



# **IIT Bombay Strategic Plan (2017-21) Draft Document**

**November 30, 2016**

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## **1. Vision**

To be a leading global technology university that provides a transformative educational experience to create leaders and innovators, and generates new knowledge for society and industry.

## **2. Mission**

- To create an ambience in which new ideas, research and scholarship flourish and from which the leaders and innovators of tomorrow emerge.
- To address problems faced by the nation and the world through the talent we nurture and the research we do.
- To provide an educational experience that transforms students through rigorous coursework and by providing an understanding of the needs of society and industry.
- To collaborate with other academic and research institutes around the world to strengthen the education and research ecosystem.

## **3. Core Values**

The core values adopted by the Institute as enduring principles are (i) Integrity, (ii) Excellence, (iii) Accountability, (iv) Transparency, and (v) Empathy.

**3.1 Integrity:** Research and teaching shall be carried out in an environment of academic freedom and honesty. The Institute will adhere to the highest standards of academic ethics.

**3.2 Excellence:** The Institute is committed to excellence in all spheres of its activities and through internal and external reviews and work towards continuous improvement. The Institute will recognise exceptional efforts through awards and honours.

**3.3 Accountability:** IIT Bombay, an Institute of National Importance established by an Act of Parliament, has been a recipient of public funds and recognizes that it is accountable to the people of India (through the IIT Council and Board of Governors of IIT Bombay). The Institute also recognises its accountability to all its immediate stakeholders including students, staff, faculty, alumni, industry and society at large.

**3.4 Transparency:** The Institute will function according to defined procedures and rules, which will be informed to all stakeholders. The Institute will make public all important information related to its functioning.

**3.5 Empathy:** An awareness of the conditions of the weaker sections of our society and contributions towards solution of their problems will form an integral part of the research and education programmes of the Institute.

#### **4. Goals**

IIT Bombay, as a modern world class research university, performs a diverse and expanded set of activities, which include

- Producing high quality manpower with the required skills and knowledge at different levels (undergraduate, postgraduate).
- Generating new knowledge through fundamental research.
- Being a repository of knowledge and of experts.
- Being a source of new ideas and independent opinions through scholarship.
- Being a source of innovation leading to solution of local problems, development of new products, processes formation of new businesses leading to wealth generation and employment generation.

Growth in vibrant economies of the world has been fuelled by innovation and disruptive technology and product development, which have roots in state of the art research and education in academic institutions. Such institutions are strategic assets of a nation, contributing to both, national prosperity and national security. The strategic plan of IIT Bombay is prepared in this context by the Institute Strategy and Planning Committee (Annexure 1).

In addition to the broad range of activities that the Institute carries out in pursuit of its mission, the following goals have been identified to be given special emphasis in the strategic plan:

1. Enhance engagement with society and industry
2. Broaden educational areas
3. Improve internal support systems
4. Enhance student experience
5. Broaden funding base
6. Attract international students
7. Advance frontiers of knowledge
8. Create future leaders and innovators
9. Enhance gender diversity
10. Enhance alumni engagement

A brief description of each goal with a few action points is provided in the next section.

#### **4.1 Enhance Engagement with Society and Industry**

IIT Bombay engages with the outside world to effectively execute its stated mission as well as its activities, highlighted above. Through such an engagement the Institute hopes to understand needs and issues as well as to inform, educate and share best practices. The engagement also helps to build perspective and awareness among faculty and students and is a source of creativity and innovation. The engagement makes research and teaching more relevant and often results in direct benefits to society. (e.g Million Solar Urja Lamps SOUL).

The level of such engagement is reasonably intense and is growing. The Industrial Research and Consultancy Centre (IRCC) is the primary interface for research and consultancy projects and provides support to Centres and individual faculty members to drive the engagements. Examples include the National Centre for Aerospace Innovation and Research (NCAIR), which works for industries manufacturing aerospace components, and Centre for Technology Alternatives for Rural Areas (CTARA), which focuses on technology and development. . The Continuing Education Programme (CEP) runs a wide range of courses for working professionals and the Centre for Distance Engineering Education Programme (CDEEP) support for students to enrol for online courses. The Institute has programmes for teacher training for colleges and schools (Train 10,000 Teachers) and offers MOOCs for students of other colleges.

