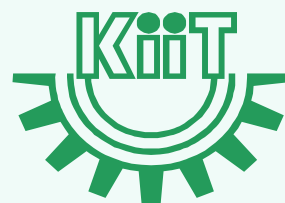




INSTITUTIONAL DEVELOPMENT PLAN

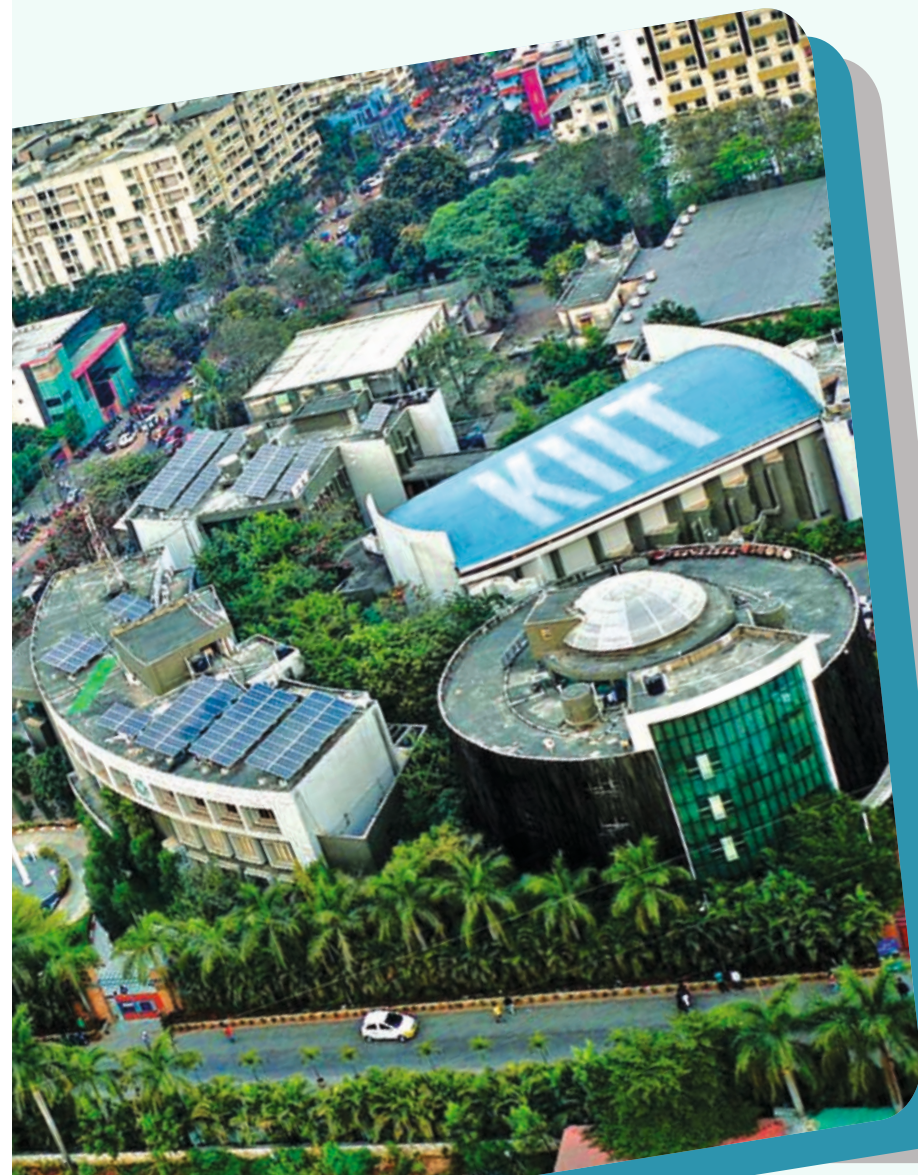
Strategic Framework 2025–2040

**A 15-year institutional roadmap with 3-year and 7-year milestones,
annual action plans and measurable institutional outcomes**



**KALINGA INSTITUTE OF
INDUSTRIAL TECHNOLOGY (KIIT)**

DEEMED TO BE UNIVERSITY
(Established U/S 3 of UGC Act 1956)
Bhubaneswar, Odisha, India





It gives me immense pleasure to present the Institutional Development Plan (IDP) of KIIT Deemed to be University, Bhubaneswar a strategic roadmap that reflects our commitment to academic excellence, research innovation, holistic student development and meaningful societal transformation.

Since its inception, KIIT has pursued a distinctive vision of education that integrates knowledge, skills, values, and social responsibility. Guided by the visionary leadership of our Founder, Dr. Achyuta Samanta, the University has evolved into a multidisciplinary institution with a strong emphasis on quality education, research, sports, industry engagement, international collaboration and inclusive development. Our commitment to “Siksha with Sanskaar” continues to shape an educational ecosystem that nurtures competent professionals, responsible citizens and future leaders.

This IDP provides a structured framework to consolidate our institutional strengths, address emerging challenges, and pursue new opportunities in a rapidly evolving higher education landscape. It aligns our academic and research priorities, governance systems, financial planning, human resources, infrastructure, digital transformation, internationalization and sustainability initiatives with clearly defined objectives, measurable performance indicators and phased targets. It also recognizes placement and career readiness as established strengths of KIIT, with a continued focus on enhancing employability, industry partnerships, and opportunities for our graduates.

Our aspirations extend beyond institutional growth. We remain committed to inclusive education, community engagement, environmental responsibility, ethical leadership and the creation of knowledge that contributes to national development and global progress. Our association with Kalinga Institute of Social Sciences (KISS) further reflects this enduring commitment to social equity and the empowerment of underserved communities through education.

The successful implementation of this plan will depend on collective ownership, collaboration, accountability, and continuous improvement across all Schools, departments and functional units. I encourage every member of the KIIT community, the faculty, staff, students, alumni and partners to contribute actively to this shared endeavour. Regular monitoring, evidence-based decision-making and periodic review will be essential to translating our strategic priorities into tangible outcomes.

As we look towards 2040, our goal is to strengthen KIIT's position among the leading universities of the world while remaining firmly rooted in our core values of excellence, inclusivity, integrity, and service to society. I am confident that this Institutional Development Plan will serve as a guiding instrument in our journey towards greater academic distinction, global engagement, and transformative impact.

Let us move forward together with a shared vision, a strong sense of purpose and an unwavering commitment to building a better future through education.

Prof. (Dr.) Saranjit Singh
Vice Chancellor
KIIT Deemed to be University

Document status and use

Item	Proposed provision
Planning horizon	15 years: 2025–2040.
Initial implementation cycle	Three-year rolling plan: 2025–2028
Medium-term horizon	Seven-year outcomes: 2025–2032
Long-term horizon	Fifteen-year outcomes: 2025–2040.
Baseline year	Academic Year 2024–25

Table of Contents

Sl. No.	Content	Page No.
1	KIIT At a Glance	1
2	IDP for KIIT	3
3	Purpose, Scope and Guiding Principles	4
4	Vision, Mission and Strategic outcomes	5
5	Strategic Enabler I: Governance and Quality Assurance	7
6	Strategic Enabler II: Finance and Resource Mobilization	9
7	Strategic Enabler III: Academic Excellence and Student Success	11
8	Strategic Enabler IV: Research, Innovation, IP and Entrepreneurship	14
9	Strategic Enabler V: Human Resources and Institutional Culture	17
10	Strategic Enabler VI: Networking, Industry, Internationalization and Alumni	19
11	Strategic Enabler VII: Physical Infrastructure, Campus Life and Sustainability	21
12	Strategic Enabler VIII: Digital Transformation and Data Governance	26
13	Strategic Enabler IX: Placement, Career Readiness and Employer Partnerships	28
14	Cross-cutting Strategies	30
15	Planning Horizons and Milestones	31
16	Best and Unique Practices of KIIT	32



1. KIIT at a Glance

- Student Friendly **CAMPUS**
- Multicultural and cosmopolitan **AMBIENCE**
- World-class education with **HUMAN TOUCH**
- Unmatched academic & **INDUSTRY EXPOSURE**
- Consistent & high quality **PLACEMENT**

Kalinga Institute of Industrial Technology (KIIT), a household name in the education sector, has become a sought-after destination in India for professional studies. It is admired all over for the quality of its academic courses, its community outreach work and as a university of compassion and humanitarianism.

