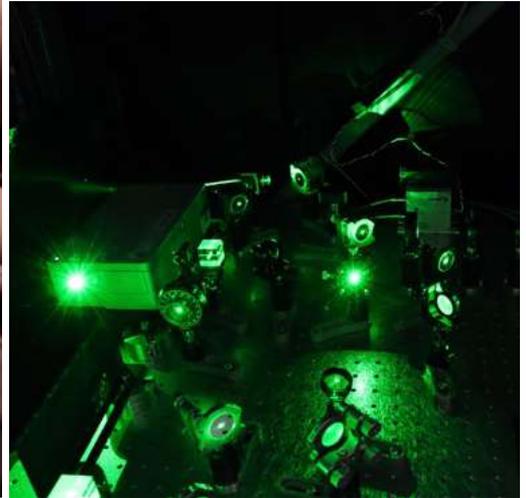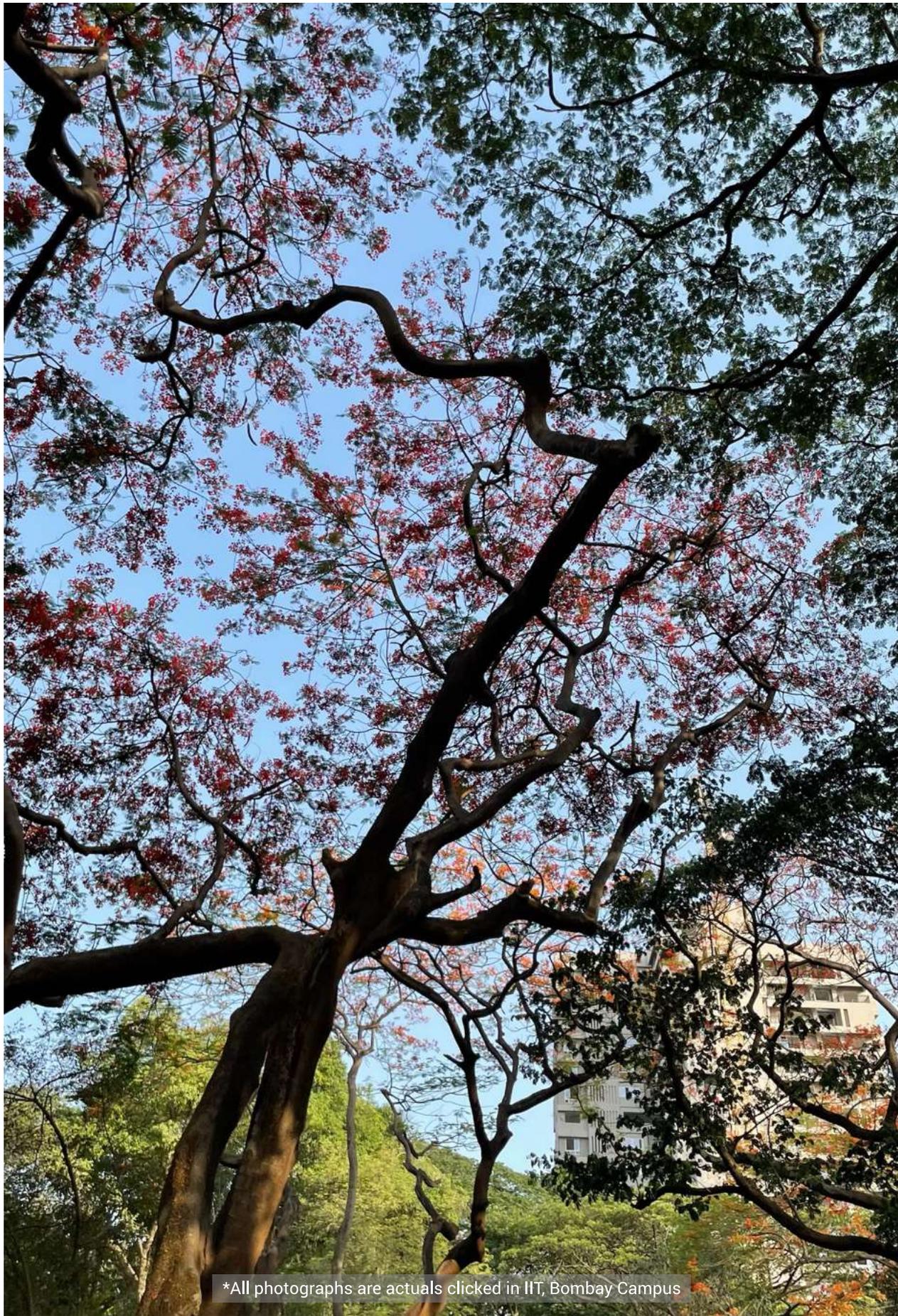# IIT Bombay
STRATEGY PLAN
2026 - 2030 & Beyond

*All photographs are actuals clicked in IIT, Bombay Campus

Message from the Director

With great pleasure, IIT Bombay presents the Strategy Plan 2026 - 2030 and Beyond which defines the future-centric vision of the institute and paves the way for our journey to global leadership in Science, Technology, Engineering, Entrepreneurship and Innovation. Over the decades, IIT Bombay has earned respect and reputation as a premier institution of higher learning committed to excellence in education, research, and societal impact. Now as we look to the future, this framework will guide us to achieve focused excellence across three themes, ably supported by six enablers.

Themes

Learning-Centric Education	Frontier Research Leadership	Industry and Society Relevant Research Translation

Enablers

- ▶ Strengthen Faculty Proposition
- ▶ Best-in-Class Infrastructure and Net-Zero Campus
- ▶ Modernize Management and Process Support
- ▶ Strengthening Financial Capacity
- ▶ Enhance Alumni and Corporate Engagement
- ▶ Focus on Student, Staff, and Faculty Wellness

The strategy envisions a higher ambition to position IIT Bombay among the top global universities where ideas are nurtured and innovation is celebrated. With a strong alignment to national missions, professionalized governance, and clear accountability mechanisms, this strategy plan combines vision with disciplined execution.

IIT Bombay remains anchored in its five core values - empathy, integrity, accountability, transparency, and excellence. These values will continue to guide our actions as we set out to strengthen our global standing, advance India's technological leadership, and enhance societal well-being.

Our journey ahead is challenging and inspiring. I invite every member of the IIT Bombay community - faculty, students, alumni, staff, and partners - to contribute actively to this shared goal. Together, we can help IIT Bombay grow stronger and make a lasting impact on the nation and world.

Prof. Shireesh Kedare
Director, IIT Bombay

Preamble

The Indian Institute of Technology Bombay has, over the decades, established itself as a flag-bearer of excellence in higher education, becoming the preferred destination for faculty, students, and researchers. Guided by its core values - empathy, integrity, accountability, transparency, and excellence - the institute continues to strengthen its leadership in teaching, research, technology development, and entrepreneurship.

In this spirit, IIT Bombay presents Strategy Plan 2026 - 2030 and Beyond, a roadmap for the coming decades. Prepared by the Institute Strategy Planning Committee (ISPC), the plan draws on ideas from all the stakeholders - faculty, students, staff, and alumni. Through extensive consultations and brainstorming sessions over the course of a year, the ISPC has distilled diverse perspectives into a shared vision.

This Strategy Plan defines the institute's aspirations, identifies priorities, and outlines the actions necessary to achieve them, reaffirming IIT Bombay's commitment to shaping the future of higher education, cutting-edge research, innovation, and societal impact.

Vision

IIT Bombay aspires to strengthen its position as a leading global technology institution that delivers transformative education and state-of-the-art research, nurtures innovators and leaders, thereby making a significant contribution to the nation's socio-economic development.