The outside engagements have benefitted the Institute in many ways and it is planned to increase the scale and scope of interactions. The institute will aim to create an ecosystem for deeper collaboration with industry in several modes, including consultancy, sponsored research projects, technology transfer and continuing education. We will build collaboration in education through well-structured student internships (up to six months) as well as appointment of industry professionals as Adjunct Faculty. A programme of faculty visiting scientist scheme in industry will be formulated to build links. The new Research Park will catalyse such interactions. The IRCC Industry Cell will be enhanced to proactively build partnerships with industry in areas of strength of the Institute. Departments will develop short term courses targeted towards senior industry personnel, with certification approved by the Senate; CEP will be enhanced to provide support to develop and market the courses. Online offerings will be made more comprehensive with a robust system of certification, particularly for postgraduate courses.

The Institute has several projects related to societal issues which result in innovative solutions, but which have uncertain commercial potential. A cell will be set up support carrying pilot scale proof of concept trials. The cell will also interface with local governments and NGOs to provide technical consultancy. The Institute will initiate programmes to increase its engagement with schools, starting with schools on campus and in the neighbourhood (e.g., exposure to laboratories). The Institute will also devise new schemes to engage the local community (slums to high rises) in programmes of their interest (e.g., clean up and maintenance of the foot overbridge).

The Institute has few programmes for interaction with schools presently. Programmes will be devised to bring school students into laboratories starting with schools on campus and in the neighbourhood.

#### **4.1.1 Action points**

- Pro-active approach for industry interactions- Adjunct faculty, industry mentors
- Faculty Visiting Scientist Scheme in Industry and Industry visiting researcher at IIT to be promoted
- Focused approach on technology licensing and commercialization with an enhanced marketing arm
- Establishment of a Research Park
- Eco system for start-up and entrepreneurship through incubation and accelerator
- Structured approach through curriculum and sponsored research for addressing societal problems. Core engineering disciplines to engage with stakeholders
- Creation of an office for Inreach/ Outreach with schools and local community, dissemination, open day

#### **4.2 Broaden Educational Areas**

Starting as an undergraduate engineering institution, IIT Bombay has diversified its educational offerings and increased its focus on postgraduate education over the years. The Institute today has degree programs in engineering, sciences, humanities, social sciences, design, management and several interdisciplinary areas. The Institute has undergraduate programs in engineering, physics, chemistry and design with masters and doctoral programs in all academic units.

The existing well-established programs provide a foundation for further expansion. One coordinate of expansion is starting new undergraduate programs and the other is starting new programs in disciplines that are currently not present in the Institute. Both these forms of expansion will make the student body more diverse in their interests and the educational offerings more diverse. We see such diversity making the education being provided more effective, making the student experience more enriching and making the Institute more capable of addressing complex research problems. The Institute would also benefit by developing and expertise in areas related to the needs of the local industry and business.

The Institute will start a new undergraduate program in Economics and will consider new undergraduate programs in disciplines present in the Institute such as mathematics, Earth science, biology, management, humanities and social sciences. The Institute will start a new masters program in film making, a programme which is relevant for the large film industry in Mumbai. The Institute will consider starting a new masters program in fine arts, which will strengthen the existing design education programs. The Institute will start

a new Ph.D. program in policy studies, with a focus on technology policy as part of the new Centre for Policy Studies.

IIT Bombay is located in Mumbai, the financial and commercial capital of India. The Institute will explore specialized programs to address the needs of this sector, including programs related to finance, commerce, data science and corporate law. The Institute has strengths in some of these areas but needs to build faculty expertise in others.

The Institute has built up considerable strength in technology and science related to the healthcare sector. The Institute has strong research programs in these areas some of which are in collaboration with researchers in medical colleges. The Institute will explore the possibility of new academic programs related to medicine, jointly with a partner medical college.

