

Chief Guest Ms. Aruna Jayanthi, Director –Prof. Pankaj Jalote, Mr. Arun Seth - Member of the Board of Governors, Faculty, Administration, Graduating students, Parents and Guardians who have come to this very special event which every year marks a milestone for this Institution as it does indeed for all such Institutions from which young students graduate. This is a major milestone for those who are graduating today but it is an important milestone for the Institution. It comes year after year for us, for many of you it comes once or may be twice a year, for some of you, who're doctoral, maybe thrice a year but for this institution and other such institutions it's every year and yet it is always a very very special occasion and therefore it is a matter of happiness and pride as a young Institution like ours gets to this next milestone. You just heard the Director give a report on what you've achieved and indeed you know, I am obviously biased but I must say that every year when I hear this report, year to year I hear the progress we have made, I am indeed very very pleased. I don't think there is any doubt today that the IIIT Delhi is widely recognized now, certainly in India and indeed growingly in the other parts of the globe as being one of the premier institutions in the area of Computer Sciences. This is thanks to our dynamic and eminent Director and to the young but very very eminent and well qualified faculty that we have. I also want to recognize the role of students, we are yet young Institution and so we don't have as many alumni as who would have gone to the industry and made a mark, but yet the very quality of the graduating students, those who are interviewed by the industry and companies begin to establish a benchmark and it gets talked about widely and I know friends who tell me that, "I interviewed a few students from IIIT D and you know while we took only two of them, I was very impressed with the quality, you guys seem to doing something right" and certainly such a person will talk to other colleagues and friends and the word spreads, the buzz is there and I want to say specially a word of thanks to the students from here those who have graduated, those who are graduating today and those who graduate from future years to say thank you for helping us to make this Institution one of the already recognized and great Institutions. What we have established in Computer Science, I don't doubt in a couple of years from now we will do the same in the other area of ECE, it's a new area, we are yet to begin to get there, but I don't doubt that this would help and they have the advantage of riding already on the back of, you might say, the brand that the Computer Science folks have already established so we are heading right there. This year, as just mentioned, we have moved ahead in our idea and dream of creating more centers which are inter disciplinary, which act as hubs for research and where we can build in very special capabilities. The center for cyber security has in a very very short time already established a reputation in this country and a lot of people count on it now for a lot of very important things. A new center for computational biology was inaugurated this year and we are hoping that we can set up a few more such centers that will help us to take forward this journey where we bring in more interdisciplinary and research oriented work. The faculty can come together, students can contribute to their research and we would get researchers to take forward the agendas which we have over the years to come. I do want to mention a couple of other things in this regard, the Director just mentioned our expansion and I am very happy that a year and a half, maybe two years at the most from now we would have in effect tripled from where we are now. We are having doubled the area that we have today, we will be able to approximately do two to two and a half times, what we have in number of students, faculty, research and I think the output will multiply even more than that. This is going to be an amplifier, this will help us to set up new facilities, get in new faculty, get new areas of research, set up new centers. In the meantime of course, I know that those of you who are on campus, whether

students or faculty and even more so for those who live here, have to go through the pain but then what's the temporary pain for an Institution where you are going to do so much more and where there is so much gain to be got from expanding and growing. So you will see a lot of construction, we take a lot of pains and pride in seeing that we follow the best possible standards in terms of minimizing the noise and pollution and trying to do what we can but yes, these are part of what an institution does as grows. I remember the early days when we were at NSIT in Dwarka and the students and the faculty had to go through a lot of difficulties. We had inadequate space, not enough area to do what we wanted to, the faculty was living elsewhere, all took metro to commute, the students had problems and we managed and we have grown since then so I don't doubt that this phase of the next year or two when we go through; problems on campus are going to really contribute towards taking us to the next orbit as we move ahead from there. In this context, I want to specially acknowledge the role of the government of Delhi, they have been tremendously helpful, always supportive to us, we are able to do expansion, thanks to their generosity. But to me, even more important is what they provide us by way of financial