Mission

To foster an environment where new ideas, research, and scholarship thrive, nurturing the innovators and leaders of tomorrow.

To address pressing challenges of the nation and the world through the talent we cultivate and the research we advance.

To deliver transformative education that combines rigorous coursework with a deep understanding of societal and industry needs.

To strengthen the education and research ecosystem through collaborations with leading academic and research institutions worldwide.

Core Values

Integrity : IIT Bombay is committed to conducting all research, teaching, and institutional activities with academic freedom, honesty, and highest ethical standards.

Excellence : IIT Bombay is dedicated to excellence in every sphere, striving for continuous improvement through rigorous internal and external reviews, while recognizing and celebrating exceptional contributions.

Accountability : As an Institute of National Importance established by an Act of Parliament and a recipient of public funds, IIT Bombay acknowledges its accountability through the IIT Council and its Board of Governors, as well as to students, staff, faculty, alumni, and industry.

Transparency : The institute shall function through clearly defined procedures and rules, ensuring openness and fairness with all stakeholders and making key information publicly accessible.

Empathy : Sensitivity to the needs of weaker sections of society will remain integral to the institute's research and education programmes, inspiring contributions toward inclusive solutions.

Goals

As a teaching and research institute, IIT Bombay undertakes a diverse set of activities that collectively define its role and impact:

▶ **Education** - Preparing high-quality students at both undergraduate and postgraduate levels, equipping them with the skills and knowledge required to excel in a rapidly evolving world.

▶ **Knowledge Creation** - Advancing the frontiers of science and technology through cutting-edge fundamental research.

▶ **Research Translation** - Maturing fundamental research outcomes to create industrial and societal impact.

▶ **Innovation and Impact** - Driving innovation to address local and global challenges, leading to new products, processes, and enterprises that generate employment, economic value, and societal benefit.

▶ **Knowledge Repository** - Serving as a reservoir of expertise, knowledge, and scholarship for the nation and beyond.

▶ **Thought Leadership** - Providing new ideas, perspectives, and independent opinions to guide society, policy, and industry.

▶ **Preparation for an AI-Dominated Future** - Thriving in an AI-driven world by modernizing curriculum, deepening interdisciplinary collaboration, and accelerating innovation so that IIT Bombay leads the next era of technology education and research.

Strategic Priorities
2026 – 2030 & Beyond

Our overall ambition is to transform IIT Bombay from a nationally excellent institute into a leading global technology institute by 2030. IIT Bombay has identified 3 strategic themes - *Learning-Centric Education, Frontier Research Leadership, and Industry and Society Relevant Research Translation* - and 6 enablers that will guide the growth, innovation, and societal contributions of the institute in the coming decade. These priorities build on the strengths of the institute while addressing emerging opportunities and challenges in higher education, research, and global engagement.

Three Strategic Themes

Theme 1

Learning-Centric Education

To prepare graduates for a rapidly changing world, IIT Bombay will re-imagine education where students will drive their own learning journey, build solutions to real-world problems, and graduate to be creators and not just consumers of knowledge. The transformation would complement faculty-driven instruction with student-driven exploration, nurturing students' capacity for independent thinking and problem-solving.

IIT Bombay will strengthen global partnerships and leverage digital platforms to extend its reach, enhance its reputation, and provide transformative education at scale.

The institute has made significant strides in this direction. Recent partnerships include a Cotutelle PhD programme with Tohoku University (Japan), faculty/student exchange and joint research with IE University (Spain), and a Cotutelle PhD programme with Ohio State University (USA). Looking ahead, the Office of Dean (International Relations) will expand such initiatives, including joint undergraduate programmes, dual degrees, and mobility programmes that foster international exposure for faculty and students alike.

IIT Bombay will continue to refresh its undergraduate curriculum with a strong foundation in science and greater emphasis on experiential learning, while reviving the final-year project as a capstone. The institute has already taken important steps in this direction by introducing hands-on, project-based learning such as the Maker Space – Learning by Doing courses; embedding data science and AI into the early undergraduate curriculum; and expanding its offerings to include Humanities, Arts, Social Sciences, Management, Entrepreneurship, and Design. Over the past five years, more than 10 new academic programmes have been launched across disciplines including geophysics, AI, and policy studies, alongside 10 new research centres spanning fields from neuroscience to semiconductors to quantum computing.

Looking ahead, the institute will systematically integrate AI literacy, data sciences, and other emerging technologies as core competencies across all disciplines. This will ensure that graduates are not only specialized in their fields but are also skilled at using intelligent tools and prepared to thrive in a rapidly changing world.

On the digital front, IIT Bombay has established the Educational Outreach (EO) Office, which offers programmes to upskill working professionals and will expand into fully digital Bachelor's, Master's, Diploma, and Short-term programmes. To further strengthen this effort, IIT Bombay will develop satellite campuses abroad that attract international adjunct faculty to co-create and deliver world-class digital programmes.

Key Actions

- Shift in the teaching and learning paradigm: To facilitate personalized learning path for students aligned with their passions and career goals, equipping them with skills to navigate the future world, industrial internships, and modified assessment processes that reflect the new teaching learning paradigm.
- Globalise academic programmes: Launch 2+2 undergraduate programmes with 3 - 5 of the global top 50 universities alongside collaborative research and exchange, enhance dual degrees and mobility programmes, establish an international campus, establish satellite "twin" campuses in the US and Asia, with a potential alumni-led IIT Bombay Centre in the US.
- Expand digital and online offerings: Develop a comprehensive portfolio of online programmes (short-term certificates, BS, e-PGD, MEngg, etc.) to reach millions of learners, especially working professionals and institutions across India and abroad; create national outreach offices to connect with industry, government, policymakers, colleges, and schools.
- Strengthen Parimal and Pramod Chaudhari Centre for Learning and Teaching (PPCCLT): Anchor the creation of AI-driven, hybrid, and interactive pedagogies for engagement. Build faculty capability in creating and delivering digital education content.

Metrics

- Encourage a transition from lecture-based instruction to project-based, flipped classroom, and experiential learning approaches.
- Generate ₹ 200 crore in revenues from digital education initiatives by 2030.
- Reach 1 million learners (₹40 credits each) through digital platforms (NPTEL, SWAYAM, etc.) by 2030, scaling to 5 million by 2047.
- Establish an international campus by 2030.

Implementation

Dean (Academic Programmes), Dean (Education Outreach), Dean (International Relations), and Head (PPCCLT) should ensure that proposed objectives and initiatives are implemented.

Frontier Research Leadership

Research is the lifeline of IIT Bombay's ecosystem, forming the foundation of its academic excellence, innovation, and societal contributions. The institute remains committed to producing groundbreaking research that promotes knowledge creation and advancement, while addressing pressing industrial and social challenges.

In recent years, IIT Bombay has demonstrated its research leadership through impactful achievements in different areas such as biomedical engineering, battery technology, semiconductors, environmental engineering, drones, to name a few. Research productivity has steadily risen, as reflected in the growth of publications, patents, and sponsored/consultancy projects.

Looking ahead, IIT Bombay strives to achieve global leadership in key emerging research areas that promise transformative national and international impact. The institute also intends to collaborate with hospitals for the proposed IIT Bombay's MedTech programmes, with a vision to facilitate strong exchange of ideas and deepen research in MedTech areas.

By attracting the world's best researchers, building top-tier infrastructure, and fostering interdisciplinary collaboration, IIT Bombay aims to achieve breakthrough discoveries and establish itself among the world's leading research institutions by 2030.

