

1. Why Conduct Pilot Survey

IIT Bombay conducted a pilot survey on the stakeholders of the institute to seek feedback on the draft strategy document. This document was developed by Institute Strategic Planning Committee (ISPC) members after many discussions and meetings. It is hoped that the process of obtaining feedback will result in the involvement of relevant stakeholders in building the strategy document and plan for the institute. The stakeholders of the Institute identified for this survey were *students, faculty, staff and alumni*. The survey included questions pertaining to the strategy document. Each of the stakeholder has a different survey tool asking specific questions. In student survey, the questionnaire asked currently enrolled undergraduate, masters and PhD students about their academic and social engagement. The faculty members were asked about their work and what they feel about additional responsibilities they carry out as a faculty and shared their views on the draft strategy document. The staff of the institute were asked about their work experience on different aspects of their job and their perceptions on the draft strategy document. The alumni survey instrument was designed to ask the former students about their life at IIT Bombay as a student and their feedback on the draft strategy document.

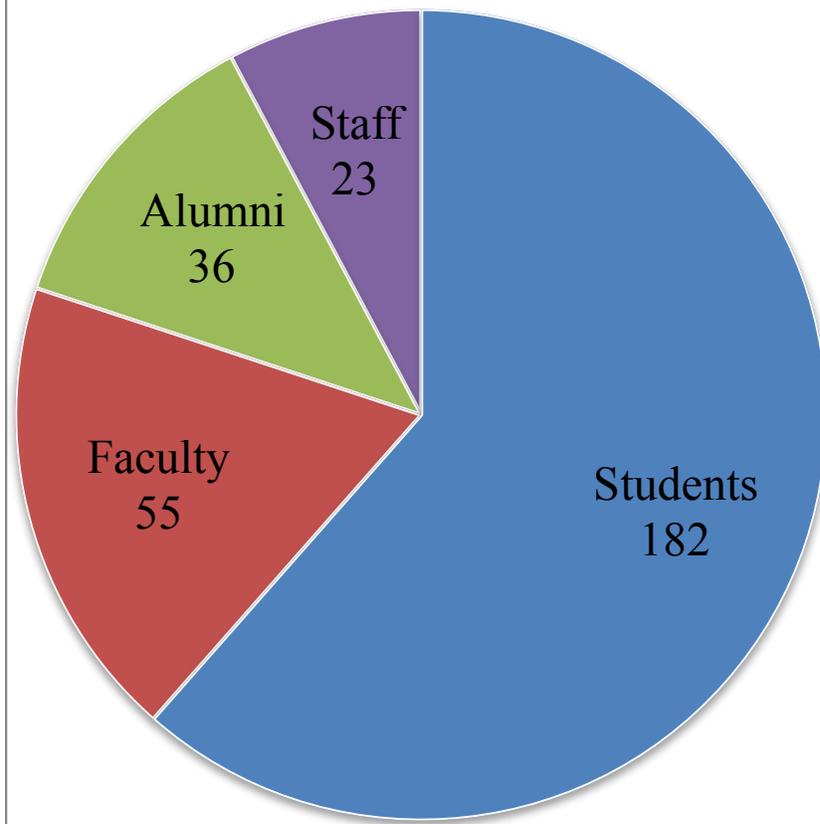
The process started in June 2016 and continued till October 2016. It was a web-based survey utilizing *Survey Monkey* and *Google Forms* and had both quantitative and open-ended questions. The samples were randomly selected stakeholders of IIT Bombay and their identity was kept anonymous to get honest response. The results of the survey will assist in improvising the strategy document and plan for the institute.

2. Who Participated?

The total response received was 296 out of which:

- 61% (182) responses were from students
 - B.Tech./DD (115/63.2%)
 - M.Tech./M.Sc/M.Des. (29/15.9%)
 - Ph. D (27/14.8%)
 - Other (11/6%)
- 19% (55) responses were from faculty members
- 8% (23) responses were from staff members

Fig. 1 Stakeholders Sample Size



3. Key Findings: Areas of Strength

FACULTY

- 78% respondents were satisfied with their job at IITB
- 74% faculty members were satisfied with teaching responsibility at IITB
- 68% faculty members were satisfied with the research they carry out at IITB
- 72% faculty members were satisfied with the resources IITB has provided them with for teaching
- 66% faculty members were satisfied with the resources provided by IITB to support their research