#### **4.2.1 Action points**

- Initiate undergraduate programme in Economics and other disciplines present in the Institute (HSS, Mathematics, Earth sciences)
- Initiation of PhD programme in Policy Studies – through the Centre for Policy Studies
- Joint Academic programmes in Medicine/Healthcare – with collaboration with Medical colleges, research institutions
- Explore Post graduate programmes in Film making/ Fine Arts
- Initiate new specialized programmes based on faculty strength and needs of the finance and commerce hub of Mumbai

#### **4.3 Improve Internal Support Systems**

IIT Bombay has doubled in size, considering the student numbers. The complexity of its activities have increased manifold with strong linkages and joint programs with government agencies, industry, international universities, alumni and society. Supporting staff numbers have depleted over time and there is a deficit felt, in particular, of technical staff and staff with specialized qualifications. Although several of the Institute processes are online, the level of integration of the systems is low, resulting in duplication of efforts and a poor capability of extracting data for planning and monitoring.

The administrative load on faculty for running projects, routine department administrative activities, purchases, running CEP courses and conferences is significant. Setting up and maintaining research infrastructure is another area where faculty spend a lot of time.

The Institute will create a pool of manpower to help faculty with these tasks. We see this as a waste of valuable faculty resources, which would be more beneficially occupied in teaching and research.

The Institute will install a modern and comprehensive Enterprise Resource Planning (ERP) system after streamlining all processes with the aim of improving efficiency and transparency of operation. The numbers of technical staff in the departments will be increased, including senior staff with higher qualifications. The Institute will provide

additional administrative staff to departments to manage routine work (e.g., arranging admissions and examinations, managing maintenance, recording minutes of meetings, etc.) as well as specialized work (newsletters, website and social media, engaging with industry and alumni, organizing events, etc.).

The Institute will enhance the purchase section to provide greater support for facilitating purchases in a timely manner. A conference/CEP course support cell will be set up to help arrange these events. The Institute will provide adequate staff and online systems to enable maintenance of the estate and buildings at a higher standard.

#### **4.3.1 Action points**

- Simplify systems and processes with a modern ERP system
- Establish trained manpower pool for setting up and maintain research facilities
- New recruitment rules to attract professional managers
- Service orientation and training for staff, service response and online complaint systems
- Appoint and empower Departmental managers to support and co-ordinate purchase, maintenance and administration in the Department

#### **4.4 Enhance Student Experience**

IIT Bombay attracts among the best students of the country to its programs. The educational experience of a student is defined by flexible but rigorous academic programs and facilities for a wide range of professional and extracurricular activities. The recent rapid expansion in student numbers has resulted in strained infrastructure: there is a severe shortage of hostel rooms and there are constraints on the space available for extracurricular activities. The quality of infrastructure in some cases is not of the required standard and needs upgrading.

The Institute will construct new hostels, including one for married students, on a priority basis. The existing hostels will be upgraded or reconstructed, depending on the state of the structures. The facilities provided for extracurricular activities will be enhanced and facilities such as cafeterias and food courts will be built, as required.

Engagement of faculty with students, particularly undergraduate students, has reduced with increase in class sizes. The faculty advising system will be enhanced as will systems to help students with academic problems. The student counseling unit will be expanded and an annual student satisfaction survey will be carried out. The Institute will aim to have smaller class sizes specially in Departmental courses. A teaching/ learning centre and a writing support centre would be set up to support faculty teaching, student learning and communication.

Student interactions with administration will be simplified and automated, where possible. Students will be included in processes for planning of campus development, including green campus initiatives.



#### **4.4.1 Action points**

- Priority for construction of new hostels – including married students hostel, target single rooms for all students
- Enhance and revamp faculty advising system
- Annual student satisfaction survey
- Enhanced student facilities including cafeterias, food courts
- Establish Teaching/ Learning Centre and Writing support centre
- Involve students in campus planning including green campus initiatives

#### **4.5 Broaden Funding Base**

IIT Bombay has grown in size and scale as well as in the range of activities it undertakes. Costs for running these activities are rising and there is a growing need for building infrastructure as well as modernizing and replacing existing obsolete infrastructure. There is an ambition for the Institute to be counted among the top universities of the world. Yet current funding is significantly lower than that of these universities. Although the Institute has been receiving government grants to cover a significant part of the of the recurring as well as capital expenditure from government grants, other sources of income make up as much as 45% of the income (Figure 1a). Both plan and non-plan grants on a per student basis are decreasing sharply when corrected for inflation (Figure 1b), hence depending on government grants is likely to constrain future growth of the Institute and there is a strong case for broadening the funding base of the Institute and increasing the non-MHRD income beyond the current 45%.

