating equitable, outcome-driven ecosystems where academic excellence meets industrial innovation under a true PPP mode.

Inference At End

 The alignment of academia and industry under NEP 2020 is not just a policy directive but a national imperative. With the right strategies, stakeholder commitment, and a vision for inclusive growth, India's higher education system can set global benchmarks for excellence. By addressing skill gaps, driving technological advancements, and ensuring equitable access, these partnerships will play a pivotal role in shaping the future of education and industry alike. Last but never least, Reimagining industry-academia partnerships is essential for building a sustainable, innovative, and inclusive future. Private universities, with their agility and vision, hold a pivotal role in driving impactful collaborations, leveraging cutting-edge technologies, and fostering global competitiveness. True Public-Private Partnership (PPP) models must go beyond rhetoric to create equitable frameworks for shared governance, resource pooling, and scalable innovation. This synergy will empower the next-gen academic world, positioning India and the globe as leaders in addressing emerging challenges and harnessing opportunities in a rapidly evolving ecosystem. The views of author are his own, which may be taken in a positive spirit. It may serve as a clarion call for educators, industrialists, and policymakers to invest in collaborative models, fostering a culture of innovation and inclusivity that will propel India toward a sustainable and prosperous future.

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The future of work demands a new era of collaboration between universities and industries, where knowledge creation and practical application converge to drive progress. In this dynamic environment, propelled by technological disruption and global challenges that demand bold, innovative solutions, universities and industries must recognize the urgent imperative to forge a new era of collaboration, one that transcends traditional boundaries and unlocks the full potential of both sectors to shape a better future.

The old model of industry-academia collaboration, often characterized by transactional exchanges and limited knowledge transfer, is no longer sufficient. We need a paradigm shift where shared vision and deep collaboration are the norm. Imagine universities transformed into vibrant hubs of real-world problem-solving, deeply intertwined with the industries they serve. This means curricula that are dynamic and responsive, shaped by close collaboration with industry leaders who provide invaluable insights into the evolving demands of the workplace.

To truly prepare students for the future of work, universities must prioritize skills development. This goes beyond simply conveying knowledge; it requires a deep understanding of the current skills landscape and the ability to anticipate future needs. Universities must actively assess the skills and skill levels of their students, collaborating closely with industry partners to conduct comprehensive skills mapping exercises.
This involves detailed analyses of current competencies and future projections, identifying both individual and collective strengths and weaknesses. By working hand-in-hand with industry leaders, universities can gain invaluable insights into the specific skills that are most in demand and tailor their curricula accordingly. This dynamic approach ensures that students graduate not just with theoretical knowledge, but with the precise competencies needed to thrive in the ever-evolving professional world.

Furthermore, universities must look beyond today's requirements and anticipate the skills that will be essential in the future. This requires a proactive approach to analyzing industry trends, technological advancements, and emerging challenges. By understanding the trajectory of the workforce, universities can design solutions that equip students with the skills they need not just for their first job, but for a lifetime of career success.

To truly bridge the gap between theory and practice, universities must fully embrace experiential learning. Internships, apprenticeships, and project-based learning provide invaluable opportunities for students to apply their knowledge in practical settings. These immersive experiences allow students to gain hands-on experience, develop problem-solving skills, and build confidence in their abilities. By working on real-world projects, collaborating with industry mentors, and tackling complex challenges, students gain a deeper understanding of their chosen fields and develop the adaptability and resilience needed to succeed in dynamic work environments.

However, technical expertise alone is no longer sufficient. In today's interconnected world, soft skills are equally crucial. Universities must prioritize the development of communication, critical thinking, and teamwork skills alongside technical expertise. This ensures that graduates are not only job-ready but also possess the interpersonal and collaborative skills necessary to navigate complex work environments and contribute effectively to teams. This involves fostering active learning environments where students engage in debates, presentations, and group projects, honing their ability to communicate effectively, think critically, and collaborate seamlessly with others.