resources, important as they are, is the fact that they have given this institution a very unique structure. We truly have autonomy, the board is able to make decisions with guidance and inputs from the faculty and the senate about what courses we can undertake, what we should do, we have the freedom to do those on our own, this gives us the kind of flexibility autonomy and freedom that very few institutions in this country have. It's extraordinary, and I think the institution has used it, in a sense proved it that this model works. So the fact that this is done is not very important for IIIT-D but it's very important for the country that you have now established a new model of saying that if you can support an institution give it enough autonomy and freedom, trust the faculty and the institution to do the right thing; you can create in a very short period of time, a truly great institution. And I think the IIIT-Delhi has proved that, it's the first institution of its kind, its very unique structure and I think we are well on the way there. The Delhi government has been the creator of this and continuing to support us in this adventure, you might say, as you move forward and indeed I want to acknowledge the special role that they have played in this whole process as we have moved forward. The Director has given you some very very sage words of advice, I am sure you internalize them as you think about them in the days, maybe even years to come. I have very little to add to what he said, he has covered it vastly and very very well. I think it's very important to note the points he said. I just want to add a couple of points, you know that there is one thing that is absolutely predictable about the future, it is that it'll be unpredictable. We really don't know what is going to happen and nowhere is it more true than the area of technology. We have no idea what is going to come, frankly. We were just having the discussion with the chief guest and one of the members of the faculty asked her a very insightful question, that you know, what do you think we should be teaching to prepare our students 5 years, 10 years from now. The fact of it is, very frankly, with all due respect to the learned faculty, none of us knows. You can guess, you can predict based on your judgement but we really don't know. There may be revolutionary changes, there may be something altogether new, there may be things that just throw out everything that we have had in the past. So what can we do, how do we prepare our students? There are only two ways. One, is a very strong foundation of basics, which don't change. They change after a very very long period of time, like laws of physics, they stay around for a long time. Yes, once in a way you get a certain surprise, an Einstein comes around and throws out old theories but that happens once in a lifetime, once in a generation. So don't worry too much change in the basics in that area. So, very strong foundation which helps you to

get there. The second, which to me is, as I would say is more important, is the ability to learn and I think Pankaj quoted exceedingly well “earning yes, but learning too”, because what you have to do as you move ahead is the ability to grasp whatever comes up. Doesn’t matter what the new technology is, what googly or curve ball is thrown at you, you should be able to take it on. So you know, catering in terms whether it’s a googly or “doosra”, you should be prepared and the only way you can do that is by continuously updating yourself and I repeat what I think I said last year, I’ve said it more than once even on this platform is that one thing which I can predict apart from this predictable thing about the future is unpredictable; I can predict that your present knowledge will be obsolete in 5 years or half of it. So you might say the half of it until 5 years. And frankly, that’s about it. So, unless you’re able to renew that knowledge on your own, unless you’re able to learn from your experience, your own environment and indeed everything else that’s there today. You people are so lucky today, you don’t have to go to the library and look up the latest book or journal, you can just get it on the net. On the fly, you can download it on your mobile while you’re sitting in the metro or somebody’s driving your car when you become the hot-shot executive, who has a driver to take you to office and you can look it up. But you have access to information so just keep updating yourself, keep learning, keep absorbing what there is and learn from your experience. I think this is critical; there is one thing in tomorrow’s world that’s it. The other one, which again Pankaj mentioned in passing and I want to stress a little more on this is innovation, the future is going to be about doing what you know well, efficiently, and the magic formula of Indian IT industry, has been, in particular, cheaper, better, quicker. It’s a mantra that has worked wonderfully. There are very few countries that can beat us, even today, on being cheaper for doing any job. There are very few countries that can beat us on quality, which is doing things better and indeed there are few countries because of a huge resource of human resource here, base here that can do things quicker and we have all three. It’s a unique combination that very few countries can even dream of emulating and we are perfect to the formula. But tomorrow’s world is not going to be only about cheaper, better, quicker. It’s going to be cheaper, better, quicker and different. You have to do something different. You have