



Unlocking the next leap in education

Moving from digital to intelligent ways of working

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Message from ASSOCHAM



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Chairman, ASSOCHAM Eastern Region Council

As the education sector enters a new phase of transformation, West Bengal has an important opportunity to build on its intellectual legacy and position itself as a leading hub for future-ready education and skills. The next leap in education, however, will require us to move beyond the conventional understanding of digital transformation. The transition from digital education to intelligent ways of working and learning is already redefining how students learn, how teachers teach, how institutions operate, and how industry engages with academia. This knowledge report is a valuable contribution to that dialogue. It brings together perspectives and ideas that can help stakeholders understand the opportunities emerging from the transformation of education and identify pathways for building a more responsive, inclusive, and innovation-driven ecosystem.

I am confident that the discussions at Edu Meet 2026 will encourage meaningful collaboration among government, academia, industry, and the wider education community, and contribute to shaping a future-ready education ecosystem for West Bengal—one that honours its rich legacy while embracing the possibilities of the intelligent, technology-driven future.

I congratulate all the partners, experts, and contributors associated with Edu Meet 2026 for creating this important platform for dialogue and collaboration. I hope this report serves as a meaningful resource for educators, policymakers, institutions, and industry leaders working towards transforming the future of education and skills in West Bengal and beyond.

Message from PwC



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As India progresses towards its **Viksit Bharat 2047** vision, education and skill development are becoming critical drivers of economic growth, innovation, and employability. The country has made considerable progress in expanding access to education and developing infrastructure, but the focus is now shifting towards delivering measurable outcomes that connect learning with employability, research, and lifelong learning.

Today, the education ecosystem is at a turning point, where government policies, changing stakeholder expectations, and rapid technological development will shape the future of learning in India. The challenge institutions face is transforming fragmented systems into connected ecosystems that enable better decision-making, stakeholder engagement, and visibility of outcomes. The key question therefore is, **How do we bridge the gap between where we are today and the envisaged state we want to reach?**

The answer lies in connected **intelligent campuses**, where processes, data, governance, and technology come together as a unified ecosystem. In an era of AI, big data, and emerging technologies, data acts as a strategic asset, connecting systems, stakeholders, and decisions. This report offers a perspective on an intelligent, connected ecosystem in which all the key personas—namely learners, educators, industry experts, employers, policymakers, and technology providers—are connected and their expectations are aligned. Each persona contributes to and benefits from the connected ecosystem, helping to balance educational outcomes, workforce skilling needs, and societal demands. However, achieving this transformation will require strong operating models, effective digital governance, secure data practices, and an aligned institutional ecosystem.

For West Bengal and the wider Eastern India region, the opportunity is significant. With a strong education base, a growing learner population, and an increasing focus on development, the next leap will be to strengthen digital maturity, improve data maturity, encourage collaboration, and foster connected ecosystems that can deliver long-term impact.

At PwC, we believe that sustainable transformation can be achieved when technology is combined with strong governance, trusted data, and aligned institutional practices. The insights provided in this report

will help institutional leaders, policymakers, and other stakeholders accelerate their journey towards intelligent, future-ready campuses and unlock the next leap in education and skill development.

Contents

Executive summary	6
1. India's education vision	7
1.1 NEP and key guidelines.....	7
1.2 Education as a component of Viksit Bharat 2047	7
2. Current standing	10
2.1 India's Education Landscape	10
2.2 Eastern India's education landscape	11
3. Key stakeholders shaping the education vision	12
3.1 Changing expectations of key education stakeholders.....	12
3.2 Aligning stakeholder expectations for future-ready education	13
4. Future-ready education model: Connecting stakeholders	13
4.1 Intelligent campus as a connected ecosystem	14
4.2 From fragmented systems to a connected education ecosystem	15
4.3 Education transformation maturity levels	16
5. The journey towards an intelligent campus	17
5.1 Process as a foundation	17
5.2 Technology as an enabler	18
5.3 Data as a strategic asset.....	20
5.4 Governance as a strategic differentiator	21
6. The road ahead	24
6.1 Public-private partnerships (PPPs) as accelerators.....	24
6.2 Stakeholder action framework	25
Conclusion	24

Executive summary

India's aspiration to become **Viksit Bharat by 2047** will be shaped by the quality of its human capital. As the country moves towards becoming a knowledge-driven nation, education is no longer viewed solely through the lens of access and enrolment. It has become a strategic enabler of entrepreneurship and long-term economic competitiveness.

