Annual Report 2009

The Dakshana Foundation

dakshana

Dear Friends:

Dakshana successfully completed its 3rd full year of operations in 2009. While the great recession and financial crisis required us to significantly scale back our operations, we laid the foundation for scaling up Dakshana significantly in the years ahead.

The 2010 IIT Joint Entrance Exam (IIT-JEE) results have just been released – and the Dakshana Scholars have come through again with flying colors. Ninety (out of 294) Dakshana Scholars have successfully qualified in the IIT-JEE merit list – a success rate of 31%. Last year, 75 of our 350 scholars cracked the IIT-JEE – a success rate of 21%. Our success rate is nearly 50% higher!

For the first time, Dakshana had three students in the top 500 IIT-JEE ranks. Last year, our best scholar had a rank of 1033. T. Ashok Kumar from Ranga Reddy (Andhra Pradesh) is our topper this year with an All India IIT-JEE rank of 63 (out of 471,000). Ashok is the son of an impoverished tailor who makes Rs. 2,100 ($45) per month.

Rajiv Krishna Omar from Fatehpur (Uttar Pradesh) came in 2nd with an All India IIT-JEE rank of 87 and Shriman Narayan Tiwari from Raipur (Chhattisgarh) came in 3rd with an All India IIT-JEE rank of 455.

Of the over 470,000 students who took the IIT-JEE this year, less than 3% were accepted by the IITs. Dakshana's success rate is over 10 times the national average. And, amazingly, our scholars come from families whose incomes are clearly in the bottom 10% of IIT-JEE test takers! Dakshana Scholars also take the AIEEE every year. Rajiv (listed above) got an AIEEE rank of 25 (out of a million!) - besides getting a rank of 87 in the IIT-JEE! I believe Rajiv is the smartest Dakshana Scholar we've ever had. More color on the amazing Rajiv later.

Dakshana has continued to learn and become more efficient in the fulfillment of its mission of alleviating poverty. The positive side of the adversity caused by the financial crisis is that it forced us to take a hard look at our operations and efficiencies. As a result, the social return on invested capital we get today is a three-fold improvement over where it was when we started just three years ago – and it was already off the charts at the outset. It is only going to get better in the years ahead. Some of our salient accomplishments in 2009 were:

- About 100 Dakshana scholars who were not successful in cracking the IIT-JEE last year, attempted the IIT-JEE again this year – and 44 have made it to IIT! This is in addition to the 90 1st timers who made it this year. Thus far, over 200 Dakshana Scholars have been accepted by the IITs in 2009 and 2010. It just shows the enormous hidden talent in Dakshana Scholars. These numbers don't include the scores more we sent to the NITs and other top institutes.

- We were very successful in deepening our relationship and goodwill at the highest levels with the Government of India. The Honorable Dr. Montek Singh Ahluwalia (Dy. Chairman of India's Planning Commission) was the chief guest of honor at our 2009 recognition ceremony. The Honorable Kapil Sibal (Union Minister of Human Resource Development), Montek and IAS/IFS officers like Shri S. C. Khuntia, Shri Amit Khare and Shri Alok Verma have been a pleasure to work with. They have bent over backwards to make Dakshana successful. We are in discussions with NVS management and the Ministry of Human Resource Development to channel very meaningful government resources to amplify Dakshana's model – to an eventual size of several thousand scholars. It is a wonderful public-private partnership.

- At this time, Dakshana has a 1% market-share of the 2010 IIT incoming class. We fully expect our IIT market-share to increase dramatically over the years ahead. We have a stretch goal of 2020 by 2020. It will not be easy, but if/when we get there, one in ten IITians will be a Dakshana Scholar.

  Working with the government, we have begun planning for the scaling up of one Jawahar Navodaya Vidyalaya (JNV) campus to eventually house 225-300 Dakshana Scholars. This will require significant one-time capital expenditures, but will lead to dramatic reductions in per scholar operating costs. More on this exciting initiative later.

- We began an experiment with internet-based IIT-JEE coaching for 19 girls in Puducherry in South India. These coaching services are donated by Aasanka. Distance learning and leveraging the internet offers the possibility of very significant cost reductions. At this time, the jury is out whether its time has arrived. These scholars are

getting their regular 11th and 12th grade education delivered via traditional instruction. Only the IIT-JEE related curriculum is delivered via the internet. Our 19 young ladies in Puducherry are from the weakest sections of society and have been selected from all over India. I recently spent most of the day with them at JNV Puducherry and came away quite impressed with their ethos and diligence.

- We re-engineered Dakshana to dramatically reduce our corporate overheads and scholar expenses - while driving our coaching quality and yields up. Our burn rate was reduced from over $100,000 a month to well under $20,000 a month. Dakshana's India staff is heavily volunteer driven and our CEO works tirelessly for the princely sum of Rs. 1/year. When you see Colonel Sharma, give him a crisp military salute – he deserves it!

- We began accepting donor funds and services in 2009 and Harina and I are excited about the fact that a meaningful portion of our 2010 (and beyond) operating costs are likely to be covered by a wonderful group of donors who have plugged in and pledged their support.

- While our results in the IIT-JEE 2009 and 2010 are very good, I'll be the first to admit that Dakshana could have done a lot better for our scholars. Since inception, our IIT-JEE coaching quality, in aggregate, has been pathetic. There have been a few bright spots – we've always had great coaching at JNV Bengaluru and a few other centers. But at places like Moregaon (Assam), we simply could not deliver consistently. It shows in the results. This year, over 62% of the scholars at JNV Bengaluru cracked the IIT-JEE (25/40), while under 8% did in Moregaon (3/40). The good news is that we have a great baseline and, with every passing year, we are getting better at our execution, efficiency and social ROI.

I think of these annual reports as chapters of an unfinished book. It is best to start with the first chapter – 2007's annual report. You can view it at http://www.dakshana.org/AR07.pdf. The 2008 annual report is available at http://www.dakshana.org/AR08.pdf. Alternately, you can email me at mpabrai@dakshana.org and I'll mail you a hardcopy. For brevity, I'll assume that the reader has already read the earlier annual reports and perused our website.

2009 Financial Overview

> **2009 Dakshana Financial Overview**
> (in thousands of US$)
>
> | | |
> |---|---|
> | Cash and Marketable Securities on 12/31/08: | **$439** |
> | Scholarships and Overhead Expenses: | ($505) |
> | Contributions by Donors: | $100 |
> | Donated Coaching Services: | $1 |
> | Net Investment Gains (Loss): | $0 |
> | | |
> | Cash and Marketable Securities on 12/31/09: | **$35** |

Dakshana began 2009 with less than $440,000 in liquid assets and a burn rate of over $100K a month – with minimal prospects of getting meaningful donor funds in the near term. We had to cut – and cut aggressively. We had about 640+ scholars in our program at the time and it was absolutely paramount to get them to the finish line without any hiccups. None is more pleased than me that we accomplished this important objective.

In 2009, our budget constraints allowed us to accept just 67 scholars. The combination of our continued learning and reduced numbers means that we expect off-the-charts increases in our yields. 48 of these scholars are at JNV Bengaluru – and I would not be surprised to see the vast majority of these amazing kids accepted by the IITs in 2011.

In these annual reports, I have taken an atypical approach of not including detailed financials. This has been done for readability and saving a tree or two. US Foundations are required to file Form 990-PF with the IRS every year and the

IRS makes these filings public. We provide a link to these public filings on our website (http://www.dakshana.org/about_us/financials.asp). The Form 990-PF is filed in May of each year for the preceding year and it provides all the detailed financials.

Direct Scholar Expenses

In 2009, we spent $505,000 on the Dakshana Scholar program and related corporate overhead. Of this amount, $369,000 was spent directly on the Dakshana Scholar IIT-JEE coaching Program and $136,000 on corporate overhead. Let's examine the scholar expenses in a bit of detail.

During 2009, we delivered the equivalent of 356 scholar years of coaching at an average cost of $1050/year or $2100/scholar. As a comparison, our blended direct average cost for IIT-JEE coaching was $3085/scholar in 2008 – we are considerably more efficient today than even a year ago.

We know that if we can put more students at a single location (225-300), then the operating cost would drop to under $1000/scholar. Dakshana is singularly focused on driving our spending per scholar lower, while improving success yields and quality.

Corporate Overhead Expenses

Our corporate overhead expenses of $136,000 look extraordinarily high relative to the spending on the scholars. It is high, but unlike many other foundations, the Dakshana Scholar program is a direct program run by Dakshana. We typically do not make grants to other non-profits. We've run these very labor and management intensive programs ourselves. With staff and scholars spread across 8 remote locations in India, the logistical overheads and costs are quite significant. It does involve considerable infrastructure and staff to execute. Also, it is hard to cut overheads below a baseline. Nonetheless, we fully expect overhead expenses to be cut in half in 2010.

About $100,000 of the overhead expenses are comprised of staff payroll, benefits, recruiting costs, and travel. We have plenty of travel by staff to the various centers to monitor coaching quality and engage with the scholars. Many of the expenses that we conservatively characterize as overhead could easily be considered core program expenses.

This corporate overhead averaged out to $382/scholar in 2009 versus $828 in 2008. Our fully loaded cost (including corporate overhead) was around $2500/scholar in 2009. The $2500 loaded average cost per scholar in 2009 compares very favorably to nearly $4000 in 2008 and $5000 in 2007.

The Cost to produce an IITian

While the direct and overhead costs to support a scholar matter, it is the cost to produce an IITian that is the real benchmark that matters. It is the report card on how effective our spending and giveback endeavors truly are.