Potential Domains for Research

1. Artificial Intelligence & Machine Learning
   - ▶ Trustworthy, ethical & multilingual AI, AI for social good (education, healthcare, agriculture), edge & resource-efficient AI

2. Climate Technology & Sustainability
   - ▶ Green & sustainable energy, carbon capture, circular economy, climate modelling

3. Healthcare Innovation & Biotechnology
   - ▶ Precision medicine, affordable devices, digital health, vaccine R&D

4. Quantum Technologies
   - ▶ Quantum computing, communication, cryptography
   - ▶ Sensing, metrology, and applications in materials & drug discovery

5. Advanced Materials & Manufacturing
   - ▶ Nanomaterials, 3D printing, smart & sustainable manufacturing

6. Cyber and critical infrastructure security
   - ▶ Digital forensics, quantum cryptography, advanced networks

7. Semiconductors
   - ▶ Compute: AI, memory, logic
   - ▶ Advanced packaging & heterogenous integration
   - ▶ Communications: radio frequency, photonic
   - ▶ Sensing: MEMS, quantum, photonic
   - ▶ Power: Gallium Nitride, Silicon Carbide, Ga2O3

8. Space and Defence
   - ▶ New frontiers in defence systems, autonomous systems, AI based surveillance
   - ▶ Cryogenics
   - ▶ Space astrophysics, student satellites

Key Actions

▸ Concentrated Excellence: Emerge as a global innovation hub in potential domains.

▸ Distinguished Professor Recruitment: Create special tracks - Distinguished Professors, Distinguished Young Fellows in frontier areas, and offer competitive remuneration, research budgets up to ₹ 5 Cr per annum, housing and staff support that match the best in the field.

▸ Interdisciplinary Research Culture: Enhance collaboration across departments and centres through Associate Faculty to generate novel ideas and solutions; introduce "Grand Challenge" programmes tackling major societal issues.

▸ Research Infrastructure Excellence: Build best-in-class core research facilities enabling cutting-edge work.

▸ Global Research Partnerships: Establish deep research collaborations with leading research institutions.

▸ Establish MedTech Programmes: Offer MedTech programmes in collaboration with leading hospitals by 2030.

Metrics

▸ Appoint leading international researchers as Distinguished Professors to provide collaboration opportunities with faculty and students.

▸ Enable 40% cross-department projects, over 100 joint PhD programmes across departments, and 15 interdisciplinary centres.

▸ Build 50 core facilities worth ₹ 500 Cr with 80% shared utilization and 200 external users.

▸ Appoint 30 Distinguished Professors, Distinguished Chair Professors, and Distinguished Young Fellows by 2030.

▸ Forge at least 10 International partnerships.

Implementation

Dean (Faculty Affairs), Dean (Research and Development), Dean (International Relations), and Head (MedTech) should ensure that proposed objectives and initiatives are implemented.

Theme 3

Industry and Society Relevant Research Translation

Research and innovation deliver the greatest societal value when they are translated into useful products, services, and solutions that address real-world challenges. IIT Bombay has been taking steps in entrepreneurship and technology commercialization, bridging the gap between academic research and societal impact.

To strengthen this foundation, the institute has established Translational Research Yielding Solutions for Tomorrow (TRYST) to provide infrastructure and support for advancing early-stage innovations towards market-ready solutions. Complementary initiatives such as the Technology Innovation Hub, the Society for Innovation and Entrepreneurship (SINE), and the Desai Sethi School of Entrepreneurship (DSSE) will be expanded and integrated into a robust innovation ecosystem. To enhance prototyping, testing, and pilot production capabilities, IIT Bombay plans to develop a new Discovery Campus, creating a dedicated research and innovation hub.

Looking forward, IIT Bombay aims to transform itself from a teaching and research institution into an innovation powerhouse where ideas rapidly evolve into startups, technologies, and societal solutions. It seeks to build an innovation ecosystem where knowledge creation thrives, and research and innovations lead to breakthroughs that swiftly reach markets and society.

Key Actions

▸ **Deep Industry Research Partnerships:** Co-create research agendas with industry and develop corporate research partnerships. Establish joint research labs on campus and expand the number of industry funded PhD students supported by key enablers in place - Industry Partnership Office, flexible IP policies, on-campus Corporate Innovation District.

▸ **Startup Creation Engine:** Position SINE among the world's top 10 university-linked incubators by 2035; establish off-campus Innovation and Excellence centres through hub and spoke model across Maharashtra within 5 years, expand PAN-India and worldwide within 10 years, establish SINE offices in Singapore, Munich, Silicon Valley, etc.

▸ **Rapid Technology Maturation and Transfer:** Establish a dedicated Commercialization Office to license patents and facilitate market deployment of institute technologies.

▸ **Problem-Driven Research Culture:** Align research to industry and societal challenges and course projects to solving industry problems. Ensure industry mentors for applied PhDs. Recognize faculty efforts in industry impact and publications and promote industry sabbaticals and supervision of industry focused PhD students.

▸ **Innovation Ecosystem Integration:** Create a globally connected innovation district uniting startups, corporates, investors and government.

▸ **Young Researcher Development Initiative:** Devise a mechanism to encourage and involve UG and PG students in core research areas. Enable access to supercomputing facilities for students.

Metrics

▸ Establish 100 corporate R&D partnerships, achieve ₹ 250 Cr annual funding by 2030, and establish 30 joint research labs on campus.

▸ Realize 300 industry-funded PhDs, 100 faculty on industry sabbaticals yearly, 200 faculty on corporate boards/advisories by 2030.

▸ Launch 500 startups by 2030, creating 5-10 unicorns and 10,000+ jobs, 150 active startups in incubator with more than 75 active startups generating upwards of ₹ 10 Cr revenue, with total startup valuation exceeding ₹1,00,000 Cr.

▸ Develop 100,000 sq. m Innovation Park, 50 entrepreneurs-in-residence, ₹ 500 Cr seed fund, and sector accelerators.

▸ Commercialize 50 technologies/year generating ₹ 50 Cr licensing revenue. Aim for 50 patents licensed/year, 30 technologies in pilot production, 20 market launches, ₹ 100 Cr Proof-of-Concept Fund and Pilot facilities.

▸ Attain a Top 10 position in Nature Innovation Index.

▸ Host an Annual Innovation Summit with 2,000 attendees and undertake global innovation scouting in 50 countries.

▸ Enable 5 alumni company IPOs by 2030 and mobilize ₹ 200 Cr ecosystem investment.

▸ Establish a ₹ 250 Cr Alternative Investment Fund under SINE to support deeptech startups, growing to ₹500 Cr by 2030 and ₹1000 Cr by 2035.

Implementation

Dean (Faculty Affairs), Dean (Research and Development), Professor-in-Charge (TRYST), Professor-in-Charge (SINE), Professor-in-Charge (Research Park), and Dean (Alumni and Corporate Relations) should ensure that proposed objectives and initiatives are implemented, with clear goals, tracking, and accountability mechanisms.

Enablers

To advance the academic, research, and translation agenda outlined in the three strategic themes, the committee recommends six critical enablers.

01 ▶ **Strengthen Faculty Proposition**

02 ▶ **Best-in-Class Infrastructure and Net-Zero Campus**

03 ▶ **Modernize Management and Process Support**

04 ▶ **Strengthening Financial Capacity**

05 ▶ **Enhance Alumni and Corporate Engagement**

06 ▶ **Focus on Student, Staff, and Faculty Wellness**

01 ▶ Strengthen Faculty Proposition

Faculty are the driving force of IIT Bombay's excellence, advancing the frontiers of research and shaping the minds of future generations. The Institute is committed to ensuring that every faculty member has access to the resources, support, and recognition required to conduct impactful research and deliver transformative education.

In recent years, IIT Bombay has made notable progress in expanding its faculty base with an emphasis on diversity and excellence. Initiatives such as the Research Development Fund, Young Faculty Fellowship, Startup Grants, Young Investigator Award, Research Paper Award, Review Paper Award, and Chair Professorship have strengthened motivation and recognition among faculty members.