STAFF

- 82% staff members were satisfied with their job at IITB
- 76% staff members feels that IITB recognises their contribution toward their job
- 76% staff members feels that IITB supports them in pursuing learning and professional development opportunities
- 70% staff members were satisfied with promotion opportunities within IITB
- 88% staff members were satisfied with the facilities (accommodation, school, hospital etc.) provided to them
- 71% staff members feels that employee grievances were settled fairly
- 71% staff agrees that women get equal opportunity and were treated at par with their male counterparts in employment, promotions and social interactions in IITB
- Most of the staff members agrees that the reason for their being at IITB is the working conditions and their relations with the IITB community
- All the staff members agrees that they are most likely to recommend IITB as a good place to work
- 62% staff members were aware of their contributions to the strategic goals of the institute

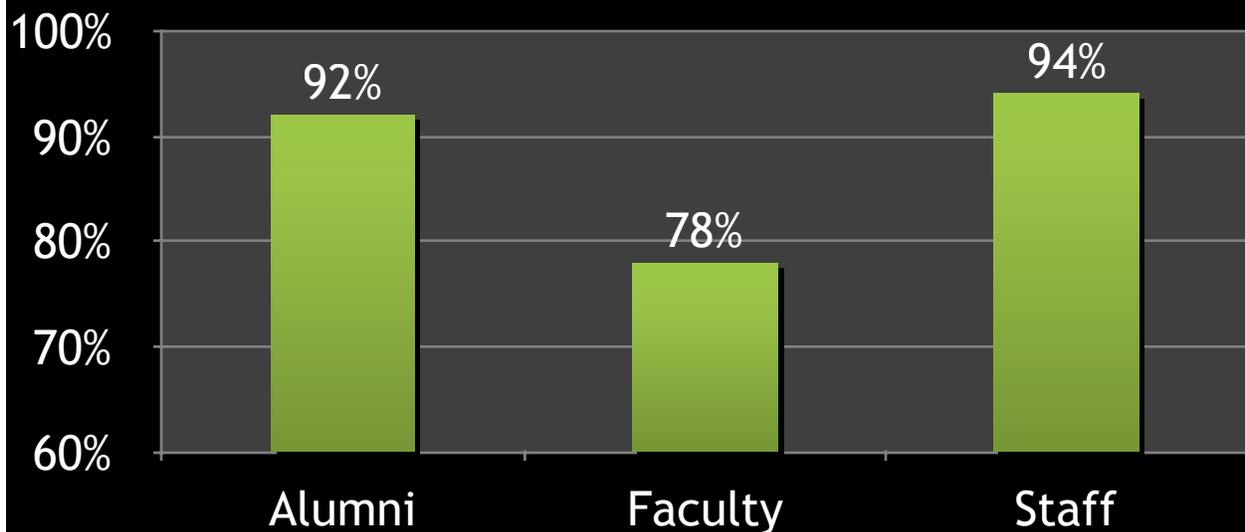
ALUMNI

- 75% of the alumni feels that their experience as a student at IITB is very satisfying

STUDENTS

- 53% student feels that they are academically oriented and 50% felt that they are research oriented and 41% feels that they are Cultural/Sports/Social and other extra curricular activities oriented
- 75% students feels that the quality of research in IITB is competent enough
- 54% students identifies research relevant to society and country to be the strength of research in IITB
- 68% students feels that the institute library provides a conducive environment for learning
- 68% students agree that IITB has helped them in pursuing field of their interest

Fig. 2 Stakeholders Perception on Overall Satisfaction with IITB



4. Key Findings: Areas of Improvement

FACULTY

- 24% faculty members were found dissatisfied, 32% neutral and 33% somewhat satisfied with the administrative responsibilities assigned to them
- Only 45% faculty members are satisfied with the resources IITB has provided to engage with society and industry
- Only 47% faculty members were satisfied with the resources provided by IITB for their outreach activities
- 67% faculty members were not satisfied with the facilities provided to the PhD students
- 80% faculty members agrees that IITB doesn't provide students with an excellent student experience
- 51% faculty members feels that the ethical standards amongst the students are falling

