



IIT DELHI

Setting the Vision and
Direction for 2030

August 2020





MISSION STATEMENT OF IIT DELHI

To contribute to India and the world through excellence in scientific and technical education and research; to serve as a valuable resource for industry and society; and to remain a source of pride for all Indians

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CONTEXT AND OBJECTIVES

The IIT Delhi Endowment Fund was launched by the Honourable President of India in 2019, backed by an initial commitment of INR 250 crore by alumni, with a stated goal of raising USD 1 billion over a period of time.

Subsequently, IIT Delhi initiated the development of its vision and direction for 2030, with a focus to build and use the Endowment Fund towards achieving these goals. The objectives of this effort were to:



Articulate a set of aspirations for IIT Delhi for the next 10 years



Define the initiatives required to achieve those aspirations by 2030



Enable the Endowment Fund to meet its goal of raising USD 1 billion

THE GROWTH STORY SO FAR

The Indian Institute of Technology (IIT) Delhi has shown strong growth in student and faculty strength, while delivering solid academic and research output year after year. Furthermore, its alumni are disrupting industries across the world with their excellent scientific and technical knowledge, and exemplary leadership skills.

In the last decade, IIT Delhi saw a 55 percent surge in student base and a 35 percent growth in faculty. In the last five years, it has filed for over 500 patents, published more than 10,000 research papers and completed nearly 350 industry projects.

IIT Delhi's alumni have also achieved great success in the business world. In the last two decades, alumni have launched over 800 start-ups, raising over USD 19 billion in funds¹ collectively. This has put the institute in the league of the world's top ten undergraduate programs in terms of the number of start-ups founded and capital raised by graduates². Out of these start-ups, 12 feature among India's 31 unicorns³, with three more unicorns in other countries.

As it sets the course for its future aspirations, the institute has identified the importance of diversifying its funding sources. Taking a leaf out of the book of top global universities that generate 30-35 percent of their income from investments and donations, IIT Delhi has launched its Endowment Fund, while continuing to focus on increasing industry-linked proceeds.

METHODOLOGY

The methodology for this exercise included:

1

Consultations with the institute's leadership and faculty

- Interviews with Deans and Associate Deans of IIT Delhi
- Working sessions with the faculty committee led by the Deputy Director of Strategy and Planning
- Feedback from the entire 600+ member institute faculty and senate

2

Feedback from the institute's students and alumni

- Interviews with 20+ alumni, ranging from recent graduates to graduates who passed out over 30 years ago
- Interviews with current undergraduate and postgraduate students

3

Input from donors to the Endowment Fund

- Interviews with founding donors of the Endowment Fund
- Interviews with Board Members of the Endowment Fund

4

Research on leading global technical universities

- Case studies of global and Indian academic institutions
- Interviews with select officials and alumni of these institutes

¹ Startups by IIT Delhi Alumni, Tracxn, Mar 2020

² Comparing against global schools on different metrics based on analysis by Pitchbook, Sep 2019

³ Which Indian Companies Are Unicorns, Inc42, Oct 2019

ASPIRATIONS

While IIT Delhi already occupies a pre-eminent position among universities in India, it has the potential to transform and compete on a global scale by further enhancing its research quality, technology development and opportunities for commercialization.

The institute's approach towards this goal will be anchored around the pursuit of all-round excellence, with adequate but not disproportionate attention to rankings.



To achieve this transformation, IIT Delhi has set **five bold aspirations for 2030, in consultation with the IIT Delhi administration, faculty, alumni and the Endowment Fund's contributors.**

1. Drive research excellence

IIT Delhi will provide faculty with the resources and facilitation they need—including grants, infrastructure and staff—so they can perform to their maximum potential across their focus areas.

The institute will aim to maintain a healthy balance between different types of research. While there will be focused efforts on exploring technology development and commercialization of applied research, IIT Delhi will continue to support fundamental research, which could have long gestation period for its impact to be acknowledged by industry and society.

2. Enhance educational experience and employability

IIT Delhi will provide its students with modern learning and research experience. The curriculum will reflect latest and future requirements of industry. A renewed emphasis will be placed on the overall development of students to provide them with the skills to compete in a dynamically changing world. The institute's method of instruction will adapt to technological innovation in pedagogy, while building capabilities to deliver education online at scale.

An additional thrust will also be placed on students' overall well-being and health.



3. Attain global competitiveness in select technology areas

By 2030, IIT Delhi will become synonymous with leadership in some key technology areas of the future, emerging as a global partner of choice for industry. The institute will do this by building a healthy pipeline of licensing agreements, jointly developed teaching programs and sponsored projects with industry in those technology areas.



4. Sustain global leadership in entrepreneurship

IIT Delhi will become the preferred destination for aspiring entrepreneurs in India and neighbouring countries by nurturing a start-up culture among students and faculty, and bridging the gap between research and entrepreneurship.

