

Executive Summary & Discussion

I visited Chitkara University in northern India for the first time on this trip and I was quite impressed. They are interested in collaborating with us in several ways including the development of a 2+2 style transfer program. Developing such a program can be done at essentially no cost to MSOE. Our role would simply be to provide them with input and advice on curriculum structure and course content. The soonest they would start accepting students is fall 2013 with the first students coming to MSOE in fall 2015.

Our relationship with the ICAS program in Manipal continues to be excellent, but we face stiff competition for their students. Representatives from 9 other universities attended the inaugural ceremony where I was again Chief Guest and, like me, presented to their incoming students and their parents.

By coincidence, I learned while in India that only 3 of the 11 ICAS students who had submitted deposits to MSOE received their visas. It appears the U.S. Consulates in Mumbai and New Delhi continue to have extremely high (possibly unrealistic) standards for undergraduate international students. This does not appear to be a problem at the Chennai consulate that I have visited last year and with which the ICAS program maintains a relationship. It is possible that personal visits to the Mumbai and New Delhi consulates by an MSOE representative would increase the likelihood of perspective students receiving visas.

While I believe there continues to be a market for undergraduate international students in general and 2+2 programs in particular, I do not believe this market will ever be as large or easy to access as the one for graduate students. I recommend that the opportunity for and needs of international students be explicitly considered in the development of any new masters programs at MSOE.

There appears to be growing opportunities for short (approximately 2 week) study visits to India by our students. Such trips would be coordinated with MSOE's General Studies department and include a classroom portion in the U.S. during regular academic quarters followed by a group visit to India during quarter breaks or the summer. The trip would include visits to universities, industrial operations and points of cultural interest. The development of such a program would require a reasonable initial investment of time and effort followed by a modest ongoing effort.

Excessive Details

I traveled to India from August 19 through August 28.

On August 22, I visited the administrative offices of Chitkara University (<http://www.chitkara.edu.in>) in Chandigarh. Chandigarh is in northern India and is the capitol of both Punjab and Haryana States. Chitkara is a government recognized university that has been operating since 2002. Chitkara operates two campuses. Both are about 30 kms from Chandigarh, one in Punjab and the other in Himachal Pradesh. They have a combined total of about 10,000 students and have programs in engineering, engineering technology, pharmacy, healthcare, business, hospitality and journalism. They also operate an international school that currently serves students in grades 1 through 8 and will eventually serve grades 1 through 12.

During the visit, I spoke extensively with Ms. Sangeet Jaura (Associate Vice President) and Brig. (Dr.) R. S. Grewal, VSM (Retd) (Vice Chancellor) and briefly with Dr. Madhu Chitkara (Pro-Chancellor and co-founder). Ms. Jaura appears to be responsible for relationships between Chitkara and other universities. Brig. Grewal is in charge of their Himachal Pradesh campus. Dr. Chitkara appears to be one of the owners and responsible for overall university operations.

Points discussed included:

- They just concluded hosting a small group of students from MIT (the one in Boston, not the one in Manipal) and were currently hosting a group of 12 students from Glasgow Caledonian University. They have a general interest in one to two week student and faculty visit programs having both cultural and academic components. They typically cover all local housing and transportation costs for these students. In general, they see multiple direct and indirect benefits from working with universities outside of India.
- They have had 2+1 arrangements in Computer Systems Technology and Hotel Management and Catering George Brown University in Toronto Canada since 2006. The course work for the computer systems part of this program is based on their engineering technology, rather than engineering program. Somewhat like MSOE, Chitkara has both engineering and engineering technology programs.
- They are very interested in working with us to develop a 2+2 program in engineering based on the Manipal ICAS model (Brig. Grawal is a former employee of the Manipal Group and was Pro Vice Chancellor of Sikkim Manipal University). They indicated they are willing to work with MSOE to develop a new curriculum (with them doing most of the work and MSOE providing support and advice). They would likely charge 2+2 students a modest premium over their regular tuition to compensate for their shorter stay and more specialized coursework.
- They are very interested in developing a relationship with our Medical Informatics program in that they currently offer a specialized MBA in Healthcare Management. This would not be an exchange or transfer relationship, but could take the form a faculty and or student visits (in either direction) and online interactions.
- They mentioned an annual Federation of Indian Chambers of Commerce and Industry (FICCI) summit for universities interested in building mutually beneficial international relationships. This event is held annually.
- They indicated a perception that Great Britain has become substantially less welcoming to Indian students under the current Conservative government. This reinforces my observation that perceived government immigration policies can have a profound effect on the institution selections made by 2+2 students.
- They do not see a relationship between their media and journalism and our Technical Communications program as being a good fit, both in terms of student talent and family financial position.
- They are interested in working with our faculty to develop a question bank. I suspect this is needed for the complex and rigorous Indian student evaluation system. I indicated that I though interest in this would probably not be high among our engineering faculty, but that there might be interest among math, science and general studies faculty members. They indicated they would be will to compensate MSOE faculty members for this work.