KIIT started in 1992-93 as an Industrial Training Institution. However, 1997 is considered the base year as undergraduate and postgraduate courses in Engineering, Management and Computer Applications were added. In 2007, many new schools were added to its umbrella - School of Law, Biotechnology, Medical Sciences, Dental Sciences, Nursing, Mass Communication, Film and Media, Fashion and KIIT International School. Today, KIIT offers professional education to students from across India and also to international students from 65 countries. The alumni of KIIT, over a lakh of them, have made their mark in their respective careers in academics, corporate organizations, civil services and enterprise.

One would find it difficult to imagine that such a celebrated institution with a global reputation was established by an unassuming humble being, Prof. Dr. Achyuta Samanta, the Founder of KIIT, KISS & KIMS, who started the institute with all of Rs 5000 as the initial investment. He started KIIT in two rented rooms with 12 students and 2 staff. The modest institution has now grown to incomprehensible proportions and is spread over a vast 36-square-kilometre academic township with 30 lush green campuses. The campus houses a 2600-bedded super specialty hospital, Kalinga Institute of Medical Sciences (KIMS), a multi-storey central library, a central research facility, research and innovation wing, KIIT Technology Business Incubator (KIIT-TBI), many Auditoriums, 20 sports complexes, many international standard stadiums covering all sports, 30 food courts, and a rose garden. The institution takes pride in being the greenest campus in India.

KIIT has received all accreditations and affiliations from prestigious national and international bodies such as National Institutional Ranking Framework (NIRF -Rank 17), National Board of Accreditation [NBA - Tier 1 (Washington Accord) for B.Tech programs], the Accreditation Board for Engineering and Technology (ABET), USA and the Institution of Engineering and Technology, (IET), UK because of its quality research, innovation, and publications and citations. KIIT has had an excellent placement record since its inception owing to its quality teaching and learning process, and the brand value that it carries. KIIT is ranked in the cohort of 501–600 in the Times Higher Education World University Rankings 2026 and 294 in the QS Asia University ranking. It has been accredited with an A++ grade by the National Assessment and Accreditation Council (NAAC) under the Ministry of Education.

KIIT has made colossal contributions to sports. KIIT has proudly produced 23 Olympians and 3 Paralympians and 11 of its students are recipients of the Major Dhyan Chand Khel Ratna Award and Arjuna Award, the country's highest awards in sporting excellence in 2025. It has created the largest international-standard sporting infrastructure covering almost all sports disciplines. The University has been conferred the Sport star Award, FICCI India Sports Award for the promotion of sports, and CII Sports Business Award 2023 for best sports facilities. KIIT and KISS are the nodal centers for the FIFA Football For Schools Programme in Asia and FIVB Knowledge Hub for Volleyball in India

& South Asia. KIIT has been chosen for the Rashtriya Khel Protsahan Puruskar 2022 for encouraging sports through Corporate Social Responsibility.

KIIT is strengthening its global academic presence through 43 international MoUs, partnerships with 6 global institutions partners in academic programme design and delivery and international student and faculty exchange initiatives. Its Global Immersion Programme and India Trek Programme provide valuable cross-cultural learning and international exposure, with the latter welcoming 178 international delegates from institutions including Oxford, Harvard, MIT and the City University of New York. These initiatives reflect KIIT's commitment to global academic collaboration, international mobility and a globally connected learning environment.

Kalinga Institute of Social Sciences (KISS) established by Founder Dr. Achyuta Samanta, is a landmark initiative in inclusive education and community service dedicated to the empowerment of tribal communities. It provides free, comprehensive education, accommodation, food, healthcare and holistic development opportunities to thousands of tribal students, enabling them to overcome socio-economic barriers and build a brighter future while preserving their cultural identity. KISS exemplifies the Founder's vision of education as a powerful instrument for social transformation, equity and human dignity.

2. IDP for KIIT

The Institutional Development Plan (IDP) is KIIT Deemed to be University's integrated, evidence-led roadmap for institutional growth and public value over 2025–2040. It connects the University's educational purpose with academic quality, research and innovation, student experience, responsible governance, risk management, financial resilience, human capital, infrastructure, digital capability, international engagement and social contribution.

The IDP is intended to bring strategy, annual planning, budget allocation, school-level plans, accreditation and ranking evidence and institutional performance reporting into one coherent cycle. Each school and administrative unit would translate the institutional priorities into an annual implementation plan with accountable owners, baselines, milestones, deliverables, budgets and evidence.

The plan adopts the eight enablers in the UGC IDP Guidelines as its core architecture. It also adds cross-cutting missions relevant to KIIT's multidisciplinary ecosystem: student success and wellbeing; employability and entrepreneurship; internationalization; community impact and inclusion; sustainability; and institutional reputation. Recognizing placement as one of KIIT's established USPs, a ninth strategic enabler, Placement, Career Readiness and Employer Partnerships, has been incorporated to consolidate and further strengthen this existing institutional strength through enhanced industry engagement, career readiness and sustained placement outcomes. These missions would be delivered through the eight enablers rather than treated as disconnected projects.

The proposed planning cycle has three connected levels: (i) the first three years establish baselines, close priority gaps and institutionalize systems; (ii) the seven-year horizon consolidates performance and scales successful initiatives; and (iii) the fifteen-year horizon positions KIIT for sustained national and international impact.

3. Purpose, Scope and Guiding Principles

3.1 Purpose

- Translate the University's vision and mission into a coordinated set of long-, medium- and short-term institutional priorities.
- Align academic, research, administrative, financial and infrastructure plans with institutional priorities and applicable UGC and other regulatory requirements.
- Set measurable KPIs, milestones, owners, timelines and resource requirements for each strategic objective.
- Strengthen quality assurance, evidence-based decision-making, transparency, accountability and continuous enhancement.
- Integrate education, research, innovation, skilling, entrepreneurship, community engagement and lifelong learning.
- Support equitable access, student wellbeing, inclusion, sustainability and responsible internationalization.

3.2 Scope

The plan covers all constituent schools, programmes, research centres, campuses and institutional units within the scope of KIIT Deemed to be University.

3.3 Guiding principles

- Mission-led and context-specific
 - Consultative and participatory with faculty, staff, students, alumni, employers, community partners and external experts.
 - Outcome-oriented: measure student learning, research quality, societal benefit and institutional capability
 - Evidence-based: all baselines and reported outcomes should have a defined source, owner and validation process.
 - Financially viable: each major initiative must have capital/recurring cost implications and a sustainability plan.
 - Inclusive, accessible, ethical and aligned with constitutional values and applicable law.
- Flexible and periodically revised in response to performance, emerging needs and regulatory change.

4. Vision, Mission and Strategic Outcomes

Vision

To create an advanced centre of professional learning of international standing where pursuit of knowledge and excellence shall reign supreme, unfettered by the barriers of nationality, language, cultural plurality and religion.

Mission

1. Imparting quality value-based education of international standard and imbibing skill for solving real life problems.
2. Inculcating global perspective in attitude.
3. Creating leadership qualities with futuristic vision.
4. Fostering spirit of entrepreneurship and realization of societal responsibilities.
5. Cultivating adaptation of ethics, morality and healthy practices in professional life.
6. Instilling habit of continual learning.
7. Encouraging and supporting creative abilities and research temperament.
8. Establishing and promoting close interaction with industries and other utility sectors and keep abreast with state-of-the-art technology.

Strategic Outcome

Code	Parameter	Strategic outcome
SO1	Academic excellence and future-ready learning	Strong learning outcomes, flexible multidisciplinary curricula, credible quality assurance and enhanced progression/completion.
SO2	Student success and holistic development	Safe, inclusive and engaging student experience; wellbeing, leadership, sports, culture, service and effective grievance support.
SO3	Research, innovation and entrepreneurship	Higher-quality research, competitive external funding, ethical practice, IP, translation and sustainable start-up support.
SO4	Employability and lifelong learning	Graduates with demonstrable competencies, practical experience, career readiness and entrepreneurial capability.
SO5	Global engagement and reputation	Substantive international partnerships, mobility, joint outputs and credible national/international recognition.
SO6	People and institutional culture	Capable, motivated faculty and staff; leadership development, fairness, professional growth and wellbeing.
SO7	Governance and financial resilience; risk management	Transparent decision-making, effective risk and compliance systems, data-informed management and diversified resources.
SO8	Future-ready sustainable campus	Accessible, safe, resilient, energy- and resource-efficient physical and digital environments.
SO9	Social impact and inclusion	Measurable contribution to community needs, equity, sustainability and relevant SDGs.

