

TATA MEMORIAL HOSPITAL



# INSTITUTIONS

Three criteria of institutionality set high performing knowledge institutions (HPKI) apart from others.<sup>1</sup> Has the institution survived for a long time without compromising on its mission and goals? Is the institution perceived by its environment as having intrinsic value? Has it become a standard setter, an exemplar for other institutions in its field? Institutions do not achieve such a stature accidentally. For achieving it, they have to treasure talent and engage in a constant process of competency building. Early in their life they come up with a core portfolio of institutionally committed offerings that define them as unique, socio-technical systems. They adopt non-hierarchical, matrix-type structure and promote a collegial organizational climate. They stress self-regulation, openness, peer group accountability, creativity and innovation. Their 'light' management tends to be strategic in output, outcomes and impact orientation. They



Sir Dorabji Tata Memorial Library at the Tata Institute of Social Sciences, Mumbai

remain non-acquisitive, focusing on the one hand on intense use of just-enough infrastructure and on the other on generating resources through performance linked grants, fees and other resources without compromising on their missionsanctity.

The Tata Institute of Fundamental Research (TIFR), Mumbai set up in 1945 is one of the finest institutions of research in the country. Dr Homi Bhabha had a grand vision for TIFR. He wanted to establish a centre for research that would radiate to the rest of the country standards as high as any to be encountered elsewhere in the world. He was very keen that the finest scientists should visit India and lecture at TIFR. He invited some of the best-known Indian scientists to help build in time a world-class, intellectual atmosphere. In doing so, he gave TIFR a great purpose which continues to inspire all those involved in the institution long after his death. He thought about the institution as an ageless creation which would mould and remould itself to serve purposes important to society at different stages of its evolution.

The Tata Institute of Social Sciences (TISS), Mumbai established in 1936, has not only become an exemplar and a standard setter, it has time and again reinvented itself and created new institutional offerings which meet the changing needs of the country. It has contributed in a pioneering way to the professionalization of social work and has substantially added to the emergence of a well-established discipline of human resources management and evolved its Field Action Projects as a way of remaining institutionally relevant to ground realities and problems, continuing to innovate well into its eighth decade of institutional life. During the year under review, TISS introduced two new courses including the new post-graduate course in Public Health.

The Trusts have a tradition of working towards establishing institutions. Institutions have been

<sup>1</sup> Tushaar Shah, "Launching Knowledge Institutions of Excellence," in *Social Engineer*, 4:3, November 2000.

set up based on issues and agenda which were long-term and addressed critical subjects of national importance and on which exceptionally talented individuals were passionately committed to work on. As illustrated above, several of the institutions nurtured and supported by the Trusts meet the defining characteristics of HPKIs.

Once the institutions come of age, they follow their own trajectory. In many instances, the agenda of these institutions have agreed so well

with the national agenda that they were taken over by the national government and mainstreamed in terms of receiving regular and large quantum of public funding. The Trusts intend to continue with this tradition of supporting the conception, emergence and launch of new institutions in fields which are relevant to the changing needs of the nation. The Trusts will also continue to work with institutions supported in the past, assisting to evolve mechanisms that will help them to become and remain HPKIs.

▼ Imposing view of the Experimental Theatre and Garden at the National Centre for the Performing Arts, Mumbai

