



Appendix-1

Revised Career Advancement Schemes for Teachers of Degree Level Technical Institutions.

1.1 General

1.1.0 Minimum length of service for eligibility to move into the grade of Lecturer (Senior Scale) would be four years for those with Ph.D., five years for those with M. Phil., M.Tech., and six years for others at the level of Lecturer, and for eligibility to move into the grade of Lecturer (Selection Grade)/ Assistant Professor, the minimum length of service as Lecturer (Senior Scale) shall be uniformly five years.

1.1.1 For movement into grades of Professor, the minimum eligibility criterion would be Ph.D. Those without Ph.D. can go up to the level of Lecturer (Selection Grade)/Assistant Professor.

1.1.2 An Assistant Professor with a minimum of eight years of service in that grade will be eligible to be considered for appointment as a Professor.

1.1.3 The Selection Committees for Career Advancement shall be the same as those for Direct Recruitment for each category.

1.2 Lecturer (Senior Scale):

A Lecturer will be eligible for placement in a senior scale through a procedure of selection if she/ he has:

- (i) Completed 6 years of service after regular appointment with relaxation of one year and two years respectively, for those with M.Phil, M.E.,/ M. Tech. and Ph.D.
- (ii) Participated in summer / winter schools of total duration of 4 weeks, or engaged in other appropriate continuing education programme of comparable quality as may be specified or approved by the All India Council for Technical Education (AICTE).

- (iii) Consistently satisfactory performance appraisal reports.

1.3 Lecturer (Selection Grade):

Lecturers in the Senior Scale who do not have Master's degree or equivalent published work, and who do not meet the scholarship and research standards, but fulfils the other criteria given below for the post of Assistant Professor, and have a good record in teaching and, preferably, have contributed in various ways such as to the corporate life of the institution, examination work, or through Research & extension activities, will be placed in the Selection Grade, subject to the recommendations of the Selection Committee which is the same as for promotion to the post of Assistant Professor. They will be designated as Lecturers in the Selection Grade. They could offer themselves for fresh assessment after obtaining Master's degree and/or fulfilling other requirements for promotion as Assistant Professor and if found suitable, could be given the designation of Assistant Professor.

1.4 Assistant Professor:

1.4.1 A Lecturer in the senior scale will be eligible for promotion to the post of Assistant Professor if he/ she has:

- (i) Master's Degree and completed five years of service at the level of Lecturer(senior scale). Those who do not have Ph.D degree, they are required to obtain Ph.D degree within a period of seven years from the date of his/her promotion to the post of Assistant Professor.

AND

- (ii) Made some mark in the areas of Scholarship and Research; as evidenced e.g. self assessment, report of referees, quality of publication, contribution to education /innovation, development of new courses and curricula and extension activities.
- (iii) After placement in the senior scale participated in winter/ summer schools (short-term courses) of total duration of 4 weeks, or engaged in other appropriate continuing education programmes of comparable quality as may be specified / approved by the AICTE.

- (iv) Possesses consistently good performance appraisal reports.

1.4.2 Promotion to the post of Assistant Professor will be through a process of selection by a selection committee to be set up under the statutes / ordinances of the concerned institute / university or other similar committees set up by the appointing authorities.

1.5 Professor:

1.5.1 In addition to the sanctioned position of Professors which must be filled up through direct recruitment through all India advertisement promotion may be made from the post of Assistant Professor after 8 years of service as Assistant Professor.

1.5.2 The selection committee for promotion to the post of Professors should be the same as that for direct recruitment for the promotion from Assistant Professor to Professor the following methods of promotion may be followed:

The candidate should present her/himself before the selection committee with some of the following:

- (a) Self-appraisal report (required).
- (b) Research Contribution – books, articles, etc published (at least 4 papers in Journals required). The best three written contribution of the teacher (as defined by her/him) may be sent in advance to the experts for reviewed before coming for the selection committee interview. The candidate should submit in three sets with the applications.
- (c) Seminars / conferences / workshops attended which should be at least 4 seminars/ conferences/ workshops at the national/ international level or must have attended summer / winter schools (short term course) of total duration of 4 weeks.
- (d) Significant contribution towards teaching / academic environment / institutional corporate life.
- (e) Adequate extension and field research activity.

(f) Development of course/ lecturer material / monographs, CDs / modern teaching tools including E- learning tools.

(g) Participation in continuing education programme.

(h) Any other academic contribution.