STAFF

- 47% staff members feels that their performance reviews were not conducted on a regular basis
- Most staff members experiences maximum stress due to care of someone who is chronically ill, disabled or ageing in the family followed by their own health ailments
- Staff members have suggested feedback from IITB employees and students on visiting doctors

ALUMNI

- 49% alumni believes that IITBs effort to meet the infrastructural demand could be improved

STUDENTS

- 52% students feels that they must have more departmental component in the first year UG curriculum to provide a better introduction to department engineering at the very early stage
- 71% students feels that they should have more computational/programming component in UG curriculum
- 96% students feels that they should have inter-departmental dual degree programmes
- 73% students feels that role of faculty advisor should be redefined
- 83% students feels that UGs should be allowed to do long term research projects for credits
- 77% PhD students feels that the role of PhD guide need to be redefined
- 79% students feels that IITB is not doing much of cutting edge research
- 68% students feels that research which trains students for a career in advanced research must be implemented in the curriculum
- Most research scholars feels that 1) industrial training internship and 2) more specialised courses and workshops which focus on advanced instrumentation and techniques could improve the quality of research scholar training

- 84% students feels that IITB should aim at self sufficiency in term of energy and recycling wastes
- 76% students feels that IITB should implement water harvesting and conservation systems in the institute
- More than 50% students feels that they must be allowed to work in projects related to improving the infrastructure on campus under the guidance of faculty members
- Only 50% students have rated the quality of hostel as satisfactory
- Many students desired to have the following changes in the library- a canteen in the library courtyard, rooms where students can study in groups, more access to e-journals and keep library 24hrs and 7 days open
- More than 54% students feels that there are not many places in the campus where students and faculty can interact casually
- 58% students feels that academic honesty is diminishing among the students
- 62% students feels that many students in IITB require all-round development of personality