Ultimately, universities should strive to nurture well-rounded individuals who are prepared to make a positive impact on the world. This requires a holistic approach to education that emphasizes not only intellectual growth but also emotional intelligence, physical well-being, and ethical values. By fostering a balanced learning environment that promotes mental well-being, creativity, and social responsibility, universities can empower students to become not just skilled professionals, but also engaged citizens and ethical leaders.

By breaking down traditional barriers and fostering a culture of co-creation, we can accelerate the pace of discovery and translation, bringing new technologies and solutions to market faster, and addressing global challenges with greater urgency. Ultimately, stronger industry-academia partnerships can drive economic growth, create high-quality jobs, attract investment, and enhance national competitiveness in the global knowledge economy.

I urge universities and industries to embrace this bold vision for the future, one that transcends traditional boundaries and fosters a symbiotic relationship built on shared goals, mutual respect, and a commitment to societal progress. By working together, we can unlock the full potential of both sectors and create a future where innovation flourishes, knowledge thrives, and prosperity is shared by all.

Interview

Exclusive Interview with Mr. Tim Draper on Tech, Disruption & Bold Ideas

Prof. (Dr.) Rajita Kulkarni
President, Sri Sri University, Cuttack

&

Mr. Tim Draper,
Founder, Draper Associates & Venture Capital Investor, USA

Q1) Tim, you are here with us in India after last year, almost after a gap of two years. What do you see different in India? You have already been in India a few days, you were in Delhi, and you have been interacting with entrepreneurs and businesses of India. What looks different to you?

Answer: It feels as though you're on a ramp of growth. It feels as though India is really growing; things are really starting to take off. Infrastructure is improving. There are real business and political focuses on improving the lives of the people who are so poor, and in business, I am feeling there are more and more creative entrepreneurs who are doing very innovative things, and they're feeling a little bit more freedom. They've still got a long way to go to get to Silicon Valley levels, but they're feeling a little more freedom to push the edge and try things. I'm starting to see more trust among the people and more freedom among the people, and trust and freedom with a clear set of laws is what builds a great economy. I think you're going to get a great economy here. It's already happening here in India, so I think we're on the ramp. China had that ramp, and now it's a plateau because they got a, you know, bad dictator, right? But I think you have good stability. It feels great, and relative to where you were even two years ago, but 20 years ago, when I think I first came to India, India has gone through a major transformation. So, I'm seeing the blossoming of a great country.

Q2) Tim, we meet today in the week of the results of the US election, how do you see that changing the things for the world and changing things for Indo-US partnership and relations?

Answer: Well, I'm excited about a new chapter, and I think that we've got great hopes for a very strong future. I think the US has lost its way a little bit, and hopefully, we get it back, and I think either candidate would have been able to get it back. I think we've got a really huge, interesting opportunity, and it's going to be, you know, we almost have a civil war going on in our country, but I am very cautiously optimistic about this new administration and the opportunity to maybe shed some of those regulations that have made it very difficult for businesses to operate. Maybe, you know, open up more and create more stability around the world. I think those are really admirable parts of this new administration, so I'm hoping for the best. It looks good. It's been very good for Bitcoin, and it's been very good for innovators in general; they're feeling a little freer. So I think that's going to be helpful. I do feel like women feel like they got punched in the gut, but I think they are going to… I think we're all going to be better off four years from now. So I think that's great, and hopefully, we'll be able to balance that out in, you know, another 8 to 10 years, something like that.

Q3) In all the investments you are doing for startups and meeting so many startups who are pitching to you, what are some of the industries that are prominent in terms of startup ideas? What have you been seeing around the world?