Dakshana Scholar Cost Data

Year	Direct Avg. Cost/Scholar	Corp. Overhead Cost/Scholar	Total Avg. Cost/Scholar	% Getting to IIT*	Cost to get a Scholar to IIT
2007	$3,650	$1,320	$4,970	21%	$23,000
2008	$3,085	$828	$3,913	21%	$18,000
2009	$2,100	$382	$2,482	31%	$8,000

*Next Year

It cost Dakshana over $23,000 in 2007 to get one scholar to IIT. This improved to $18,000 in 2008 and is now at $8000. We are nearly three times as efficient at producing IITians for every dollar spent than when we started three years ago. There are three levers here:

1. Direct Spending Per Dakshana Scholar
2. Corporate Overhead per Dakshana Scholar
3. Conversion rate of Dakshana Scholars going to IIT

By improving on all three factors, the combination has led to what Charlie Munger would call lollapalooza effects. I believe we can do far better than $8000 to produce an IITian. We'll work on all three factors – especially the conversion rate to drive this number even lower in the years ahead.

The Amazing Dakshana Model

Dakshana's model delivers among the highest social ROI of any charity I am aware of. Even if one ignores all the benefits the non-IIT bound Dakshana scholars get and ascribe all the costs to the IIT-bound scholars, we are now able to alleviate poverty at a cost of under $8000/family. In the Dakshana "black box", a family making under $125/month sees its income rise in 6 years to over $650/month. In other words, spending $8000 raises the family's income by over $500/month – a 4x increase in income. The investment pays off completely within seven years. And it generates nearly a 100+% return on invested capital annually thereafter!

Dakshana is now sending scores of kids to IIT and other top institutions every year. In a decade or two, this army of alumni will likely have a typical bell-curve income distribution. The extreme left hand low-end of the curve will be hovering at $7,000 - $9,000 in annual income. The median income may well be north of $25,000/year. And we'll have a few uber-entrepreneurs at the extreme right hand side of the curve who will be multi-millionaires.

Dakshana Scholars are an incredibly talented group. Even the ones who didn't make it to IIT will likely do exceedingly well in life. I am excited to watch their accomplishments from the sidelines – and cheer them on.

As an aside, to compare apples to apples, one needs to look at purchasing power parity (PPP) with incomes in the US. One needs to increase these Indian income numbers by a factor of seven to approximate US equivalent PPP. So, our future $7,000 annual income earner has an equivalent standard of living with a person making about $50,000 in the United States. And our median $25,000 earner lives the lifestyle of an individual taking home $175,000 in the United States. With a likely chef, chauffeur and other household staff, one could argue that she lives even better than what the PPP numbers indicate.

Here is an interesting exercise to consider. Pick a random impoverished family in India (or anywhere in the world) that earns less than $2000/year. What would it cost to consistently raise the income of this family to over $10,000/year? Or in US PPP terms, how can one raise the income of a US family earning less than $14,000/year to over $70,000/year? What would it cost? Is it doable in a scalable manner?

I believe that pretty much any approach one uses is either going to be prohibitively expensive or unlikely to work. The only approach I am aware of that works – and works so well – is the Dakshana approach. We are leveraging:

- A few hundred promising brains picked from an original pool of over a million.
- $300 Million/yr in expenditure by the Government of India on the JNVs
- $500 Million/yr in expenditure by the Government of India on the IITs
- IQ tests for 1.5 Million (mostly rural) 5th graders annually at 5000+ test centers.
- IIT-JEE coaching infrastructure and expertise built up over decades.

It is the combination of the above that makes our programs (and paltry expenditures) so effective. We are being matched at over 1000:1 in expenditures by our partner, the Government of India. I love our partner! Without the above leverage points, it is very very hard to eradicate poverty. With these leverage points, we can (and do) alleviate poverty - big time.

Dakshana's Financial Health

From the outset, Harina and I have committed to give 2% of our net worth to Dakshana every year as long as our net worth exceeds $50 Million at the end of any given year. Based on this formula, we were expected to give:

2006: $1,067,983
2007: $1,302,924
2008: $0
2009: $0

Total: $2,370,907

Our actual giving (until the publication of this report) has been:

2006: $577,420
2007: $3,355,350
2008: $106,491
2009: $69,450
2010: $212,460

Total: $4,321,171

Excess given: $1,950,264

As one can glean, we've given nearly $2 Million over what we were expected to. It is possible that Harina and I will end 2010 with a net worth of over $50 Million (as of this writing, we're pretty close). And our net worth will hopefully stay at or above $50 Million for the next few years. Harina & I are in no great hurry to catch up on this excess giving. Dakshana operating expenditures are likely to be well below a million annually for the next few years. So, recovering the excess may not take very long.

Dakshana has thus far not put any muscle behind bringing our exceptional cause to the attention of donors. I do expect us to do some experimentation in the years ahead and figure out optimal ways to scale up our donor base. Donations (excluding Harina and me) covered less than 7% of our operating expenses in 2009. We fully expect this ratio to exceed 20% in 2010 – and increase further in the years ahead.

Dakshana's inflows in 2012 and beyond could easily exceed $1.2 Million annually. We did face severe financial challenges in 2008 and 2009. I'm proud of our execution over this difficult period. We successfully restructured our operations without any disruption to our scholars. And we have emerged as a leaner and stronger organization – positioned to help thousands of families break the shackles of poverty permanently in the years ahead.

We believe the JNV system is capable of sending 1000-2000 students to IIT annually with proper coaching. At the top-end of this number, assuming 70% yields, we'd "max out" at about $6 Million in annual expenditures. We've clearly got a ways to go to get there. Thus, for the next several years, we do not need to look at other areas to fund – unless the social ROI is even higher.

Lessons Learnt & Model Changes

Over the last three years we've operated coaching centers in every corner of India. With no more than 80 scholars at any center at a given time and up to 8 remote centers, it has been quite challenging to manage and execute.

The JNVs are split into 8 regions across India and did not historically allow inter-regional transfer of students. So, if Dakshana wanted to tap the talent pool of the over 200,000 students in the JNV system, we needed to operate a center in each region. There is wide variance in the number of highly talented students in each of the 8 regions. Thus, historically, we'd get incredibly talented and driven students in some batches and less so in others – while costs were uniform. We were finally able to convince JNV management to put the students in a national pool and allow inter-regional transfers. For the first time in 2009, we selected 48 students from across India to be based at a single location (JNV Bengaluru). Since 2009, Dakshana has only been doing national selections – and this has already eliminated vast inefficiencies in our model.

The second problem caused by having regional centers was our inability to properly deliver IIT-JEE coaching at some of these centers. For example, Moregaon (Assam) is a very difficult region to find motivated and high-quality IIT-JEE faculty. As a result, we've had extended periods of vacant faculty positions, no shows, absenteeism and generally pathetic IIT-JEE coaching at Moregaon. At other locations, like JNV Bengaluru, our partner TIME has consistently delivered exceptional coaching. It shows up in spades in the results. Just 3 (out of 40) students at Moregaon made it to IIT this year versus 25 out of 40 at Bengaluru. Bengaluru is a far easier place to source exceptional IIT-JEE faculty.

The JNV schools were never designed with Dakshana or IIT-JEE coaching in mind. Each school has a capacity of 560 students. Everything from classrooms, number of dorms and dining facilities revolves around this 560 number. Dakshana's addition of 40-80 students for IIT-JEE coaching to an existing school has always been hard to accommodate. Sometimes it meant that the school lost its music room or its humanities stream. And dorm space has always been super-tight. It is only because of the passion and will power of the principals at our various schools that we were able to accommodate the scholars and execute at all.

Further, IIT-JEE faculty is very expensive. Annual salaries range from $20,000 to $60,000 per year. In Dakshana's case, faculty has to travel to a JNV, teach for just 1-3 hours and travel back. A lot of time is lost in commuting.

Taking all of the above into consideration, we proposed to JNV and the Ministry of Human Resource Development that we create a new "school within a school." Every JNV campus sits on 30 acres of land. Dakshana will pay for the build-out of three high-end MBA-style stadium seating classrooms with a capacity of 75-100 each. The JNV system will pay for the build-out of dorms, labs, staff quarters and dining facilities. The first such facility is slated to be built at JNV Bengaluru.

For IIT-JEE prep, we need three faculty members per student – Physics, Chemistry and Mathematics. Each faculty member will deliver three lectures daily and then stay at the school for the rest of the day to assist students in smaller groups for doubt clearing, etc. We will also relocate six of the best JNV teachers from across India to Bengaluru. They will serve as teaching assistants and learn the ins and outs of IIT-JEE coaching. The Bengaluru facility will also serve as a "train the teacher" facility to develop IIT-JEE faculty. These teachers will then be assigned to other JNV locations where the future "schools within a school" will be built out.

The Ministry of Human Resource Development and senior JNV management has recently accepted these suggested changes and I'm very excited about this initiative and the long-term positive impact they will have on alleviating poverty in India and accelerating its development. This initiative is a very meaningful milestone for Dakshana.

It always begins with a dream …

I've been a member of the Young Presidents' Organization (YPO) since 1997. It's a wonderful organization and I highly recommend anyone who qualifies to join. I attend the YPO Harvard President's Seminar held at Harvard Business School (HBS) every January. I love the week in January I spend every year (since 1999) on the HBS campus - and especially the fantastic room in McCollum Hall where we've had all our classes.

As I grappled with the inefficiencies of having just 40-80 scholars at one location and the myriad of issues at Dakshana caused by operating at eight hard-to-access locations, it dawned on me that we ought to replicate the McCollum classroom infrastructure for Dakshana scholars. Once built out, it would represent the best facility for IIT-JEE coaching anywhere on the planet.