Today, India has one of the largest education ecosystems in the world, with **24.69 crore students** studying in **14.71 lakh schools**, over **4.46 crore learners** enrolled in higher education, and a **rapidly growing network of universities and institutions**. At the same time, the education landscape is being transformed towards greater flexibility, mobility, and an outcome-oriented approach through national initiatives such as the National Education Policy (NEP) 2020, the Academic Bank of Credits, and the National Credit Framework¹.

In this transformation, Eastern India plays an important role, with **214 universities**, **5400+ colleges**, and **6700+ higher education institutions**, supporting around **81 lakh students** and a large, diverse future workforce. With a strong academic heritage and rising participation in higher education, the region has the potential to be a significant contributor to India's knowledge economy².

But the next stage of progress requires more than an increase in the number of institutions. Despite significant investments in admission platforms, LMS, and ERP systems, many institutions still operate with fragmented systems, siloed data, and disconnected processes. Stakeholders now expect employability, learner success, workforce readiness, and measurable outcomes, rather than a focus on enrolment and infrastructure alone.

This points to a critical question for educational leaders: **How do we turn scale into outcomes and connect education to learners, employers, and policymakers more effectively?**

The solution to these challenges is the intelligent campus. An intelligent campus is not simply about digitisation; it integrates processes, technology, data, and governance into a connected ecosystem in which all stakeholders have greater visibility and shared goals. This model enables real-time intelligence, customised learning experiences, predictive decision-making, and better alignment between education, skilling, and workforce requirements, supporting the ambitions of **NEP 2020** and **Viksit Bharat 2047**.

At PwC, we believe that a structured roadmap, supported by clear success metrics, strong governance, existing government initiatives, and public-private collaboration, can help drive this transformation towards intelligent campuses.

¹ <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2219936®=48&lang=2> (last accessed on 17 August 2026)

² <https://aishe.gov.in/aishe-final-report/> (last accessed on 17 August 2026)

1. India's education vision

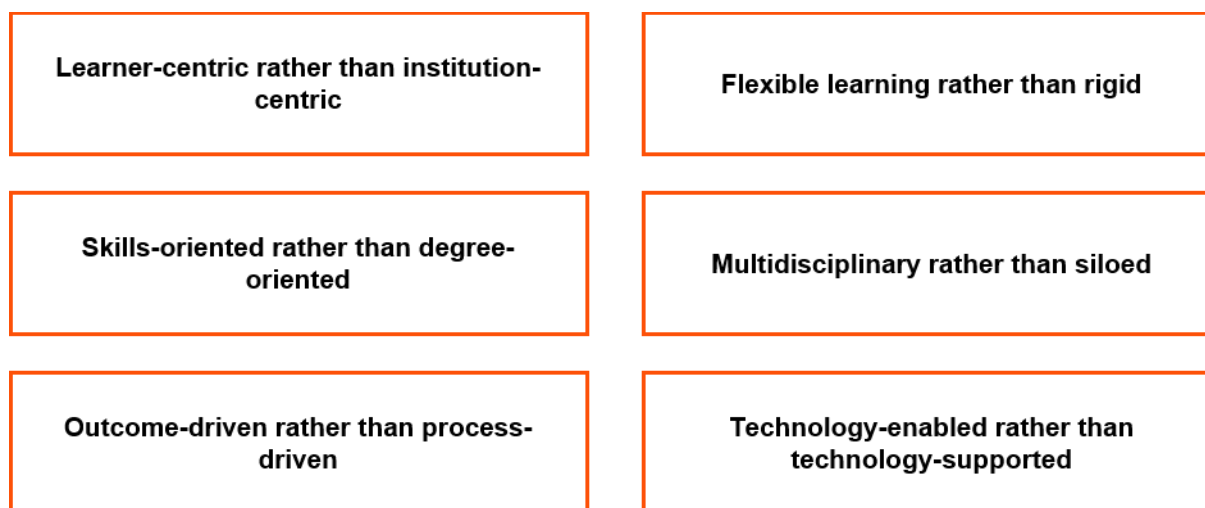
India's path towards becoming a developed nation will be shaped by the quality of its human capital. In a knowledge-driven economy, the education sector is no longer simply a social sector; it is the foundation for productivity, innovation, and economic competitiveness.