Answer: Well, I think the greatest innovators are going after three or four major industries. One is in healthcare. Healthcare is becoming digitized, and it's becoming specific to the individual, and so that's a big change for anybody who's been in big Pharma, where it's one size fits everybody, right? Because the digitization says your genetics don't fit the same way my genetics fit. And so, I think there are going to be some really interesting, great startups and great revolutions that happen in medicine. I know you were pioneering some of those with the ayurvedic medicine. The second area is in the Bitcoin ecosystem. There's a gravitational pull toward Bitcoin. The innovations are happening all around Bitcoin, and you know where it's interesting: the countries that are embracing Bitcoin are starting to thrive, and the ones who are pushing it away are getting hurt because it's coming. A lot of people fear the idea of a new kind of currency, but it's coming, rAnd so, lots of innovation around Bitcoin, the blockchain, smart contracts—all of these really amazing innovations that are happening, Airdrops—there are some very exciting things happening there. In artificial intelligence, it's going to be going after almost every industry. I don't know of an industry that's not already been affected or being affected by artificial intelligence, and I think that's really exciting because you're going to see entrepreneurs wedge into all these industries by having interesting AI applications for them. I think AI combined with robotics is going to make it so that we have, whatever they are—humanoids, or vehicles, or whatever—that are all smart and learning, and that's one of the beauties of AI: now it can learn, and that's very exciting. And then in space and transportation, I'm seeing real innovation. So, that's where Elon Musk has really broken the logjam and allowed people to innovate in a whole bunch of different ways. So, that area, space and transportation, is opening up imaginations to mining asteroids, putting launchpads on the moon, getting to Mars, and all these amazing things that are happening. And when you have those great ambitions, a lot of great technologies happen along the way. And then there's always the category we call "other," and "other" is a category where none of us expected it, but it ends up being a trillion-dollar industry that nobody guessed at or whatever. So, yeah, those are the places I'm looking.

Q4) So healthcare, Bitcoin and related, artificial intelligence, robotics and related, and then space and transportation, and all of these are pretty cutting-edge, right?

Answer: Yeah, we tend to be ahead. We tend to be maybe five or ten years ahead of where the press and the consumer would recognize what's going on, but it's mostly because those are the people I meet, right? I meet the people who are telling me what the world's going to look like five or ten years from now.

Q5) For all the entrepreneurs and startup founders listening to this interview of yours, Tim, what would you say? How should a startup founder identify that idea for his business? Would you have some two or three or four sort of blueprint, sort of, you know, thumb rules to say if this is the... these are the three or four thumb rules it fits, then this is a great idea for a successful business?

Answer: You know, it's funny because it's not really the idea, it's what's inside the heart and soul of the entrepreneur and I think that the entrepreneur has to really enjoy what they're doing. They have to have a love for their customer, total passion for their customer, and want to keep iterating. And then there are a few things that they can do once they start thinking about it. A lot of entrepreneurs are really good engineers and scientists, and they're not too good at business, but they don't know they just think that's easy, And then there's some that are really good at business but don't understand the technology. Often, the entrepreneur needs a partner. So, sometimes I would give that advice, sometimes I would not. What I look for in an entrepreneur is really three things, and all venture capitalists look at these three things: market size, technology, and the people. So, in dealing with market size, you're looking for a market that's currently controlled by an oligopoly or monopoly, and they're providing bad service at a high cost. So, the ones that come to mind are anything big—big pharma, big banking, big insurance, big auto, big government—they're all ripe for challenge. They're all right for some new technology coming in there and wedging and making something happen. So, that's market. In technology, we're looking for either completely unique technology or technology that's relatively new, that's unique to a market, to an industry, to a new industry. And so, there we're looking for a technology that can improve the situation for the customer, lower the cost of providing a service, or improve the cost of providing a service. That's very simple. And then with people, we're looking for people who are meant to do it, that it's meant to be this way. I once had a rocket scientist come to me and say, "I'm a rocket scientist, but I'm creating hotels.com," and I said, "What? You're a rocket scientist! Make rockets!" So, you've got to have that feeling, like, this person was meant to do this and always has been. And then there's always the, "Would you want to work for them?" Is it somebody you really want to work for? And then is the business something that, if hugely successful beyond anybody's wildest dreams, is that a world we all want to live in? So, those are kind of the criteria I'm looking for. And as for an entrepreneurs out there, you guys go try stuff, take chances, do interesting things, keep your mind open, and nothing's impossible. Everything is possible.