Fig.3 Faculty Satisfaction

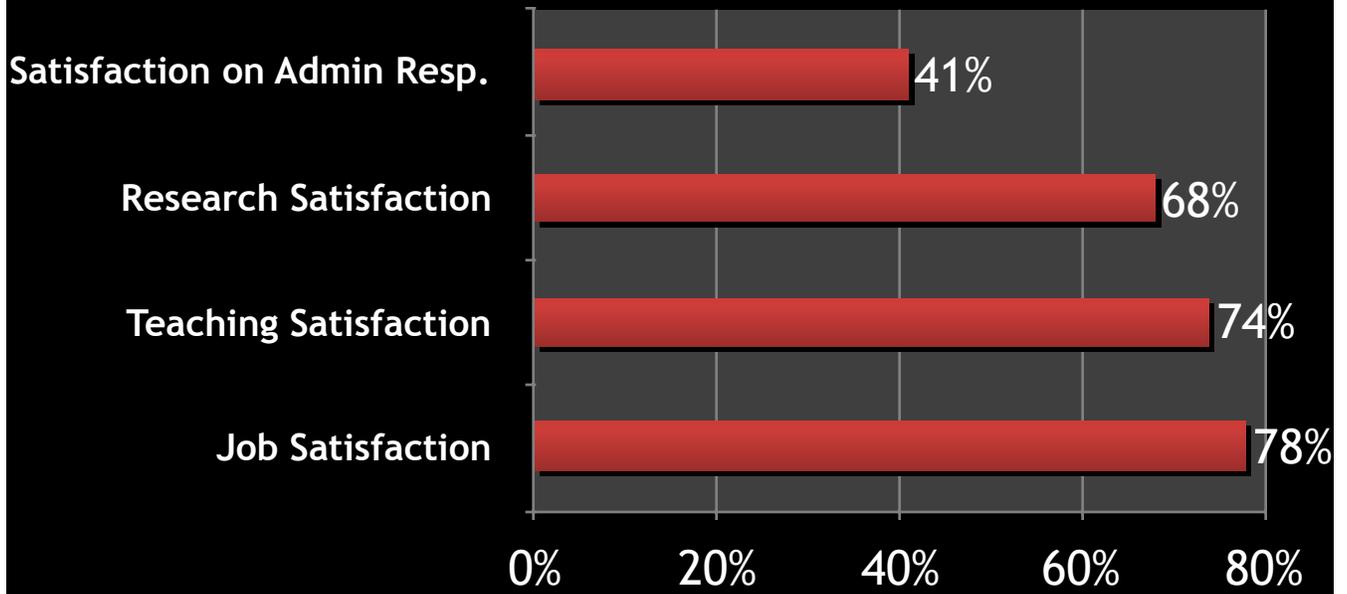
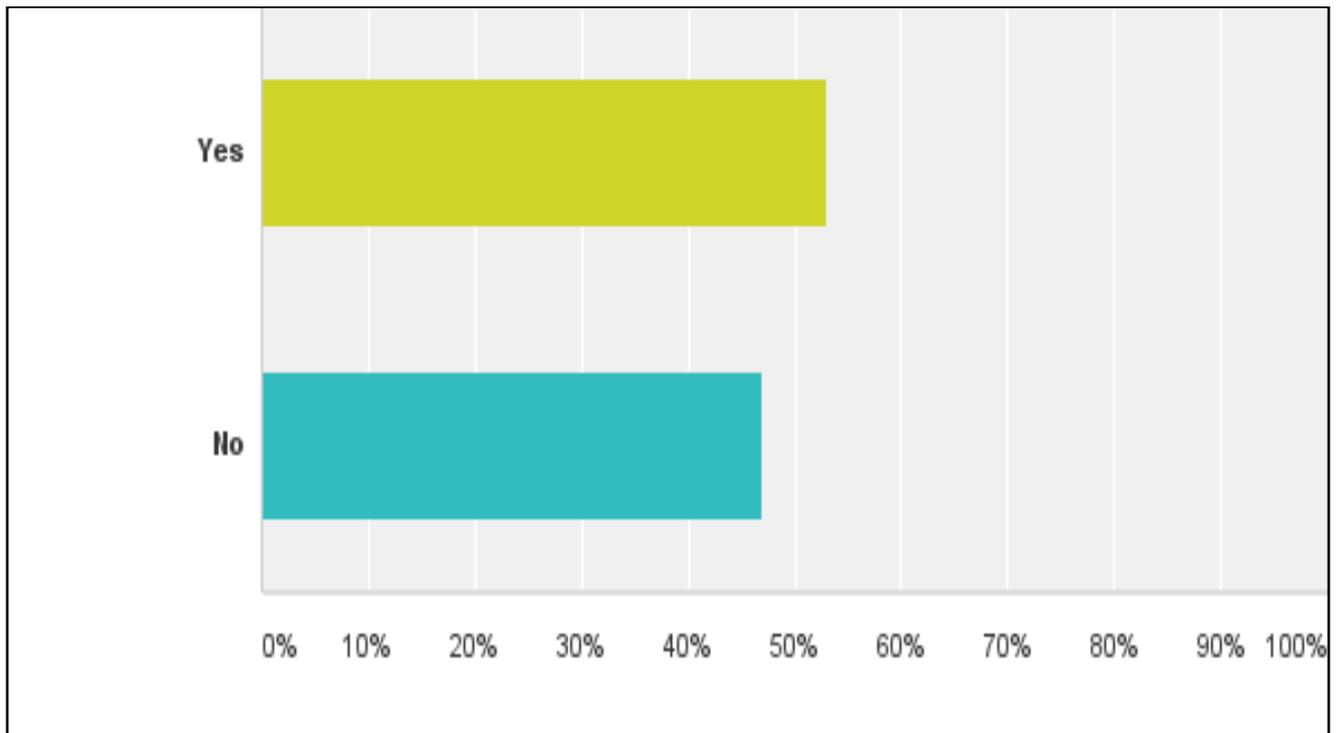