5. Strategic Enabler I: Governance and Quality Assurance

To create a transparent, responsive, accountable and future-ready governance system that enables academic autonomy with institutional responsibility.

5.1 Baseline year Status (AY 2024-25)

KIIT Deemed to be University has established a strong institutional foundation supported by its recognised academic standing, established quality assurance mechanisms and experience in meeting national and international accreditation requirements.

The University holds NAAC A++ accreditation and has demonstrated its commitment to quality through participation in national and international ranking and accreditation frameworks, including NIRF (Rank 17), NBA [Tier 1 (Washington Accord) for B.Tech programs], ABET the Times Higher Education World University Rankings (Cohort of 501-600), QS Asia University Rankings (Rank 294) and international accreditation systems applicable to its programmes. Its governance framework encompasses statutory and academic bodies, institutional administration, regulatory compliance and quality monitoring. These existing strengths provide a sound foundation for advancing towards more integrated, transparent, data-driven and outcome-oriented institutional governance.

The University will further strengthen this foundation by systematically documenting the functioning of statutory bodies (Board of Studies, Academic Council, Executive Council, IQAC), enhance policy and SOP coverage, enhance its ranking and accreditation score, monitoring compliance and linking institutional decisions with measurable outcomes.

5.2 Priority Initiatives

- Map all statutory and non-statutory bodies, terms of reference, membership, delegated powers, meeting cycles, decision logs and reporting responsibilities.
- Update SOPs for high-volume and high-risk academic, administrative, student-service, procurement, finance and compliance processes.
- Establish a central policy register with owner, approval date, review date, version control and implementation evidence.
- Integrate institutional strategy, annual operating plans, budgets, risk registers and quality assurance into a single review cycle.
- Strengthen internal audit, compliance calendars, grievance redressal, ethics and closure tracking.
- Use dashboards to monitor institutional performance and decision turnaround while preserving privacy and appropriate access controls.
- Create a structured stakeholder feedback loop and publish appropriate institutional performance summaries.

5.3 Target-setting Matrix

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Governance	Status and functioning of Statutory bodies like Board of Studies, Academic Council, Executive Council; IQAC; SOP for all functions	Ensure effective functioning and documented review of all applicable statutory bodies, IQAC	Ensure Effective governance through AI, continuous enhancement and accountability mechanisms; periodic compliance audits.	Establish a globally benchmarked, data-driven governance system with regular effectiveness reviews
Regulatory and audit compliance	Compliance calendar, pending observations and closure time	100% of submissions on time; time-bound closure of observations	Sustain 100% timely submissions and enhance closure time	Predictive risk monitoring and sustained compliance
Institutional accreditation	NAAC, NIRF, NBA, ABET, IET	Sustain and improve in all accreditations	Sustain highest applicable quality standards	Sustain a globally benchmarked quality-assurance system
THE World University Ranking	THE Ranking	Enhance on the 501–600 cohort	Aim for the 401–500 cohort or better	Aim for the 301–400 cohort or better
QS Asia University Ranking	QS Ranking	Improve on the rank of 294	Aim for top 200 in Asia	Aim for top 150 in Asia
KPI ownership and evidence	Percentage of institutional KPIs with named owners, definitions and verified evidence	100% of approved IDP KPIs	100% with digital audit trail and periodic validation	Fully integrated institutional performance-management system

6. Strategic Enabler II: Finance and Resource Mobilization

To align financial decisions with academic and research priorities, enhance resource utilization, maintain strong controls and diversify income responsibly.

6.1 Baseline year Status (AY 2024-25)

KIIT has developed a substantial institutional ecosystem encompassing multidisciplinary education, research, healthcare, student residential facilities, sports infrastructure and community engagement. The scale and diversity of these operations reflect the University's capacity to mobilise and deploy resources in support of its academic and developmental priorities. Its established academic programmes, research activities, industry relationships and institutional reputation provide opportunities for strengthening resource mobilisation and long-term financial sustainability.

The University's financial planning can be built on this foundation by aligning annual budgets with strategic priorities, strengthening budget execution and expenditure monitoring, and expanding appropriate sources of funding, including sponsored research, consultancy, industry collaboration, executive education and philanthropy. Greater integration of financial planning with the Institutional Development Plan will support efficient resource utilisation, financial accountability and sustainable institutional growth.

6.2 Priority Initiatives

- Prepare a multi-year financial model linked to the IDP, including capital expenditure, recurring costs, maintenance, staffing and lifecycle costs.
- Enhance transparent costing for major programmes, research centres, facilities and strategic initiatives where data permit.
- Enhance resource mobilization strategy covering competitive research grants, consultancy, executive education, continuing education, industry sponsorship, philanthropy, alumni giving and endowments, consistent with applicable rules.
- Create a pipeline for research proposals and sponsored projects with pre-award, contracting, financial monitoring and close-out support.
- Review procurement lead times, asset utilization, energy costs and recurring expenditure to identify efficiency opportunities without compromising quality or safety.
- Strengthen internal controls, budget variance reporting, audit closure and financial risk management.
- Develop a transparent prioritization rubric for IDP initiatives: strategic impact, equity, feasibility, cost, risk, sustainability and expected return/public value.

6.3 Target-setting Matrix

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Budget execution	Actual expenditure against approved budget; department-wise and head-wise budget utilization.	Achieve 90–95% overall budget utilization, with quarterly expenditure monitoring	Achieve 95–98% budget utilization, with quarterly reviews	Establish 95–100% planned budget execution, supported by an integrated, data-driven financial monitoring system and predictive expenditure planning
Annual external research funding	Annual grants sanctioned and received	At least 1.2× baseline	At least 1.6× baseline	At least 3× baseline
Industry-funded research and consultancy	Annual realized income and number of active contracts	At least 1.2× baseline income	At least 2× baseline	At least 3× baseline
Research and development funding utilization	Utilization rate, unspent balances	At least 90% of funds due for utilization used appropriately, subject to project schedules	At least 95%	At least 95%, with no avoidable lapses
Financial planning and budget accountability	Budget variance, unit-level plans and audit observations	100% of Schools and major units submit annual budget plans	Introduce outcome-linked budget allocation across all major units	Mature multi-year, outcome-linked financial planning

7. Strategic Enabler III: Academic Excellence and Student Success

To deliver rigorous, learner-centred, flexible and multidisciplinary education that develops disciplinary depth, practical capability, ethical values, creativity and lifelong learning.

7.1 Baseline year Status (AY 2024-25)

KIIT has established itself as a major multidisciplinary higher education institution, offering a wide range of professional and academic programmes across its constituent schools. The University provides a diverse learning environment supported by academic infrastructure, industry exposure, practical learning opportunities and a strong emphasis on holistic student development. Its academic approach incorporates 100% outcome-based education, curriculum review on a defined cycle of 3 or 4 years, experiential learning and interdisciplinary opportunities, providing a foundation for continuously improving graduate competencies and student success.

KIIT also promotes learning beyond the classroom through initiatives such as KIITx, Management Development Programmes (MDP), Executive MBA, WLIP, KIIT IAS Academy (KIASA), K-Explore course, student projects, Project Expo, creative activities and structured competency-development opportunities. The provision of sports, cultural activities, student clubs, mentoring and community engagement further contributes to students' overall development. The University's existing emphasis on academic quality, professional preparation and student experience positions it well to advance towards more personalised, flexible, industry-responsive and outcome-oriented education. KIIT also emphasizes competency development through skill-based programmes, practical learning, specialized skill laboratories, project-based activities and experiential learning opportunities.

KIIT Deemed to be University has established a strong International presence by welcoming students from diverse countries and providing a multicultural learning environment. As part of its IDP, KIIT aims to increase international student enrolment, expand the number of countries represented, strengthen international student support services, and enhance global academic engagement.

7.2 Curriculum and Academic Design

- Conduct a structured review of programmes and curricula, with documented input from students, alumni, employers, academic experts and relevant professional bodies.
- Map programme outcomes, course outcomes, assessment methods and graduate attributes; use outcome data to drive documented enhancement.
- Enhance flexible multidisciplinary learning pathways, electives, minors, interdisciplinary projects and credit mobility where permitted by applicable regulations.
- Review opportunities for vocational and skill-based learning, internships, apprenticeships, project-based learning and industry-embedded learning consistent with NEP 2020 and relevant frameworks.
- Integrate responsible use of AI, data literacy, sustainability, communication, ethics, design thinking and problem-solving where relevant to the discipline.
- Strengthen digital and blended teaching, learning materials, accessible content and academic integrity.
- Use programme-level academic audits and peer review to identify and address gaps in teaching, assessment, progression and learning outcomes.
- Regular student feedback, feedback analysis and follow-up action.