IIT Bombay has developed a strong reputation for excellence and reliability and has a large number of well-wishers and supporters. The Institute also has developed a potential for engaging with government departments and industry on significant projects. There is a possibility of leveraging this potential to generate financial support for the Institute. However, we must be careful to ensure that the new activities do not tarnish the reputation of the Institute or distract the Institute from its core activities of teaching and research

The primary sources of income other than government grants from MHRD are fees, research and consultancy income, interest on corpus funds and donations (Figure 1a). The Institute should continue to make a case to the government for a base level of support to take care expenses such as salaries and pension, scholarships and library subscriptions, basic infrastructure and its maintenance and at the same time work to increase alternate sources of funding. Fees for regular students are unlikely to be increased significantly in the near term. However, increases in fee income are possible for well targeted professional courses and short term courses for executives. Research funds have been increasing and this needs to continue with a greater emphasis on industry funds. The growth of consultancy income has been slower and the fraction of faculty involved in this activity is small. Schemes to enhance consultancy projects need to be developed. Donations are also growing; to further enhance this, alumni, foundations, industry CSR and other well-wishers need to be systematically tapped. The spending of the funds also needs to be more

carefully planned. Donation projects and industry sponsored projects and consultancy projects need to be better costed to take into account all expenses, direct and indirect, in running the projects.

To achieve greater support from all sources the first step would be to enhance engagement with all stakeholders, including government, society, industry and alumni, to understand their needs and interests. This needs greater participation from all sections and internal stakeholders within the Institute, as a joint and shared responsibility. Some of the specific action points to achieve a broader range of financial support is given below.