I believe that this facility would serve as an enormous motivator for JNV students to become Dakshana Scholars. They'll want to be in McCollum-II – and they'll know that they have to be the best of the best to get a seat. This facility has the potential to host the absolutely best IIT-JEE talent on the planet – and deliver the very best results. It all begins with a dream. I was destined to be at McCollum for all these years for a very specific purpose! I can't wait to attend a class or two at McCollum-II. McCollum-II will have three stadium seating classrooms with capacity of 80-120 each. The goal is to have this facility ready by 2011.

Dakshana's Wonderful Family of Donors

When we started Dakshana in 2006, Harina and I were confident in our ability to make a zillion execution mistakes – and we did! We wanted to make all these mistakes with our own assets and considered it a mandatory price to be

paid to eventually become halfway decent social entrepreneurs. The good news is that, even with all our bloopers, we've delivered exceptionally strong social ROI.

By 2009, Harina and I felt we had enough execution history under our belt to invite third-party donors to join our cause. While we believe that we'll continue making mistakes, we thought the odds are very high that these third-party funds would be effectively used for societal good. And to maximize the odds of this happening, we further mandated that third party donor funds could only be used for direct scholar expenses.

Thus, after our great IIT-JEE 2009 results, we opened up to accept outside donors. Dr. Ajay Desai of Bakersfield, California became our first outside donor, contributing $25,000. We are very grateful for his generous gift. Here is a list of our 2009 donors:

2009 Dakshana Donations

Donor Name				Donation Amount
Dr. Ajay Desai	Bakersfield	CA	USA	$25,000
Gaja Advisors/Gopal Jain	Mumbai	Maharashtra	India	2,000
Aasanka Learning Solutions	Mumbai	Maharashtra	India	1,800
David Greenspan	New York	NY	USA	1,500
Deepak Kumar	Monroe	NJ	USA	500
Amitabh Singhi	Gurgaon	Haryana	India	500
De Mai	Laguna Niguel	CA	USA	300
Vinay Karle	Jersey City	NJ	USA	300
Arjun Day	Houston	TX	USA	250
Guy Spier	Zurich		Switzerland	100
John Mihaljevic - Beyond Proxy LLC	New York	NY	USA	100
Dr. Nafees Nagy	Las Vegas	NV	USA	100
Hemanth and Saisha Kumar	Brentwood	TN	USA	100
Vivek George	Boonton	NJ	USA	100
David Chung	Brookline	MA	USA	40
Total				**$32,690**

I am pleased to report that we used all the 2009 donated funds towards direct scholar expenses in 2009 itself. These donor funds were used primarily to buy books and pay for coaching services for our scholars. The social ROI is off the charts and Harina and I are grateful to our donors for their generosity and wisdom.

We will be working on building our fund raising capabilities and competency. Outside donors and Dakshana's alumni contributions could be quite meaningful in the years ahead.

The Amazing Dakshana Scholar, Rajiv Krishna Omar

In 2008, I had requested Anand Kumar (Founder of Super 30) to visit our Dakshana Scholars and give them a motivational talk. Anand is very well known celebrity among our scholars. They know that he coaches 30 students for the IIT-JEE every year for free – and all 30 go to IIT. I was with Anand at our Faridabad hostel and JNV Faridabad in July 2008. At that time, we had zero data on how well Dakshana's scholars would do in the IIT-JEE – and what our success ratios might be. So, I asked Anand if he could sniff out the caliber of our scholars. He said it was easy for him to do that and that it would take him just a few minutes.

Anand gave the scholars the following interesting math problem:

n is a prime number   5
Prove that n^2-1 is always divisible by 24

In a typical Dakshana batch of 40 scholars, two or three scholars can solve the problem in about 5-10 minutes. Since 2008, whenever I've visited the Dakshana Scholars at various JNVs, I always use this problem as an ice-breaker with the kids. And every scholar who has solved the problem has been accepted by IIT. Of course, many more who could not solve it also made it to IIT.

When I visited JNV Lucknow in 2008, I wrote this problem on the board. As soon I finished writing it out, I turned around to find one student with his hand up. I thought perhaps he wanted to clarify something. When I asked him to state his query, he said he had solved it. Not even a second has passed between my writing the problem and his hand being raised – and he hadn't written anything down!

So, I asked the scholar to come up to the board and write out his solution. He came up and wrote the most elegant proof I've ever seen from any scholar. No extra steps. No hesitation. He wrote it like he was writing it for the 50th time. It was perfect. I asked him if he had seen the problem before. His nonchalant reply: "No Sir."

Needless to say, that scholar was Rajiv Krishna Omar. JNV Lucknow was a location where we had several shortcomings in our coaching – especially in the last 12 months. Rajiv, amazingly, still got a rank of 87 (out of 471,000) in the IIT-JEE and 25 (out of a million) in the AIEEE. Rajiv has joined IIT Bombay as a Computer Science major. Most of the top 100 IIT-JEE rankers end up going to IIT Bombay as Computer Science majors. It is the most brilliant collection of undergraduate students in a single classroom anywhere on the planet. Rajiv will fit right in. And if you're somebody at Infosys or Google or Apple or Kleiner Perkins – and are reading this report, I'd suggest getting on the next plane to Bombay and becoming buddies with Rajiv and Ashok. It's never too early to start recruiting.

But don't stop there. If you're making the trip, also meet up with Bhanu at IIT Kanpur. And Poonam and Sumit at IIT Roorkee. And Abhishek at IIT Kharagpur. And Tanuj at IIT Delhi. And dozens of amazing Dakshana Scholars like them at the various IITs and the NITs and other top schools.

If you've ever wondered whether you could have made it to the IITs, here's a simple way to end the mystery. Spend some time trying to solve the prime number problem. If you crack it in a few minutes, then yes, you are IIT material. And if not, then do not despair. Send me an email (mpabrai@dakshana.org) and I'll send you the solution.

2010 IIT-JEE Results

It is always instructive to look at our detailed IIT-JEE and AIEEE results. Here is a summary of our 2010 IIT-JEE results.

		GEN	OBC	SC	ST	PC	PT	PD	IIT-JEE Total	Total	DNQ GEN	DNQ OBC	DNQ SC	DNQ ST	DNQ Total
1	Bengaluru	10	9	3	2	0	0	1	25	40	9	5	0	1	15
2	Cuttack	1	1	2	3	0	2	0	9	44	7	10	9	9	35
3	Faridabad	2	5	6	5	0	0	0	18	40	6	3	8	5	22
4	Lucknow	1	1	9	0	0	0	0	11	42	1	5	25	0	31
5	Moregaon	0	0	1	1	0	1	0	3	40	6	11	8	12	37
6	Pune	1	0	7	1	0	2	0	11	49	8	11	18	1	38
7	Ranchi	2	5	3	3	0	0	0	13	39	2	7	12	5	26
	TOTAL	**17**	**21**	**31**	**15**	**0**	**5**	**1**	**90**	**294**	**39**	**52**	**80**	**33**	**204**

Legend:

GEN	General IIT-JEE Merit List
OBC	Other Backward Classes IIT-JEE Merit List
SC	Scheduled Caste IIT-JEE Merit List
ST	Scheduled Tribe IIT-JEE Merit List
PC	Preparatory Course for Scheduled Caste IIT-JEE Merit List
PT	Preparatory Course for Scheduled Tribe IIT-JEE Merit List
PD	Person with Disabilities IIT-JEE Merit List
DNQ	Did not Qualify in the IIT-JEE

Our success ratios for each category of scholars in 2010 was:

GEN: 30%   **OBC: 29%**   **SC: 28%**   **ST: 38%**   **PD: 100%**

And our success ratio for each location was:

Bengaluru:	63%	Pune:	22%
Faridabad:	45%	Cuttack:	20%
Ranchi:	33%	Moregaon:	8%
Lucknow:	26%		

Historically, Dakshana has never even known whether any of our scholars were disabled during the selection process. The JNVs and the IITs have a 3% quota for disabled students. Dakshana has randomly ended up with one disabled scholar who took the IIT-JEE in 2009 and another in 2010. Both were accepted by the IITs. Going forward, we intend to give some preference to disabled scholars.

For all locations except Bengaluru, Dakshana gave heavy preference to SC/ST students to the Class of 2010. We gave a slight preference to OBC students. We know that our coaching was sub-par at all these locations. We also believe that we "overshot the runway" with the degree of preference to SC/ST students. There is social justice in this preference, but it also violates core Charlie Munger principles (coming up later in the report). So, for 2010 selections, we'll allow a small advantage to the very best SC/ST/OBC/disabled students.

JNV Bengaluru is an interesting case study. It was the only location where our scholars received exceptional coaching. Further, it just so happened that when we did the selections in 2008, Bengaluru was the only location where we did not know the category of the students. We just chose the best 40 scholars from that region. We ended up with 3 SC and 3 ST scholars at Bengaluru. The success ratio for them was 100% and 67% respectively. Thus we know that, at Bengaluru, when we do national selections and add modest preferences for OBC/SC/ST/disabled, we'll likely blow the lights out.

Last year, we had 75 (out of 350) scholars crack the IIT-JEE. Of the 275 who didn't, 103 reappeared for the test and 44 of them cracked the IIT-JEE. Two scholars, who were successful the first time wanted to improve their rank (to get better choices on campus and majors) and thus re-took the test. Both were successful in getting much better ranks.

Thus, our class of 2009 had an aggregate success rate of 34%. We know that Ranchi, Pune, Lucknow and Ludhiana had the worst coaching. And the Kota kids just weren't selected properly. The remaining three JNV campuses had a success rate of 48%. This compares reasonably well with our 2010 Bengaluru results at 63%. For both batches, there was no preference given to OBC/SC/ST/disabled scholars and selections were regional. It seems obvious that with solid coaching, national selections and some preference to the OBC/SC/ST/disabled scholars, our results will be dramatically better.