7.3 Student Success and Holistic development

- Establish a coordinated student journey framework covering admission, induction, transition, mentoring, academic advising, internships, wellbeing, graduation and alumni transition.
- Strengthen early-alert systems for academic difficulty and disengagement, with referral pathways and confidentiality safeguards.
- Review mentoring, counseling, disability support, anti-ragging, safety, grievance redressal and student conduct processes for accessibility and effectiveness.
- Develop a consistent framework for co-curricular activities, student clubs and societies, sports, arts, leadership, volunteering, community service and student representation.
- Monitor progression, backlogs, retention, completion, time-to-degree, student feedback and reasons for attrition; use findings to enhance services.
- Strengthen scholarship and financial-aid information, access and outcome tracking for eligible students.
- Improve career readiness through communication, teamwork, digital and domain skills, internships, portfolio development and career counseling.

7.4 Target-setting Matrix

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Outcome-based education	Percentage of programmes accredited with documented outcomes, mapping and assessment	Maintain 100% of applicable programmes	100% with periodic external benchmarking	Continuous outcomes-led curriculum renewal across all programmes
Curriculum review and industry/academic consultation	Percentage of curriculum reviewed on a defined cycle (every 3 or 4 years)	Maintain the 100% mark	100% with proper feedback	100%, with systematic stakeholder feedback
Student progression and completion	School-wise pass, progression and completion rates	Enhance by at least 2 percentage points wherever necessary	Enhance by at least 5 percentage points from baseline where feasible	Enhance by at least 8 percentage points from baseline where feasible
Experiential (projects) and interdisciplinary learning	Percentage of programmes incorporating assessed projects, practical learning or interdisciplinary components	Maintain the 100% mark	100% with more emphasis on recent technologies	100%, with industry collaborations

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Student satisfaction with teaching and academic support; Lifelong learning; Pursue Creative ideas	Validated survey score and response rate; Foreign Language programme, KIITx, MDP, Executive MBA, KIASA, K-EXPLORE, Project Expo	Establish common measurement; enhance against baseline	Sustain measurable enhancement	Benchmark performance against comparable institutions; Connecting faculty performance and incentives with student feedback
Academic support for at-risk students	Students identified, referred and supported; progression after intervention	Common early-alert and support system across all Schools	Evaluate effectiveness through outcome data	Fully integrated risk management model
Competency Development	Skill based programmes – Skill labs, Summer internships	Ensure at least 50% of students participate in structured skill-based programmes; establish or upgrade skill labs in priority disciplines;	Ensure at least 75% of students participate in skill-based programmes; provide discipline-relevant skill labs across all major academic areas;	Ensure 100% of students have access to structured competency-development opportunities; establish advanced, industry-aligned skill labs across all relevant disciplines;
International Students	Percentage of International students; Diversity of countries represented and year-on-year growth in international admissions	Achieve at least 10% growth in international student enrolment over the AY 2024-25 baseline; expand recruitment across new countries and strengthen outreach in priority regions.	Achieve at least 15% growth in international student enrolment; broaden representation across Asia, Africa, Europe, and the Middle East	Achieve at least 20% growth in international student enrolment; establish a globally diverse international student community with representation from a substantially wider range of countries and regions.

8. Strategic Enabler IV: Research, Innovation, IP and Entrepreneurship

To build a responsible, interdisciplinary research and innovation ecosystem that advances knowledge, addresses societal and industrial challenges, and translates selected outcomes into practical impact.

8.1 Baseline year Status (AY 2024-25)

KIIT has developed a substantial research and innovation ecosystem supported by multidisciplinary academic schools, research centres, specialised facilities such as KIIT TBI and K-Innovation and collaborations with national and international institutions. Its research activities span diverse areas of science, technology, healthcare, engineering, management, law, social sciences and other disciplines. The University's research infrastructure, doctoral programmes, funded projects, publication output and intellectual property activities provide a strong platform for advancing knowledge, addressing societal challenges and strengthening industry-oriented research.

KIIT demonstrated strong research productivity in AY 2024–25, with around 3600 publications, including a substantial contribution to high-impact Q1 journals and research receiving significant citations, a strong commitment to innovation and intellectual property generation through sustained patent filing, publication and technology development, reflecting the University's growing research quality and global scholarly influence. KIIT also secured substantial research funding through 27 funded projects with a total funding of ₹18.22 crore in 2025, strengthening its research capacity, innovation ecosystem and collaborative research initiatives.

The University also has opportunities to build on its research capabilities through interdisciplinary collaboration, competitive external funding, technology transfer, patent commercialisation and entrepreneurship. Its institutional ecosystem, including the KIIT Technology Business Incubator and research facilities, offers a foundation for supporting promising ideas from early-stage research through prototyping, incubation and potential commercial or societal application. The next phase of development will focus on strengthening research quality and impact alongside publication volume, improving the conversion of intellectual property into useful outcomes, and expanding sustainable partnerships with industry and funding agencies.

8.2 Priority Initiatives

- Develop a University research strategy that identifies priority and emerging domains through capability mapping, societal need, industry demand and international opportunity.
- Strengthen research governance, research integrity, ethics review, data management, authorship, plagiarism prevention, conflict-of-interest management and responsible use of AI.
- Enhance grant development support, including funding intelligence, proposal writing, budgeting, partnership development, contracts and project management.
- Develop shared research infrastructure and transparent access policies; periodically audit utilization, maintenance and technical staffing.
- Strengthen doctoral training, supervision quality, timely progression, completion, research methods and research communication.
- Establish or strengthen pathways for invention disclosure, prior-art search, patent filing, IP ownership, licensing, technology transfer and revenue sharing under approved policies.
- Support student and faculty entrepreneurship through incubation, prototyping, mentoring, seed support and links with investors and industry, subject to governance and conflict-of-interest safeguards.

- Measure research quality and impact, not only publication or patent volume; monitor citations, field-normalized indicators where appropriate, replication/reproducibility, translational outputs and societal use.
- Build interdisciplinary centres and mission-oriented research programmes only where a feasibility case, leadership, funding pathway and evaluation plan are established.
- Develop an ecosystem for cutting-edge post-doctoral research.
- Plan for Start-up research grants for early career scholars / faculty members.

8.3 Target-setting Matrix

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Annual Scopus/Web of Science publications	Annual output; Q1 publications; citations	At least 1.15× baseline	At least 2× baseline	At least 2.5× baseline
Research quality and citation impact	Field-weighted citation impact, top-percentile papers, journal quality	Enhance field-normalized impact from baseline	Sustain enhancement and increase high-impact outputs	Internationally competitive impact across all discipline
Annual external research funding	Grants sanctioned and received; Total funded projects; Total funding	At least 1.2× baseline	At least 1.6× baseline	At least 3× baseline
Patents filed, published, granted; conversion and commercialization	Patents filed, published, granted and generating revenue	Enhance conversion from filed to granted patents; establish commercialization baseline	At least 1.5× baseline annual commercialization outcomes	At least 3× baseline annual commercialization outcomes
Industry-linked research	Active funded projects, contracts, joint laboratories and industry-sponsored research	At least 1.2× baseline active projects	At least 2× baseline	At least 3× baseline
Research ethics and reproducibility	Research integrity training, ethics approvals, audit findings and data-management compliance	100% compliance with applicable training and approvals	Maintain 100% compliance and periodic quality audits	Mature research-integrity and reproducibility systems

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KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Start-ups and research translation	Active supported start-ups, survival, external investment, licensing and technology transfer through KIIT - TBI	Establish verified baseline and strengthen incubation pipeline	At least 2× baseline active, supported ventures	At least 3× baseline active ventures, subject to survival and impact verification

9. Strategic Enabler V: Human Resources and Institutional Culture

To develop, support and retain capable faculty and staff, while building a culture of academic freedom, ethical conduct, collaboration, service and continuous learning.

9.1 Baseline year Status (AY 2024-25)

KIIT's multidisciplinary academic and administrative ecosystem is supported by a substantial workforce of faculty members, researchers, technical personnel and administrative staff. The University's scale of operations and breadth of academic programmes require a diverse range of professional competencies, leadership capabilities and specialised institutional services. Its academic environment, research activities, student-support systems and administrative functions provide a strong platform for developing a capable, collaborative and service-oriented institutional workforce.