Working on an experiment at the Tata Institute of Fundamental Research, Mumbai ►





## INSTITUTIONS

Name of Grantee	Sanction Amount	Disbursed 2007-08
	Rupees in Million	
<b>Sir Dorabji Tata Trust</b>		
1 Indian Institute of Science, Karnataka - Recurring Grant.	1.00	1.00
2 JN Tata Navsari Memorial Trust, Gujarat - Recurring Grant.	0.50	0.50
3 National Institute of Advanced Studies, Karnataka - Recurring Grant.	1.00	1.00
4 National Centre for the Performing Arts, Maharashtra - Recurring Grant.	1.00	1.00
5 National Centre for the Performing Arts (Marg Publications), Maharashtra - Towards strengthening Marg Publications.	21.28	6.70
6 Sir Dorabji Tata Centre for Research in Tropical Diseases, Karnataka - Towards conducting the IX Annual Sir Dorabji Tata Symposium in March 2008, and to support the workshop activities of the Centre.	1.50	1.50
7 Tata Institute of Fundamental Research, Maharashtra - Recurring Grant.	1.00	1.00
8 Tata Institute of Fundamental Research, Maharashtra - Towards organizing an international colloquium on Cycles, Motives and Shimura Varieties in January 2008.	0.40	0.40
9 Tata Institute of Social Sciences, Maharashtra - Recurring Grant.	1.00	1.00
10 Tata Institute of Social Sciences, Maharashtra - Towards the residential program on theme-centred interaction for TISS faculty members.	0.07	0.07
11 Tata Institute of Social Sciences, Maharashtra - Towards partial support to hosting the 5th International Conference of Critical Geography in Mumbai in December 2007 on the theme, Imperialism and Resultant Disorder : Imperatives for Social Justice.	0.19	0.19
12 Tata Institute of Social Sciences, Maharashtra - Towards supplementary payment to project fellows under DRS/SAP of the Centre for Health and Mental Health.	0.14	0.14
13 Tata Institute of Social Sciences, Maharashtra - Towards producing, publishing and disseminating the report on the advocacy paper, "The Status of HIV/AIDS Epidemic 2007".	0.50	0.50
14 Tata Memorial Centre, Maharashtra - Recurring Grant.	1.00	1.00
15 Tata Memorial Centre, Maharashtra - Towards organizing an international symposium on Intermediate Filament Proteins : Emerging Trends in Keratin Biology, in the Advanced Centre for Treatment Research and Education in Cancer (ACTREC) campus.	0.20	0.20
16 Tata Memorial Centre, Maharashtra - Towards supporting 40 local and 20 outstation delegates of parents, survivors, counsellors, support groups and NGOs for the 39th Congress International Society of Paediatric Oncology.	0.50	0.50
17 Tata Medical Centre Trust, West Bengal - Towards the Corpus for meeting the cost of infrastructure and equipment required to operationalize the Tata Medical Centre.	200.00	200.00
18 The Tata Agricultural and Rural Training Centre for the Blind, Gujarat - Recurring Grant.	1.00	1.00
	<b>232.28</b>	<b>217.70</b>
<b>Jamsetji Tata Trust</b>		
1 Tata Institute of Fundamental Research, Maharashtra - Towards undertaking the study of the pre-historic past of India using modern technologies, drawing particularly from the fields of astronomy and astrophysics.	3.40	0.80
2 MS Swaminathan Research Foundation (JRD Tata Ecotechnology Centre), Tamil Nadu - Towards enhancing the Corpus of the JRD Tata Ecotechnology Centre.	50.00	50.00
3 Foundation for Revitalisation of Local Health Traditions (FRLHT) - Towards setting up the Indian Institute for Ayurveda and Integrative Medicine and establishing the 100 bedded integrated hospital.	340.00	115.60

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4 Tata Medical Centre Trust, West Bengal - Towards the Corpus for meeting the cost of infrastructure and equipment required to operationalize the Tata Medical Centre.	200.00	200.00
	<b>593.40</b>	<b>366.40</b>
<b>RD Tata Trust</b>		
1 Tata Institute of Social Sciences, Maharashtra - Towards supporting its academic and administrative quality enhancement initiative.	52.70	13.25
	<b>52.70</b>	<b>13.25</b>
<b>Tata Social Welfare Trust</b>		
1 Tata Institute of Social Sciences (Prayas – Social Work in Criminal Justice), Maharashtra - Towards the Field Action Project of the Centre for Criminology and Justice for their intervention in the criminal justice sector.	35.52	8.05
	<b>35.52</b>	<b>8.05</b>
<b>The JRD and Thelma J Tata Trust</b>		
1 Tata Institute of Social Sciences (Lok Vikas Sahyog Project), Maharashtra - Towards its community organization work, educational program and livelihood activity.	2.92	0.79
	<b>2.92</b>	<b>0.79</b>
<b>Grand Total</b>	<b>916.82</b>	<b>606.19</b>