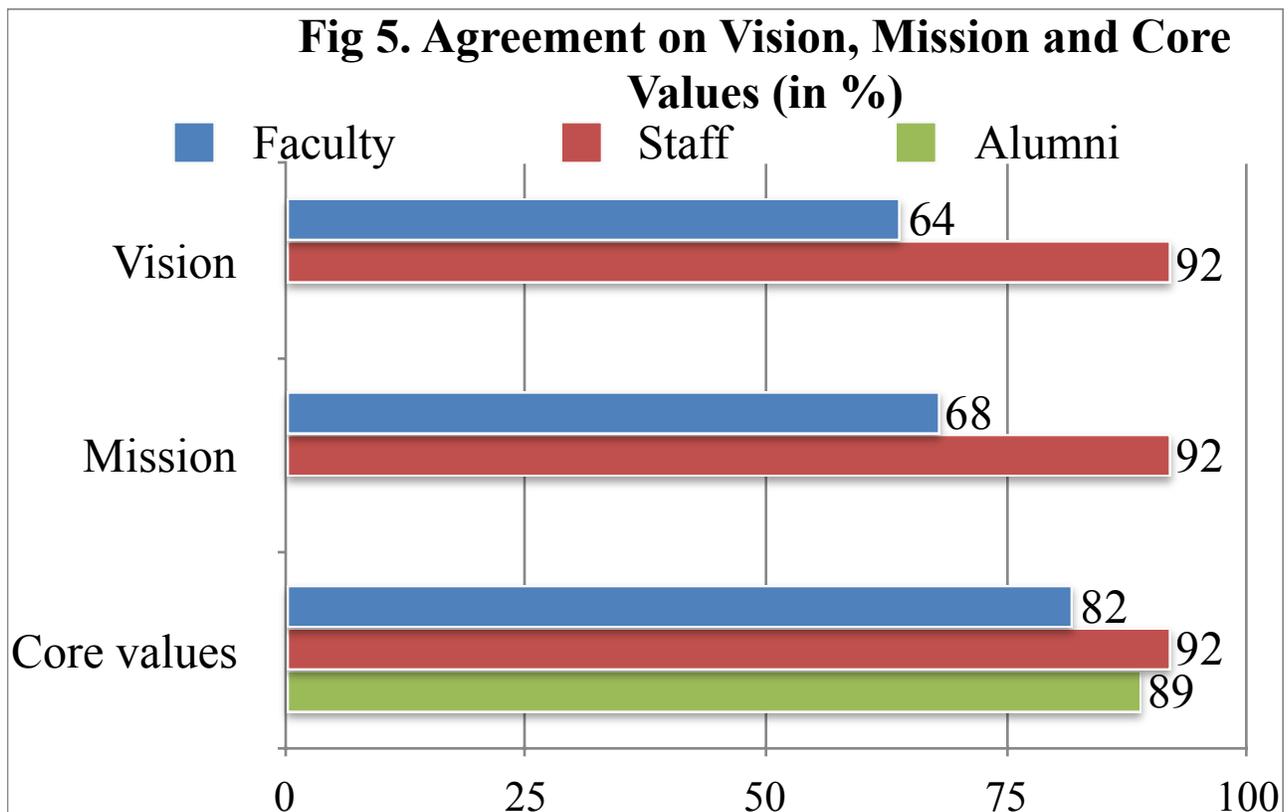
Fig.4 Agreement by staff on whether performance review are conducted



5. Key Findings: Strategy Document

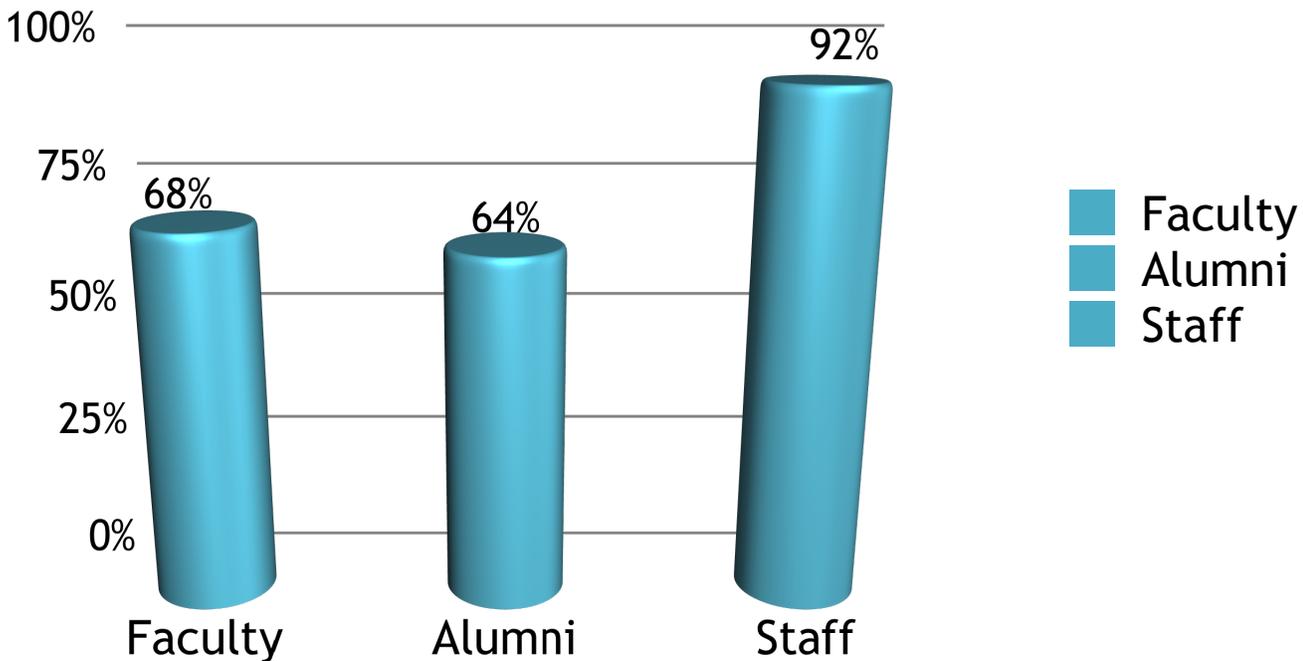
A. Feedback on Vision and Mission Statement and Core Values