Looking ahead, IIT Bombay will continue to focus on hiring and retaining exceptional faculty by improving onboarding experience and enhancing institutional support. The Institute will scale up resources for innovative teaching, and high-impact research by expanding seed funding, strengthening research partnerships and international collaborations, enhancing recognition for faculty excellence, and improving faculty wellness and long-term career development. The institute will remain committed to promoting diversity and inclusion in the recruitment of faculty members.

The institute will strengthen academic freedom and reduce administrative burden through digitalisation. Flexible workload policies, early-career mentoring, and sabbaticals will support balanced growth across teaching, research, and service. To evolve broader performance evaluation measures, in addition to teaching and research, the Institute will consider mentorship, innovation, industry contribution, and service to the institution. IIT Bombay aims to strengthen the well-being of all its stakeholders by creating ample accommodation, improving childcare facilities, and developing wellness initiatives.

Key Actions

▶ Hiring: Continue to recruit exceptional faculty across all disciplines with focus on emerging areas and emphasis on diversity.
▶ Onboarding Support: Provide smooth onboarding, mentoring, lab on arrival, and administrative facilitation for new faculty.
▶ Seed Funding and Research Grants: Provide augmented internal funding to support early-stage collaborative projects which are of breakthrough importance.
▶ Faculty Development Fund: Expand alumni-supported initiatives for faculty research, wellness, and recognition.
▶ Global Collaborations: Strengthen financial support for participation in international conferences, international partnerships, visiting faculty, and joint projects.
▶ Recognition and Awards: Continue and expand programmes such as Young Faculty Awards, Chair Professorships, and Research Excellence awards.
Wellness and Retention: Enhance wellness initiatives and provide long-term support for retired faculty to create a motivated faculty community.

Metrics

▶ Achieve 1:13 faculty-student ratio by 2035 and 1:10 by 2047.
▶ Ensure that 25% of all full professors hold joint appointments.
▶ Increase the share of faculty in Professor of Practice positions to maximum permissible limits by 2030.
▶ Implement the revised faculty effectiveness framework for faculty evaluation by end of 2026.
▶ Attain 10% international faculty representation by 2030.

Implementation

Dean (Faculty Affairs), Dean (Research and Development), and Dean (Alumni and Corporate Relations) should ensure that proposed objectives and initiatives are implemented.

02 Best-in-class Infrastructure and Net-Zero Campus

With the rapid rise in student, faculty, and staff numbers, IIT Bombay faces an urgent need for expanded and modernized infrastructure. The institute has already made progress with new hostels, academic complexes, and dedicated facilities for research and entrepreneurship such as the TRYST, Research Park, and DSSE. Multiple academic, residential, and recreational facilities are under construction, yet the scale of demand requires faster and more forward-looking expansion.

IIT Bombay aims to create infrastructure that outstrips immediate demand, giving it the agility to meet future growth seamlessly. The institute has developed about 8.50 lakh sq. m. of built-up area in 66 years but now targets an additional 6.00 lakh sq. m. by 2029. Over the longer horizon, the institute's Master Plan for 2047 envisions a sustainable, green, and resilient campus, designed for 20,000 students and 40,000 campus residents.

The plan emphasizes holistic infrastructure development, resilient design, sustainable practices, and student-centric expansion, alongside new frontiers such as an innovation campus. Sustainability will be at the core with the launch of the Sustainability Policy, the creation of the Research Hub for Green Energy and Sustainability (GESH), and a Net Zero Action Plan by 2050.

IIT Bombay aims to build shared spaces for innovation and research collaboration. The institute will also focus on eco-mobility planning including covered walkways, EVs, multi-storey parking, and reduced congestion. The planning process will be transparent and participatory, involving stakeholders and design experts and will ensure that each new facility balances function, aesthetics, and long-term environmental responsibility.

Key Actions

▶ Transition from "catching up" to "leading" in infrastructure development.
▶ Emphasize vertical expansion, land-use efficiency, and preservation of green spaces.
▶ Build a new innovation campus for research, translation, and industry/startup-led laboratories, and roll out Research Park 2.0.
▶ Integrate sustainability principles into all new facilities, for example, renewable energy, water recycling, waste management, and green transportation.
▶ Enhance student-centric spaces (hostels, academic complexes, recreational facilities) with user co-design and improved community life.
▶ Institutionalize planning structures with transparent decision-making, infrastructure audits, and predictive maintenance.

Metrics

▶ Built-up area expansion: 9.50 lakh sq. m. by Dec 2025; add 1.00 lakh sq. m. every year for next five years to accommodate rise in student strength.
▶ Achieve complete implementation of Sustainability Policy by 2047, aligned with a Net Zero Action Plan (2050).
▶ Expand green transportation: Build walking and cycling networks, adopt EV, widen pedestrian paths and improve open spaces. Launch a new campus by 2035 to serve as a hub for translational research, pilot production, MedTech, heavy engineering, and rural/agriculture innovation labs.

Towards a Net Zero Campus

With the threat of climate change intensifying, IIT Bombay is committed to becoming a zero-waste campus by 2040 and net zero carbon campus by 2050. The institute has already taken major steps in this direction, including the establishment of the IITB Research Hub for Green Energy and Sustainability (GESH) in 2024. GESH is driving research and innovation in renewable energy, waste management, water conservation, and biodiversity preservation, while also leading awareness campaigns to promote sustainable lifestyles on campus.

Waste management is being refined to move toward a zero-waste campus. By 2035, IIT Bombay aims to meet 80% of heating and cooking needs through biogas, thereby significantly reducing reliance on LPG. Wet waste will be fully processed on campus through biomethanisation, composting, and pelletization, while dry waste will be more effectively segregated and recycled.

Water conservation will be achieved through the installation of greywater treatment plants, automated sprinkler systems, and low-flow faucets to reduce water footprints. A Biodiversity Lab will be established to map and monitor ecologically sensitive areas and to preserve the campus's green cover.

On the energy front, IIT Bombay will expand its solar generation capacity to 5 MW by 2030, adopt energy-efficient electrical systems, and implement real-time monitoring of energy and water usage. Sustainable mobility will also be encouraged through cycling, e-vehicles, and e-buggies.

The institute aims to regularly track its sustainability initiatives and involve faculty in its governance and create a student-led environment body to broaden the engagement in campus. IIT Bombay will also ease congestion within the campus and create car free zones and centralised parking hubs.

Key Actions

▶ Process 100% of wet waste on campus through biomethanisation, composting, and pelletization, reusing gas for kitchens and manure for horticulture.
▶ Convert garden waste into pellets to replace up to 50% of LPG consumption for hostel cooking.
▶ Install greywater treatment plants and automated sprinkler systems to recycle water for gardens and parks.
▶ Improve segregation and recycling systems for dry waste, including e-waste and plastics.
▶ Deploy real-time monitoring systems for electricity and water usage.
▶ Expand solar generation capacity to 5 MW by 2030 and transition to energy-efficient lighting and appliances campus-wide.
▶ Encourage green mobility through cycles, EVs, and e-buggies.
▶ Establish a Biodiversity Lab and conduct regular biodiversity mapping.
▶ Launch awareness campaigns, green competitions, and lifestyle incentives to promote sustainable living on campus.

Metrics

▶ 100% EV adoption, 50% carbon reduction by 2035, net zero by 2050.
▶ Zero-waste campus by 2040.
▶ Meet 80% of hostel heating and cooking needs through biogas by 2035, and 100% by 2047.
▶ Achieve 100% greywater reuse via automated sprinkler systems by 2035.
▶ Expand solar power generation to 5 MW by 2030.
▶ Replace all conventional electrical fittings with energy-efficient appliances (motion sensors, LEDs, BLDC fans).
▶ Increase green cover proportional to new construction, ensuring inclusive parks and spaces for students, families, and residents.