KIIT regularly conducts Faculty Development Programmes (FDPs) and Staff Training Programmes to enhance teaching competencies, research capabilities, professional skills, digital proficiency, and administrative effectiveness, fostering a culture of continuous learning and institutional excellence. KIIT promotes employee welfare through comprehensive benefits, health and wellness initiatives, a supportive work environment, and opportunities for professional growth, fostering employee satisfaction and work-life balance.

The University's institutional culture can be further strengthened through systematic professional development, leadership training, mentoring, performance review, succession planning and employee wellbeing initiatives. Greater alignment between workforce planning and institutional priorities will help ensure that faculty and staff capabilities evolve in line with emerging requirements in teaching, research, digital transformation, student services and institutional administration. Recognition of high-quality teaching, research, innovation, student support and institutional service will further support a culture of excellence and continuous improvement.

9.2 Priority Initiatives

- Prepare a workforce plan linked to programme portfolio, student growth, research priorities, workload, succession and critical technical/administrative capabilities.
- Review recruitment, induction, performance management, career progression, recognition and retention systems for transparency and alignment with applicable regulations and University policies.
- Enhance annual faculty and staff development plans covering pedagogy, research, leadership, digital skills, technical capabilities, student support and compliance.
- Create leadership development pathways for academic, research and administrative roles, including succession planning for critical functions.
- Strengthen performance conversations and development plans, balancing teaching, research, service, student support, innovation and administrative responsibilities as relevant to role.
- Monitor staff workload, engagement, wellbeing, workplace safety, grievance trends and retention; maintain confidentiality and fair process.
- Promote interdisciplinary teams, mentoring, visiting expertise and appropriate industry or international exposure.
- Develop recognition mechanisms for high-quality teaching, research integrity, innovation, student support, inclusion, outreach and institutional service.

9.3 Target-setting Matrix

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Faculty and staff development	Percentage completing relevant annual professional development	At least 80%	At least 90%	At least 95%
Performance review and development planning	Percentage of eligible employees with completed performance reviews and development plans	100%	100% with documented follow-up	100% integrated with career and leadership development
Leadership and succession planning	Critical roles with succession or continuity plans	All identified critical roles	All critical roles with trained successors	Institutional succession and continuity system embedded
Faculty research and Teaching development	Participation in relevant pedagogy, research, digital and teaching development programme	Annual development plans centrally and for all Schools	Demonstrable enhancement in teaching and research outcomes	Continuous professional learning linked to institutional outcomes
Employee engagement, wellbeing and benefits	Engagement survey, retention, turnover and grievance trends; Employee benefits	Establish a reliable baseline and action plan	Demonstrable enhancement against baseline	Sustain a healthy, inclusive and high-performing institutional culture

10. Strategic Enabler VI: Networking, Industry, Internationalization and Alumni

To enhance outcome-producing MOUs / partnerships that creates value for students, faculty, research, communities and institutional development.

10.1 Baseline year Status (AY 2024-25)

KIIT has established a broad network of national and international relationships spanning higher education institutions, industry, professional bodies, research organisations and other stakeholders. KIIT takes pride in its extensive alumni network of over one lakh graduates, making significant contributions across academia, industry, entrepreneurship, research and public service worldwide. Its international engagement includes 43 international MoUs, while six global institutions/industry partners are identified in the baseline as participating in the design and delivery of academic programmes in the AY 2024-25. The University also recorded 35 instances of industry participation in academics and research, demonstrating an existing platform for collaboration between academic programmes and external partners.

KIIT's international visibility is reinforced by its multidisciplinary academic profile, international student community, research activities and institutional recognition. The University has also received notable recognition, including the Sportstar Aces Award 2025 for the promotion of sports, the FICCI Higher Education Excellence Award 2025 and the CII Sports Business Awards 2025. In addition, 54 KIIT faculty members were identified among the world's top 5% of scientists in the SciRank Global Index 2025, and 33 faculty members were recognized in the Stanford- Elsevier World's Top 2% Scientist list.

KIIT promotes global academic exposure through its Global Immersion Programme, with around 70 student participants and a good number of visiting faculty, while the India Trek Programme welcomed 178 international delegates including participants from renowned institutions such as Oxford, Harvard, MIT, City University of New York, Virginia Tech and the University of Washington Bothell.

10.2 Priority Initiatives

- Maintain a central partnership register that records objectives, owner, validity, activity, outputs, financial obligations, risks and renewal decision.
- Enhance school-level industry advisory mechanisms and recurring employer consultations to inform curriculum, internships, projects, research and graduate competencies.
- Expand quality internships, apprenticeships, live projects, industry certifications, faculty immersion and practitioner/Professor of Practice engagement where appropriate.
- Develop international partnerships with clear deliverables: student/faculty mobility, joint supervision, joint publications, research grants, dual/joint degree opportunities where approved, and co-designed programmes.
- Strengthen international student support, on boarding, academic integration, cultural inclusion and regulatory compliance.
- Improve on active alumni engagement model covering mentorship, career guidance, guest teaching, research collaboration, entrepreneurship, philanthropy and institutional advocacy.
- Enhance on community partnerships with schools, hospitals, local bodies, NGOs, government agencies and civil-society organizations to address evidence-based local and regional needs.
- Review partnerships periodically; discontinue or redesign inactive arrangements and prioritize depth, mutual benefit and outcomes.

10.3 Target-setting Matrix

KPI	Baseline	2027-28 Target	2031-32 Target	2039-40 Target
International partnerships	International MOUs / Agreements; Global institutions / industry in design and delivery of academic programs	At least 1.25× baseline	At least 2× baseline	At least 4× baseline
International student and faculty mobility / Exchange programmes; India Trek programme & Global Immersion programme	Number of inbound and outbound participants	At least 1.25× baseline	At least 2× baseline	At least 4× baseline
International collaborative research	Joint publications, funded projects, co-supervision and joint laboratories	At least 1.25× baseline	At least 2× baseline	At least 3× baseline
Industry partnerships / collaborations	Active employers contributing to internships, curriculum, research or recruitment; Co-branded programmes	At least 1.2× baseline	At least 2× baseline	At least 3× baseline
Globally recognized Awards	Global Sports Awards, Academic Awards, Sustainability Awards	Strengthen international visibility and secure recognition for excellence in academics, research, innovation, sports and sustainability.	Achieve broader global recognition through sustained excellence, impactful contributions and competitive international distinctions across multiple domains.	Establish KIIT as a globally acclaimed institution with sustained international recognition for excellence, innovation and societal impact.
Alumni engagement	Alumni participating in mentoring, recruitment, giving, events or institutional initiatives	Establish a verified participation baseline; increase by 20%	At least 1.75× baseline	At least 2.5× baseline

11. Strategic Enabler VII: Physical Infrastructure, Campus Life and Sustainability

To provide safe, accessible, resilient, well-maintained and sustainable facilities that support academic quality, research, residential life, sport, culture and wellbeing.

11.1 Baseline year Status (AY 2024-25)

KIIT has developed an extensive campus ecosystem designed to support multidisciplinary education, research, residential life, sports, cultural engagement and student wellbeing. Its infrastructure includes academic buildings, laboratories, libraries, research facilities, hostels, healthcare facilities, auditoriums, student activity spaces and extensive sports infrastructure. The University's campuses collectively provide a setting for a diverse student community and a broad range of academic and extracurricular activities.

KIIT ensures a safe and secure campus through 24×7 surveillance with over 8,800 CCTV cameras and the deployment of more than 1,100 security personnel across its campus. KIIT provides comprehensive residential facilities through 58 boys' and girls' hostels with an approximate capacity of 26,000 students, fostering a safe, inclusive and supportive campus living environment. The **"KIIT Green"** initiative has been launched to reduce pollution and promote sustainability across its 36 sq. km campus. Key initiatives include rainwater harvesting, water management, sewage treatment, bio-gas production, solar energy, mass plantation and conducting annual Green Audits, all focused on creating a healthier environment.

Sports infrastructure represents a particularly strong institutional asset. The baseline records **more than 30 international-standard sporting facilities and 20 dedicated sports complexes with health clubs and swimming pools**. KIIT also supports a wide range of sporting programmes, specialised training centres and student participation in competitive sports. KIIT is proud to produce **23 Olympians and 3 Paralympians** and **11 students** have received the prestigious **Arjuna & Major Dhyan Chand Khel Ratna Awards in 2025**.

In addition, the University has demonstrated strength in sustainability-related institutional performance: the IDP records a **101–200 global position in the Times Higher Education Impact Rankings 2024–25 baseline**, with notable performance in **SDGs 10, 4 and 16**.