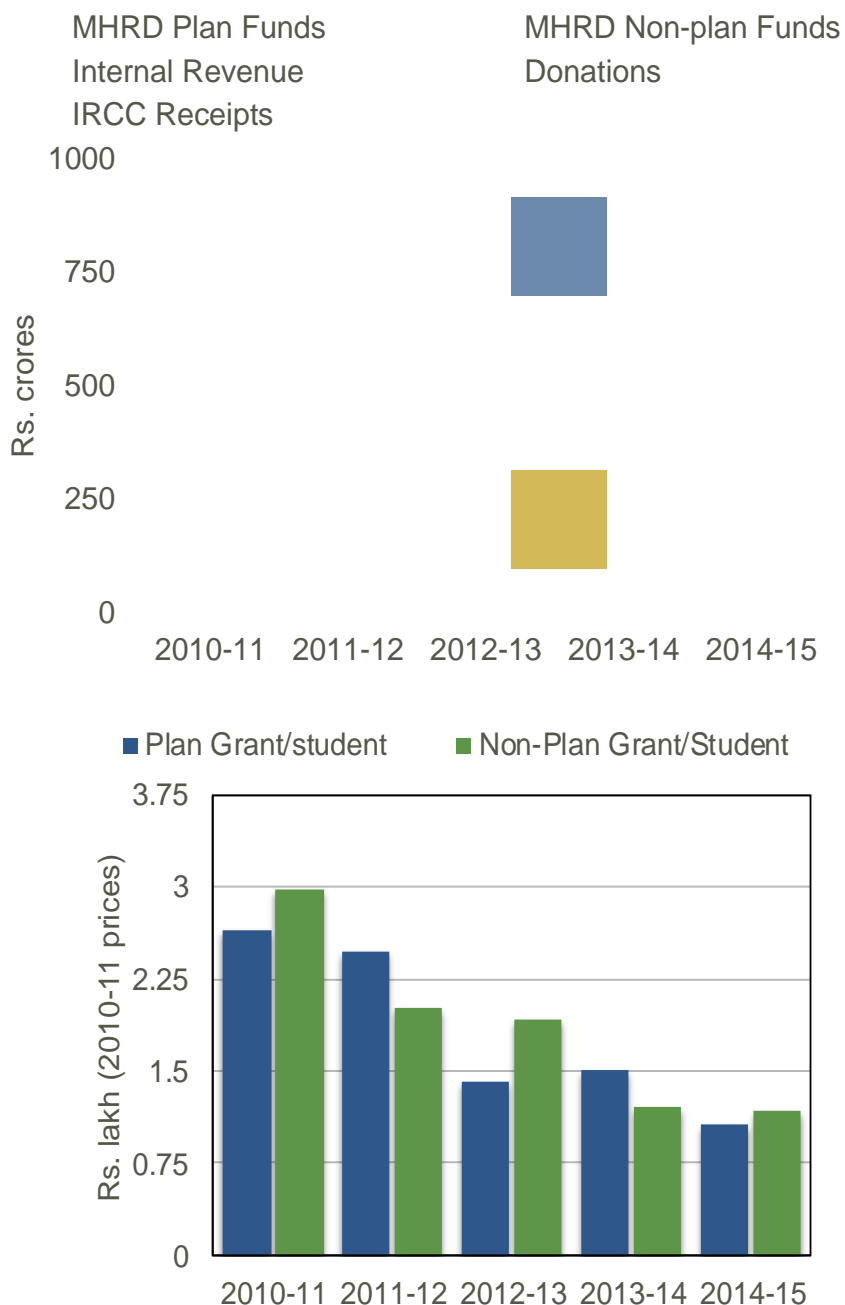


Figure 1 (a) Summary of incomes to the Institute over the last 5 years.(b) Support from government grants (MHRD) on a per student basis, corrected for inflation

#### **4.5.1 Action points**

- Development office: systematic approach to donations, enhanced engagement with stake holders (IITB Development & Relations Foundation)
- Higher fees income by having non-subsidized masters level courses and professional courses
- Better financial management (ERP)
- Increase research projects from industry (research park, UAY projects); Centres of Excellence
- Consultancy project schemes
- Special attention to CSR funds

#### **4.6 Attract International Students and Faculty**

IIT Bombay has welcomed international students, primarily in its postgraduate programmes, however, numbers have remained small. We propose to take a number of initiatives to increase the number of undergraduate and postgraduate to 10% of the student population as decided by the IIT Council. The presence of international students will enrich the experience of all students as well as build alumni links in different countries.

The Institute will enhance hostel and other facilities to welcome international students. The International Relations Office will be enhanced to assist the students seeking admission, students on the rolls and carrying out publicity of the programmes in target countries.

The admission process will be streamlined and made online to facilitate student applications. JEE and GATE will be conducted in several countries and the Institute will participate in the conduct of these examinations. Select students admitted to the Ph.D. programme will be given a teaching assistantship and tuition waiver on par with Indian students.

The Institute will build links with reputed universities in the countries from which we expect students to establish faculty and student exchanges as well as research collaborations. Such links would establish the credibility of the Institute for postgraduate education destination.

The Institute has very few International faculty members. Special programmes would be devised to attract international faculty to work on contract basis for a period up to 5 years.

#### **4.6.1 Action points**

- Enhance International Relations Office - publicity in target countries to attract students
- Enhanced link with partner international universities
- Facilitate joint-PhD and two way exchanges
- Mechanisms to support and enhance international student experience at IIT Bombay

- Attract international faculty on contract appointments

#### **4.7 Advance Frontiers of Knowledge**

Research is the core activity of the Institute and forms the basis of the ability of the Institute to advance knowledge and to address the challenges of industry and society. Research also links directly to the quality of education and the reputation of the Institute over the last two decades, IIT Bombay has increased its research intensity significantly. Several research groups are internationally recognized and faculty have made contributions to a number of national projects. The Institute will continue its efforts to enhance its research contributions.

The Institute will continue to attract outstanding young faculty, senior faculty and postdoctoral fellows taking a proactive approach. The process for recruitment of Ph.D. students will be reengineered to identify students with the required aptitude. The Institute will take a systematic approach towards nominating faculty and students for awards and honours.

The Institute will continue to enhance the environment of academic enquiry by arranging Colloquia and Seminars, invite accomplished researchers as Visiting faculty and disseminating important research results from IIT Bombay to students and faculty of the Institute. The Institute will provide support to students and faculty to present their research at international and national conferences, and will encourage the holding of conferences with a strong research focus in the campus.

The Institute will encourage collaborative research within by supporting the formation of multidisciplinary Centres devoted to specific themes. The Institute will build collaborative links with peer universities within India and internationally and will create programmes for Ph.D. students to work in partner universities for short periods to broaden their research experience.