India's national policy reforms have already established a clear vision of the future of education, but the challenge lies in translating this vision into measurable outcomes by establishing stronger connections between learning, skills development, and employment.

1.1 NEP and key guidelines

The Indian education system is currently experiencing one of the most significant transformations since Independence. NEP 2020 provides a comprehensive roadmap to support students in a rapidly evolving economy shaped by technology, innovation, sustainability, and changing workforce requirements. The policy aims to shift the focus of the education system from access and enrolment towards learning outcomes, employability, multidisciplinary development, and lifelong learning.

At its core, NEP 2020 envisions an education ecosystem, which is as follows:³



The policy has defined a clear direction for India's education journey, which will be measured not simply through participation alone, but by improving the quality, relevance, and impact of learning.

1.2 Education as a component of Viksit Bharat 2047

Viksit Bharat 2047 aims to position India as a developed country by the centenary of Independence. To achieve this ambition, India needs sustainable economic development, technological leadership, innovation-driven industries, social inclusion, and a globally competitive workforce. Education sits at the centre of this transformation.

Historically, education has been viewed through various lenses such as literacy, enrolment, and access. While these are important aspects of education, the requirements of a developed economy demand a

3. https://static.pib.gov.in/WriteReadData/userfiles/NEP_Final_English_0.pdf (last accessed on 17 August 2026)

broader perspective. Education must serve as an engine for talent development, workforce readiness, innovation, entrepreneurship, and social mobility.

In the context of Viksit Bharat, the role of education extends across four critical dimensions:⁴

Talent for economic growth

India's demographic advantage will only translate into economic competitiveness if the workforce possesses the skills required by future industries.

As emerging sectors such as AI, smart technology, healthcare, digital services, and advanced manufacturing prove vital to a developed economy, the education ecosystem must continue developing a talented workforce to meet these evolving needs.

The quality of future economic development will therefore depend on the quality of human capital produced by the education system.

Innovation and knowledge creation

Developed economies are not just known for their ability to consume knowledge but also to create it.

Universities and higher education institutions will play a critical role in:

- Research and development
- Innovation ecosystems
- Intellectual property generation
- Start-up creation
- Industry collaboration

Institutions that successfully integrate teaching, research, entrepreneurship, and technology will be among the primary contributors to India's economy.

Employability and lifelong learning

The future workforce will operate in an environment where skills will need to be upgraded more quickly than ever before.

As a result, education can no longer be viewed as a one-time activity to be completed before entering the workforce. Viksit Bharat requires an ecosystem that supports lifelong learning, enabling individuals to continuously reskill and upskill throughout their careers according to their needs.

The future education system must therefore support:

- Continuous learning
- Modular learning pathways
- Stackable credentials
- Career mobility
- Workforce transitions

4. <https://static.pib.gov.in/WriteReadData/specificdocs/documents/2026/jun/doc2026613891801.pdf> (last accessed on 17 August 2026)

Inclusive and sustainable development

Education is one of the most powerful tools for enabling social mobility and reducing regional disparities across a nation.

For regions such as Eastern India, where the youth population is large and there is significant socioeconomic diversity, education acts as both an economic and social equaliser.

A future-ready ecosystem can:

- Increase workforce participation
- Improve income opportunities
- Strengthen regional competitiveness
- Enable inclusive growth
- Support sustainable development outcomes

Definition of the future-ready education vision

The goal of Viksit Bharat is not merely to build more educational institutions or increase enrolment levels, but to create an integrated ecosystem where learning translates seamlessly into employability, entrepreneurship, innovation, and economic contribution.

In this future state:

- Every learner follows a personalised learning journey
- Every educator is empowered by data and digital tools
- Every institution operates with real-time intelligence
- Every employer actively participates in talent development
- Every policymaker has visibility into measurable outcomes
- Every learning pathway remains connected to workforce needs

Education, skilling, and employment are no longer individual systems but components of a single, connected ecosystem.