These established capabilities provide a foundation for the next phase of infrastructure development, focusing on modernisation, optimal utilisation, safety, accessibility, preventive maintenance, energy and water efficiency, waste management and environmental sustainability. Future infrastructure investment will be guided by student and academic growth, facility utilisation, lifecycle costs and the University's long-term campus master plan.

During AY 2024–25, KIIT promoted creative community engagement through fashion and costume design, film and documentary production, and public-interest communication. Initiatives to preserve local identity focused on documenting traditional crafts and knowledge, promoting indigenous handloom and textiles, and strengthening tribal languages and cultural identity through community media. Cultural celebrations and community service remained integral to student development, with KSAC organizing 25 events, NSS conducting 34 activities, and YRC conducting 15 activities, totaling 74 events annually.

11.2 Priority Initiatives

- Prepare a rolling master plan for classrooms, laboratories, research centres, libraries, hostels, health services, sports, arts, student activity and staff facilities.

- Use utilization and condition audits to prioritize construction, refurbishment, maintenance, space optimization and shared facilities.
- Ensure barrier-free access, inclusive design, safe routes, emergency preparedness, fire and life safety, water quality and preventive maintenance.
- Strengthen hostel and campus-life standards, including student support, supervision, grievance mitigation, health referral and safety review.
- Enhance on the green campus roadmap covering energy efficiency, renewable energy feasibility, water conservation, wastewater, solid waste, biodiversity, transport and sustainable procurement.
- Establish environmental baselines and periodic audits.
- Enhance campus mobility, pedestrian safety, cycling and low-emission transport where feasible.
- Adopt lifecycle costing and maintainability standards in capital planning; assign clear ownership for asset registers and maintenance backlogs.

11.3 Target-setting Matrix

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Campus safety and accessibility	Security personnel, CCTV cameras and monitoring	At least 1.2× baseline	At least 2× baseline	At least 3× baseline
Renewable energy	Renewable electricity as a share of total electricity consumption; installed capacity and generation	Increase share by 5 percentage points over baseline, subject to feasibility	Increase by 15 percentage points	Increase by 30 percentage points
Water efficiency and reuse	Annual consumption, water intensity per user, recycled water	Establish reduction plans for water wastage and enhancing scope for water recycling	Increase reusable water by at least 15%	Increase reusable water by at least 30%
Infrastructure	Current built up area, academic infrastructure, recreational and sports facilities	Augment built-up area by 10–15% over the AY 2024–25 baseline, based on assessed requirements; upgrade academic facilities and ensure adequate access to recreational and sports infrastructure across all major campuses.	Augment built-up area by 25–30% over the baseline, guided by enrolment and academic growth; modernize academic facilities, expand advanced laboratories and research spaces and spaces for student activities; strengthen sports and recreational amenities.	Augment built-up area by 50–60% over the baseline, subject to the University’s long-term master plan; establish future-ready, technology-enabled academic and research infrastructure, inclusive recreational facilities and sustainable campus infrastructure.

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Student life and wellbeing facilities	Usage, access, satisfaction and maintenance data for sports, recreation, tutor mentoring, health and Counseling facilities	Needs-based gap assessment and enhancement plan across Schools/campuses	Plug priority access gaps identified in the assessment; Strengthen peer support for students and frame quick action plan for students at risk	Accessible, high-quality student support and recreation facilities across the university
Sustainability and impact rankings	Category-specific ranking and indicator-level performance	Maintain or enhance current performance	Aim for top 100 globally in THE Impact Rankings	Aim for top 50 globally, subject to ranking continuity and methodology
Community Welfare	Developing Creative Community Tools ; Develop and promote local identity Community based health care service through Kalinga Institute of Medical Sciences (KIMS) and KISS Promotion of culture and Community Service by KSAC, NSS, YRC	Establish or strengthen at least 5 community-based creative and cultural initiatives, covering the identified focus areas; document local crafts, traditional knowledge and indigenous textiles; initiate community media projects promoting tribal languages and cultural identity. Community based bridging of gaps in health service access in tribal villages through KIMS and KISS KSAC: At least 30 cultural events. NSS: At least 40 community service events. YRC: At least 20	Implement at least 10 sustained community initiatives; establish partnerships with local artisans, tribal communities, cultural organizations and media professionals; expand film, documentary and public-interest communication projects; develop a structured repository of documented crafts, textiles and traditional knowledge. Consolidate health access for tribal and rural population with KIMS and KISS KSAC: At least 40 cultural events. NSS: At	Establish at least 15 sustained, scalable community initiatives with measurable social impact; develop recognized platforms for creative production and cultural preservation; maintain a comprehensive digital repository of traditional knowledge, indigenous handloom, crafts and tribal languages; Enhance health access for tribal and rural population with KIMS and KISS KSAC: At least 50 cultural events. NSS: At least 75 community

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
		community service events. Total: 90 events annually.	least 55 community service events. YRC: At least 30 community service events. Total: 125 events annually.	service events. YRC: At least 40 community service events. Total: 165 events annually.

KPI	Baseline
KIIT Sports	Sports programmes and facilities; Student participation in Sports; Sports partnerships <u>AY 2024-25</u> <u>Sports Programmes</u> 1. Mater of Physical Education & Sports 2. MA in Yoga & Naturopathy 3. One credit course each for all 1st year UG students& PG programme <u>Sports facilities</u> More than 30 International Standards Sporting Facilities, 20 dedicated Sports complexes with Health Clubs and Swimming pools (List attached as Annexure) <u>Research Centre dedicated to Sports</u> Sports Science Centre, KIMS <u>Student Participation</u> Number of sports events: 52 Major National and International events Olympians & Paralympian produced: 23 Olympians and 3 Paralympians Arjuna & Major Dhyan Chand Khel Ratna Awardee: 11 Percentage of students availing sporting facilities: 95% <u>Sporting Partnerships</u> International - FIVB, FIFA, FIDE, Unisports, National – All India Chess Federation, Cycling Federation of India Hockey India JICA Rugby, Indian Rugby Union, Olympic Association, Rocketball Association, rope skipping State - Delhi Capitals Odisha Volleyball Association, Odisha Cricket Association, Odisha Basketball Association, Odisha Cycling Association, Odisha Archery Association, Odisha Football, Association, Odisha Rugby, and many National and state bodies <u>Training Centres sponsored by Professional Bodies</u> MOU's and collaborations with FIVB International Centre of Excellence, Leander Paes Samanta Academy for 16 sports, Glenmark Aquatic Foundation Centre, Cricket Academy, Archery Academy in collaboration with the Dola Rahul Banerjee Foundation, and Chess Academy in collaboration with AICF and FIDE.

KPI	Baseline
2027-28 Target	- Strengthen existing programmes - Maintain and modernize existing facilities; ensure 100% functional availability of core sports facilities - Strengthen the Sports Science Centre through interdisciplinary research, athlete assessment, injury prevention and performance monitoring. - Increased participation in National and International events
2031-32 Target	- Introduce or strengthen interdisciplinary programmes in sports science, sports management, sports technology and allied areas - Expand and upgrade facilities based on demand; develop advanced sports science, rehabilitation, fitness and performance-testing infrastructure. - Proportionate increase in participation in National and International events
2039-40 Target	- Establish KIIT as a globally recognized centre for sports education, sports science, athlete development and interdisciplinary sports research. - Establish a future-ready, sustainable and internationally benchmarked sports ecosystem, with advanced training, sports medicine, rehabilitation and performance-analysis facilities. - Build a globally connected network of sports federations, professional teams, universities and research centres, with sustained collaborative programmes and measurable outcomes.