Implementation

Dean (Infrastructure Planning and Support) and Professor-in-Charge (GESH) will actively monitor sustainability initiatives and will launch awareness campaigns, green competitions, and lifestyle incentives to promote sustainable development and should ensure that proposed objectives are implemented.

03 Modernize Management and Process Support

As IIT Bombay grows in size and complexity, modern and efficient management systems are essential to ensure smooth operations, accountability, and long-term sustainability. The institute has already embraced an Enterprise Resource Planning (ERP) system to integrate its processes, but more structural reforms are required to enhance efficiency, responsiveness, and staff capabilities.

The institute will revamp its management structure to bring in greater accountability, including the appointment of skilled technical officers to support faculty-led governance. Advisory boards will be established at the institute and departmental levels to encourage consultation, feedback, and effective decision-making.

Organizational structures will be reviewed to establish a clear taxonomy of academic units (schools, departments, and centres) with well-defined roles and responsibilities. In parallel, IIT Bombay will pursue a zero-based process redesign to digitalize all academic, administrative, and routine functions, creating a seamless and efficient digital ecosystem. As appropriate, the processes will be aligned with ISO standards to reduce latency and result in improved accuracy and effectiveness of all internal administrative processes.

The institute will invest in capacity-building for non-teaching staff, offering training in modern administrative systems, coupled with a rotation policy to build diverse skill sets. In addition, tailored leadership training programmes will be offered for institute and departmental leaders, equipping them with the skills to engage effectively with teams and manage the growing complexity of the institution.

IIT Bombay will improve administrative efficiency by setting clear turnaround timelines, rewarding administrative excellence, going completely paperless, standardizing digital systems, and conducting awareness and training programmes on data privacy and cyber hygiene for stakeholders.

IIT Bombay will move beyond traditional governance models and adopt data-driven approaches that generate measurable insights into performance, efficiency, and impact. Metrics will enable the institute to track progress, benchmark against global peers, identify areas for intervention, and enhance accountability across all levels. Accountability will be further enhanced through regular reviews, triennial department evaluations, and international advisory committees.

The institute aims to use metrics to empower and improve decision-making, not merely to monitor and rank. IIT Bombay will review metrics at periodic intervals across units and include feedback of faculty, students, staff, industry partners and alumni.

Key Actions

▸ Establish an accountable management structure that supports faculty-led governance, with skilled technical officers embedded in academic units.

▸ Set up advisory boards at institute and departmental levels, meeting at least every six months.

▸ Redefine the administrative structure, clarifying roles and responsibilities for schools, departments, and centres.

▸ Undertake zero-based process redesign, followed by digitalization of all processes, supported by a robust ERP system.

▸ Implement staff training and rotation policies to develop multi-skill capacity among non-teaching staff, as well as establish motivating career progression policies.

▸ Launch leadership development programmes for staff and institute and departmental leaders, seek annual feedback, and provide support, if necessary.

▸ Design leadership effectiveness training and complete the first round for all leaders by end of 2026.

▸ Develop institute-wide metrics, track them annually, and share results with alumni, faculty, board, and donors.

▸ Revamp administrative policies with clearly defined KPIs with alignment to various appropriate ISO standards.

▸ Cascade the strategic plan into departmental plans, with KPIs and benchmarking against international peers; conduct triennial department reviews for all units.

▸ Strengthen the placement process by enhancing industry linkages through improved outreach.

Metrics

- New administrative structure designed, approved, and implemented by end of 2026.
- Advisory boards operational at institute and academic unit levels by end of 2026.
- Ensure that majority of academic units have adopted a strategic plan with KPIs aligned to institute-wide priorities and are under periodic review by international advisory committees.

Implementation

Dean (Administrative Affairs), Dean (Faculty Affairs), Registrar, PIC (Digitalization Cell), Head (Application Software Centre), Head (Computer Centre), and Heads of all academic units will coordinate, track and ensure the implementation of these reforms.

04 Strengthening Financial Capacity

With a growing body of students, faculty and staff, and a deep commitment to research and technology, IIT Bombay will work towards strengthening its financial capacity. While IIT Bombay acknowledges significant support from the government, looking forward, further augmenting this support towards financial sustainability will be critical to its mission of excellence in education, research, and innovation. The institute has made significant progress in the past few years and has generated revenue through different streams other than tuition - consultancy services, research projects, industry collaboration and CSR partnerships, and alumni donations. Building on this foundation, IIT Bombay will continue to pursue the path of diversified revenue generation and financial strength.

Through coordinated efforts, the Dean (Alumni and Corporate Relations), Dean (Research and Development), and IITB DRF will deepen its ties with industry, scale up sponsored research and technology transfer, and leverage its entrepreneurial ecosystem (SINE, Research Park, startups) to generate financial returns. Digital education programmes for students and professionals will further expand revenue streams.

The institute also aims to build an endowment fund securing resources for research infrastructure, graduate scholarships, and international collaborations, and will also introduce performance-linked budgeting to improve accountability and efficiency.

Key Actions

▶ Ramp up revenue from ANRF grants, executive education, industry research, and Research Park partnerships.
▶ Strengthen SINE and allocate 1−2% of IIT Bombay's annual budget to start-up seed funding for long term returns.
▶ Establish a Section 8 government fund to provide flexibility for investments.
▶ Leverage lab facilities for testing services and fee-based access to generate revenue.

Metrics

▶ Launch a $2 billion endowment campaign by 2030, supported by alumni, corporates, and philanthropy.
▶ Realize ₹ 4000 Cr through CSR engagement by 2030.
▶ Support at least 100 incubated startups through SINE and allied programmes in areas having high market potential to realise early plough back benefits.

Implementation

Dean (Research and Development) and Dean (Alumni and Corporate Relations), Professor-in-Charge (SINE), and Professor-in-Charge (Research Park) will coordinate, track, and ensure the implementation of these reforms.

05 Enhance Alumni and Corporate Engagement

Alumni of IIT Bombay are the institute's shining stars and global ambassadors. With more than 70,000 alumni worldwide, their contributions in academia, industry, entrepreneurship, and public service are a testament to the institute's impact. Over the years, alumni have also been generous supporters of their alma mater, contributing towards interdisciplinary research centres, infrastructure projects, faculty awards, and scholarships.

To foster lifelong connections, IIT Bombay will continue to engage alumni through reunions, chapter meets, networking sessions, guest lectures, mentorship, and collaborations. Guided by the Office of Dean (Alumni and Corporate Relations), the institute will leverage multiple channels such as the IIT Bombay Alumni Association and the Development and Relations Foundation (DRF) and encourage alumni to contribute through the three modes of engagement: Time, Talent, and Treasure.

The institute also aims to deepen its societal engagement through outreach initiatives, partnerships with socially conscious corporations, and expanded programmes at the Centre for Technology Alternatives for Rural Areas (CTARA). A new IIT Bombay Museum, open to the public, will celebrate the institute's 70+ year journey, showcasing its history, research achievements, and societal contributions.

IIT Bombay will further bolster its alumni and corporate engagement through academic unit-level initiatives which will be supported by dedicated liaison staff and mentorship programmes connecting alumni, students, and faculty. The institute will invite alumni to advise, design, co-create curriculum and be a supervisor for innovation projects and entrepreneurship. The institute will strive to enhance Corporate Social Responsibility (CSR) engagement to advance industries' research vision. The institute will also strengthen its social media presence to highlight its societal contributions, student /staff/faculty achievements and research breakthroughs.