This represents the evolution of India's education landscape: a transition from access-driven to outcome-driven education, and finally to a connected, intelligence-led education ecosystem that serves as a foundational pillar of Viksit Bharat 2047.

2. Current standing

Over the last decade, India's education sector has undergone significant transformation. The country has expanded access across the education sector under NEP 2020. The focus has gradually shifted from expanding educational capacity towards improving quality, flexibility, and innovation.

2.1 India's Education Landscape

India is witnessing unprecedented expansion across school education, higher education, research, innovation, and global engagement. This transformation represents a strategic shift from an access-focused approach to a globally competitive knowledge ecosystem.

India has made significant progress in improving access to education and strengthening the foundations of its education system over the last decade. Today, India has one of the largest education systems in the world, with:⁵

- 24.69 crore students enrolled across 14.71 lakh schools
- 23 IITs, 21 IIMs, and 20 AIIMS, compared to 16 IITs, 13 IIMs, and 7 AIIMS a decade ago
- More than 4.46 crore students enrolled in higher education

This indicates that India has strengthened the key pillars of access, scale, and infrastructure necessary for long-term growth.

India's ambition to become a global knowledge nation is reflected in the rapid growth of its higher education and research infrastructure⁶:

- Higher education institutions increasing from 51,534 to over 70,000
- Universities increasing from 760 to 1,338
- India's rank in the Global Innovation Index improving from 76th in 2014 to 39th in 2024

A key objective of NEP 2020 is to create a flexible learning ecosystem in which learners can move seamlessly across institutions, disciplines, and skills pathways.⁷

- The Academic Bank of Credits covers 2,660 institutions
- More than 4.6 crore learner IDs have been created
- The National Credit Framework has been adopted by over 170 universities

One of the key objectives of Viksit Bharat is also to position India as a global educational hub. Several milestones have been achieved towards this goal.

IIT Madras established an international campus in Zanzibar

IIT Delhi opened an international campus in Abu Dhabi

Agreements for education cooperation signed with **51 countries**

Additionally, **several foreign universities** are expected to establish campuses in India, strengthening India's global academic positioning.

5. <https://static.pib.gov.in/WriteReadData/specificdocs/documents/2025/jun/doc2025621574801.pdf> (last accessed on 17 August 2026)

6. <https://static.pib.gov.in/WriteReadData/specificdocs/documents/2025/jun/doc2025621574801.pdf> (last accessed on 17 August 2026)

7. <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2219936®=48&lang=2> (last accessed on 17 August 2026)

India has made major progress in expanding educational access and infrastructure; however, significant gaps remain, indicating that the country is still transitioning towards the Viksit Bharat vision.⁸

- Digital infrastructure gap
- Lack of stakeholder collaboration
- Policy-to-execution gap
- Skills and future-readiness gap

2.2 Eastern India's education landscape

Eastern India is one of the most important education regions, with a significant learner base, increasing participation among under-represented communities, and a widespread and steadily growing network of higher education institutions. States such as West Bengal, Bihar, Jharkhand, Odisha, and Assam collectively play a vital role in India's education and skills agenda, contributing significantly to enrolment, talent development, and regional economic growth.

The region's long academic and intellectual history is well known, but recent trends in higher education suggest that a deeper transformation is underway. Higher enrolment, more institutions, and greater participation are indicators of a stronger foundation for educational progress. At the same time, differences in levels of participation and institutional capacity suggest that further efforts will be needed to translate access into outcomes.