The Institute will continue to support setting up of major research facilities, which are of use to several faculty. The Institute will build additional space for research laboratories, of the required quality and for offices for postdoctoral students and seating for Ph.D. students.

##### **4.7.1 Action points**

- Encourage Advanced research conferences at the Institute
- Enable PhD student exchanges with partner international universities
- Encourage formation of multi-disciplinary research centres
- Enhanced office facilities for PhD students and post doctoral researchers
- Pro-active and flexible mechanisms to attract quality faculty and researchers

#### **4.8 Create Future Leaders and Innovators**

The Institute aims to create a talent pool that would provide future leaders and innovators at undergraduate and postgraduate levels.

The Institute will continue to improve the quality and rigour of its course offerings for undergraduate and masters students, to provide a strong foundation in the discipline of study. In particular, group projects and open ended problem solving should be a normal part of courses. Laboratories should similarly have some elements beyond routine measurements. Students should have an option to take a wide range of elective courses which would help to develop design thinking, leadership skills, an entrepreneurial orientation and a broad world view. Programmes to enhance communication skills (speech and writing) will be enhanced. The undergraduate research programme will be strengthened and undergraduate students will be given opportunities to participate in projects of societal and industrial relevance.

Participation in international technical competitions will be encouraged and supported; the possibility of giving academic credit for such activities will be explored. Professional engagement of students will be enhanced through more meaningful activities of professional bodies of the Department, arranging industry visits, and supervised internships for longer periods up to six months. International exchange programmes will be enhanced along with partial financial support.

Extracurricular activities will continue to receive support of the Institute, including support for the major festivals conducted in the campus. Student inputs in the governance of the Institute will be increased via meetings of student representatives with the Deans and the Board of Governors.

Special programmes will be devised for Ph.D. students to prepare them for a teaching career, a research career or a career in entrepreneurship, depending their interest.

Academic and professional ethics will be an integral part of the discourse for all students.

#### **4.8.1 Action points**

- Special training for PhD students – Teaching and Entrepreneurship
- Enhanced support for student participation in international technical competitions – including academic credit for learning by doing
- Enhanced opportunities for students to participate in industrial and societal projects
- Supervised internships for students in industry of longer duration
- Student involvement in Institute governance

#### **4.9 Enhance Gender Diversity**

IIT Bombay strives for equal representation from men and women among its faculty, students and staff members. We currently have about 27% women staff members, 13% women faculty, and little over 18% women students. While we acknowledge that some of these numbers may be low due to societal/cultural reasons, we would like to create as conducive an environment as possible for women to be a significant part of the IIT Bombay community. The Institute would like to create an enabling environment and take initiatives to move towards enhanced share of women in the campus.

The number of women undergraduates are particularly small (8%) and special efforts will be made to increase these numbers. Specifically, an information campaign will be carried out to inform school children and their parents of the opportunities for women in engineering, particularly engineers graduating from IIT.

#### **4.9.1 Action points**

- Good hostel facilities for women students. PhD students to have single rooms from second year onwards.
- Increase in accommodation for married PhD students – students with infants to be given priority in housing.
- Increase the size of day care facility so that more staff members and students can use it. Subsidize the cost (if needed) for students and staff members.
- Explore flexible working hours or the option of work from home for staff members with young children or ailing dependents.
- Focused outreach to present women students, alumni, faculty members as role models to school students and convey the exciting career opportunities provided by an engineering/science education.
- Support for transport facilities (buses) for women employees to Kanjurmarg/ Vikhroli and flexible messes/ canteens where food can be ordered.

#### **4.10 Enhance Alumni Engagement**

Alumni have been a key stakeholder in the Institute's evolution and growth. The IIT Bombay Heritage Foundation (established in the US) and the IIT Bombay Alumni Association (established in India) have been active in networking with alumni and giving back to the alma mater. Alumni achievements have been a source of pride for the Institute and have contributed significantly in society. An annual event – Alumni Day is usually held towards the end of the year where the Institute invites alumni to events at the hostels, departments and provides an opportunity for students to reconnect with their batch mates and the Institute. There are 32 active alumni chapters in various cities in India and the world. There have been several successful initiatives from the alumni – Young Faculty Award, HATS, Financial Aid Programme to support some of the Institute goals. Donations from the alumni have resulted in creation of new infrastructure (convention centre, sports facilities, innovation centre, refurbishment and creation of new Department buildings) and support towards student facilities and counseling. The Faculty Alumni Network (FAN) has helped the Institute in identifying and attracting young researchers and academics to a faculty position at the Institute. The Institute has been recognizing alumni with Distinguished Alumnus, Young Alumnus and Distinguished service Awards. A dedicated office headed by the Dean (Alumni and Corporate Relations) manages alumni interactions.