- Widely accepted by the surveyed respondents across the stakeholders
- Vision statement accepted by 64% faculty and 92% staff
- Mission statement accepted by 68% faculty and 92% staff
- Core values accepted by 82% faculty and 92% staff
- 89% alumni agree that the core values shapes IITB's vision and mission



B. Feedback on List of Goals

Fig.6 Agreement on Overall Goals



GOAL 1: Engagement with society and industry

- 60% faculty agreed with the action points
- Most staff members felt that IITB can contribute to the society most by providing solutions to social problems pertaining to our nearby environment (e.g., waste management)
- 39% alumni felt that IITB is being realistic, 21% alumni felt that IITB is being too ambitious and 39% alumni felt that IITB should be more ambitious in their targets and timelines for enhancing engagement with society and industry

GOAL 2: Broaden educational areas

- 45% faculty members agreed to the suggestion of adding new disciplines however, 43% didn't agree to this suggestion
- 31% of the staff members agreed and 46% agreed but with caution to the suggestions of adding new disciplines
- 39% alumni agreed to the suggestions of IITB broadening its educational areas and 33% alumni had said to do it with caution and 22% alumni had suggested to sharpen its focus as a technology institute
- Most alumni prefer Medicine followed by Fine-arts and Architecture, Finance and Law as new directions to broaden the educational offerings
- Most students were divided on their opinion on broadening educational areas, many feels they must focus on engineering and technology, many feels that they must collaborate whereas many feels that we must broaden
- Most stakeholders were also of the opinion that IITB can broaden only after optimising in engineering and technology areas

GOAL 3: Improve internal support systems

- 68% faculty members agreed to the suggestions mentioned to address these issues
- Most staff members have agreed to the suggestions
- 34% alumni had agreed that IITBs to ramp up infrastructure is reasonable good and 49% alumni were of the opinion that it could be improved

GOAL 4: Enhance student experience

- 51% faculty agrees that IITB could not provide students with adequate infrastructure
- Many alumni feels that they were fortunate to be in the earlier batches when the facilities were brand new and far superior to those available at other similar institutes, which is not the case now
- They also carry the opinion that the current student experience at IITB compared to their counterpart in Japan, Korea and China is substandard
- Many alumni feels that although infrastructure was a problem but nothing compares to the diverse experience that they had in the 4 years

GOAL 5: Broaden funding base

- 70% faculty members agreed to the suggestions mentioned to improve support for research projects
- 66% faculty members agreed to the action points mentioned in the draft
- 92% staff members agreed to IITB's attempt to broaden its funding base
- 75% alumni believed that it's an excellent idea for IITB to attempt to broaden its funding base

GOAL 6: Attract international students and faculty

- 64% faculty members agreed to this goal
- 85% staff agrees that it would be enriching for IITB to have international students and faculty members in the campus
- 81% alumni agreed that it would be enriching to have international students and faculty

