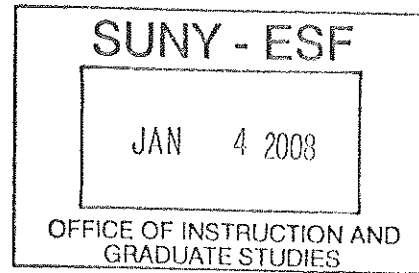




Office of the President

June 2, 2004



Dr. Gunjan M. Sanjeev
Deputy Director
Institute for Integrated Learning in Management
Lodhi Institutional Area
Lodhi Road, New Delhi 110 0003

RE: Agreement of Cooperation

Dear Dr. Sanjeev:

Please find enclosed a fully executed agreement between the Institute for Integrated Learning in Management and the State University of New York College of Environmental Science and Forestry.

We are very pleased to have this cooperative agreement with IILM and are looking forward to two of your students participating in our summer forestry field program.

Please extend my best regards to President Choudhury.

Best regards,

Cornelius B. Murphy, Jr.
Cornelius B. Murphy, Jr. Ph.D.
President

/ras

Enclosure

cc: William R. Bentley, Ph.D.
Chad P. Dawson, Ph.D.



Institute for Integrated Learning in Management

Professor William R. Bentley
Salmon Brook Associates
PO Box 149
North Granby CT
USA 06060-0149
1-860-844-0008
May 15, 2004

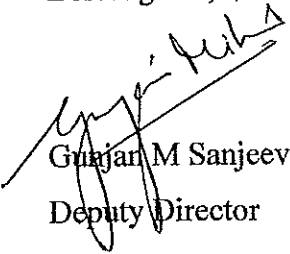
Ref: Agreement of Cooperation

Dear Professor William Bentley,

Please find enclosed two copies of the agreement signed on our end. Please have them signed and mail one back to us for our records.

We look forward to a mutually strong cooperation between our two Institutions.

Best regards, ,


Gunjan M Sanjeev
Deputy Director

**MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN STATE UNIVERSITY
NEW YORK COLLEGE OF ENVIRONMENTAL SCIENCE AND FORESTRY (ESF)**

and

**THE INSTITUTE FOR INTEGRATED LEARNING MANAGEMENT (IILM),
NEW DELHI, INDIA**

This Memorandum of Understanding (MOU) has been entered on this 16 day of MAY, 2004, between the State University of New York College of Environmental Science and Forestry (ESF) at Syracuse, New York USA 13210, hereafter referred to as ESF, and the Institute for Integrated Learning in Management (IILM), New Delhi, India, hereafter referred to as IILM.

This MOU sets out the following programs in environment and natural resources management (ENRM) that both ESF and IILM have agreed to develop jointly in order to play their roles in ensuring a healthy, productive, and environmentally friendly world for future generations. Both institutions are committed to the concept of sustainable human development and recognize that management of environment and natural resources are important to achieve this goal.

PROGRAMS TO BE DEVELOPED JOINTLY.

PROGRAM 1 - Student Exchange Program

It is agreed that the possibility of sending a few students from the Post-Graduate Diploma in Management (PGDM) course at IILM for one semester at ESF will be explored until a full fledged course on specialized Natural Resources and Environmental Management (elaborated under item 2) is developed. Such exposure will broaden the outlook of the students and will fulfill the MOU's goal. Further, the students will get the benefit of the ongoing structured lecture, laboratory, and field training on various aspects of natural resources management and environmental issues. Further the MOU recognizes that apart from broadening their outlook, it would provide the PGDM students credibility in the market place, as ESF is well known globally as an institute of high repute in the field of environment science and forestry. It is further agreed that as a good will gesture ESF will accept one or more students of the PGDM into the 2004 summer (June-August) Summer Program in Field Forestry at the Wanakena campus in the in Adirondacks.

It is agreed that a program for a few ESF students at IILM in New Delhi for one semester will be developed. We will work to have all exchange program students from either institution enjoy tuition waiver for one semester on a reciprocal basis, perhaps by maintaining primary registration on the home campus.

It is felt that such an arrangement would expose ESF students to developing countries environmental, natural resources, and social sector management issues and in turn broaden their perspective in understanding management issues. It would also improve the prospects of their employment in donor agencies, international NGOs, and multilateral financing institutions.

The student exchange programme as proposed would (i) enhance the knowledge base, (ii) help develop skills in specific areas, (iii) provide field training in any specific aspects of natural resources or environment related issues and (iv) assist in developing decision-making leadership.

PROGRAM 2 - Developing One-Year Specialized Natural Resources and Environmental Management Program (NREMP) to be offered in the 2-YEAR PGDM Program

It is further agreed that ESF and IILM will jointly develop a one-year NREMP program, which will be offered in the IILM campus on a cost-sharing basis under the joint name of ESF and IILM. This one-year program, once developed, will also be open to students from other countries of the region. The course will be available to PGDM students as their core specialization in the second year of the PGDM program. The program would be so developed and structured that it would enable the students to operate on new ethos of people-centered, growth-oriented governance and management of environment and natural resources. It would dovetail the needs of the corporate social responsibility. It is presumed such a course would enhance the career prospects of the students in the corporate sector, domestic, and international NGOs, public sector, donor agencies as well as multilateral financing institutions.

PROGRAM 3 - Faculty Exchange Program

A Faculty Exchange Program would be initiated between ESF and IILM. It was felt that a two-way faculty exchange programme will enhance upgrading skills and help to improve the quality of the PGDM program. The faculty exchange program as proposed would: (i) bridge the gap in institutional expertise in new focus areas; (ii) develop faculty expertise in specific areas, and (iii) provide support (from ESF) to faculty conducting specific aspects of any identified elements of the training program including management development program (MDP).


PROGRAM 4 - Collaborative Research Program

It is recognized that research is very important to expand the knowledge base and the research input in teaching enhances the quality of education and training. It is with this background in mind this MOU recognizes that opportunities would be explored for developing collaborative research programs between IILM, its affiliated institutions, and ESF and its affiliated institutions. Research topics will be identified for topics of common interest. For example, research program in areas of corporate social responsibilities, natural disaster management, urban waste management, and natural resources and environment management.

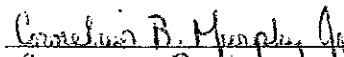
PROGRAM 5 - Consultancies

Utilizing the knowledge base of IILM as well as those of other affiliated institutions, schools and colleges of SUNY has been discussed between the parties. It was felt that a joint consultancy marketing strategy on various aspects of business and social sector management issues in India particularly in the private and public sector, might be profitable for both the parties in the long run. The knowledge base of ESF and the contact and market knowledge of IILM would be quite formidable to bid for such consultancies in India. A core-competent team in this regard has already been established at IILM

Signed on Behalf of IILM


Name: Dr. R.L. Choudhury
Title: President -IILM

Signed on Behalf of ESF


CORNELIUS B. MURPHY JR PhD
Title: PRESIDENT