2009 Scholar data for 2009 & 2010 IIT-JEE

	GEN	OBC	SC	ST	PC	PT	PD	IIT-JEE Total	DNQ GEN	DNQ OBC	DNQ SC	DNQ ST	DNQ Total	Total Scholars
Bengaluru	7	4	2	0	1	0	0	**14**	14	10	2	0	26	**40**
Bundi	8	7	4	1	3	2	1	**26**	4	8	2	0	14	**40**
Cuttack	3	6	7	0	0	1	0	**17**	15	7	0	0	22	**39**
Faridabad Hostel	5	3	7	2	3	2	0	**22**	22	12	11	1	46	**68**
Kota	0	0	0	0	0	0	0	**0**	2	3	0	0	5	**5**
Lucknow	6	4	3	0	1	0	1	**15**	7	15	3	0	25	**40**
Ludhiana	1	0	0	0	0	2	0	**3**	23	3	4	2	32	**35**
Pune	7	4	1	1	1	0	0	**14**	15	14	2	0	31	**45**
Ranchi	2	4	1	0	0	0	1	**8**	10	19	1	0	30	**38**
Total	**39**	**32**	**25**	**4**	**9**	**7**	**3**	**119**	**112**	**91**	**25**	**3**	**231**	**350**

Ghālib, Mastermind and Dakshana's Dilemma

My favorite poet, Asadullah Khan Ghālib (more popularly known as Mirza Ghālib) dealt with his distant lover and an ultra-slow postal service some 150 years ago in this beautiful way:

> *Qaasid ké aaté aaté, khat ik aur likh rakhūń*
> *Maiń jaantaa hūń, jo vo likhéńgé jawaab maiń*
>
> *English Translation:*
>
> *I know her reply to the letter I wrote. And so therefore, even before the postman arrives, let me write another letter in reply.*
>
> - Mirza Ghālib

Ironically, Dakshana has the same problem as Ghālib! It takes 2 years from the time we select scholars until we receive their IIT-JEE results. However, we do selections every year. When we select scholars who will take the IIT-JEE in 2012 (in 2010), we do not have the results of our 2009 selections.

However, like Ghālib, we *think* we know what the results will be! And like Ghālib who replies to a letter he has not yet received, we make our selection adjustments as if the result data is already available to us! And, perhaps, unlike Ghālib, we don't get it completely right!

As a kid I very much enjoyed playing Mastermind – the code-breaking game for two players. These scholar selection algorithm tweeks are like playing Mastermind where you lay out 2 rows of guesses and only get feedback on the first row. Then you put out the third guess and you get back feedback on the 2nd row. You get the picture. And, of course, unlike Mastermind, there are dozens of variables that affect the social ROI. We are tweeking multiple variables annually – some a little and some a lot.

In each of the last three years, we have repeatedly adjusted our scholar selection algorithm. And we continue to adjust it. Each year's selections eventually give us some data – just like Mastermind. And like Mastermind, all knowledge is cumulative and every year of data helps us get closer to utopia. I am confident that our yields will

continue to improve and, in the not too distant future, we'll hit nirvana and have a near-perfect scholar selection algorithm – with success at IIT-JEE exceeding 70-80%.

While on the subject of Ghālib, I can't resist paraphrasing him a bit for my convenience.

Kahaan IIT kaa darvaazaa 'Ghālib' aur kahaan Navoday
par itnaa jaanté hain ké dékhété dékhété dońo éikh ho gayee

English Translation:

How can one ever dare to compare the door to the IITs with the JNVs!
All I know is that, right in front of my eyes, both have become one.

- Mirza Ghālib – lightly edited by Mohnish

To keep the Ghālib purists happy, here are the original lines:

Kahaan maikhané kaa darvaazaa 'Ghālib' aur kahaan vaaiz
par itnaa jaanté hain, kal vo jaata thaa ki hum nikalé

English Translation:

Who would have thought that the tavern door would play host to the priest?
I only know that yesterday I saw him going in as I was coming out.

- Mirza Ghālib

Note: In urdu poetry, the bartender is typically a metaphor for god and the bar sometimes is a metaphor for the house of god. The beauty of Ghālib's poetry is that one can write a whole book figuring out what he meant! These lines are an example of Ghālib having fun with us. Also, in the last stanza of urdu poems, the author typically puts his name in. This is the last stanza of a beautiful Ghālib poem entitled *Hazaaroń Khvaahishéń* (Thousands of Wishes).

The Power of Charlie Munger's Mind

"It is no fun being at the bottom of an engineering class."

- Charlie Munger, while having lunch with Mohnish & Harina in June, 2009

In July, 2009, I visited ten scholars in their homes in Haryana & Rajasthan. All ten had successfully cracked the IIT-JEE. Some were SC and ST. Some were rural and some were urban. It was an amazing life-altering trip. It was the first time I saw the apartheid-like segregation applied to the scheduled castes in rural India. It was appalling.

Anyway, I felt like we had gleaned enough data (and seen enough!) to have the confidence to apply heavy affirmative action in Dakshana's scholar selections. We would thus be truly working to uplift the weakest and poorest sections of society. The IIT quotas make this a feasible model and I saw it as a no-brainer win-win.

When Harina and I met Charlie Munger for lunch in 2009, I decided to run this past Charlie to get his take. I quickly explained Dakshana's model and the preference to SC/ST candidates for IIT admissions. I had barely finished speaking when I saw that Charlie's head was shaking with disapproval. He said a few things that have stayed with me, including the quote given above and the one below:

> *"I'm way better at raising the top than lifting the bottom."*
>
> Charlie Munger, while having lunch with Mohnish & Harina in June, 2009

I spent many months reflecting on these statements and how amazing Charlie's mind was. The IITs have quotas to admit SC/STs, but there are no quotas to hand out A's to SC/STs. The SC/ST students do graduate (drop-out rates at the IITs are low) and do benefit from being at a world-class institution with exceptional peers. However, I suspect, most SC/ST students likely rank in the bottom quartile in their various classes. Charlie had figured all this out with just my one minute introduction to Dakshana.

Dakshana has always been about lifting the bottom. We do try to raise the top by trying to have folks go from zero to hero, but with our focus on the SC/STs, it is clear that we're mostly about raising the bottom and creating a bunch of situations where folks are at the bottom of their class! I wanted to address Charlie's concerns, but also did not want to completely abandon the glaring social injustice in India.

The silver bullet finally arrived in the form of our IIT-JEE coaching partner, TIME. We have worked with many IIT-JEE coaching institutes – Aakash Institute, Bansal Classes, Careerpoint, FIITJEE, Insight, Resonance, TIME etc. Virtually all of them have had severe execution problems in delivering high-quality IIT-JEE coaching for Dakshana Scholars – all except TIME.

The JNV campuses where we deliver our coaching are typically very remote and hard to get to. The most common problem has been the coaching institute's inability to consistently have competent faculty for all three subjects deliver coaching day in and day out. They just couldn't do it in many locations. And even when we tried insourcing it all, we failed.

It is a testament to the quality of the JNV Dakshana Scholars that even with all this sub-standard coaching, we've sent so many to the IITs. The coaching quality issues come into focus when we look at the success Dakshana Scholars have had at the IIT-JEE during their second attempt.

At this point, our only coaching partner is TIME. And I asked TIME if we could expand the partnership with them – starting with them coaching an additional batch of 60 scholars for free at a JNV campus of their choice. They agreed and chose JNV Ranga Reddy in Andhra Pradesh (the school where our topper this year, Ashok Kumar, hails from).

In 2010, we intend to select 110 Dakshana Scholars for IIT-JEE 2012. Of this number, 60 scholars will be based at JNV Ranga Reddy (Andhra Pradesh) and the rest will be at JNV Bengaluru. Both locations will be handled by TIME. We'll be paying TIME for their services at Bengaluru and they'll be donating the coaching services at Ranga Reddy. It is a tremendous donation – worth over $50,000 annually.

As I reflected on Charlie's comments and TIME's commitment, it occurred to me that I could take care of all of Charlie's concerns at Ranga Reddy. Dakshana has decided that, for the Ranga Reddy batch, we will take the absolutely best JNV students. We will not do income tests or give preference to SC/STs etc. at Ranga Reddy. It will be a strict meritocracy. Since all the scholars are still from the JNV system, I'd estimate that no more than 20% of the kids will exceed our income norms. I think of this as a small price to pay to have a very happy donor and execute on Charlie's suggestions.

Ranga Reddy will now have the very best talent the JNV system has to offer. For the very first time in Dakshana's history, there will be a classroom representing the most brilliant 60 students selected from an original pool of over a million kids. In addition, this group of 60 will get the very best IIT-JEE coaching from TIME (whose HQ is fairly close to the school). The combination of the best kids being together and supplemented with the best coaching gets me very

excited. I can't wait to meet this group!

The Ranga Reddy batch clearly addresses both of Charlie concerns – and they'll make over 50% of our selections. For the second batch at Bengaluru, again, with a tip of the hat to Charlie, we will give some preferences to OBC/SC/ST/disabled candidates, but nowhere near the heavy affirmative action we applied in 2009.

Tears of Joy

On June 27, 2010, Dakshana had its annual award ceremony in Delhi where we felicitated the Dakshana Scholars and recognized the wonderful IIT-JEE results. As part of the ceremony, there were a number of wonderful speakers. Anand Kumar (of Super 30) spoke. Gurcharan Das (author/columnist), Mr. Khuntia and Colonel and I spoke as well. We also allocated ten minutes for our topper Ashok to speak.

We know that our scholars are great at mathematics and the sciences, but we have no clue about any other skills, including public speaking. I don't believe Ashok has had much (if any) public speaking experience. And yet he was probably the most articulate of the evening's speakers.