Key characteristics of Eastern India's education ecosystem⁹

- **Large and established higher education ecosystem**, with approximately 214 universities and over 5,400 colleges, providing access to education to a large number of students across the region
- **Strong learner base, with more than 80 lakh students** enrolled across the five major Eastern states, making it one of the largest higher education markets in India
- **Growth in female participation** in states such as Assam (GPI 1.21), Bihar (GPI 1.13), West Bengal (GPI 1.10), and Jharkhand (GPI 1.08) has met or exceeded the national Gender Parity Index of 1.08
- **Strong foundation for research and knowledge creation**, supported by leading institutes such as IITs, IISERs, and several other well-established universities
- **Persistent participation and access gaps**, with most Eastern states reporting Gross Enrolment Ratios (GER) below the national average of 30.0, despite improvements in enrolment
- **Uneven institutional capacity across states**, reflected in lower college density in states such as Bihar and Jharkhand, along with higher student-to-teacher ratios in certain parts of the region

The opportunity ahead

Eastern India has established a strong foundation by building a large learner base, growing its higher education ecosystem, and increasing female participation. The region's next phase of growth will be defined by improving educational outcomes, workforce readiness, institutional effectiveness, and innovation capabilities. As India progresses towards the vision of Viksit Bharat 2047, Eastern India is well positioned

8. <https://education.economictimes.indiatimes.com/news/industry/transforming-education-in-india-building-smart-campus-for-the-future/130251844> (last accessed on 17 August 2026)

9. <https://aishe.gov.in/aishe-final-report/> (last accessed on 17 August 2026)

to emerge as a major education, skills, and talent development hub by capitalising on opportunities such as:

- **Expand higher education participation** by bringing a greater proportion of eligible learners into the education ecosystem, as GER across major states remains below the national average of 30.
- **Strengthen institutional capacity** through the expansion of colleges, faculty development, improved infrastructure, and greater educational access across rural districts.
- **Leverage strong female participation** trends to improve employability, workforce participation, and socioeconomic inclusion across states.
- **Enhance research, innovation, and industry collaboration** by building stronger linkages between higher education institutions, employers, research centres, and innovation hubs.
- **Improve learner outcomes and workforce readiness** by aligning education pathways with emerging industry needs, future skills, and lifelong learning models.
- **Accelerate digital transformation and intelligent campus adoption** to improve decision-making, student experience, operational efficiency, and governance.
- **Position Eastern India as a future education and talent development hub** by capitalising on its demographic advantages, academic legacy, and growing participation levels.

Realising these opportunities will require institutions to move beyond traditional measures of success centred on enrolment and infrastructure alone. The focus must shift towards creating connected education ecosystems that support data-driven decision-making, stronger stakeholder collaboration, improved learner outcomes, and greater alignment with workforce and economic priorities. This transformation creates a compelling case for adopting intelligent campus models that integrate technology, data, processes, and governance to support the next leap in education and skills development across Eastern India.

3. Key stakeholders shaping the education vision

There is a paradigm shift in India's education ecosystem. Educational institutions have traditionally been evaluated against parameters such as enrolment, infrastructure, and academic delivery. However, stakeholder expectations are changing rapidly. Educational outcomes are increasingly assessed in terms of graduate employability, learner success, research impact, workforce readiness, and contribution to economic development.

As India moves towards its vision of Viksit Bharat 2047, educational institutions are at the centre of expectations from a wide range of stakeholders. Learners want career readiness; employers want future-ready talent; policymakers want measurable outcomes; educators want better tools and insights; and technology partners are driving new possibilities for innovation and scale.

These expectations may vary, but together they reinforce a common reality: institutions can no longer operate as isolated centres of learning. They need to be connected to ecosystems that can deliver outcomes beyond academic achievement.

3.1 Changing expectations of key education stakeholders

A wide ecosystem of stakeholders is reshaping the future of education, with priorities evolving rapidly in response to technological change, workforce disruption, and economic transformation.

Stakeholders	Traditional focus	Emerging focus
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Policymakers	Access and enrolment	Outcome-driven education and workforce readiness
Academic institutions	Academic delivery	Learner success and employability
Educators	Content delivery	Mentorship and personalised teaching
Learners	Degree attainment	Career outcomes and lifelong learning
Industry and employers	Talent acquisition	Talent co-creation and skills alignment
Technology partners	Technology implementation	Ecosystem enablement and intelligence creation

3.2 Aligning stakeholder expectations for future-ready education

In the education ecosystem, policymakers, institutions, educators, learners, employers, and technology partners play different roles. However, as the demands of the economy and society change, their priorities are increasingly aligned around a common set of outcomes.