Q6) I want to talk a little bit about failure because, you know, in the startup world, we tend to celebrate successes. The unicorns make it to, you know, cover pages of business magazines. For those startups who fail, what would you advise? What is the threshold till which you push, and then you say, "Okay, now this is no more, now it won't work anymore, and let me wind up this idea"? It's time to close, Is there some, again, thumb rule there, or how would you guide startups? Because a big bunch is in this phase where they took off, which is easy, the enthusiasm is high, because all the startups I meet, you know, who are very new, I see a different level of enthusiasm because you're still experimenting. Then when you spend a year or two years, you start realizing the real nitty-gritties, the rubber hits the road, the challenges are there, and I've seen many people kind of dip in their own confidence in themselves. So talk to us and our entrepreneurs about that. When is the limit, and when is it not?

Answer: A lot of questions in that question. If an entrepreneur is doing something they love, they should just keep doing it. And every great trillion-dollar business out there was a pivot. So, they started with one direction and they moved to another direction. Those weren't entrepreneurs that threw in the towel and gave up. Those were entrepreneurs that worked and worked and worked. They were pounding their head against the wall, and one day, they said, "Wait, the customer wants this. Why am I trying to make this?" And all of a sudden, they pivoted, and their businesses took off. So, those hardest moments, where everybody's feeling like they've got to give up, those are when you're learning the most, and when you dig into your subconscious and you take a good nap, you come out of it, and you realize that you have the solution. And the solution is obvious, and it's where the customer was pointing you all along. There are people who say they want to be entrepreneurs because of the fame, the glory, and money. That is not enough. In fact, there's kind of an irony of life. Here's the irony of life: as an entrepreneur, if you're a mercenary, you make no money. If you are a missionary, you make money. It's a very strange thing. If you're after the money, don't become an entrepreneur. If you're after changing the world, delighting a customer, spreading the word, go for it.

Q7) Tim, once in some context, we were talking to Gurudev Sri Sri Ravi Shankar, and we were discussing, you know, the success of some of our very grassroots level projects of Art of Living, where we have been able to rejuvenate rivers, for example, or transform communities. We were saying, "How does this happen that these young volunteers, who are not even organized in a very development-oriented ecosystem, etc., are able to do this kind of transformational impact?" And I remember once Gurudev said that it's because they do it not as a profession, but as their mission and You said something very similar.

Answer: Yeah, there's something else you hit on there that you may not have even noticed, and you said that they were disorganized and just running around. It turns out that a decentralized system outperforms a centralized system every time. Because if you decentralize all those little fingers out there, all those people trying different things, they have varying levels of success. It's not all perfect, but some of them will rise very high, higher than anybody ever imagined. Whereas, if it's centrally controlled, the information doesn't disseminate up to that leader. So, if one leader is trying to, like, in the case of India, one leader is trying to tell 1.4 billion people how to live their lives, it makes no sense. If you take it family by family, though, and they just go and do what they feel is the right thing, then India grows like crazy. And it's just, it's a hard thing for a leader to sort of swallow that. Often, you're better off kind of letting it go. You know, Bill Clinton was president when the internet came, and everyone said, "Tax the internet, regulate the internet, stop the internet." And he said, "Let's just see how it goes." And, you know, I could see Sri Sri Ravi Shankar doing the same thing: "Let's just see how it goes." And he's so good at decentralization; I mean, he has done that. Yes, but if the leader just says, "Let's see how it goes," then you have these huge successes. In America, you had these enormous successes that you would never have had if he decided to regulate, tax, or control the internet. He just said, "Let's see how it goes." And that's the way a lot of leaders have taken things like Bitcoin. They've said, "Let's see how it goes." And those are the leaders who are going to have the richest countries in the world in the future. The ones who are trying to regulate, stop, and say, "No, they can't do airdrops, no, they can't use smart contracts, no they can't..." I think they're going to miss out. I think it's going to be very frustrating for them because there's always this tension, and the tension is the group that likes the way it is and doesn't want to see it change, and then this wave of changes that are coming, whether they like it or not. And it's very frustrating for the people who are trying to keep it the way it is because these waves of change just keep coming and they're accelerating. There are eight billion of us now, all with access to the same information. We can all jump to the internet now, we can search AI, we can do so many things. So, we now have a new platform from which we can all innovate. If you ask me what's happened over the course of my career, the thing that's happened is the communication around the world has become almost 100% full, which means that if something happens in one part of the world, it affects and is spread, that information is spread all the way around the world almost instantaneously. And so, that means that we're all coming, we're all starting from the same point of view. When I was starting in the business, Silicon Valley and Route 128 in Boston were the real innovative hubs and real centers of innovation. But now, and I'd go around the world, and I'd talk about the internet, and nobody knew what an internet was, they were way behind. Now, everybody's pretty much caught up, and that's been a beautiful thing. So, anyway, thank you to Bill Clinton for that—for just letting it rip.