Towards the end of his succinct talk, he asked his mother to join him on stage. Both had traveled a long distance from Hyderabad to Delhi for the ceremony. Ashok said that his parents had sacrificed tremendously for him and undergone lots of hardships. He said that he would always be indebted to them. Then he said that he did not deserve the gold medal we had given him. He said the medal belonged to his mother. And, with that, he took the medal off and put it on his mother. I found tears rolling down my cheeks – and as I looked out at the audience, I found many more tears rolling down many more cheeks. I found myself in tears several times that evening.

Every year, the best days for me are always the few days I get to spend with Dakshana Scholars. And the tears are always close. I encourage you to visit our amazing scholars – and have the experience of a lifetime.

Jai Hind!

Warm Regards,

Mohnish Pabrai
Founder & Catalyst

July 20, 2010
Irvine, California.

Dakshana Alumni Data

2008

Scholar Name	From	Institute	Institute Location	Stream of Study
Shashank Dubey	Jabalpur, Madhya Pradesh	Maharashtra Institute of Technology	Pune, Maharashtra	Petroleum Engineering
Bhanu Bhakta Upadhyay	Golaghat, Assam	NIT	Silchar, Assam	Electronics & Communications Engineering

2009

Scholar Name	From	Institute	Institute Location	Stream of Study
Sebin A.J	Kannur, Kerala	Amal Jyothi College of Engineering	Kanjirapally, Kerala	Mechanical Engineering
Satish Ramesh Shingne	Buldhana, Maharashtra	Baba Saheb Naik College of Engineering	Yavatmal, Maharashtra	Electronics and Telecommunications Engineering
Devaraja G.P	Dhamanagri, Karnataka	BM Sreenivasaiah College of Engineering	Bengaluru, Karnataka	Electronics and Telecommunications Engineering
Supreeta S.	Koppal, Karnataka	BM Sreenivasaiah College of Engineering	Bengaluru, Karnataka	Information Technology Engineering
Manjunath S.C	Karbar, Karnataka	BV Bhoomaraddi College of Engineering and Technology	Hubli, West Bengal	Information Technology Engineering
Pradeepkumar I. Badiger	Gadag, Karnataka	BV Bhoomaraddi College of Engineering and Technology	Hubli, West Bengal	Industrial Management
Subramanya Gajanan Shetti	Kumta, Karnataka	BV Bhoomaraddi College of Engineering and Technology	Hubli, West Bengal	Information Technology Engineering
Parjinder Singh	Moga, Punjab	Chandigarh College of Engineering and Technology	Chandigarh	
Ankush Thareja	Patiala, Punjab	Chitkara University	Solan, Himachal Pradesh	Electrical and Computer Engineering
Nilesh Vishwanath Adhav	Buldhana, Maharashtra	College of Engineering	Pune, Maharashtra	Metalurgy and Material Science
Jitendra Kumar Beniwal	Jaipur, Rajasthan	College of Engineering and Technology	Bikaner, Rajasthan	Electronics and Telecommunications Engineering
Sonali Suchismita Panda	Jajpur, Orissa	College of Engineering and Technology	Bhubaneswar, Orissa	Mechanical Engineering
Richa Rashmi	Koderma, Jharkhand	CV Raman College of Engineering	Bhubaneswar, Orissa	Electronics and Telecommunications Engineering
Swati Swetalina Prusty	Jajpur, Orissa	CV Raman College of Engineering	Bhubaneswar, Orissa	Electronics and Telecommunications Engineering
Jignesh H. Kakadia	Surat, Gujarat	Dhirubhai Ambani Institute of Information and Communications	Gandhinagar, Gujarat	Information Technology Engineering
Govind Singh Kitawat	Rajsamand, Rajasthan	Dr. M.G.R. Educational and Research Institute	Raipur, Chhattisgarh	Information Technology Engineering
Manu K.K	Kannur, Kerala	Government Engineering College	Thiruvananthapuram, Kerala	Mechanical Engineering
Nikhil Jose	Kannur, Kerala	Government Engineering College	Calicut, Kerala	Civil Engineering
Komal Kisan Gade	Pune, Maharashtra	Government Women's Engineering College	Pune, Maharashtra	
Snehal Ashok Pawar	Gondia, Maharashtra	Government Women's Engineering College	Pune, Maharahstra	Electronics & Communications Engineering
Animesh Kar	Bokaro, Jharkhand	Haldia Institute of Technology	Medinipur, West Bengal	
Abhimanyu Kumar	Patna, Bihar	ICRC	Mumbai, Maharashtra	Agriculture

Scholar Name	From	Institute	Institute Location	Stream of Study
Manojit Biswas	Malkangiri, Orissa	IIT	Bhubaneswar	Mechanical Engineering
Nitesh Kumar Patra	Mayurbhanj, Orissa	IIT	Bhubaneswar	Electrical Engineering
Rakesh Kumar Mallik	Bhadrak, Orissa	IIT	Bhubaneswar	Electrical Engineering
Siddharth Kumar	Bareilly, Uttar Pradesh	IIT	Bhubaneswar	Satellite Communications
Manoj Kumar Karadiya	Jaipur, Rajasthan	IIT	Bombay	
Saurabh Ginnore	Bhopal, Madhya Pradesh	IIT	Bombay	
Mukesh Kumar	Giridih, Jharkhand	IIT	Delhi	Aeronautical Engineering
Rohit Chand	Saharanpur, Uttar Pradesh	IIT	Delhi	Chemical Engineering
Tanuj Kumar	Alwar, Rajasthan	IIT	Delhi	Biochemical Engineering & Biotechnology
Heera Lal	Hazaribagh, Jharkhand	IIT	Guwahati	Mechanical Engineering
Rijumoni Boro	Golaghat, Assam	IIT	Guwahati	
Shyam Sunder Singh	Balasore, Orissa	IIT	Guwahati	Computer Science Engineering
Shedolkar Pravinkumar Murlidhar	Latur, Maharashtra	IIT	Hyderabad	Mechanical Engineering
Jasvinder Saini	Kuruksthetra, Haryana	IIT	Indore	Mechanical Engineering
Ashok Banjara	Nagaur, Rajasthan	IIT	Jodhpur	Electrical Engineering
Lakhan Singh Jatav	Alwar, Rajasthan	IIT	Jodhpur	Mechanical Engineering
Mana Ram	Nagaur, Rajasthan	IIT	Jodhpur	
Akash Kumar	Katihar, Bihar	IIT	Kanpur	
Ankit Chouksey	Narsinghpur, Madhya Pradesh	IIT	Kanpur	Mechanical Engineering
Anurag Singh	Palamu, Jharkhand	IIT	Kanpur	Civil Engineering
Ashish Milind Ganvir	Amravati, Maharashtra	IIT	Kanpur	
Pratap Bhanu Solanki	Bhopal, Madhya Pradesh	IIT	Kanpur	Electrical Engineering
Rakesh Meena	Baran, Rajasthan	IIT	Kanpur	Computer Science Engineering
Soumya Ranjan Sahoo	Cuttack, Orissa	IIT	Kanpur	Metallurgical Engineering
V. Suhas	Ramanagara, Karnataka	IIT	Kanpur	Electrical Engineering
Abhishek Rai	Narsinghpur, Madhya Pradesh	IIT	Kharagpur	Electrical Engineering
Ajay Eknath Solanke	Buldhana, Maharashtra	IIT	Kharagpur	Electronics and Electrical Engineering
Alapaka Bhanu Krishna	Nellore, Andhra Pradesh	IIT	Kharagpur	Electronics and Electrical Engineering
Amit Dhalia	Churu, Rajasthan	IIT	Kharagpur	Metallurgical and Materials Engineering

2009

Scholar Name	From	Institute	Institute Location	Stream of Study
Amol Ramdas Vaidya	Gondia, Maharashtra	IIT	Kharagpur	
Anshul Mimani	Bikaner, Rajasthan	IIT	Kharagpur	Ocean Engineering and Naval Architecture
Nitin Kumar Sakhala	Bhopal, Madhya Pradesh	IIT	Kharagpur	
Prashant Singodia	Jaipur, Rajasthan	IIT	Kharagpur	Metallurgical Engineering
Ramakrishna B. Bakale	Gadag, Karnataka	IIT	Kharagpur	Industrial Engineering
Ravindra Chourase	Betul, Madhya Pradesh	IIT	Kharagpur	Aerospace Engineering
Sanjay Kumar Manjhi	Bokaro, Jharkhand	IIT	Kharagpur	
Sharavana Kumar T	Chickmagalur, Karnataka	IIT	Kharagpur	Mechanical Engineering
Vikas Dinkar Pagar	Nashik, Maharashtra	IIT	Kharagpur	Industrial Engineering
Hanuman Sahay	Jaipur, Rajasthan	IIT	Patna	Mechanical Engineering
Animesh Ray	Chittorgarh, Rajasthan	IIT	Roorkee	Computer Science Engineering
Anurag Chauhan	Saharanpur, Uttar Pradesh	IIT	Roorkee	Computer Science
Kuldeep Nagar	Baran, Rajasthan	IIT	Roorkee	Paper and Pulp Technology
Mohar Singh	Jhalawar, Rajasthan	IIT	Roorkee	Paper and Pulp Technology
Nand Kishor Meena	Jaipur, Rajasthan	IIT	Roorkee	Computer Science Engineering
Pawan Kumar Verma	Ballia, Uttar Pradesh	IIT	Roorkee	Mechanical Engineering
Pooja Sharma	Hisar, Haryana	IIT	Roorkee	
Poonam Narain	Jhajjar, Haryana	IIT	Roorkee	IT/Computer Science
Rajesh Kumar Mourya	Jaipur, Rajasthan	IIT	Roorkee	
Rajeshwar Prasad	Saharanpur, Uttar Pradesh	IIT	Roorkee	Civil Engineering
Sumit Malik	Rohtak, Haryana	IIT	Roorkee	Computer Science
Zia Ur Rehman	Poonch, Jammu & Kashmir	IIT	Ropar	Electrical Engineering
Jyoti Thakur	Hamirpur, Himachal Pradesh	Indian Institute of Information Technology	Simla, Himachal Pradesh	
Shubham Pandey	Rewa, Madhya Pradesh	Indian Institute of Science Education and Research	Pune, Maharashtra	
Lakhan Pandurang Ekal	Kolhapur, Maharashtra	Indian Institute of Science Education and Research	Bhopal, Madhya Pradesh	
Deepak Gautam Lendegaonkar	Latur, Maharashtra	Indian Institute of Space Science and Technology	Thiruvananthapuram, Kerala	Space Technology
Jayakrishnan T.S	Thiruvananthapuram, Kerala	Indian Institute of Space Science and Technology	Thiruvananthapuram, Kerala	Aerospace Engineering
Sanjeev Raj	West Champaran, Bihar	Indian Maritime University	Navi Mumbai, Maharashtra	Marine Engineering
Subodh Kumar	West Champaran, Bihar	Indian Maritime University	Navi Mumbai, Maharashtra	Marine Engineering