In the past, the education system often operated in silos. Policymakers were concerned with expanding access, institutions with academic delivery, employers with recruitment, and technology providers with serving as solution vendors. Today, these lines are becoming increasingly blurred. Educational success is no longer measured solely by enrolment, infrastructure, or graduation rates. Instead, stakeholders are increasingly focusing on employability, workforce readiness, innovation, research excellence, lifelong learning, and learner outcomes.

While all stakeholders may have different priorities, they are working towards a common goal: designing an education system that equips individuals with the knowledge, skills, and capabilities needed to succeed in a rapidly changing world. The future of education increasingly depends on stakeholders operating within a connected ecosystem, where information, insights, and outcomes flow seamlessly between institutions, stakeholders, and governing bodies.

4. Future-ready education model: Connecting stakeholders

The education vision outlined through Viksit Bharat requires institutions to deliver outcomes beyond conventional academic achievements. Learners demand employability and lifelong learning, employers need future-ready skills, policymakers seek measurable educational and economic outcomes, and institutions are expected to support innovation, research, and workforce development.

However, despite significant progress in expanding educational access and institutional capacity, achieving these outcomes requires stronger coordination across stakeholders. The challenge is no longer simply about expanding infrastructure; it is about creating an education ecosystem that can align learning with employability, research with innovation, and institutional performance with national development priorities.

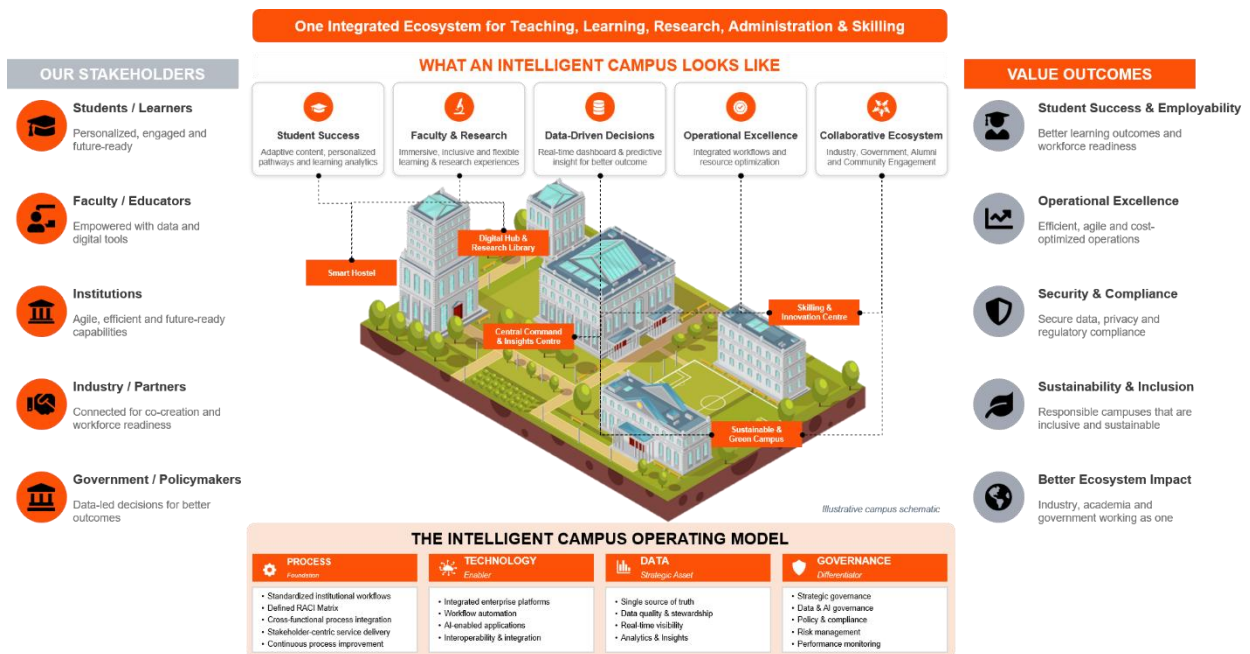
This requires institutions to move from isolated academic and administrative functions towards a more connected model in which stakeholders, data, processes, and governance are interconnected.

