

**University of Southern California Andrew and Erna Viterbi School of Engineering  
and the  
Indian Institute of Technology, Kharagpur**

**MEMORANDUM OF UNDERSTANDING**

This Memorandum of Understanding (“MOU”) is entered into this second day of June 2004, by and between the USC Viterbi School of Engineering (“USC”), and the Indian Institute of Technology, Kharagpur (“IITKGP”).

WHEREAS, USC is a leading institution in the United States for undergraduate and graduate education, research and distance learning and is internationally recognized as a leading institution in the fields of engineering and technology, and has been designated as the home to two Engineering Research Center of excellence by the US National Science Foundation, and is the home to the first Engineering Research Center designated by the US Department of Homeland Security, and numerous other centers of excellence;

WHEREAS, IITKGP is a leading institution in the Indian subcontinent for undergraduate and graduate education, research and has established its reputation as the premier Institute of higher learning and research in its home country, as well as overseas, and is an institute of national importance, set up by the Government of India under its own Acts and Statutes as an institution of higher scientific and engineering learning and research;

WHEREAS, USC and IITKGP desire to cooperate in fields of education, exchange of faculty and students, and collaboration in scientific areas of mutual interest and capabilities.

THEREFORE, the parties agree as follows.

1. The parties agree that it will be of mutual benefit to cooperate in education, to exchange faculty, to exchange graduate and undergraduate students, and to collaborate in joint research.
2. The parties agree to form a collaborative Consortium, which will later be named. The Consortium will serve as a bridge between USC and IITKGP and their respective universities, and as platform, upon which USC and IITKGP may pursue joint research, plan student and faculty exchange, and engage in educational collaboration. Proposed joint collaboration areas will be reviewed and approved on a case-by-case basis by the Consortium composed in equal representation of senior administrators from each institution.

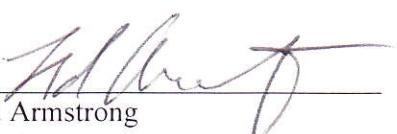
3. With regards to intellectual property, each institution will adhere to the intellectual laws of their respective nations. Intellectual property developed during the visit of an exchange student will be governed by the rules of the host institute unless otherwise specified by an alternate agreement. The two institutions shall jointly own results of clearly defined collaborative projects. Whenever one institution receives any information from the partner under a clearly defined non-disclosure agreement, necessary steps will be taken to protect the intellectual property received.
4. Each of the parties agrees to use their reasonable efforts to encourage and promote collaboration between the two institutions in order to fulfill the goals of the agreement in the areas of: (a) education and distance learning programs, (b) student and faculty exchange, and (c) joint research.
5. The Consortium will seek financial support from individuals, government agencies and private organizations to fund the costs relating to the undertakings contemplated by this Memorandum.

This Memorandum sets forth the parties intentions and understanding, but is not legally binding. Some specific areas of collaboration shall be identified later and updated from time to time in subsequent legally binding agreements.

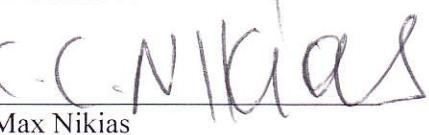
This agreement is valid for an initial period of five years with effect from June 2, 2004. The partnership period may be extended by mutual consent. In case one party wishes to cancel the MOU, intimation will have to be sent by June of that year. In that case the MOU will terminate at the end of the calendar year, i.e. December 31.

Executed in Los Angeles.

**UNIVERSITY OF SOUTHERN  
CALIFORNIA**

By:   
Lloyd Armstrong  
Provost  
University of Southern California

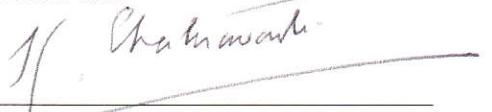
**USC VITERBI SCHOOL OF  
ENGINEERING**

By:   
C.L. Max Nikias  
Dean  
USC Viterbi School of Engineering

**INDIAN INSTITUTE OF TECHNOLOGY,  
KHARAGPUR**

By:   
Shishir K. Dube  
Director  
Indian Institute of Technology, Kharagpur

**INDIAN INSTITUTE OF TECHNOLOGY,  
KHARAGPUR**

By:   
Kalyan Chakravarti  
Dean  
Vinod Gupta School of Management

## Appendix 1

### University of Southern California Andrew and Erna Viterbi School of Engineering and the Indian Institute of Technology, Kharagpur

#### INITIAL SCIENTIFIC AND EDUCATIONAL COLLABORATION AREAS

USC and IITKGP desire to cooperate in fields of education, exchange of faculty and students, and collaboration in scientific areas of mutual interest and capabilities. Collaboration between IITKGP and USC is motivated by the complementary nature of their work; these complementary efforts can combine the strengths of each institution for the benefit of both, and lead to significantly enhanced levels of joint achievement.

This outline suggests the main headings under which both parties can potentially collaborate.

#### I. EDUCATION

USC and IITKGP can collaborate in establishing joint educational opportunities. Faculty from IITKGP and USC can be invited to teach during extended visits and Sabbaticals. Potential educational programs could include:

- Periodic workshops in areas of mutual interest;
- Short courses by visiting Faculty;
- Visiting faculty and students for short or long-term visits; and possibly
- Joint certificate/diploma/degree programs through collaboration in distance education;

#### II. RESEARCH

The cost constraints of international research collaborations will factor into the process. It is proposed that initially, joint research will be conducted primarily by the resident researchers at each institution. Those efforts can then potentially add supplementary research programs to enable:

- Visiting students for short term (one semester) or long term (two semesters) visits.
- Visiting faculty for short (two weeks) or long-term (one semester) visits.

The importance of initiating the collaborations in this manner is that it could perhaps lead to IITKGP -USC joint research publications in refereed journals and conferences in the shortest time.