1.6 The requirement of consistent satisfactory performance appraisal report shall be the mandatory requirement for Career Advancement from Lecturer to Lecturer (Senior Scale) and from Lecturer (Senior Scale) to Lecturer (Selection Grade) /Assistant Professor.

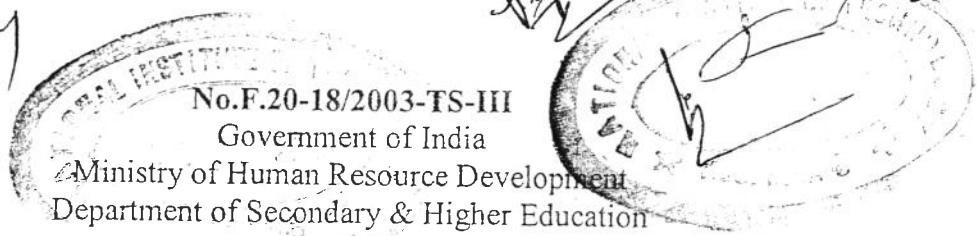
For requirement of completing the courses would be as follows:

- (i) For Lecturer to Lecturer (Senior Scale), summer / winter school courses of total duration of 4 weeks would be compulsory.
- (ii) For Lecturer (Senior Scale) to Lecturer (Selection Grade)/ Assistant Professor, summer / winter school courses of total duration of 4 weeks would be compulsory.
- (iii) The senior teachers like Assistant Professor / Lecturer (Selection Grade) and Professors may opt to attend 4 seminars / conferences / workshops (National or International Level) in their subject area and present papers on those areas or attend AICTE approved summer / winter school courses to be offered by various approved institutions.

Note: Other terms and conditions of Career Advancement Scheme (CAS) will remain same as per the addendum issued vide Letter F.No. 1-65/CD/NEC/98-99 dated July 31st 2001.

2737

22/4/04



New Delhi
April 6, 2004

OFFICE MEMORANDUM

SUBJECT: - Introduction of Career Advancement Scheme (CAS) for members of faculty in National Institutes of Technology (NITs) - Clarification regarding effective date

The undersigned is directed to refer to this Ministry's Office Memorandum (OM) of even number dated 15th September 2003 and subsequent clarification issued vide OM of even number dated 4th March 2004 on the subject mentioned above and to say that the a number of NITs has been seeking clarifications on points concerning the grant of financial benefits and notional fixation of pay in respect of promotions effected under CAS.

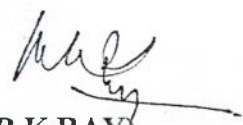
2. It is hereby clarified that initial pay fixation and consequent grant of financial benefits in the promotion grade shall be only from the date of the meeting of the BOG in which recommendations are approved and there would not be any notional benefits / pay fixation prior to this date.
3. All cases of promotions made/to be made under CAS under NITs may accordingly be regulated as per this clarifications.

G L Jambulkar
(Dr. G L Jambulkar)
Deputy Educational Adviser
Tel: 2338-4276

Register for records
22/4/04
22/4/04

Copy forwarded for information to:-

1. Directors/Registrars of All NITs
2. AICTE/UGC
3. All Divisional Heads in the Bureau of Technical Education
4. Guard File



(B K RAY)

Desk Officer

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5163
14/6/07
17/6/07
Estt.
No.F.20-18/2003-TS-III

Government of India

Ministry of Human Resource Development
Department of Secondary & Higher Education

New Delhi
June 4, 2004

OFFICE MEMORANDUM

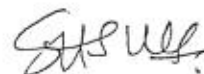
SUBJECT: - Introduction of Career Advancement Scheme (CAS) for members of faculty in National Institutes of Technology (NITs) - Clarification regarding crucial date, qualifying service & seniority etc.

The undersigned is directed to refer to this Ministry's Office Memorandum (OM) of even number dated 15th September 2003 and subsequent clarifications issued on 4th March and 6th April 2004 respectively on the subject mentioned above and to say that the initial date of introduction of CAS in a REC/NIT shall be the **actual date of notification** regarding implementation of the revised scale of pay in the Institute but not the retrospective date of implementation of the revised scales of pay i.e. 01-01-1996. Further, the **crucial date** for determining the fulfilment of eligibility criteria for promotion under CAS shall be **1st July** of every calendar year. This is to say that all those persons who have fulfilled the prescribed criteria for promotion **prior to 1st July** shall be considered **en bloc** as a batch and the **inter-se** seniority of those actually promoted, as a batch shall be maintained with reference to their original seniority in the initial entry grade. However, where promotion of more than one batch has taken place together, all persons of the first batch shall rank senior **en bloc** to the next batch and like wise.