Key Actions

▶ Integrate alumni contributions into departmental strategies, covering volunteering, mentorship, funding, and research collaborations.

▶ Establish an IIT Bombay Museum, open to the public, highlighting institutional history, achievements, and societal contributions.

▶ Expand CTARA's immersion programmes and outreach, targeting 50 aspirational districts of India by 2030.

▶ Strengthen the Public Relations Office, document societal engagement initiatives, and launch a dedicated microsite showcasing IIT Bombay's outreach efforts.

▶ Increase social media presence to highlight research breakthroughs, student/faculty/staff achievements, and societal contributions.

▶ Organise social engagements through academic units to inspire students and make social internships mandatory.

▶ Build a global alumni angel network to mobilize 70000+ alumni worldwide as startup investors.

▶ Enhance CSR support to realize industries' research vision.

Metrics

▶ 15% of alumni engaged with IIT Bombay (through time, talent, or treasure) by 2030, 20% by 2035 and 30% by 2047.

▶ Establish 50 IIT Bombay outreach nodes in aspirational districts by 2030.

▶ Strong alumni engagement, 200+ startups funded, ₹ 250 Cr deployed, 100 angel investors.

Implementation

Dean (Alumni and Corporate Relations) and Heads of all academic units should ensure that proposed objectives and initiatives are implemented.

06 ▶ Focus on Student, Staff and Faculty Wellness

IIT Bombay recognizes that academic and professional success must be supported by a culture of well-being, inclusiveness, and balance. With growing enrolment and faculty strength, the institute places wellness at the centre of its campus life, ensuring that students, faculty, and staff thrive in a supportive environment.

For students, the Student Wellness Centre (SWC) has been instrumental, but the growing demand has placed pressure on existing resources. IIT Bombay will expand its counselling services, increase the number of professional counsellors, introduce peer-led support groups, and hold regular mental health awareness programmes. Stress management workshops, resilience-building programmes, and mindfulness initiatives will be made more widely available.

Faculty and staff wellness will be equally prioritized. Currently, while the institute hospital addresses physical health, access to mental wellness services remains limited. IIT Bombay will establish a Faculty and Staff Wellness Centre, offering counselling, work-life balance programmes, interest-based clubs, yoga, fitness sessions, and wellness seminars. The institute will also partner with professional wellness organisations to develop evidence-based assessments to track well-being and design tailored wellness programmes for diverse groups on campus.

Wellness will also be embedded into the Master Plan, with ample green spaces, walking trails, recreational facilities, and sporting amenities to promote physical activity and relaxation. Inclusiveness will remain a core principle, supported by a culture that encourages open dialogue and removes the stigma around mental health. SC/ST and gender cells will further ensure an environment free of discrimination, prejudice, or harassment.

Key Actions

- Establish a Faculty and Staff Wellness Centre, mirroring the SWC.
- Expand student counselling services, adding more counsellors with diverse expertise.
- Strengthen student experience with more recreational facilities, improved hostel life with more cultural, sports, general recreational facilities in each hostel, and more informal interaction (e.g. cricket matches, weekend outings) between students and faculty.
- Organize workshops on inclusiveness, well-being, resilience, and stress management.
- Organize team-building activities, sporting events, and social gatherings to strengthen community bonding.
- Offer access to counselling services, mindfulness apps, and wellness seminars.
- Construct a large, well-equipped gym for students, staff, and faculty with professional trainers.
- Increase the number of toilets for women and ensure women-friendly facilities such as breastfeeding rooms and sanitary napkin dispensers in all washrooms.
- Establish a School of Communication and Life Education to promote life skills and holistic personal growth.

Metrics

- Collect regular feedback through surveys and focus groups to measure satisfaction and identify improvement areas.
- Track work-life balance indicators for faculty and staff via annual surveys.
- Monitor mental health indicators such as stress, anxiety, depression, and overall quality of life.
- Track engagement levels in wellness initiatives (workshops, online resources, counselling, events).

Implementation

Dean (Student Affairs), Dean (Faculty Affairs), Dean (Administrative Affairs), and Student Wellness Centre will jointly drive these initiatives, ensuring parity of care across all stakeholders.

Alignment with National Goals

With the three strategic themes and six enablers, IIT Bombay's strategy plan aligns closely with the goals for Viksit Bharat 2047. The plan places innovation, growth, and societal impact at its core, supporting the vision proposed by Viksit Bharat to make India a developed country. This strategy plan is geared towards helping the nation become self-reliant, technologically leading, and globally competitive by advancing research in critical domains and strengthening deep-tech innovation, nurturing skilled talent, and increasing engagement and collaborations with industry and government. The document underlines IIT Bombay's commitment to strongly support national missions, fuel economic growth through indigenisation, drive inclusive development, and accelerate India's transition toward a developed economy.

The following table places IIT Bombay's strategy plan's themes and enablers under the eight core pillars guiding the vision of Viksit Bharat 2047. The mapping is illustrative and is not limited in scope.

Table 1 :
Mapping Viksit Bharat and IIT Bombay's Strategy Plan 2026 -2030 & Beyond

Viksit Bharat Pillars	IIT Bombay's Themes and Enablers	Rationale
Economic Transformation (manufacturing, services, startup MSMEs)	**Theme 3** – Industry and Society Relevant Research Translation	1. Focus on translational research in critical areas, driving India's growth
Digital Empowerment (AI, quantum computing, cloud, access to digital literacy)	**Theme 1** – Learning-Centric Education **Theme 2** – Frontier Research Leadership **Theme 3** – Industry and Society Relevant Research Translation **Enabler 3** – Modernize Management and Process Support **Enabler 5** – Enhance Alumni and Corporate Engagement	1. Expanding digital programmes and reach through Education Outreach (EO) Office 2. Research in futuristic internet and communication technologies, outreach at all levels 3. Digitalization support may be extended to other sections of society
Social Inclusion (reducing disparities, empowering communities, social participation)	**Theme 1** – Learning-Centric Education **Theme 3** – Industry and Society Relevant Research Translation **Enabler 1** – Strengthen Faculty Proposition	1. Outreach to all sections of society by offering digital programmes through EO office 2. Inclusion and diversity in faculty 3. Outreach and support to marginalized communities through CTARA 4. Social internships for students
Education & Skill Development (NEP 2020, future-ready skills, digital education)	**Theme 1** – Learning-Centric Education **Enabler 6** – Focus on Student, Staff, and Faculty Wellness	1. Emphasis on experiential learning, global exposure 2. Digital and online offerings at scale through EO office 3. Focus on future-centric skills 4. Holistic wellbeing
Healthcare for All (primary and tertiary healthcare, mental health, nutrition, preventive healthcare)	**Theme 2** – Frontier Research Leadership **Theme 3** – Industry and Society Relevant Research Translation **Enabler 6** – Focus on Student, Staff, and Faculty Wellness	1. Fundamental and translational research in areas of healthcare 2. Proposed MedTech School in campus 3. Greater emphasis on mental health and wellbeing of students, staff and faculty
Infrastructure & Urban Growth (urban planning, green buildings, smart cities, energy infrastructure) **Sustainable Development & Energy (zero emissions, biodiversity conservation, renewable energy)**	**Theme 2** – Frontier Research Leadership **Theme 3** – Industry and Society Relevant Research Translation **Enabler 2** – Best-in-class Infrastructure and Net-Zero Campus	1. Fundamental and translational research in energy, logistics, urban planning, transport, and other areas 2. Focus on building green and sustainable infrastructure 3. Reducing waste and turning net-zero by 2050, harnessing solar energy, establishing biodiversity lab and other initiatives
Governance & Citizen Participation (governance structures, participation, policy)	**Theme 3** – Industry and Society Relevant Research Translation	1. Insightful and actionable research on governance, technology policy, urban policy and other related areas by the faculty