The institute will also make a concerted effort to offer partnership opportunities to alumni embarking on their entrepreneurship journey by providing relevant support services and connections.



5. Contribute to society and the country

IIT Delhi will continue investing in research areas of social and national importance such as rural development, while exploring other potential areas of focus.

The institute will encourage students to continue their on-ground collaboration with external partners who are committed to furthering relevant social causes (e.g., leading NGOs) to maintain a culture of giving back to society.



BIG MOVES

IIT Delhi has identified five big moves that will help it achieve its aspirations



1. Strengthen teaching and research

- Incorporate a demand-driven approach to the curriculum through structured feedback from students, surveys with industry experts, and consideration of national priorities
- Increase focus on leadership skills with emphasis on ethics and social responsibility, team work, and navigating uncertainty
- Create structured language and communications courses that can be taken as a non-evaluative track over multiple years, giving students adequate practice, with cohorts created in a need-based manner according to the level of support required for different students
- Focus on overall well being of students by ensuring high quality of services in hostels and adequate focus on mental health, among others
- Leverage technology to build online programs in partnership with top global universities, giving students exposure to global faculty and cutting edge research
- Create options for research-focused faculty to balance teaching commitments and vice versa, providing flexibility to individual faculty
- Enable departments to hire flexibly (e.g., joint positions with private sector, joint positions with global universities) to build expertise in new areas in a more agile manner
- Upgrade institute infrastructure in holistic and capex efficient manner, covering both basic (e.g. hostels, offices) and technical infrastructure (e.g. laboratories, digital classrooms)
- Simplify administrative processes for faculty and invest in building a cadre of administrative support staff to free-up faculty time for core teaching, research and technology development



2. Invest in technology leadership in select areas

- Set up a cross-functional advisory board with global leaders and the institute's administration and faculty to help steer this initiative, including support on selection of topics, grant decisions, etc.
- Institute competitive processes to select focus topics and allocate project funding, which include consideration of market demands, social needs, and national priorities
- Create faculty chairs and special grants linked to technology development, commercialization and entrepreneurship
- Develop global industry relationships in selected technology areas with a focus on R&D partnerships
- Update teaching programs and curriculum in line with selected topics



3. Revamp industry engagement

- Engage with leading industry professionals in a variety of ways to develop a globally competitive innovation ecosystem in India
- Create learning programs for professionals in the industry, such as online courses, part time programs, certifications, etc.
- Invest in developing professional industry outreach team, with focus on global outreach
- Partner with leading NGOs and social enterprises through a student led approach, including volunteer programs, internships, and social sector research projects



4. Set up a world-class entrepreneurship centre for alumni, students, and faculty

- Increase engagement of institute with start-up ecosystem and expand networking and mentorship opportunities for students through regular guest lectures by successful alumni
- Streamline course offerings across various academic units in the institute, as well as from external sources, to deliver end-to-end training on entrepreneurship, i.e., from prototyping to product development, running operations to fundraising
- Enable tighter linkages between research, technology development, and commercialization, through startups by faculty and students
- Create a one-stop shop for entrepreneurs in India and neighbouring countries by providing access to resources (e.g., workspaces, cloud storage, processing power), mentorship from faculty and alumni, connect with funders, etc.
- Build focused outreach mechanisms to invite alumni to partner with IIT Delhi in launching their start-up
- Create a competitive model for equity stakes in incubated start-ups to diversify income sources in the long run



5. Build strong alumni engagement team

- Create a renewed experience for alumni, keeping them connected with institute and updated on latest developments
- Treat alumni engagement as ongoing strategic activity, with a single channel of communication for all touchpoints with alumni
- Provide transparent and accessible information on institute finances to alumni to drive meaningful engagement

GUIDING PRINCIPLES FOR EXECUTION

This is not a vision “for” IIT Delhi but rather a vision “of” IIT Delhi. Every member of the IIT community is a stakeholder in the institute’s future and a contributor to the journey. In this direction:

- Students and faculty will be encouraged to dream big and to actively start thinking about the role they can play in taking IIT Delhi to new heights
- There will be a bottom-up ownership model towards the vision by empowering stakeholders to formulate an execution plan (for example, the institute will conduct department-wise vision planning and proposal-based selection of focus technology areas, among others)
- Execution across big moves will balance IIT Delhi’s commitment towards its core mission, while strengthening institutional health across quality of faculty, students and finances
- The institute will aim to effectively execute the ideas in a time-bound manner, with clear allocation of responsibilities and appropriate performance management systems
- The execution framework will be supported by a governance structure with adequate representation from institute administration, faculty, students, the Endowment Fund team and the alumni

With the vision for 2030 in place, IIT Delhi is on the road to its next phase of growth. The successful achievement of its vision will positively impact the lives of students, alumni and faculty, while shaping the progress of our nation for decades to come.



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