2. It is also clarified that the period between the **crucial date** and the **date of the meeting of the BOG** in which promotions recommended under CAS are approved shall count as qualifying service for future promotion without entailing any financial liability -notional or actual- on part of the Institute. However, this would not be applicable in respect of those who have not been found suitable for promotion in the first instance where the benefits would be given from the date of the meeting of the BOG only.

3. All cases of promotions made/to be made under CAS in NITs may accordingly be regulated as per this clarifications excepting those where a member of the faculty has already retired.


Copy to :
Registrar
D.P. (Admin)
All Deans/HODs (for circulation)
Teachers' Assn.
To All faculty members
My desk.
through email.



(Dr. G L Jambulkar)
Deputy Educational Adviser
Tel: 2338-4276

Copy forwarded for information to:-

1. Directors/Registrars of all NITs.
2. Chairmen of BOGs of NITs.
3. AICTE/UGC
4. All Divisional Heads in the Bureau of Technical Education
5. Guard File



(B K RAY)

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F.No. 17-9/2010-TS.I / pt. file
Government of India
Ministry of Human Resource Development
Department of Higher Education
Technical Section – I

AR(6)/644
H-17
5/8/11

Shastri Bhawan, New Delhi

Dated the 28th June, 2011

To

The Directors,
Indian Institute of Technology,
Delhi, Bombay, Madras, Roorkee, Kanpur, Kharagpur, Guwahati,
Bhubaneswar, Gandhinagar, Hyderabad, Patna, Jodhpur, Ropar, Indore
& Mandi.

Subject: Clarification regarding movement of pay scale of Assistant Professor from PB 3 to PB 4 with AGP of Rs. 9000/- on completion of 3 years of service.

Sir,

This Ministry has received references from IIT Bhubaneswar and IIT Kanpur vide their letter NO. 4-1/100014/PF dated 5th April, 2011 and DIR/IITK/2011 dated 23rd March, 2011, seeking clarification whether service rendered in Institutions other than IITs by Assistant Professors appointed in IITs will be counted for movement to PB 4 with AGP of Rs. 9000/- as referred to in para (2) of this Ministry's letter F.No. 23-1/2008-TS.II dated 16.09.2009. The matter was examined in this Ministry and it is clarified that Assistant Professors of IITs having 3 years post doctoral experience in the AGP of Rs. 8000/- rendered in Centrally Funded Technical Institutions, AICTE approved institutions and institutions under the UGC would be considered for upward movement to the AGP of Rs. 9000/-.

Yours faithfully,

P. Dikshit

(PRATIMA DIKSHIT)
DIRECTOR

- Copy to: (i) TS.II, Deptt. of HE, MHRD, with reference to their letter F.No. 23-1/2008-TS.II dated 16.09.2009.
(ii) Guard Folder
(iii) Registrars of all IITs.

AR(E)
H H
23/3/12

No.F.33 – 7 / 2011 – TS.III
Government of India
Ministry of Human Resources Development
Department of Higher Education
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Shastri Bhawan, New Delhi,
dated, the 14th March, 2012

To

The Directors
of all the National Institutes of Technology (NITs)

Subject: Promotion of faculty members of NITs under the Career Advancement Scheme (CAS) – issue of necessary guidelines thereof – regarding.

Sir / Madam,

I am directed to refer to the various communications issued by this Ministry on the rules and regulations for promotion under Career Advancement Scheme (CAS) for faculty members of the National Institutes of Technology (NITs). The Ministry has received a number of representations from the faculty members of the NITs on the implementation of CAS. The issue had also been discussed in meetings of the Board of Governors (BoGs) of NITs, wherein concerns have been expressed.

2. In order to resolve the issue, a Committee (under the Chairmanship of Prof. Sunil Kr. Sarangi, Director, NIT-Rourkela) was constituted for removal of pay anomalies. The report submitted by this Committee was examined in the Ministry. It was felt that the instant issue was intricately linked with the Recruitment Rules for faculty posts.

3. In order to approach the instant issue from a holistic perspective and in the backdrop of a need for Recruitment Rules, it was considered necessary to examine these two issues afresh. Accordingly, a Special Committee was set up under the Chairmanship of Prof. Sarangi, Director, NIT – Rourkela vide this Ministry's order F.No.24-1/2010-TS.III dated 27.07.2011 and 23.08.2011. The Sarangi Committee after detailed examination of the aforesaid issues submitted its report to Standing Committee of the Council of NITs in its meeting held on 15.11.2011 under the Chairmanship of Dr. R.A. Mashekar. The Council of NITs in its 3rd meeting held on 18.11.2011 resolved to accept the recommendations of the Sarangi Committee for implementation of CAS & Recruitment Rules of faculty in NITs, as modified by the Standing Committee.