SPORTS FACILITIES

⊙ 18 international standard sports complexes with gyms, swimming pools, synthetic volleyball, basketball and tennis courts, besides indoor badminton, billiards, table tennis, yoga and squash courts

⊙ Sports complex exclusively for girl students

⊙ Cricket Stadium (BCCI approved)

⊙ Hockey Stadium (Federation Internationale de Hockey Certified)

⊙ Football Stadium with floodlights

⊙ Rugby Stadium with floodlights

⊙ Olympic Size Swimming Pool

⊙ International Archery Stadium

⊙ International Chess Hall

⊙ Outdoor Synthetic Tennis, Basketball, Volleyball Courts with floodlights

⊙ International Standard Athletic Stadium

⊙ International Standard Cycling Velodrome

⊙ International Shooting Arena

⊙ Judo Hall, Boxing Ring, and many others

⊙ Biju Patnaik Multipurpose Indoor Stadium (Multipurpose indoor hall with FIVB, FIBA & BWF approved wooden flooring with area of 100M X 53M in size having facilities for 2 nos Handball courts, 4 nos Volleyball courts, 4 nos Basketball courts, 20 nos Badminton courts, 25 nos of Table Tennis Boards, 6 nos Kabaddi courts, 4 nos Kho Kho courts, 4 nos of Wrestling Courts, 4 nos of Judo courts, 4 nos of Taekwondo Courts, 10 nos of Sepak Takraw Courts, 6 nos of Boxing Rings, Indoor Cricket Nets, Weightlifting, Power Lifting and Fencing)

06	Sports Villages (4 in KIIT & 2 in KISS)
15	Swimming Pools
15	Health Clubs
10	Lawn Tennis Courts
10	Basketball Courts
14	Badminton Courts
04	Football Grounds.



Dr. Achyuta Samanta, Founder, KIIT & KISS receiving the Rashtriya Khel Protsahan Puruskar 2022 from Smt. Droupadi Murmu, Hon'ble President of India.

Awards & Achievements

“Rashtriya Khel Protsahan Puruskar 2022” in the category of Encouragement to Sports through Corporate Social Responsibility by the Ministry of Youth Affairs & Sports, Govt. of India.

“CII Sports Business Awards 2023” in the category of Best Sports Facility by Confederation of Indian Industry.

“FICCI India Sports Award 2022” by Federation of Indian Chambers of Commerce & Industry (FICCI).

“Biju Patnaik Sports Award 2019” in the category of Best Contribution for promotion of sports and games by Govt. of Odisha.

“Sports Star Aces Award 2022” in the category of Best University for promotion of Sports in the Country by The Hindu Group.

“Sports Star Aces Award 2025” in the category of Best University for promotion of Sports in the Country by The Hindu Group.

The International Volleyball Federation Grand Cross Award: Prof. Achyuta Samanta was conferred the prestigious FIVB Grand Cross Award during the 39th FIVB World Congress, held from November 15 to 17, 2023, in Porto, Portugal, in the presence of representatives from 222 FIVB-affiliated countries.

India's 2nd Guinness World Record in Volleyball Achieved by KIIT & KISS: On October 4, 2024, during the KISS Volleyball Festival, KIIT & KISS University set a new Guinness World Record for the “Most Players in an Indoor Volleyball Exhibition Match,” bringing together 430 players in a historic event.

12. Strategic Enabler VIII: Digital Transformation and Data Governance

To build a secure, integrated, accessible and reliable digital ecosystem that enhances learning, research, administration, student services and institutional decision-making.

12.1 Baseline year Status (AY 2024-25)

KIIT has an established digital presence supporting institutional communication, admissions outreach, academic engagement and interaction with prospective students and other stakeholders. Digital platforms provide an important channel for promoting the University's academic programmes, research achievements, campus activities and international engagement. The baseline data for AY 2024–25 demonstrate the scale of this outreach: the University website recorded **20,09,550 visits**, while international students and parents generated **71,627 clicks**. Reported social media impressions of official KIIT social media handles were **23.7 million on Facebook, 19.7 million on Instagram, 817,643 on LinkedIn and 1.1 million on Twitter/X**.

The University's digital ecosystem also includes institutional systems supporting academic and administrative functions, with SAP and KAP identified in the IDP as part of the digital student-service environment. These capabilities provide a foundation for further integration of institutional data, academic and administrative workflows, performance dashboards and student-facing services.

The next phase of digital transformation will focus on moving from individual digital services and communication channels towards a more integrated, secure and data-driven institutional ecosystem. Priorities include standardised KPI definitions, clear data ownership, verified digital records, interoperable systems, stronger cybersecurity, responsible use of artificial intelligence and improved digital accessibility. Digital outreach will also be evaluated in terms of meaningful engagement, qualified enquiries and conversions, rather than impressions and clicks alone.

12.2 Priority Initiatives

- Conduct an enterprise digital maturity audit covering ERP, admissions, academics, examinations, HR, finance, research, facilities, student services and reporting.
- Improvise through a phased digital roadmap with systems architecture, integration priorities, owners, service levels, costs and measurable benefits.
- Create a University KPI dictionary and data governance policy defining indicator, formula, source system, owner, frequency, validation and access rights.
- Develop dashboards for leadership, Schools and units, with role-based access and clear rules for data correction and sign-off.
- Strengthen cybersecurity, identity/access management, backup, disaster recovery, incident response, vendor risk management and periodic testing.
- Adopt privacy-by-design, minimum necessary data collection, retention schedules and appropriate consent/notice practices.
- Use AI and automation selectively where there is a defined business case, human oversight, fairness assessment and accountability.
- Enhance campus connectivity, digital learning, research computing, repositories, e-library access, helpdesk and assistive technologies.
- Train faculty, staff and students in digital literacy, cyber security, data use and responsible AI.

12.3 Target-setting Matrix

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Institutional KPI digitization & Dashboard adoption	Percentage of approved KPIs with verified digital records	100% of approved IDP KPIs have definitions, owners and reporting schedules	Integrated KPI dashboard across all major units	Near-real-time institutional performance and planning system where technically appropriate
Student lifecycle services	Percentage of priority student services available through integrated digital workflow – SAP, KAP	Digitize all identified high-priority services	Integrate major academic and student service workflows	Seamless, accessible digital student lifecycle
Cybersecurity readiness	Security findings, incident response, recovery tests and backup coverage	Close all critical security findings within approved timelines	Annual independent assessment and tested continuity plans for critical systems	Mature, continuously tested cyber-resilience and recovery capability
Responsible AI and automation	Process inventory, data classification, AI governance and risk assessments	Establish governance, approved use cases and human oversight	Automate suitable high-volume processes after risk assessment	Responsible AI and automation embedded in eligible workflows
Digital Societal Outreach	Website Traffic Number of Clicks by International students / parents Impression counts of social media post	Website traffic: 25 lakh visits. International clicks: 90,000. Social media impressions: Facebook 30 million; Instagram 25 million; LinkedIn 1.2 million; Twitter/X 1.5 million.	Website traffic: 35 lakh visits. International clicks: 1.5 lakh. Social media impressions: Facebook 45 million; Instagram 40 million; LinkedIn 2.5 million; Twitter/X 2.5 million.	Website traffic: 50 lakh visits. International clicks: 2.5 lakh. Social media impressions: Facebook 70 million; Instagram 65 million; LinkedIn 5 million; Twitter/X 4 million.

13. Strategic Enabler IX: Placement, Career Readiness and Employer Partnerships

To strengthen KIIT's position as a leading destination for career-oriented higher education by connecting academic excellence with industry requirements, quality placements, professional readiness and sustainable graduate outcomes.

13.1 Baseline year Status (AY 2024-25)

Placement and career readiness are among KIIT's defining institutional strengths and an important part of its value proposition to students and families. The University's multidisciplinary academic portfolio, professional programmes, industry exposure and established employer relationships provide a strong foundation for graduate employability. KIIT's longstanding emphasis on career-oriented education and corporate engagement supports opportunities for students to access recruitment, internships, professional development and industry-linked learning.

The University's placement ecosystem can be further strengthened by connecting academic learning with the evolving requirements of employers and professional sectors. This includes career-readiness training, aptitude and communication development, domain-specific skills, internships, apprenticeships, live projects, alumni mentoring and structured recruitment preparation. KIIT demonstrated strong placement outcomes in 2025, with students securing excellent career opportunities across leading organizations and the highest package reaching ₹54 LPA. The University's broad alumni network can also contribute to career guidance, mentoring, professional networking and access to employment opportunities.

The IDP baseline records 100% internship coverage among eligible students. It also identifies placement rate, median compensation, active recruiting employers, career-readiness completion, offer-to-joining conversion, employer satisfaction and graduate progression as key indicators for monitoring performance.

13.2 Priority Initiatives

- Enhance annual placement strategies and targets for each School and programme.
- Expand corporate partnerships, recruiter engagement, internships, apprenticeships and live industry projects.
- Integrate career readiness, communication, aptitude, domain skills and interview preparation into the student journey.
- Strengthen alumni-led mentoring, professional networking and recruitment opportunities.
- Provide additional career preparation and mentoring for students requiring support through Career School.
- Track placement quality, role relevance, offer acceptance, joining conversion and graduate progression.