Q8) Tim, you have the crystal ball when you do the Meet the Draper show, and I'm going to request you to look into that crystal, imaginary crystal ball for now. What do you see as the future, say by 2030 and 2050? Where do you see us being disrupted, and where do you see us being headed as a world human family?

Answer: So, by 2050, I'm pretty sure we're all going to be flying around in jetpacks and drones. I'm pretty sure that we will have cures for almost every disease, probably coming from stem cells. Yeah, they will be specific to you. I think we will have long since started to colonize the moon and Mars. By 2050, you might even have a new form of space transportation that allows you to warp drive into wherever—whether that is capturing energy from space (which space is energy), or it's a way of navigating in space because space moves. If you figure out how space is moving, you can actually, like, the shortest distance between two points would not be a straight line. So, there are some things that are going to be happening out there in space that's going to be amazing. I think Bitcoin will be generally the global currency, but there will probably be other cryptocurrencies. I think governance will be very different. I think there will be land-based governance, and then there will be everything else. So, land-based is the monopoly they have today. It will be things like, can you build a mosque next to my house? And how many police do we need around the town and that kind of thing? That's the land-based. But the rest of governance is really insurance. It's things like medical insurance, workers' comp insurance, social security, pensions, and any number of different insurance policies. I think all of that can be provided without a land base. That can be a DAO (Decentralized Autonomous Organization) that can be distributed around the world and competitive around the world. So, I can choose, you know, this company's insurance policy for my medical care, and this one for my social security, and this one to provide welfare. I think that we'll be so mobile that being a citizen of one country or another will be less relevant, and we will—by being so mobile—I think taxes will be tied to where you spent each night. So, you would pay just where you spent the night. If I spend 15 days in one place, then 15 over 365 would be how much I would pay that particular place, based on your number of days. Because we are very mobile, and it's becoming less relevant to be a citizen of one place or another. I actually feel like we've had a reaction. I think all the politicians understand that, and they're saying, "Oh no, we need more tension between countries so that we can make ourselves relevant again." But we know—all humans know—that the geographic borders are falling and we're opening up, and the world's becoming more of one big world. By 2050, I think that's pretty much going to be a certainty. I think in, let's see, what other fields I'm thinking about... Oh, I believe that by then we'll probably have fusion energy, and that will be a very clean, very efficient, effective form of energy. I also think we'll probably have weather control, and I think that we'll have—whether they're umbrellas in space or space stations in space—that are blocking the sun at certain times and opening it up at other times. We're going to be able to control the weather, and we're going to have a good sense for, you know, "Hey, it's getting too hot; let's move those space stations closer together and block the sun a little bit more." I think in transportation, it's going to be amazing because we'll have the jetpacks or vertical takeoff and landing drones or whatever. But we're also going to be able to fly to, you know, from here to Tokyo in an hour and a half, and we'll be able to get to the moon and Mars. They are not that far away. And so, if you're an entrepreneur, it would be a really good idea to imagine that world, because it's already 2024. Your company will probably take 15 years to hit maturity, and all I'm talking about is 26 years out. So, you should kind of prepare for a time when geographic borders don't matter that much, when people are flying around in jetpacks, when the currency is all digital, and as Bitcoin is, it's perfectly trusted, it's global, it's safe, it's transparent, it keeps perfect records. I think that we will have far less need for accounting, auditing, bookkeeping, whatever, because it'll all be done already for us on the blockchain. This is the blow away you want to blow away... Okay, we saw an AI company that can dig into your case. Let's say we had a dispute, and you wanted to sue.