to innovate. You have to find some ways of breaking into new markets, creating a new product, creating a new service, creating a new technology, finding a new niche, whatever it is, whether you’re in business or research, and as researchers you know this well enough that ultimately you can do some me too research and maybe even get it published. But you want to really make your mark then you have to do research that is a significant breakthrough, that happens once in many many years but that is what makes the mark. In your job, you have more opportunities, more possibilities of doing this, for those of you who want a work life, innovation is going to be the key and innovation means what? Basically, it means keeping your mind open. If you’re rigid and fixed you will never innovate. If you have fixed ideas, fixed thoughts, fixed dogmas, you’ll never be innovative. Critical to be important, open minded, pick up what you can, talk to others because the best innovation happens at the cusp or intersection of two different disciplines. So again going back to what the Director mentioned to you, network, interact with your friends certainly, but with others you meet at work space and elsewhere. You’ll pick up something, you’ll pick up something from a completely different field, from the social arena, wherever it is and you pick up a great deal from just the society around you and the people around you. You see a problem and suddenly you sense, hey, this is the solution. If you read all the wonders about those who make on the first page not just of the business papers but of the mainline papers or the guys who made billion dollars somewhere in the world; it’s all about finding a

problem that a large enough section of people have and solving it. So you got to be sensitive to your environment and surroundings around you. That brings me to the final broad point of what you might go away with, so this is from the point of view of both your own career but also us as human beings, of being sensitive to the needs and problems of others. How do we make sure that even as we do well for ourselves, even as we do our job well, efficiently, professionally, which are all very very important and there is no minimizing those, how do we yet stay connected to the society around us. How do we avoid becoming a little island and forgetting what's outside. I think we have to continue to have that sensitivity to be able to get that and I said, one reason for that is very pragmatic, is that it gives you problems which you want to solve, which may get you more business or do you more good. There is a much broader and important area that is just caring for fellow human beings and that's a core value. Like Pankaj said, I was delighted to hear that quote about somebody talking of integrity because these are core values. Just like integrity, the sensitivity to fellow human beings, their pains, their sufferings, their happiness. Just as in the family, you're sensitive to what happens to your family members. If they're happy you're happy, if they're sad, you're worried and you try and see what you can do and we should be as conscious of the society around us as we grow and begin to do what we have. We are specially privileged both in terms of knowledge and income and I think it is both our responsibility and our duty but indeed is also our pleasure to do that because every time you do something like that, the kind of satisfaction you get I can assure you is many many times more than what you get from doing anything else. The fact that you did something good for one human being will give you the kind of satisfaction that you can rarely get otherwise and if you can do it for the larger section of the society, fantastic! So keep this in mind, this is the advice you get all over, it's motherhood statements, I know many of you say, this is the standard stuff people talk about. But I can tell you from many many years of experience that this matters. It matters in your life and it matters even in your career because as you begin to go up, people look at these dimensions beyond just your skill and knowledge, they begin to look at how you are as a human being and ultimately this is what leadership is all about. I want to end there and transition very naturally to one of the best leaders you can think of and indeed we are very very privileged to have Ms. Aruna Jayanthi here with us today. Aruna, special welcome to you. We are very pleased that she is here today and come. She is, as we were just talking to use a much hackneyed word, an icon and let me repeat this because many people look at that, she is not an icon just for women professionals she is an icon for all people and indeed for this country. She is a CEO of Capgemini in India. She has rezoned to the kind of heights which are extremely extremely high. Capgemini has one of their, if I am not wrong and Aruna can correct me, their biggest operation in terms of numbers in India and somebody heading that huge operation is indeed a privilege to have her here. She has made the company very successful, starting from when it was very new here. I remember visiting Capgemini when they were first coming and talking to them and they had such a small team you won't believe. But I will leave it to her to tell you more about it. We are very privileged to have her here with us, both as somebody who is from an industry which we all are close to but also as a professional and a leader who has done great things and I'm sure she can share a lot of lessons with you. So thank you very much and welcome Aruna.