GOAL 7: Advance frontiers of knowledge

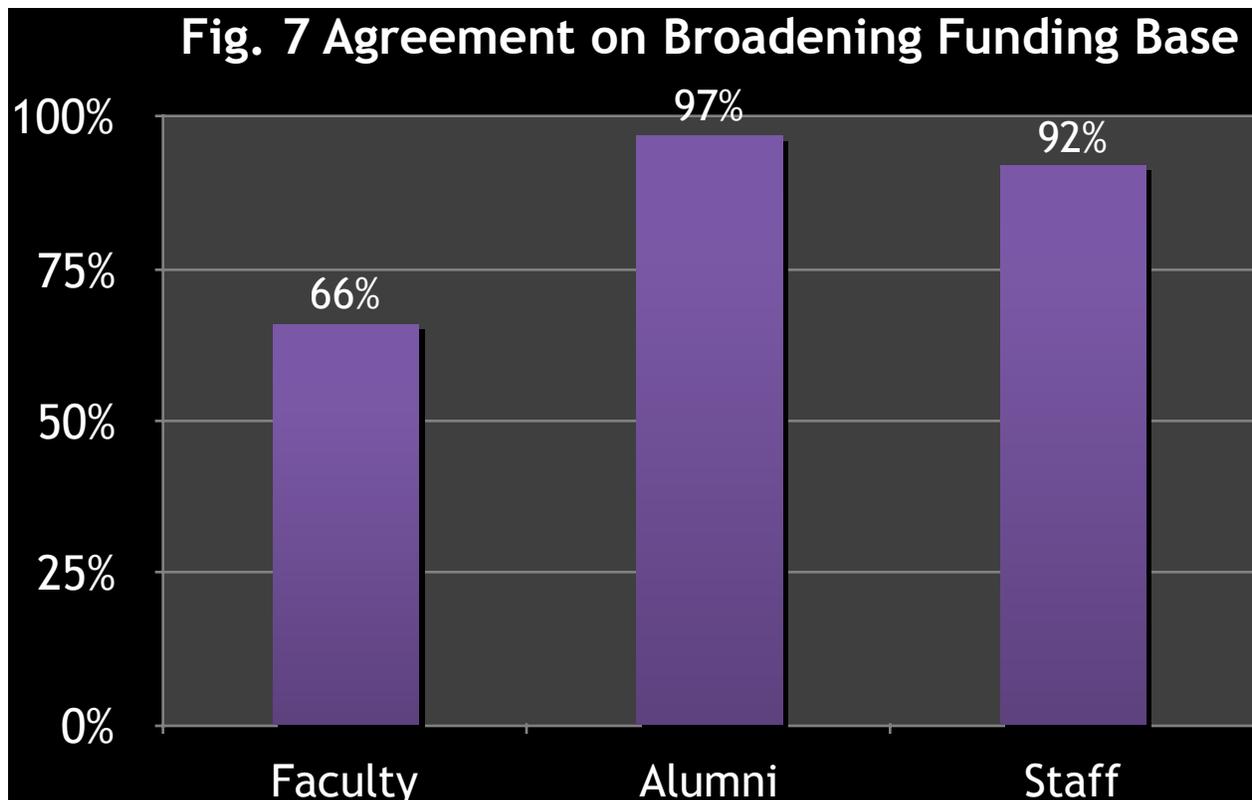
- 74% faculty members agreed to the action points suggesting ways to improve research quality in IITB
- Most alumni has mentioned focus on research, retain researchers before brain drain and create ecosystem to promote excellence in students, staff and faculty

GOAL 8: Create future leaders and innovators

- 62% faculty members agreed to the action points of this goal
- 69% staff agreed to this goal
- 65% alumni were of the opinion that IITB is not doing enough in its attempt to become a centre for creating future leaders and innovators

GOAL 9: Enhance gender diversity

- 74% faculty members agreed to this goal
- 60% of the alumni were of the opinion that attempt to enhance gender could be better



C. Suggestions on overall Goals

A lot of support for goals, however there were a many suggestions also:

- Make the goals more specific and measureable
- Goals need to be ambitious enough least they may fall behind the global ranking even after achieving the goals
- Prioritisation of the goals
- Concrete implementation plan and accountability
- Mention role of alumni and mode of engagement with them
- More emphasis on the document describing how future is going to be different than the present
- Clarity to individual stakeholder, detailed action plan to each stakeholder to achieve one single vision
- Incorporate data in the document related to each of the goals (reserved seats, drop-out rates, students & faculty from weaker section of the society...)
- National importance need to be clearly stated