The AI company can go do all the research and come back to you with, "Here's your case." Okay? But then I talked to them and I said, "Well, can you do it for the opposition?" And they said, "Of course." So, then they can take my defense, they can go and do my defense, and then it's not a big step to say, "How's it going to come out?" And so we both look at that, we go, "Okay, we should probably settle." So, suddenly, all of those legal cases—the huge docket on the judge's desk that's just like he's got to go through a hundred of these things, these cases that go on for years and years because the lawyers are paid by the hour—are all going to be less needed. So, I think we've got a future that's going to be pretty interesting, and you know how the world people say, "Oh God, it's getting worse, getting worse." The world just keeps getting better, and the only thing you have to think about is, like, go back a hundred years. You would not want to live here a hundred years ago. No end of plumbing, no electricity, no internet, no cars, no planes—probably just barely making one meal a day. And now look, it's really starting to take off. We've got all sorts of things going on. Project forward another hundred years, they're going to look back and say, "God, they were living in the dark ages for, you know, for cancer, they used to have to cut people open and pull it out." So many things are going to change.

Q9) I mean, your crystal ball is showing a world which looks really amazing, isn't it? Like, it's going to be amazing. Yeah, you see all the drones flying around.

Answer: You have to have drones that you fly in. They'll have bumpers on them so that you could... But they maybe don't need them because the drones know where each other are. And I've always thought that these self-driving cars, the autonomous cars, are going to be much better than the other cars.

Q10) Do you have a self-driven car?

Answer: I've been in one. I've been in the Waymo, which is really amazing. But what's great about them is if they all know, if no humans are driving, so this would have to be a smart city created in a new place. All the cars would know where each other were, so you could go 400 miles an hour because you know you're getting there. Yes, and they could just go and get you there because they knew, "Oh, we've got to do this, we've got to do that." And they would avoid each other but still go much, much quicker. And that, I think, is going to be really interesting. And that's on the ground. That's if you're going on the ground. Yes, if you're flying, you know, you've got a different set of issues and goals and that kind of thing.

Q11) So, what really is exciting you these days, Tim?

Answer: I love being here in India, and I'm really excited about all these entrepreneurs that you guys have put together for us. That's exciting. I love my show Meet the Drapers—or our show Meet the Drapers, which is bringing entrepreneurs from all over the world to a global audience. I love our school, Draper University, and we've now had about 6,000 people who have had hero training. We've trained about 50,000, but 6,000 have had the real hero training to become real entrepreneurs. About 1,200 of them have started businesses, and the students have come from 102, 103 different countries. They've started six unicorns and about 25 companies with over a hundred million in revenue. So, it's really taking off. It's getting to be very... it's working. That's the really wild thing because I did this weird thing, and it's working. And the venture business is going through a major revolution. My venture business, I'm using artificial intelligence in about five ways, all sorts of different directions. We do it for deal evaluation, for checking out the industry, for filtering through 250,000 startup applications, for checking facts when an entrepreneur is giving us a pitch, also watching their facial expressions.We have video, we keep perfect transcriptions of all the interviews we do, so that they—then we can check back. We don't even have to check back because it pops up automatically now.

I use it for something on Draper TV. There's something we call Draper Decentralized. I have a digital twin, an AI twin, and that AI twin presents all sorts of company information, like a talking head on TV. Yeah, you check it out, it's great fun. We've also used—I also have a digital personality twin that we're working on, so they're going to be able to just answer questions the way I would have. So, yeah, there are going to be a lot of really interesting things there. My venture business is going through major transformations, and we're fortunate because we see these things first. We're always the seed investor, so we see them first. So, we're way, we're years ahead of most of the other venture capitalists in the way we're thinking about using AI.

Q12) Because everybody's talking about AI, how much do you think AI will really create, you know, disrupt jobs in the sense that people are living today, because of lack of complete information or lack of complete access and exposure to the full version of what AI can do? Everybody says, "Oh, AI is going to take away jobs," or "It's going to take away, for example, teachers from classrooms." To what extent do you think AI will really change our lives?