Table 2:
Key Milestones and Ambitions

Metric	Current	Target -2030	Target -2035
Overall			
Annual Revenue (Non -Govt)	₹300 Cr	₹1,000 Cr	₹2,000 Cr
Endowment Fund	To be initiated	₹2,000 Cr	₹8,000 Cr
Pillar 1: Education			
Active Learning Adoption	Initiated	30%	60%
Student Satisfaction Score	Initiated	7.5/10	9.0/10
Students with Major Internships	Initiated	85%	100%
Pillar 2: Research			
Sponsored Research Funding/per year	₹610 Cr	₹900 Cr	₹1,500 Cr
Distinguished Professorships	To be initiated	30	100
Patents Filed/per year	154	500	1,000
Pillar 3: Innovation			
Industry Research Funding and Consultancy/per year	₹189 Cr	₹500 Cr	₹1,000 Cr
Startups Supported (Cumulative)	521	1000	1,700
Unicorns/IPOs Created	2	10	30
Technology Transfers/per year	24	50	100

Implementation

▸ A monitoring and implementation committee might be constituted by the Director to oversee the implementation of the strategy plan.

▸ The committee will monitor progress regularly based on agreed milestones and shall recommend course corrections, whenever necessary.

▸ All departments, centres, and schools shall provide a one-page vision document demonstrating how their department priorities align with the themes and enablers of the institute's strategy plan.

▸ All departments, centres, and schools shall appoint a strategy implementation committee with a faculty member as the Convener and engage regularly with the institute strategy implementation committee.

▸ The institute-level targets for every key parameter must be coherently mapped to, and realised through, the consolidated targets of all constituent departments, centres, and schools.

▸ A dashboard tracking progress against key parameters shall be maintained, with periodic reviews conducted to ensure timely course correction and accountability.

Table 3:
Trends in select indicators for IIT Bombay

Progress Indicators						
Year	**2024**	**2023**	**2022***	**2021***	**2020***	**2019**
Total Students	13862	13282	12986	12919	12005	10949
Total Faculty	749	739	714	692	681	676
Total Staff	935	906	918	914	951	1002
PhD Students	3661	3687	3680	3727	3534	3310
Female Students	3228	3106	3003	2875	2612	2421
Degrees Conferred	3135	3303	3078	2835	2699	2603
Courses Offered	2012	1956	1868	1837	1713	1782
Journal Publications	1933	2102	2375	2423	2461	2308
Number of R & D Projects	1037	1114	1056	890	784	1050
Patents filed	129	143	134	131	164	121
Annual R & D Funding (in Crores (Cr))	₹472	₹428	₹375	₹415	₹286	₹331
Plan Budget (in Cr)	₹126	₹132	₹128	₹70	₹133	₹80
Non-plan Budget (in Cr)	₹1147	₹1042	₹904	₹798	₹710	₹791

Covid impacted years – 2020, 2021 and 2022

Appendix I
Progress Under the Previous Plan

IIT Bombay's last Strategy Plan (2017–2022) laid the foundation for a phase of significant institutional growth and transformation. The plan articulated ten goals including academic excellence, student experience, research, funding, infrastructure development, and global engagement and set the stage for ambitious progress.

Building on this momentum, IIT Bombay was recognized in 2018 as an "Institution of Eminence" by the Ministry of Education, Government of India, in the first-ever cohort of the programme — a testament to its leadership in science, engineering and technology, education and research.

The institute's global standing has strengthened considerably during this period. IIT Bombay's position in the QS World University Rankings improved from 152 in 2020 to 118 in 2025, while its QS World Rankings in Engineering and Technology advanced from 78 in 2017 to 28 in 2025. These achievements underscore IIT Bombay's growing impact and reputation as a leading global technology university.

Figure 1: QS World University Rankings

Looking ahead, the Strategy Plan 2026 - 2030 & Beyond builds on this strong foundation, charting a bold course to consolidate IIT Bombay's leadership in education and research, deepen its global engagement, and amplify its societal impact in the coming decade.

Over the plan period, IIT Bombay made significant progress across multiple dimensions, strengthening its academic, research, and societal impact. The institute enhanced interdisciplinary research, expanded international collaborations, introduced contemporary programmes and courses, improved student wellness, and advanced campus sustainability. To streamline efforts and drive the institute toward its long-term vision, IIT Bombay established the first-ever Office of the Dean (Strategy).

On the academic front, more than 10 new programmes spanning bachelor's, master's, and doctoral levels were launched in emerging fields such as artificial intelligence and machine learning, digital healthcare, public policy, and operations research. In addition, nearly 450 new courses were introduced, closely aligned with the evolving needs of industry, business, and society.

The institute also undertook important policy reforms aimed at improving the student experience and alleviating stress. The branch-change option was removed and the first-year credit requirement was reduced. Greater flexibility was introduced by allowing students to earn a portion of credits from NPTEL and SWAYAM platforms. In line with the National Education Policy (NEP) 2020, students were given the option to exit with a 3-year B.Sc. in Engineering degree.

To broaden access to education, IIT Bombay established the Office of the Dean (Education Outreach), extending the institute's reach nationally and internationally. Through NPTEL/SWAYAM and partnerships with leading EdTech platforms, the institute has been able to deliver high-quality online and offline courses to a wide learner base. The Executive MBA programme offered jointly with Washington University in St. Louis has emerged as a popular choice for aspirants seeking managerial expertise. Building on this success, IIT Bombay has prepared to launch an e-Post Graduate Diploma (e-PGD) in all disciplines for working professionals.

The institute has also strengthened its societal outreach through initiatives such as e-Yantra and Spoken Tutorials, impacting 500+ colleges and more than 200,000 participants across India, thereby contributing to capacity-building at scale.

Academic and Research Strengthening

During the plan period, IIT Bombay undertook major academic and research initiatives that have reinforced its standing as a leading technology institution in the world.

The institute established new academic units such as the Centre for Machine Intelligence and Data Science (CMInDS) and the Koita Centre for Digital Health (KCDH), and introduced two new academic programmes, a Bachelor of Science in Mathematics and a Bachelor of Science in Economics. The Industrial Engineering and Operations Research unit was upgraded to a full-fledged department, while the Department of Economics branched out from the Humanities and Social Sciences Department. These new and restructured units have already begun admitting students and are fast becoming hubs for interdisciplinary research and collaboration.

As a testament to its strong commitment to research, IIT Bombay has significantly expanded its doctoral programmes, with the number of PhD degrees awarded annually rising from 181 to 499 over the last decade. Currently more than 3500 PhD students are enrolled in the institute. The institute has also made substantial progress in improving gender diversity: female intake in the undergraduate programme increased by 60% over the last six years, and the number of female faculty members grew from 95 in 2018 to 121 in 2025.

The institute's research ecosystem has continued to grow steadily, supported by annual external funding of more than 350 crores from both government and non-government sources. This has fuelled a consistent rise in intellectual property (IP) generation: over the plan period, 952 IP applications (including patents, trademarks, designs, and copyrights) were filed, and 697 were granted. Tech transfer, licensing, and incubation support also grew significantly, underpinned by stronger engagement with industry. Notably, the number of faculty participating in sponsored and consultancy projects nearly doubled during this period, highlighting the institute's increasing relevance to real-world challenges and industrial innovation.

Innovation, Entrepreneurship and Societal Impact

IIT Bombay has translated its research excellence into tangible innovations with wide-reaching societal benefits. Several pioneering technologies developed at the institute have been successfully commercialized during the plan period.