6. What's Next?

- Share initial data
- Dig deeper into comments that were provided
- Develop timeline and responsibilities for incorporating changes to the document and sharing revisions with stakeholders
- Prepare for final round of survey to all students, faculty members, staff and alumni at the earliest

SAMPLE RESPONSES FROM STAKEHOLDERS

➤ While this (gender diversity) is precious, I think we need to account for other disparities and diversities that exist in IITB-- caste, tribe, sexuality, religion, region and (especially as we aim for an international group) race. What we need is of course not just a body count, but a sense of their continued well-being and enrichment. FACULTY RESPONSE

➤ The write-up sort of gives a feeling that leaders can be created. I guess the idea is to 'Create a platform' for 'Future Leaders/Innovators'; if so, the title and the content could be modified accordingly. FACULTY RESPONSE

➤ One stop solution desk. A student or staff need not go to each and every department or sections for his work. He should open a ticket at the solution desk and his query should be resolved in a time frame. Simultaneously he must be updated about the status. To be treated as Client Server Model. STAFF RESPONSE

➤ Broad answer (not frontiers of knowledge - as this is very time specific and should be a grassroots faculty driven aspect). Instead focusing on major needs of institute: a) Creating an ecosystem to promote excellence in students, staff and faculty b) appropriate metrics and reward systems c) focused, prioritized plan with evaluation schemes. FACULTY RESPONSE

➤ I think this is an area that IITB could certainly improve on. International Faculty as well as international students. It will help awareness, benchmarks as well as improve diversity in thinking and learning. ALUMNI RESPONSE

➤ 1. Collaboration with Corporates for R&D, Societal engagement based projects (CTARA, C-USE etc.). 2. Industry Consultancy 3. Commercializing the research... End product to reach the common masses 4. Money saved is money earned. Just a suggestion to look at the annual expenses and see if there is any place where the expenses could be cut down. ALUMNI RESPONSE

➤ Shishu Vihar is the backbone enabling all faculty members to concentrate on research and teaching. please make efforts to enhance space and facilities so that all our institute faculty and staff children get admission. FACULTY RESPONSES

➤ Increasing academic dishonesty among student due to grades, pressure to clear courses, lack of subject knowledge, lack of interest in in course, bad teaching, habit. STUDENT RESPONSE

➤ My stay at IITB was good considering the relative quality of other Indian institutions. However, IIT is no longer compared to the domestic institutions. India exists in a globalized economy and its institutions must also exist in the same. Therefore the current student experience at IIT compared to their counterpart in Japan, Korea, China is substandard. ALUMNI RESPONSE

➤ I think given that most of our money comes from Indian government, we should try hard to become very very useful for Indian society, rather than become a GLOBAL technology university. Right now, it appears like there is a total disconnect in what we teach/research and what is needed WITHIN India. So

insisting on "global" should be limited to just some directions and not in all directions. STAFF RESPONSE

➤ These are a combination of operational statements and value statements. This is the most important part and needs more elaboration.

➤ While the institute has to focus on what it creates, I don't see either the faculty or student (who are two pillars of becoming what IIT wants to become) part of the statements. While there is a mention of transforming students, it just talks about how they will transform students. It does not talk about what will a transformed student look like. From there will come how you will transform them. Similarly, what is meant by Leaders and what will a collaborating IIT look like in the future.

➤ STAKEHOLDERS RESPONSE ON BROADENING EDUCATIONAL AREAS

- To transform an 'institute' to a university, more diversity is needed. This also attracts different skill sets and therefore diversifies campus and scholarship and research.
- Let us excel in what we do, rather than dilute what we are doing. SOM and the erstwhile SIT for example are weaknesses in our rigor. Hence let us focus only on technology.
- We need quality universities, not just institutes of technology and medicine as separate entities. This is to try and create an atmosphere of collaborative development to solve real problems.

➤ STUDENT RESPONSE

- ban consumption of cigarettes, alcohol and drugs.

- remove dogs, increase cleanliness, bio-metric entrance to hostel and rooms etc. Mess should be transparent.
- one extra table in each room, tables are very important. dont make us study in bed, bed is for sleeping.
- planning facilities like laundry and other thing without keeping the interest of physically disabled people.