Scholar Name	From	Institute	Institute Location	Stream of Study
Manoj Kumar Maharana	Cuttack, Orissa	Indian Maritime University	Navi Mumbai, Maharashtra	Marine Engineering
Aditya Kumar	Samastipur, Bihar	Indian Maritime University	Kolkata, West Bengal	Marine Engineering
Ujjwal Kumar	Samastipur, Bihar	Indian Maritime University	Kolkata, West Bengal	Marine Engineering
Vikash Kumar	West Champaran, Bihar	Indian Maritime University	Kolkata, West Bengal	Marine Engineering
Gulshan Kumar Jha	Samastipur, Bihar	Institute of Technology	Bilaspur, Chhattisgarh	Electrical Engineering
Naveen Chandra Yadav	Kanpur Nagar, Uttar Pradesh	Institute of Technology	Bilaspur, Chhattisgarh	Computer Science
Kamlesh Ahirwar	Chhatarpur, Madhya Pradesh	ISM	Dhanbad	Electronics Engineering
Khurshid Ahmed	Poonch, Jammu & Kashmir	ISM	Dhanbad	
Kuldeep Singh	Jalaun, Uttar Pradesh	ISM	Dhanbad	Petroleum Engineering
Lal Chand Ranga	Rewari, Haryana	ISM	Dhanbad	
Pankaj Gupta	Alwar, Rajasthan	ISM	Dhanbad	
Rohit Kumar	Kaithal, Haryana	ISM	Dhanbad	
Bhaumik Sutariya	Bhavnagar, Gujarat	IT-BHU	Varanasi	Mechanical Engineering
Harna Singh Meena	Karauli, Rajasthan	IT-BHU	Varanasi	
Laxmi Chand Meena	Karauli, Rajasthan	IT-BHU	Varanasi	
Mayank Bhikhalai Chaudhari	Sabarkantha, Gujarat	IT-BHU	Varanasi	Engineering Physics
Kyatham Navya	Warangal, Andhra Pradesh	Kakatiya University	Warangal, Andhra Pradesh	Electronics and Electrical Engineering
Suraj R. Patel	Avinahalli, Karnataka	Karnataka Institute of Medical Sciences	Hubli, Karnataka	
Nilesh L. Rathod	Jamnagar, Gujarat	Maharaja Sayajirao University of Baroda	Vadodara, Gujarat	Mechanical Engineering
Nikhil Chavan Tukaram	Aurangabad, Maharashtra	Maharashtra Institute of Technology	Pune, Maharashtra	Mechanical Engineering
Kusham Kumar	Jammu, Rajasthan	Malviya National Institute of Technology	Jaipur, Rajasthan	Computer Science
Nishikant Navnath Kadam	Satara, Maharashtra	Marathwada Mitra Mandal's College of Engineering	Pune, Maharashtra	Mechanical Engineering
Anuj Kumar V.P	Saharanpur, Uttar Pradesh	Motilal Nehru National Institute of Technology	Allahabad, Uttar Pradesh	Chemical Engineering
Avneet Choudhary	Saharanpur, Uttar Pradesh	Motilal Nehru National Institute of Technology	Allahabad, Uttar Pradesh	Mechanical Engineering
Pankaj Kumar Khajotiya	Jaipur, Rajasthan	Mugniram Bangur Memorial Engineering College	Jodhpur, Rajasthan	Civil Engineering
Nakul Nayan	Purnea, Bihar	Nagarjuna University	Vijaywada, Andhra Pradesh	Architecture
Snehal Gulab Sable	Nashik, Maharashtra	Nasik Engineering College	Nasik, Maharashtra	Computer Science Engineering
Satish Junwal	Dausa, Rajasthan	National Institute of Foundry and Forge	Ranchi, Jharkhand	Metallurgical Engineering
Deepak Sharma	Tikamgarh, Madhya Pradesh	NIT	Bhopal, Madhya Pradesh	Electrical Engineering

Scholar Name	From	Institute	Institute Location	Stream of Study
Angom Chandrakala Devi	Dhamtari, Manipur	NIT	Durgapur, West Bengal	Computer Science
Ajay Thakur	Hamirpur, Uttar Pradesh	NIT	Hamirpur, Himachal Pradesh	Electrical Engineering
Anita Rani	Hamirpur, Himachal Pradesh	NIT	Hamirpur, Himachal Pradesh	Computer Science Engineering
Avinash Thakur	Kinnaur, Himachal Pradesh	NIT	Hamirpur, Himachal Pradesh	Civil Engineering
Rohit Kumar Sharma	Jammu, Jammu & Kashmir	NIT	Hamirpur, Himachal Pradesh	
Sumit Kumar Rawat	Hamirpur, Himachal Pradesh	NIT	Hamirpur, Himachal Pradesh	Electrical Engineering
Praveen Sharma	Dholpur, Rajasthan	NIT	Jaipur, Rajasthan	
Sudhanshu Sharma	Jaipur, Rajasthan	NIT	Jaipur, Rajasthan	Electrical Engineering
Amritbir Singh	Amritsar, Punjab	NIT	Jalandhar, Punjab	Electrical and Communications Engineering
Jagdeep Parihar	Gurdaspur, Punjab	NIT	Jalandhar, Punjab	Chemical Engineering
Chandan Kumar	Jamui, Jharkhand	NIT	Jamshedpur, Jharkhand	Electrical Engineering
Chetan Ram Kumhar	Bikaner, Rajasthan	NIT	Jodhpur, Rajasthan	Mechanical Engineering
Balu Prasad	Calicut, Kerala	NIT	Calicut, Kerala	Electrical and Electronics Engineering
Annu Malik	Sonepat, Haryana	NIT	Kurukshetra, Haryana	Civil Engineering
Gunnam Shridhar	Raichur, Karnataka	NIT	Mangalore, Karnataka	Electronics & Communications Engineering
Aniket Badusaheb Argade	Pune, Maharashtra	NIT	Nagpur, Maharashtra	Mechanical Engineering
Dinesh Chaudhari	Aurangabad, Maharashtra	NIT	Nagpur, Maharashtra	Computer Science
Abhishek Kumar Kaushik	West Champaran, Bihar	NIT	Patna, Bihar	
Himanshu Kumar	Patna Bihar	NIT	Patna, Bihar	
Pallavi Gangber	Rajnandgaon, Chhattisgarh	NIT	Raipur, Chhattisgarh	
Bikash Kumar Majhi	Cuttack, Orissa	NIT	Rourkela, Orissa	Mechanical Engineering
M.P. Avisek	Cuttack, Orissa	NIT	Rourkela, Orissa	Electrical Engineering
Saroj Kumar Naik	Myurbhanj, Orissa	NIT	Rourkela, Orissa	Mechanical Engineering
Thabir Kumar Meher	Bolangir, Orissa	NIT	Rourkela, Orissa	Electrical Engineering
Akram Ansari	Bhojpur, Bihar	NIT	Silchar, Assam	Civil Engineering
Hasnat Ahmed	Goalpara, Assam	NIT	Silchar, Assam	
Anand Kumar	Patna, Bihar	NIT	Srinagar, Jammu & Kashmir	Mechanical Engineering
Dhananjay Choubey	Buxar, Bihar	NIT	Srinagar, Jammu & Kashmir	
Rohit Kumar Chouhan	Jammu, Jammu & Kashmir	NIT	Srinagar, Jammu & Kashmir	