4. Subsequent to the resolution of the NIT Council, representations have been received in the Ministry from several NITs regarding the decisions taken for removal of anomalies, faculty promotions, condition of service, etc. These representations have since been examined in the Ministry in consultation with certain Chairpersons of the BoGs and Directors of NITs. After due deliberations, the following general and specific guidelines are prescribed:

- a. Career Advancement Scheme (CAS) is an integral part of a rigid staff structure where the number of posts at any given level is limited. Such a scheme provides an avenue through which a qualified employee climbs to the higher rung of the career ladder, even if there is no vacancy. It, however, will not be treated as mere formality as the purpose of the scheme was for development of merit and not eligibility based promotions.
- b. For a faculty member to gain advancement under CAS, he or she must satisfy the approved criteria under three broad heads: (i) a critical number of years in the lower level or designation and/or AGP, (ii) cumulative academic performance during the service period at the current level in terms of teaching and research output as well as sharing institutional responsibility, and (iii) proficiency and knowledge in one's chosen field of research and teaching. Superior record in all these three fronts qualifies a faculty member for advancement to a higher level.
- c. CAS has been in operation in Institutions under guidelines provided by AICTE and UGC. It is clarified that those norms and procedures are not applicable to NITs. CAS in NITs will be governed by guidelines and regulations defined by the Ministry of HRD and the Council of NITs.
- d. The Directors will be assisted by an in-house Advisory Committee on Faculty Recruitment (ACoFAR). Necessary details of this Committee are provided in the Recruitment Rules for faculty positions.
- e. Any distinction between faculty recruited against vacant positions and those promoted under CAS will be abolished completely. It is clarified emphatically that unlike the UGC system, there is no distinction in qualification or achievement between internal and external candidates while assessing their suitability for higher post as in the practice prevalent in the IIT system.
- f. All recommendations of the Selection Committee shall take effect only from the date of approval of the recommendations by the Board or any later date as decided by the Board. There shall be no retrospective implementation of recommendations in any case (either financial or notional).
- g. The constitution of the Selection Committee, the procedure and criteria of selection shall be same for internal and external candidates. There shall not be a separate or special interview for CAS selection; interviews should be conducted along with candidates for direct recruitment against vacancies, if any.
- h. All Professors irrespective of the mode of selection should start at the basic pay of Rs.43,000/- and AGP of Rs.10,000/- on or after 01.01.2006.
- i. When a vacancy occurs in the higher posts and there are serving faculty members with corresponding designation under CAS, they must be adjusted as per the respective seniority list before fresh advertisements are published. For a faculty member, there should be no distinction drawn between a CAS post or an direct selection post. Reservation principles for categories specified (viz. SC / ST / OBC) should be honoured.



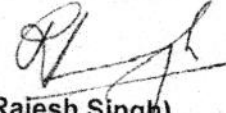
- j. Under special circumstances, if an Institute is looking for new faculty at Professor or Associate Professor level with expertise not available within the Institute, the Board of Governors (on recommendations of the ACoFAR) can earmark a vacant position exclusively for external recruitment.
- k. Any promotion or enhancement of Pay Band or Grade Pay, already implemented by the Institute should be got reviewed / examined by the Board by a duly constituted Selection Committee immediately. Any increment paid over the beginning of the scale of Associate Professor to those Assistant Professors who did not complete 3 years, is to be recovered from future pay.
- l. The orders issued by the Ministry following the 6th Central Pay Commission provides minimum number of years of service to go to a higher AGP or a higher designation, e.g. 3 years from AGP Rs.6,000/- to Rs.7,000/- or from AGP Rs.7,000/- to AGP Rs.8,000/- etc. These are to be implemented only through the formal selection process. A formal Selection Committee (as per the NIT Act, 2007 and the Statutes of NITs) must examine the candidature and ensure that an enhancement is recommended on the strength of academic contribution expected of a faculty member of an Institution of National Importance.
- m. The minimum duration prescribed by the Pay Commission for eligibility to move to higher AGPs are applicable only to performing faculty delivering quality academic output. A faculty member, apart from satisfying the minimum duration requirement, must meet academic and related standards set out in Recruitment Rules before being considered by the Selection Committee. Actual selection will depend on academic (research, teaching, writing and academic administration) performance.
- n. The eligibility criteria (number of years in lower AGP) should be seen as necessary but not sufficient condition for upgradation of AGP or change of designation. Any upgradation can be done only on recommendation of a duly constituted Selection Committee after formal interview. The process for AGP upgradation should be as serious and dignified as that for change of designation. A candidate must convince the Selection Committee that he or she engaged in scholastic pursuits (teaching, research and management) to deserve an upgradation after his / her last advancement.
- o. Existing faculty members without Ph.D. degree must direct (at least 50% of their time during semester days) and during vacations and holidays towards completing their Ph.D. A faculty member without Ph.D. will not earn any enhancement of AGP, unless he acquires a Ph.D. degree. The Directors of NITs may ensure that such faculty members are reasonably free from non academic duties to ensure that their Ph.D. gets completed before they are considered for enhanced AGP. A concerted effort must be made to make all faculty members of all NITs obtain Ph.D. degrees.
- p. In case of upgradation of AGP of Professors to HAG scale, personal interview shall be dispensed with. The Selection Committees constituted as per the Statutes for the selection of Faculty, shall make their recommendations on