The Institute has more than 50,000 alumni. The Institute will make efforts to enhance the engagement with all alumni. The focus will be on a two way interaction. The Institute is committed to a lifelong involvement with all students who will continue to be part of the

IIT Bombay family even after they graduate. The Institute will build its engagement on adding value and support to the alumni in their careers and professions. This may involve specialized training, lectures, access to the latest research and help with networking and advice. There should be multiple modes of engagement that can cater to the diverse needs of alumni. The Institute will welcome alumni visits to the hostels and departments and will provide opportunities for alumni to interface with students and faculty.

#### **4.10.1 Action points**

- Enable, facilitate seamless co-ordination between AA , HF and Dean(ACR)'s office
- Initiatives for supporting Alumni needs for continued learning and career improvement.
- Lifelong Learning Modules targeted for Alumni
- Multiple interaction modes – interaction between alumni and students – mentoring, interaction between alumni and faculty
- Alumni inputs for curriculum development
- Alumni support for student placements and internships
- Alumni involvement in enhancing the innovation ecosystem at IITB
- Enhance Institute responsiveness to Alumni requests
- Enhance effectiveness of the FAN – to pro-actively identify potential IITB faculty
- Creation of an Alumni Centre at the Institute to support alumni visits, activities engagement

### **5. Stakeholders feedback and way forward**

The present draft is intended to be the basis of eliciting broader feedback from stakeholders of the Institute – students, faculty, staff, alumni, industry and society. It is planned to have structured questionnaires (Annexure 2 gives details of the links), focus group meetings and obtain opinions, comments ideas for each stakeholder group separately. It is hoped that the process of obtaining feedback and ideas will result in the involvement of relevant stakeholders in building the strategy document and plan for the Institute.

The strategy document outlines a series of aggregate goals that the Institute would work towards at an overall macro-level. The achievement of these goals would be translated into a series of specific micro-policy initiatives (implementation strategies) to be taken in the short term. For each goal we would also identify a set of performance metrics that can be used to track the achievement / non-achievement.

The final strategy document is proposed to be released in February 2017 after incorporating the feedback and suggestions from stakeholders. Along with this a document detailing the implementation strategies and the metrics for achievement of goals would be released. It is expected that the strategy would be revisited every five years, an assessment carried out and suitable modifications made.

It is hoped that this process will enable IIT Bombay to be the leading teaching and research university in the country comparable with the best in the world.



## **Annexure 1**

### **Institute Strategic Planning Committee (ISPC)**

Director

Deputy Director (AIA)

Deputy Director (FEA)

Dean(R&D)

Abhay Karandikar                      Dept. of Electrical Engg.

Raja Mohanty                            Industrial Design Centre

R. Murugavel                            Dept. of Chemistry

Prita Pant                                Dept. of Metallurgy & Matl Science

S Sudarshan                            Dept. of Computer Science & Engineering

Asim Tewari                             Dept. of Mechanical Engineering

Mahesh S Tirumkudulu                Dept. of Chemical Engineering

Pushpa L Trivedi                        Dept. of Humanities and Social Sciences

Rangan Banerjee                        Dept. of Energy Science & Engg (Convenor)

## **Annexure 2**

### **Links to the Draft Document and Questionnaire for Student, Faculty and Staff**

The entire IIT Bombay community can provide their feedback through <http://surveys.iitb.ac.in>. An LDAP login will be required. Separate surveys have been created for each of the stakeholder groups i.e.,

ISPC Faculty Feedback

ISPC Student Feedback

ISPC Staff Feedback

ISPC- Project Staff

The draft document is available at <http://www.iitb.ac.in/en/internal/institute-strategic-plan>