

Dear Sir/Madam,

We have successfully closed the Year 2025, and have welcomed the New Year, 2026. The journey has begun. As we do so, it is time to thank everyone who has supported us directly and indirectly in the preceding year, in meeting our commitments in both personal and professional segments of our life.

I was entrusted by you all, and the members of the Board of Governors with the onerous responsibility of associating myself with the country's prestigious institute, ISEC, Bengaluru. I would at the outset like to thank you for investing your trust in me. I would also like to thank you for all the support you have been rendering to our Board and the Institute at large.

As promised, our Board has been dedicating itself to carry forward the vision of the founding father of ISEC, Dr. V.K.R.V. Rao, and all other members who served along with him as also subsequently, over the last 53 years. Many of you have been active associates of the Institute in various capacities. Further, all of you as life members have stood by the Institute in its growth. Thanks to concerted efforts of various members in different roles over the last 53 years of ISEC, it has gained recognition and reputation as one of the best research and academic institutes in social sciences at the national level. However, any institute or organisation cannot afford to rest on its past laurels and is required to continue to work and add to its credit account of the intellectual corpus.

All our current Board members, who are professionals with high standing, have spent the last about a year since the institution of the BoGs on the 7th of February 2025 to identify issues that need attention, and have begun to make necessary interventions to meet the contemporary challenges and upgrade ISEC as a **"Centre of Excellence."** The canvas of interventions being made encompass governance, administration, academics, research, doctoral program, campus infrastructure and research facilities, finances, corpus fund, and networking with institutions and individuals at both national and international levels. One of the important initiatives that we would be making is to anchor a think tank body by creating a platform for all the academic and research institutes located in Bengaluru under the rubric of **"BENGALURU THINK TANK."** You will agree with me that, Bengaluru with its large number of research, academic, and knowledge centres in public, private, and not-for-profit space can host such a think tank and respond to the dynamic changes occurring in the society. This, we think, would make one of ISEC's mandates, namely, **'Policy Advocacy,'** more meaningful, as it would be based on multidisciplinary knowledge, and opinions, that are both structured and unconventional.

As we make progress, we shall keep you updated from time to time. I personally look forward to your active intellectual engagement with ISEC in various ways. Given your domain expertise, vast experience, and wisdom, I am confident that ISEC will benefit from your advice and measure up to the challenges and demands of the society being influenced in multiple ways in quick succession in the 21st century.

Wishing you and your lovely family a very happy, healthy, purposeful, and long life.

Warm regards,

Yours sincerely,

(Ashok Dalwai)