the strength of published work, patents, sponsored projects, consultancy, continuing and distance education, Ph.D. guidance and contribution to the administration of the Institute, including service in other comparable institutions if on sanctioned leave, etc. as submitted by the candidates.

- q. All Institutes shall strive to conduct annual selection processes regularly. In case of Institutes that have not conducted CAS interviews for 3 years or more, Selection Committees may, as a onetime measure, examine scholastic contribution of internal candidates made after the last interview and recommend a salary and AGP they would have earned now, had the Selection Committee met at the appropriate time.
- r. A copy of the RRs (including the relevant performance criteria for different posts and AGPs) shall be made available to the members of the Selection Committees. Ministry of HRD shall, through an appropriate communication, brief the Visitor's nominees (in the Selection Committee) to guide the Selection Committees to adopt norms that are prevalent in other Institutes of National Importance.
- s. All NITs will be required to adopt the 4-tier flexible faculty structure (presently operating in IITs, IIMs, IISERs and NITIE) within a time frame to be determined by Council of NITs.
6. In view of the above, it is requested that the above guidelines may be adopted by the respective BoGs so as to undertake promotion under CAS while adhering to the basic principles of Government rules & regulations and relevant instructions. In case, any further difficulties are noticed within one year of the issue of these guidelines, the same may be placed before the Special Committee constituted by MHRD (vide order F.No.33 – 7 / 2011 – TS.III dated 14th March, 2012) for a decision thereupon.
7. This issues with the approval of the competent authority.

Yours faithfully,


(Rajesh Singh)
Deputy Secretary (NITs)
Tel: 23073687
Fax: 23384345

Copy to:-

- (i) PSO to Secretary (HE).
(ii) PSO to Special Secretary (TE), MHRD.
(iii) Director (Finance), MHRD.

F.No. 34-9/2012-TS-III
Government of India
Ministry of Human Resource Development
Department of Higher Education

AR(E)/Estt.
H M
29/4/13
Dated, the 22nd March, 2013.

To,

The Director of all NITs

Subject:- Implementation of HAG Scales in NITs.

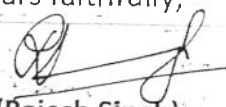
Sir,

The Ministry of Human Resource Development has been receiving representations from Directors and Professors of NITs for grant of HAG Scale as they do not have further upward movement and stagnate at that level.

2. The issue relating to upgradation of Professor to HAG Scales was discussed and approved in the 3rd meeting of Council held on 18.11.2011, while discussing the Sarangi Committee recommendations regarding Recruitment Rules for Faculty and Non-faculty posts.
3. It is decided to grant HAG Scales of Rs. 67000 – 79000 without any grade pay to Professor in all NITs fulfilling the eligibility conditions given in enclosed guidelines for implementations of HAG Scales.
4. In order to have uniformity and hassle free implementation of HAG Scales, this Ministry has worked out small guidelines, which are self-explanatory. All NITs are requested to follow these guidelines while fixing the HAG scales to 20 % Professors including the Directors on deputation or on any other engagement working elsewhere in the country and abroad.
5. The placement may be initiated from the year 2012-13 onwards.

Thanking you.

Yours faithfully,


(Rajesh Singh)
Director (T)

Tele fax. No. 23073687

Regd

Sh. Pooja

BEG.

H M

28/4/13

OS/Estt.