2009

Scholar Name	From	Institute	Institute Location	Stream of Study
Shubham Tripathi	Fatehpur, Uttar Pradesh	NIT	Srinagar, Jammu & Kashmir	Computer Science Engineering
Zaheer Abbas Sheikh	Doda, Jammu & Kashmir	NIT	Srinagar, Jammu & Kashmir	Civil Engineering
Zubair Ah Lone	Anantnag, Jammu & Kashmir	NIT	Srinagar, Jammu & Kashmir	Civil Engineering
Anuj Kumar V.P.S	Saharanpur, Uttar Pradesh	NIT	Surat, Gujarat	Civil Engineering
Ranu Choudhary	Sagar, Madhya Pradesh	NIT	Surat, Gujarat	Electronics and Telecommunications Engineering
Abhishek C.R.	Mandy, Karnataka	NIT	Surathkal, Karnataka	Electronics and Telecommunications Engineering
Basavesh A.S	Bengaluru, Karnataka	NIT	Surathkal, Karnataka	
Chandrashekhar Nelagi	Gadag, Karnataka	NIT	Surathkal, Karnataka	Mechanical Engineering
Chetan Parmar	Bhavnagar, Gujarat	NIT	Surathkal, Karnataka	Chemical Engineering
Hemant Mundra	Durg, Chhattisgarh	NIT	Surathkal, Karnataka	
Jayant Madan Ilme	Bhandara, Maharashtra	NIT	Surathkal, Karnataka	
N.V. Vivek	Chikkaballapura, Karnataka	NIT	Surathkal, Karnataka	Electronics and Telecommunications Engineering
Ravikant Nag	Simdega, Jharkhand	NIT	Surathkal, Karnataka	Electrical Engineering
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Anala Venkat Pawan Kumar	Dantewada, Chhattisgarh	NIT	Warangal, Andhra Pradesh	Civil Engineering
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Rakesh Kumar Roushan	Banka, Bihar	NIT	Warangal, Andhra Pradesh	Civil Engineering
Rashmirekha Tripathi	Baleswar, Orissa	Orissa Engineering College	Bhubaneswar, Orissa	
Neeti Verma	Sukaul, Bihar	Patna Science College	Patna, Bihar	
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Pooja Girimallappa Wodeyar	Dharward, Karnataka	PES Institute of Technology	Bengaluru, Karnataka	Electronics and Electrical Engineering
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Jaskarandeep Punia	Patiala, Punjab	Punjab Engineering College	Chandigarh	Mechanical Engineering
Munish Kumar	Mansa, Punjab	Punjab Engineering College	Chandigarh	Mechanical Engineering
Anish Johns	Dakshina Kannada, Karnataka	R V College of Engineering	Bengaluru, Karnataka	Mechanical Engineering

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Jatinder Singh	Sangrur, Punjab	Sant Longowal Institute of Engineering and Technology	Sangrur, Punjab	Food Preservation
Sumit Kumar	Muzaffarpur, Bihar	Sant Longowal Institute of Engineering and Technology	Sangrur, Punjab	Computer Science
M.R. Nandan Bhardwaj	Davangare, Karnataka	Sapthagiri College of Engineering	Bengaluru, Karnataka	
Karshan Karmur	Jamnagar, Gujarat	Sardar Vallabhbhai National Institute of Technology	Surat, Gujarat	Computer Science
Mukund Kumar M. Kacha	Kheda, Gujarat	Sardar Vallabhbhai National Institute of Technology	Surat, Gujarat	Computer Science
Nilay D. Jadwani	Bhavnagar, Gujarat	Sardar Vallabhbhai National Institute of Technology	Surat, Gujarat	Mechanical Engineering
Vishal Patel	Meshana, Gujarat	Sardar Vallabhbhai National Institute of Technology	Surat, Gujarat	Electronics & Communications Engineering
Vrajesh L. Mistry	Kheda, Gujarat	Sardar Vallabhbhai National Institute of Technology	Surat, Gujarat	Computer Science
Manjunath M.	Bengaluru, Karnataka	School of Planning and Architecture	New Delhi	Architecture
Murtaza Ahmad Wani	Pulwama, Jammu & Kashmir	School of Management	Srinagar, Jammu & Kashmir	Computer Science Engineering
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Deeptanjali Sarangi	Jagatsinghpur, Orissa	Silicon Institute of Technology	Bhubaneswar, Orissa	Electronics and Telecommunications Engineering
Lipsita Panda	Baleswar, Orissa	Silicon Institute of Technology	Bhubaneswar, Orissa	Electronics and Telecommunications Engineering
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Trupti Dnyandev Desai	Kolhapur, Maharashtra	Sinhgad College of Engineering	Pune, Maharashtra	Computer Science Engineering
Vineeth V	Kannur, Kerala	Trivandrum University College	Thiruvananthapuram, Kerala	
Lakshmipriya Prusty	Jajpur, Orissa	University College of Engineering	Burla, Orissa	Electronics and Telecommunications Engineering
Prahallad Sahu	Bolangir, Orissa	Veer Surendra Sai University of Technology	Sambalpur, Orissa	Civil Engineering
Pratima Dixit	Bhopal, Madhya Pradesh	Vellore Institute of Technology	Vellore, Tamil Nadu	Electrical and Electronics Engineering
Jadhav Anand Gopinath	Buldhana, Maharashtra	Visvesvaraya National Institute of Technology	Nagpur, Maharashtra	
Jagdeep Singh	Barnala, Punjab	Yadavindra College of Engineering	Bathinda, Punjab	Computer Science Engineering
Kewal Krishan	Bhatinda, Punjab	Yadavindra College of Engineering	Bathinda, Punjab	Computer Science Engineering

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Amit Kumar Pradhan	Jaipur, Orissa	IIT	Bombay	Chemical Engineering
Asanath Sidh	Bikaner, Rajasthan	IIT	Bombay	Civil Engineering
Bhise Jagdish Rajendra	Pune, Maharashtra	IIT	Bombay	Chemical Engineering
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Daneshwar Prasad Sah	Madhepura, Bihar	IIT	Kanpur	Aerospace Engineering
Devendra Kumar	Dholpur, Rajasthan	IIT	Kanpur	Electrical Engineering
Jitender Kumar Dhakar	Jhalawar, Rajasthan	IIT	Kanpur	Computer Science Engineering
Kundan Kumar	Muzaffarpur, Bihar	IIT	Kanpur	Computer Science Engineering

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Ramdeo Kumar	Giridih, Jharkhand	IIT	Kanpur	Civil Engineering
Sangh Priy Gautam	Kanpur Dehat, Uttar Pradesh	IIT	Kanpur	Computer Science Engineering
Shriman Narayan Tiwari	Raipur, Chhattisgarh	IIT	Kanpur	Electrical Engineering
Ashok Bhiwa Barsagade	Chandrapur, Maharashtra	IIT	Kharagpur	Industrial Engineering and Management
B. Shiva Prasad Goud	Nizamabad, Andhra Pradesh	IIT	Kharagpur	Electronics and Electrical Engineering
B. Siva Prasad Reddy	Cuddapah, Andhra Pradesh	IIT	Kharagpur	Mechanical Engineering
Edha Uday Chaitanya	Khammam, Andhra Pradesh	IIT	Kharagpur	Electronics and Electrical Engineering
Lusku Besra	East Singhbhumi, Jharkhand	IIT	Kharagpur	Mechanical Engineering
Mithilesh Kumar	Saharsa, Bihar	IIT	Kharagpur	
Mukesh Kumar Meher	Balangir, Orissa	IIT	Kharagpur	Electrical Engineering
Rabin Kumar Naik	Sundargarh, Orissa	IIT	Kharagpur	Electrical Engineering
Rajan Kumar	Bokaro, Jharkhand	IIT	Kharagpur	Chemical Engineering
Mohit Yadav	Moradabad, Uttar Pradesh	IIT	Mandi	Electrical Engineering
Suranjit Sarkar	North Tripura, Tripura	IIT	Patna	Mechanical Engineering
Jasbir Jaglan	Panipat, Haryana	IIT	Roorkee	Earth Sciences Engineering
Shobhit Bhargava	Lakhimpur Kheri, Uttar Pradesh	IIT	Roorkee	Mechanical Engineering
Yogesh Chaudhary	Jaipur, Rajasthan	IIT	Roorkee	Electrical Engineering
Dinesh Kumar Choudhary	Tonk, Rajasthan	IIT		Electrical Engineering
Chikku Shekhar	Dholpur, Rajasthan	ISM	Dhanbad	Computer Science Engineering
Prashant Kumar	Banka, Bihar	ISM	Dhanbad	Mineral Engineering
Rohitash Meena	Bundi, Rajasthan	ISM	Dhanbad	Environmental Engineering
Sonu Ram Mohan	Madhepura, Bihar	ISM	Dhanbad	Mechanical Engineering
Alok Kumar	Moradabad, Uttar Pradesh	IT-BHU	Varanasi	Mining Engineering
Harishyam Narayan	Maharajganj, Uttar Pradesh	IT-BHU	Varanasi	Chemical Engineering
Kaushalendra Kumar	Madhubani, Bihar	IT-BHU	Varanasi	Biotechnological Engineering
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Mohammed Sadik	Ajmer, Rajasthan	Malviya National Institute of Technology	Jaipur, Rajasthan	Computer Science Engineering