Answer: Okay, two different questions. It will change our lives in a big way. Our jobs are just going to change. You know, during the Industrial Revolution, they had the same complaint. It's like, "Oh, I'm a, you know, a blacksmith, or a whip manufacturer, or whatever," and they had to become mechanics and whatever. They wrote cars. I think we've just got to, you know, progress is coming. There are always those people who say, "Oh, it's going to be horrible," and then there are the ones that say, "Oh, it's my idea in the first place." You know, the ones who were all terrified now that, "Oh, we're going to all lose our jobs?" Yeah, everyone is going to lose their job every day. They're going to lose their job because their new job is the next day. The next day, it's going to be a different job because we've got new innovations and we've got to adapt to them. We've got a new set of customers, we've got to keep thinking and adapting to that new job that we have every day. Yeah, my son says, "Yeah, of course, AI is going to take all our jobs." Of course, it is. But that doesn't mean we aren't going to have jobs. Yeah, we'll just be more productive.

Q13) I'm going to ask you to answer a few questions in one-word format, some rapid-fire. Of all the companies in the world, if you had to choose one company you admire today, which one would it be and why?

Answer: I would say it's all of Elon's companies, because he is willing to do whatever it takes to make those companies successful, and he takes so much heat for it. But he's doing extraordinary things. He is really something else. So, I would say it's Tesla, SpaceX, and Twitter, and maybe some of his other innovative companies.

Q14) So, obviously, I mean, coming from that, what would you say is his one big quality? You said one—that he's willing to do whatever it takes—but if you had to pick one more?
Answer: Yeah, he's an inspirational leader. He says, "We're going to Mars," and then everybody kind of goes, "Oh, he's kind of crazy," and then the greatest scientists in the world, the greatest engineers in the world, all want to join him because they want to be a part of something that's that big. He's a big thinker.

Q15) So, yes and no answer. Do you have to also be a little crazy to be really inspiring and successful?

Answer: You have to be willing to go, to be different. You've got to be willing to step outside of what's currently there. You have to be willing to be different from the state-of-the-art technology, to be different from the people who are all doing it this way, and you've got to always want to improve the lives of the people around.

Q16) Wow, so you need to have the guts, you think, to be different? The courage to be different?

Answer: Or the ambivalence, or the whatever. It's got to just skate off your back.

Q17) To the startup founders listening to you today, Tim, top three qualities they should definitely look to nurture in themselves to be successful?

Answer: Well, I always flash back to freedom—think freely—open your mind to possibilities. But the characteristics we look for are ambition and drive. That might be one. Passion and intelligence—kind of those two flow together for some reason in my mind. And love for their customer.

Q18) Lastly, one word for India?

Answer: One word: "Go get them!"

Q19) Okay, and one word for Sri Sri University?

Answer: Oh, I love it.

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About CIPU

Conceptualized by academic thought leader Shri. Rahul V Karad in collaboration with several American and Indian Higher Education leaders, Confederation of Indian Private Universities (CIPU) emerged as an outcome of several rounds of discussions and brainstorming with stakeholders in the Higher Education ecosystem. This took the shape of the first formal dialogue in 2022 when more than 25 American and 30 Indian thought leaders met in Washington D.C. Building on the successful deliberations in Washington, more than 70 leading Private Universities met in Pune in January 2023 to take forward the mission.

CIPU is a not-for-profit member driven body that works and advocates for the promotion and interests of the tertiary, higher education, and University levels in various national and international forums.

The vision of CIPU is to make India, the knowledge capital of the world and re-establish the country's credentials as a Vishwa Guru in the 21st century.

The organisation will work closely with the Government and Education Entrepreneurs to ensure that the needs and concerns of higher education institutions are heard and addressed in policy making. CIPU also collaborates with international organisations and associations to promote the internationalization of higher education and to enhance the global reputation of the sector.

The Confederation serves as a unifying force, providing a platform for member institutions to exchange ideas, share best practices, and collectively address challenges facing the higher educational landscape. It also provides a platform for consensus building and networking on key issues.

Thank You

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