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Qumal
29/04/13

Guidelines for implementation of HAG Scales for Professors in NITs.

1. As per the OM dated 21.07.2009 of Ministry of Finance, Department of Expenditure, 6th Central Pay Commission recommendation regarding the replacement of the pre-revised S-30 pay scale (Rs. 22400 – Rs. 24500) by a new HAG scale of Rs. 67000-79000 with no grade pay was made through an amendment in the Central Civil Services (revised pay) Rules 2008 vide GSR no. 527 (B) dated 16th July 2009.
2. To implement HAG scales among the Professors of NITs, guidelines were issued vide para no. 2(d) of this Ministry's letter no. F-23-1/2008-TS-II dated 18th August, 2009 and 15th September 2010. The criteria to be adopted for award of such upgradation to HAG was approved by NIT Council in its third meeting held on 18.11.2011 as a part of Recruitment Rules for faculty and non-faculty. MHRD vide letter no. 33-7/2011-TS-III of 14th March 2012 has conveyed that personal interview for such upgradation will not be held.
3. A maximum of 20% of the sanctioned post of Professors who have 6 years of regular service, can be awarded HAG scales on the basis of recommendations of committee 'I' (given in para 3(c) below) to the Board by adopting the following procedure.
 - a) Chairman Advisory Committee for Faculty Recruitment (ACoFaR) should invite, from all eligible and interested professors, the Bio-data incorporating their scholastic and administrative contributions since their appointment as regular Professor. It should prepare the list of candidates fulfilling all the minimum requisite conditions as prescribed by the Board.
 - b) A committee (Called Committee 'II') consisting of Director or his nominee from the HAG Professors of the Institutes, two eminent subject experts approved by the Board, One Nominee of the Senate should evaluate objectively the claim made by the applicant.
 - c) The recommendations of the committee 'II' should be placed before another committee consisting of the Director, as Chairman two Dean faculty welfare one each from NIT & IIT and Visitors Nominee (called Committee 'I') for final recommendations to be forwarded to the Board for its consideration and award of HAG scale. The Dean, Faculty Welfare shall act as Convener of this committee 'I' provided he/she is not a candidate for HAG, otherwise Dean Research and Development in case Dean Faculty Development (FD) excuse himself.
4. The eligibility criteria for selection will be as per Sarangi Committee Report:
 - i) Professors with six years of regular service with Rs. 10000 AGP having at least 4 Ph. Ds guided, plus at least one full-time resident student continuing, at least 4 papers in science journals, 3 self-financed or 5 Government sponsored short term courses offered as coordinator and main teacher, three experiments or computational projects added to teaching laboratories, significant contribution to institutes management through personal initiatives in responsible positions will be immediately placed in the HAG scale. This criteria, however, should be used only in exceptional cases and quite sparingly.

ii) For the professors who are entering laterally into the system, their seniority as professor or equivalent position will be considered in addition to the basic eligibility criteria as mentioned in para 4(i) above.

iii) This exercise will be carried out by the Institute once in an academic year with a cut off as 30th June.

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F.No.34 – 9 / 2012 – TS.III
Government of India
Ministry of Human Resource Development
Department of Higher Education
*_**_*

P.R. 2013
AR(E) / B&H
H-M
15/4/13

Shastri Bhawan, New Delhi,
dated, 8th April, 2013

To

The Directors of NITs.

Subject:- Implementation of the HAG Scales in the National Institutes of Technology (NITs) – regarding.

Sir / Madam,


This is in continuation of this Ministry's Order of even number dated 22nd March, 2013 on the subject mentioned above.

2. The set guidelines in the above Order will be applicable to the 20% Professors of the NITs.
3. While implementing the HAG scales, those Professors of NITs and CFTIs who are appointed as Directors in the NITs system by the MHRD, shall deemed to have been placed in the HAG scale of Rs.67,000 – Rs.79,000/- notionally from the day they took charge as Directors in NITs or from the day guidelines were issued by the ministry vide its letter No.F.23-1/2008-TS.II dated 18-08-2009 , whichever is later.
4. Since, the Directors of NITs are duly appointed in a Higher Scale than HAG and recommended by the Selection Committee and appointed with the consent of the Visitor, the procedure laid down in the Order dated 22nd March, 2013 shall not be applicable to them.

✓
Registrar

cc: Dean FW

Yours faithfully,



[Rajesh Singh]

Director (NITs)

Tel: 23073687

os/bett

Pk. track the enquiry
communication & archive

Opema
22/4/13