On August 23, I visited Chitkara's Punjab campus. I found their facilities to be adequate and reasonably up-to-date overall and fully equivalent to MSOE's in some areas. I found that Chitkara, like most the Indian schools, stresses manual skills like shop work substantially more than we do. They also use very robust, panel type electronics setups where we would use breadboards and components. I spoke with faculty members and teaching lab assistants (more like lab monitors and managers than American style TAs). Everyone seemed fully qualified and dedicated to teaching. They use a lot of project and problem based learning at Chitkara and this came up several times in our discussions.

On August 24, I arrived in Manipal and attended a formal reception for ICAS guests. During the reception, Dr. G. K. Prabhu, the Registrar at Manipal University, made a point to ask me to visit their Dubai campus at my next

opportunity. He indicated they have survived the numerous economic and political challenges of operating in Dubai and finally appear to be in their permanent location.

My activities on August 25 included participation in the annual ICAS inaugural ceremony and a presentation to incoming ICAS students and their parents. I was the Chief Guest at the inaugural ceremony and presented ICAS and Manipal University with a Mercker print from the Grohmann Collection. I used the print as the basis for my formal address which appeared well received.

After the morning inaugural ceremony the university representatives were given the chance present to the new ICAS students and their parents. The presentations were sequential giving me the opportunity to see the other schools' presentations. Other schools represented were:

Andrews University, Michigan, USA
City University London, London, England
Deakin University Australia, Victoria, Australia
Edinburgh Napier University, Edinburgh Scotland
Glasgow Caledonian University, Glasgow, Scotland
Lancaster University, Lancaster, England
Nottingham University, Nottingham, England
Queens University, Kingston, Ontario, Canada
University of Technology, Sydney (UTS), Sydney, Australia

All the other universities appear to be competitive with MSOE in terms of quality and actual costs (after discounts and currency conversions tuitions and living expenses were remarkably consistent across schools and continents). Most of the schools were a bit more research and graduate oriented than MSOE.

Also attending inauguration and associated activities were:

Prem Kapur of Prem N. Kapur Associates (<http://www.foreign-study.com/>). Prem N. Kapur Associates is an Indian based educational consulting organization that is working with Edinburgh Napier.

Giles Brooker of the Giles Brooker Group (<http://www.gilesbrooker.com/>). The Giles Brooker Group is an New Zealand based educational consulting group that appeared to be representing themselves.

On the 26th the university representatives had the opportunity to meet one-on-one with students and parents. I meet with about 10 families of first year students and with 12 second year ICAS students during the event.

Somewhat by chance and somewhat by design, adjunct MSOE faculty member Shajan John arrived in Manipal around mid-day on the 26th. He presented at a chemical engineering conference being held at the Manipal Institute of Technology (MIT). We spent some time networking with other guests and he showed me around his old college town. We also played basketball with a group of MIT students at MIT's very nice new athletic facility. The time I've been spending at the Kern Center paid off as I believe I didn't embarrass myself or MSOE in the game.

On the 27th, I left Manipal for Mumbai and ultimately home.