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Amresh Kumar Shukla	Siwan, Bihar	NIT	Jamshedpur, Jharkhand	Computer Science Engineering
Saida Naik Bhukya	Nalgonda, Andhra Pradesh	NIT	Guwahati, Assam	Electronics and Electrical Engineering
Vikas Saroy	Fatehabad, Haryana	NIT	Kurukshetra, Haryana	Electrical Engineering
Jai Prakash	Shahjahanpur, Uttar Pradesh	NIT	Nagpur, Maharashtra	
Vinod S. Karmenghe	Chandrapur, Maharashtra	NIT	Nagpur, Maharashtra	Computer Science Engineering
Tevendra Singh	Annuppur, Madhya Pradesh	NIT	Patna, Bihar	Electrical Engineering and Communications
B. Ullas Navada	Udupi, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communications Engineering
Guruprasad M.H	Haveri, Karnataka	NIT	Surathkal, Karnataka	
Hemanth R. Betageri	Haveri, Karnataka	NIT	Surathkal, Karnataka	
Palamasi Vipru Chanukya	Anantapur, Andhra Pradesh	NIT	Surathkal, Karnataka	
Poovanna K.P	Hassan, Karnataka	NIT	Surathkal, Karnataka	Information Technology Engineering
Sachin M. Naik	North Canara, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communications Engineering
Sanjay Y.R.	Chickmagalur, Karnataka	NIT	Surathkal, Karnataka	Electronics and Electrical Engineering
Santhosh M. Bhat	Uttar Kannada, Karnataka	NIT	Surathkal, Karnataka	Mechanical Engineering
Satpal Singh	Kaithal, Haryana	NIT	Surathkal, Karnataka	
Thopucherla Varun	Warangal, Andhra Pradesh	NIT	Surathkal, Karnataka	
Venkatesh N.G	Koppal, Karnataka	NIT	Surathkal, Karnataka	Mechanical Engineering
Nitish Bhagwat Meshram	Gondia, Maharashtra	NIT	Trichy, Tamil Nadu	Production Engineering
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Indian Institute of Space Science and Technology, Thiruvananthapuram, Ker Alumnus; NIT, Warangal, Andhra Pradesh • **Deependra Singh Tomar**, Shahjahanpur, Uttar Pradesh, 2009 Alumnus • **Deepika Chauha** Bhubaneswar, Orissa • **Devaraja G.P.**, Dhamanagri, Karnataka, 2009 Alumnus; B. M. Sreenivasaiah College of Engineering, Bengaluru, Ka Lucknow, Uttar Pradesh, IIT-JEE 2010 • **Devendra Shinde**, Latur, Maharashtra, 2009 Alumnus • **Dhananjay Choubey**, Buxar, Bihar, 2009 Shahool, Madhya Pradesh, 2009 Alumnus • **Dheerendra Kumar**, Fatehpur, Uttar Pradesh, IIT-JEE 2011 • **Dhiraj Rai**, South Sikkim, Sikkim Singhbhum, Jharkhand, IIT-JEE 2010 • **Dimpy Sonowal**, Dibrugarh, Assam, IIT-JEE 2010 • **Dinanath Dinbandhu**, Munger, Bihar, 2009 A Alumnus; NIT, Nagpur, Maharashtra • **Dinesh Godara**, Nagaur, Rajasthan, 2009 Alumnus • **Dinesh Kandipalli**, Vizianagaram, Andhra Pra 2011 • **Dinkar Bharti**, Bhagalpur, Bihar, 2009 Alumnus • **Dipesh Ashok Chaudhari**, Jalgaon, Maharashtra, IIT-JEE 2010 • **Dnyaneshwar W** Bidar, Karnataka, IIT-JEE 2011 • **Durga Lal Meena**, Tonk, Rajasthan, IIT-JEE 2010 • **Edha Uday Chaitanya**, Khammam, Andhra Pradesh, • **Fayaz Ahmed Dar**, Anantnag, Jammu & Kashmir, 2009 Alumnus • **Gampala Babji**, East Godavari, Andhra Pradesh, 2009 Alumnus • **Gan** Chhattisgarh, IIT-JEE 2010 • **Giriraj Angoria**, Shajapur, Madhya Pradesh, IIT-JEE 2010 • **Govind Singh Kitawat**, Rajsamand, Rajasthan, 200 **Jha**, Samastipur, Bihar, 2009 Alumnus; Institute of Technology, Bilaspur, Chhattisgarh • **Gunnam Shridhar**, Raichur, Karnataka, 2009 Alumnus • **Guruprasad M.H.**, Haveri, Karnataka, IIT-JEE 2010 • **Gyan Prakash Verma**, Bareilly, Uttar Pradesh, IIT-JEE 2010 • **H.S. Sarojadevi**, Gulba Patna • **Hari Mohan Singh**, Aligarh, Uttar Pradesh, IIT-JEE 2010 • **Hari Ram**, Rewari, Haryana, 2009 Alumnus • **Harish Siyag**, Bikaner, R Alumnus • **Harna Singh Meena**, Karauli, Rajasthan, 2009 Alumnus; IT-BHU, Varanasi • **Harprit Kaur Vedi**, Gondia, Maharashtra, 2009 • **Harshala Devidas Jambhulkar**, Gondia, Maharashtra, IIT-JEE 2011 • **Harshitha Kurapati**, Guntur, Andhra Pradesh, IIT-JEE 2011 • **Hasna** Hazaribagh, Jharkhand, 2009 Alumnus; IIT, Guwahati • **Heerok Jyoti Hazarika**, Dibrugarh, Assam, IIT-JEE 2010 • **Heigrujam Santhoshku** **Betageri**, Haveri, Karnataka, IIT-JEE 2010 • **Himanshu Kumar**, Gaya, Bihar, 2009 Alumnus • **Hiral Dineshbhai Vala**, Junagarh, Gujarat, IIT- Gurdaspur, Punjab, 2009 Alumnus; NIT, Jalandhar, Punjab • **Jagdeep Singh**, Barnala, Punjab, 2009 Alumnus; Yadavindra College of Engine **JEE** 2010 • **Jai Prakash**, Shahjahanpur, Uttar Pradesh, IIT-JEE 2010 • **Jaideep Singh**, Ranga Reddy, Andhra Pradesh, 2009 Alumnus • Haryana, IIT-JEE 2010 • **Jaskarandeep Punia**, Patiala, Punjab, 2009 Alumnus; Punjab Engineering College, Chandigarh • **Jasvinder Sar** Pradesh, IIT-JEE 2010 • **Jatinder Singh**, Sangrur, Punjab, 2009 Alumnus; Sant Longowal Institute of Engineering and Technology, S Thiruvananthapuram, Kerala • **Jayant Ilme**, Bhandara, Maharashtra, 2009 Alumnus; NIT, Surathkal, Karnataka • **Jayaprava Patra**, Mayurbh Gandhinagar, Gujarat • **Jiten Pegu**, Dhemaji, Assam, IIT-JEE 2010 • **Jitender Kumar Dhakar**, Jhalawar, Rajasthan, IIT-JEE 2010 • **Jitendr** 2009 Alumnus • **Jitendra Meena**, Tonk, Rajasthan, IIT-JEE 2010 • **Jyoti Prakash Behera**, Jajpur, Orissa, IIT-JEE 2011 • **Jyoti Thakur**, Hamir Orissa, IIT-JEE 2010 • **Kallol Kanthi Das**, Dhalai, Tripura, IIT-JEE 2010 • **Kalmul Haque**, Chirang, Assam, IIT-JEE 2010 • **Kamal Prakash** Alumnus; ISM, Dhanbad • **Kamlesh Deypal**, Barmer, Rajasthan, IIT-JEE 2011 • **Kamlesh Rajguru**, Ahmednagar, Maharashtra, 2009 Alumnus National Institute of Technology, Surat, Gujarat • **Kaushalendra Kumar**, Madhubani, Bihar, IIT-JEE 2010 • **Kevin Hasamukhbhai Patel**, • **Khilawan Baghel**, Raipur, Chhattisgarh, IIT-JEE 2011 • **Khitish Kumar Sahu**, Bolangir, Orissa, 2009 Alumnus • **Khundongbam Borish M** Gondia, Maharashtra, IIT-JEE 2010 • **Khushwant Singh**, Rewari, Haryana, 2009 Alumnus • **Kishor C. Angade**, Belgaum, Karnataka, 20 Chikkaballapura, Karnataka, IIT-JEE 2011 • **Komal Gade**, Pune, Maharashtra, 2009 Alumnus; Government Women's Engineering Coll Uttarakhand, IIT-JEE 2010 • **Kshetrimayum Priyobarta Singh**, Thoubal, Manipur, IIT-JEE 2010 • **Kuldeep Bairwa**, Baran, Rajasthan, IIT- Rajasthan, 2009 Alumnus; IIT, Roorkee • **Kuldeep Singh**, Jalaun, Uttar Pradesh, 2009 Alumnus; ISM, Dhanbad • **Kuldeep Yadav**, Kanpur 2010 • **Kundan Kumar**, Muzaffarpur, Bihar, IIT-JEE 2010 • **Kushal Devidas Bhagat**, Akola, Maharashtra, IIT-JEE 2010 • **Kusham Kumar**, J Pradesh, 2009 Alumnus; Kakatiya University, Warangal, Andhra Pradesh • **Lakhan Ekal**, Kolhapur, Maharashtra, 2009 Alumnus; Indian In • **Lakshmipriya Prusty**, Jajpur, Orissa, 2009 Alumnus; University College of Engineering, Burla, Orissa • **Lal Chand Ranga**, Rewari, Hary Pradesh, 2009 Alumnus • **Laxmi Chand Meena**, Karauli, Rajasthan, 2009 Alumnus; IT-BHU, Varanasi • **Lipsita Panda**, Baleswar, Oriss • **Lusku Besra**, East Singhbhumi, Jharkhand, IIT-JEE 2010 • **M. Khamsuanhang Zou**, Imphal West, Manipur, IIT-JEE 2010 • **M.P. Avisek**, Orissa, 2009 Alumnus • **Madhavi Waghmare**, Gandhi Nagar, Gujarat, 2009 Alumnus; Shri Sant Gajanan Maharaj College of Engineering Maharashtra, IIT-JEE 2011 • **Mahesh Kale**, Solapur, Maharashtra, 2009 Alumnus • **Maheshwar Nag**, Gumla, Jharkhand, 2009 Alumnus • **M** Karnataka, IIT-JEE 2010 • **Man Singh**, Hamirpur, Himachal Pradesh, 2009 Alumnus • **Mana Ram**, Nagaur, Rajasthan, 2009 Alumnus; IIT, Jo

Prasad, Bokaro, Jharkhand, IIT-JEE 2010 • **Manish Bhagat**, Janjgiv Champa, Chhattisgarh, IIT-JEE 2010 • **Manish Kumar Sahu**, Bokaro • **Manjunath M.**, Bengaluru, Karnataka, 2009 Alumnus; School and Planning and Architecture (SPA), Delhi • **Manjunath S.C.**, Karbar Rajasthan, IIT-JEE 2010 • **Manoj Kumar Karadiya**, Jaipur, Rajasthan, 2009 Alumnus; IIT, Bombay • **Manoj Kumar Maharana**, Cuttack,