The institute's CAR-T cell therapy developed by researchers and commercialized through the startup ImmunoAct, represents a breakthrough in advanced cancer treatment. Research enabling the early detection of neurodegenerative diseases such as Parkinson's attracted international attention and led to the establishment of the Sunita Sanghi Centre of Aging and Neurodegenerative Diseases. In the energy sector, cutting-edge work on lithium-ion and sodium-ion batteries gave rise to the startup Voltrez Tech Pvt. Ltd.

During the COVID-19 pandemic, IIT Bombay researchers demonstrated agility and social responsibility by developing impactful solutions. Tapestry pooling for low-cost testing was commercialized by Algorithmic Biologics Pvt. Ltd., while rapid engineering innovations enabled the conversion of Liquid N_2 plants to generate Liquid O_2 to alleviate critical shortages.

The institute's innovation and entrepreneurship ecosystem has expanded significantly to support these efforts. SINE, IIT Bombay's incubator, supported 107 startups during the plan period, while the Research Park, a Section 8 Company, grew into a vibrant hub with nearly 50 member companies driving industry-academia collaboration.
In addition, dedicated centres such as the Desai Sethi School of Entrepreneurship (DSSE), the Wadhwani Research Centre for Bioengineering (WRCB), and the Biomedical Engineering and Technology Innovation Centre (BETIC) have further bolstered IIT Bombay's capacity to nurture innovation, catalyse entrepreneurship, and generate impactful technologies for industry and society.

International Engagement, Alumni Relations and Infrastructure

Over the plan period, IIT Bombay significantly deepened its international presence and strengthened global academic linkages. The institute forged strong partnerships with leading international universities and research organizations, while also making its student exchange programmes more robust. With a fourfold increase in international students and several new MoUs signed, IIT Bombay's global engagement reached new heights. The addition of joint-degree programmes, summer and winter schools, scholar fellowship programmes, and foreign language courses provided further impetus to these efforts, enriching the international experience for students and faculty alike.

In parallel, IIT Bombay intensified its alumni and corporate engagement, fostering lasting connections through a variety of initiatives — including chapter meets, international roadshows, CSR conclaves, alumni days, reunions, faculty–alumni network meetings, and distinguished alumni interactions. These efforts strengthened bonds across the global IIT Bombay community and translated into tangible outcomes. Alumni and corporate partners contributed generously toward infrastructure development (hostels, cafés, academic buildings), the establishment of centres of excellence, and the creation of endowments to support scholarships, and faculty awards that recognize and inspire academic excellence.

On campus, IIT Bombay made substantial progress in infrastructure expansion to support its growing academic and research footprint. Apart from the new facilities already delivered, work commenced on additional projects to meet future requirements. Throughout this process, the institute has emphasized sustainable development, ensuring that expansion efforts preserve biodiversity, maintain green cover, and align with the broader commitment to environmental stewardship.

Sustainability and Wellness

During the plan period, IIT Bombay strengthened its commitment to sustainability and well-being, embedding these priorities into the institute's core functioning. A dedicated office of the Associate Dean III (Infrastructure, Planning and Support) was established to oversee campus ambience, environment, and emissions, ensuring that development aligns with sustainable practices.

Student and faculty wellness also took centre stage, with a focus on reducing stress and promoting a healthy balance between academic rigor and personal well-being. The Student Wellness Center expanded its services by conducting more awareness sessions, hiring additional counsellors, and offering 24/7 support. Recreational and safety infrastructure was upgraded with improved sports facilities, Gymkhana resources, and enhanced security measures for female students.

Unrealized Objectives

IIT Bombay set ten strategic goals for 2017–2022 which covered industry engagement, education, student experience, funding, internationalisation, research, diversity, alumni relations, internal systems, and sustainability. Strategic performance from the period shows strong achievement in academic expansion, industry partnerships, research output, fundraising, and multidisciplinary growth, meeting or surpassing the targets.

The Institute fell short of achieving the targets in a few areas including diversity, internal systems, international students, and enhancing students experience, which are now some of the key areas for the next strategy plan, along with emphasis on the three core themes that are central to the Institute's current strategic focus- Learning-Centric Education, Frontier Research Leadership, and Industry and Society Relevant Research Translation.

Appendix II
Institute Review 2024

To ensure accountability and track progress on institutional goals, IIT Bombay invited external reviewers to review all the academic units of the institute during 2023 - 2024 and then conducted an Institute Review in February 2024. The review committee commended the institute for its continued pursuit of excellence in teaching, research, entrepreneurship, outreach, and alumni engagement. The committee also recognized IIT Bombay's ability to maintain its high standing across multiple fronts amidst rapid expansion — noting increased student enrolment and graduation rates, a high volume of quality research publications, and innovative initiatives such as technology innovation hubs, national mission projects, and alumni-funded programmes.

Following the review process and extensive consultations with faculty, staff, students, alumni, and other stakeholders, the external review committee provided a set of key recommendations. These have served as an important input in shaping Strategy Plan 2026 - 2030 & Beyond.

The recommended action areas are:

- ▶ Leading National Aspirations
- ▶ Fostering Academic and Research Excellence
- ▶ Addressing Human Resource Growth
- ▶ Upgrading Academic Requirements
- ▶ Infrastructure Development and Campus Expansion
- ▶ Industry and International Collaborations
- ▶ Outreach and Marketing
- ▶ Enhancing Welfare Support Systems
- ▶ Digital Transformation
- ▶ Enhancing Alumni Engagement

These recommendations not only validated the institute's trajectory over the past plan period but also provided valuable direction for identifying the priorities and actions that underpin Strategy Plan 2026 - 2030 & Beyond.

A Six-Decade Journey of Growth and Excellence

Over the past 67 years, IIT Bombay has been through different phases of growth. Set up by the Government of India in 1958, the aim was to deliver excellent engineering education and produce outstanding engineers to address the need for scientific and engineering human resources, to fuel the nascent, post independence development of India. With time, the institute evolved to establish cutting-edge research programmes in frontier areas aligned with national priorities. And in the past two decades, it has taken long strides in establishing global partnerships and building a culture of entrepreneurship on campus. The following overview traces this journey and sets the context for the next phase of IIT Bombay's rise toward global leadership.

Phase : 1958 - 1984 | Building the Foundation

The institute started building its core identity by focusing on engineering education and producing excellent engineers who would help build the newly independent nation. During this period, IIT Bombay emerged as one of the leading technical institutions for excellence in undergraduate education in the country, and also built a global reputation for itself.

Phase 2: 1985 - 2004 | Broadening Horizons

With the foundation and reputation built, the institute expanded its vision to include research & discovery and knowledge creation. It also scaled up its undergraduate programmes by introducing new disciplines and established new and novel academic programmes to strengthen master and doctoral programmes along with hiring more faculty. All these shifts propelled the institute into a new league, breaking out of the shadow of being only a teaching institute, and engaging in breakthrough research programmes.

Phase 3: 2005 - 2025 | Strengthening Global and Industry Engagement

IIT Bombay, changed markedly from its inception, and began adapting to a world driven by technology by pushing entrepreneurship and innovation on its campus, and building global partnerships with leading institutes and industries around the world. The institute set up the Society for Innovation and Entrepreneurship (SINE) with the aim to help people build companies, and Research Park to invite companies to innovate, paving the way to facilitate teaching, research, innovation and translation within the same institution. IIT Bombay also established a translational research centre (TRYST) to mature its academic research outputs and enrich the pipeline to SINE, thus enabling rapid translation of research to develop technologies that address national needs.

Phase 4: 2026 onwards | Future-Centric Vision

Building on the strengths of its talented students, accomplished faculty and researchers, and a vibrant ecosystem of innovators and industry partners, IIT Bombay aims to emerge as a global leader through a future-centric approach to education, research leadership, and the translation of research to meet industry and societal needs.

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