13.3 Target-setting Matrix

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Overall placement rate	Percentage of eligible students placed in AY 2024-25	At least 94%	At least 96%	At least 97%

KPI	Baseline Parameters	2027-28 Target	2031-32 Target	2039-40 Target
Median compensation	Average CTC; Highest package in AY 2024-25	At least 1.10× baseline in real terms	At least 1.35× baseline in real terms	At least 1.75× baseline in real terms
Active recruiting employers	Unique employers that recruited students during AY 2024-25	Close all critical security findings within approved timelines	Annual independent assessment and tested continuity plans for critical systems	Mature, continuously tested cyber-resilience and recovery capability
Internships	Percentage of eligible students completing internship – 100%	Maintain the 100% mark	100% with extensive industry experience	Deeper sector coverage, diverse and resilient employer network
Career-readiness completion	Percentage completing defined training, assessments and mock interviews at Career School	At least 85%	At least 95%	100% of students offered the required pathway
Offer-to-joining conversion	Percentage of accepted offers resulting in actual joining	Establish baseline and enhance by 3 percentage points where gaps exist	Enhance by 5 percentage points from baseline where feasible	Sustain high conversion and monitor reasons for non-joining
Employer satisfaction	Structured recruiter feedback on competencies and job readiness	Establish common measurement and enhance against baseline	At least 1.25× baseline score on a consistently scaled measure	Sustain strong employer satisfaction and repeat recruitment
Graduate progression	Percentage of graduates opting for higher studies, research and entrepreneurship	At least 90% tracking coverage	At least 95%	At least 98%

14. Cross-cutting Strategies

These strategies should be delivered through the nine enablers.

14.1 Student wellbeing, belonging and safety

Integrating induction, mentoring, counseling, health services, hostel support, anti-ragging, safeguarding, disability support, grievance redressal, risk management and emergency response into a coordinated student experience framework.

14.2 Employability, entrepreneurship and lifelong learning

Developing a graduate capability framework and mapping curriculum, projects, industry internships and apprenticeship, career development, alumni mentoring, industry resourced Professor of Practice (POPs), entrepreneurship and continuing education to the competencies needed by sectors served by KIIT graduates.

14.3 Inclusion and equitable opportunity

Reviewing access, participation, learning support and outcomes for relevant student groups. Identifying barriers and implementing targeted support, accessible learning materials and inclusive campus services.

14.4 Community engagement and social impact

Developing a coordinated community engagement portfolio with defined needs, partners, intended outcomes, baseline measures and follow-up. Connecting teaching, research, volunteering and institutional social responsibility where appropriate.

14.5 Sustainability and SDG alignment

Mapping selected academic, research, operational and community initiatives to relevant Sustainable Development Goals (SDGs). Using the mapping to enhance coherence and reporting.

14.6 Internationalization

Prioritizing partnerships that enable substantive learning, mobility, joint research and global competence. Setting targets based on programme readiness, student support capacity, regulatory permissions and sustainable funding.

14.7 Institutional reputation and quality

Aligning accreditation readiness, rankings, research visibility, employer/alumni perception, public disclosure and communications with the University's strategic priorities.

15. Planning Horizons and Milestones

Horizon	Strategic focus	Expected institutional milestones
2025–2028: Strengthening and Strategic Advancement	Consolidate existing strengths, enhance quality and performance, close priority gaps, and strengthen governance, research, student outcomes and institutional systems.	Enhanced academic and research performance; stronger quality assurance and governance; enhanced employability and student wellbeing; expanded industry and international engagement; measurable progress in sustainability and digital transformation.
2025–2032: Excellence, Integration and Global expansion	Integrate institutional capabilities, scale successful initiatives, deepen interdisciplinary research and partnerships, and expand national and international engagement.	Stronger global academic collaborations; increased high-impact research and innovation; improved graduate outcomes; integrated digital governance and data systems; expanded internationalization; demonstrable progress in sustainability and societal impact.
2025–2040: Global Leadership and Transformative Impact	Establish KIIT as a globally recognized, future-ready, multidisciplinary institution distinguished by academic excellence, research innovation, inclusive development and societal contribution.	Sustained international recognition; globally competitive research and innovation; exemplary graduate employability; influential international partnerships; advanced sustainable and digitally enabled campuses; measurable, long-term contributions to society and the achievement of the Sustainable Development Goals.

16. Best and Unique Practices of KIIT

- 1. Integrated Education and Social Responsibility:** KIIT's institutional ecosystem combines higher education with a strong commitment to inclusion, community welfare and human development, reinforced by its wider association with KISS and its social outreach initiatives.
- 2. The Kommunity Engagement Programme (KEP)** is a unique seven-day exposure journey, envisioned by the Hon'ble Founder, KIIT, KISS, & KIMS, Prof. (Dr.) Achyuta Samanta, to help KIIT students discover rural Odisha beyond textbooks and experience its rich diversity firsthand. 3000-4000 multidisciplinary teams of KIIT students will travel to all 30 districts and 314 blocks of Odisha, discovering the state's people, cultures, traditions, livelihoods, and grassroots realities.
- 3. The Karmyogi Fellowship** is an 18-month fellowship envisioned and conceptualized by the Hon'ble Founder KIIT, KISS, & KIMS, Prof. (Dr.) Achyuta Samanta, to help young changemakers build skills, gain practical experience, and contribute to meaningful initiatives at KIIT & KISS, Bhubaneswar. The fellowship offers an immersive leadership opportunity for exceptional young Indians to work on strategy, planning, and operations across education, community development, institution-building while learning from experienced leaders.
- 4. Sports as an Integral Part of Education:** KIIT promotes sports alongside academics through extensive sporting infrastructure, specialized programmes, sports science support, professional coaching and partnerships with national and international sports organizations. Its facilities include more than 30 international-standard sporting facilities and 20 sports complexes. KIIT has proudly produced 23 Olympians and 3 Paralympians in 2025. Lifelong support to sports persons and their families are offered by KIIT in the form of providing flats, jobs and other amenities.
- 5. Holistic Student Development:** Cultural activities, student leadership, community service, health and fitness initiatives, and experiential learning complement classroom education. KSAC, NSS and YRC provide structured platforms for cultural participation, civic responsibility and service to society.
- 6. Earn While You Learn Programme:** The Earn While You Learn (EWL) Programme is a pioneering student internship initiative envisioned by the Hon'ble Founder - KIIT, KISS, & KIMS, Prof. (Dr.) Achyuta Samanta, to foster self-reliance, professional competence, experiential learning, and responsible engagement among KIIT students. Through this programme, students will gain practical exposure to professional work while contributing to meaningful institutional assignments.
- 7. Research, Innovation and Entrepreneurship:** KIIT encourages interdisciplinary research, intellectual property development, industry collaboration and entrepreneurship through its research ecosystem and innovation-support mechanisms, including the KIIT Technology Business Incubator (KIIT-TBI) and K-Innovation.
- 8. Internationalization and Global Collaboration:** International academic partnerships, global engagement and opportunities for cross-cultural learning through KIIT's India Trek programme and the Global Immersion Programme, supporting the University's ambition to develop globally competent graduates and strengthen international academic cooperation.
- 9. Digital Outreach and Institutional Visibility:** Digital platforms support stakeholder engagement, institutional communication and international outreach. The University continues to strengthen its digital presence and use of technology in academic and administrative services.
- 10. Art of Giving (AOG):** AOG as an institutional philanthropic activity pursued by all KIIT stakeholders in the form of donating 3% of their monthly salary for the cause of the tribal students of

KISS. Besides, a day is observed as a voluntary Art of Giving Day annually. The Art of Giving practice pioneered by Hon'ble Founder KIIT, KISS, & KIMS, Prof. (Dr.) Achyuta Samanta is now spread over 190 countries of the world.

11. Kanya Kiran: Kanya Kiran initiative of KIIT envisioned by Founder KIIT, KISS, & KIMS, Prof. (Dr.) Achyuta Samanta is a unique women's empowerment and gender-sensitization initiative aimed at promoting the safety, dignity, confidence and equal opportunities of girls and women through awareness and community engagement. As a best practice, it reflects KIIT's commitment to creating a gender-sensitive and inclusive ecosystem, extending education beyond academics to foster social responsibility, gender equity and meaningful societal transformation.



KALINGA INSTITUTE OF INDUSTRIAL TECHNOLOGY (KIIT)

DEEMED TO BE UNIVERSITY

(Established U/S 3 of UGC Act 1956), Bhubaneswar, Odisha, India