4.1 Intelligent campus as a connected ecosystem

The future-ready institution is not defined by the amount of technology it uses, but by how learners, educators, institutional leaders, industry partners, technology providers, and policymakers work together through integrated processes, unified data, enabling technologies, and strong governance. None of these layers can deliver results on their own; they become effective only when they are designed and implemented in alignment with one another.

1	Process	Standardises workflows and procedures that enable repeatable operations through data and technology.
2	Data	Unifies records across all functions (admissions, academics, finance, etc.) into a single source of truth.
3	Technology	Provides platforms and systems that enable data to flow seamlessly across the institution and be used effectively.
4	Governance	Sets policies, roles, and accountabilities; determines who can access data for decision-making and how outcomes are tracked.

The intelligent campus differs from the traditional education model by enabling continuous collaboration across the entire ecosystem, rather than only at specific points. This ecosystem is powered by real-time intelligence, AI-enabled decision-making, and integrated digital platforms to deliver personalised learning and enhance stakeholder experiences, resulting in stronger alignment between education, skilling, and workforce development.



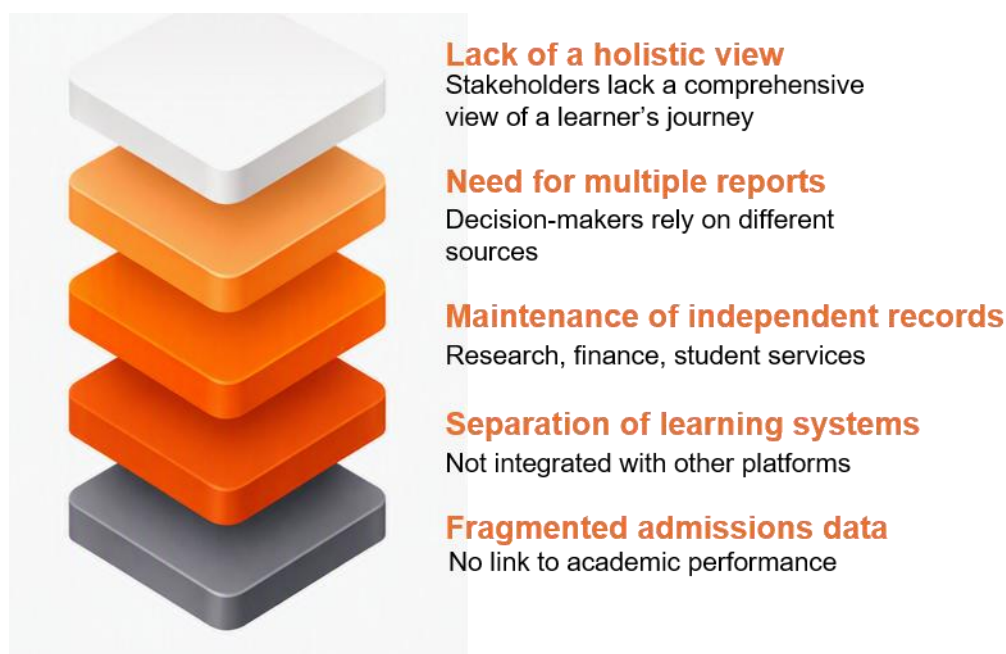
The intelligent campus is not simply about technology. It is a new operating model for education that aligns stakeholders around common outcomes and enables institutions to deliver the goals of NEP 2020 and Viksit Bharat 2047.

4.2 From fragmented systems to a connected education ecosystem

Over the last decade, educational institutions have invested heavily in digital technologies. Admissions are now done online; LMSs support teachers and learners; ERP platforms manage finance, human resources, and administration; and student portals enhance service delivery.

These investments have improved the efficiency of individual functions, but they have often been made independently, resulting in multiple systems that operate with limited integration.

The challenge of fragmentation



Consequences of fragmented education systems

Challenge	Impact
Siloed information	Limited visibility across the learner lifecycle
Multiple systems	Duplication of effort and inefficiency
Disconnected stakeholders	Weak collaboration and coordination
Delayed reporting	Slower decision-making
Limited outcome visibility	Challenges in tracking employability, progression, and success
Reactive operations	Challenges in anticipating risks and opportunities

These limitations become increasingly difficult to manage as stakeholder expectations continue to rise.

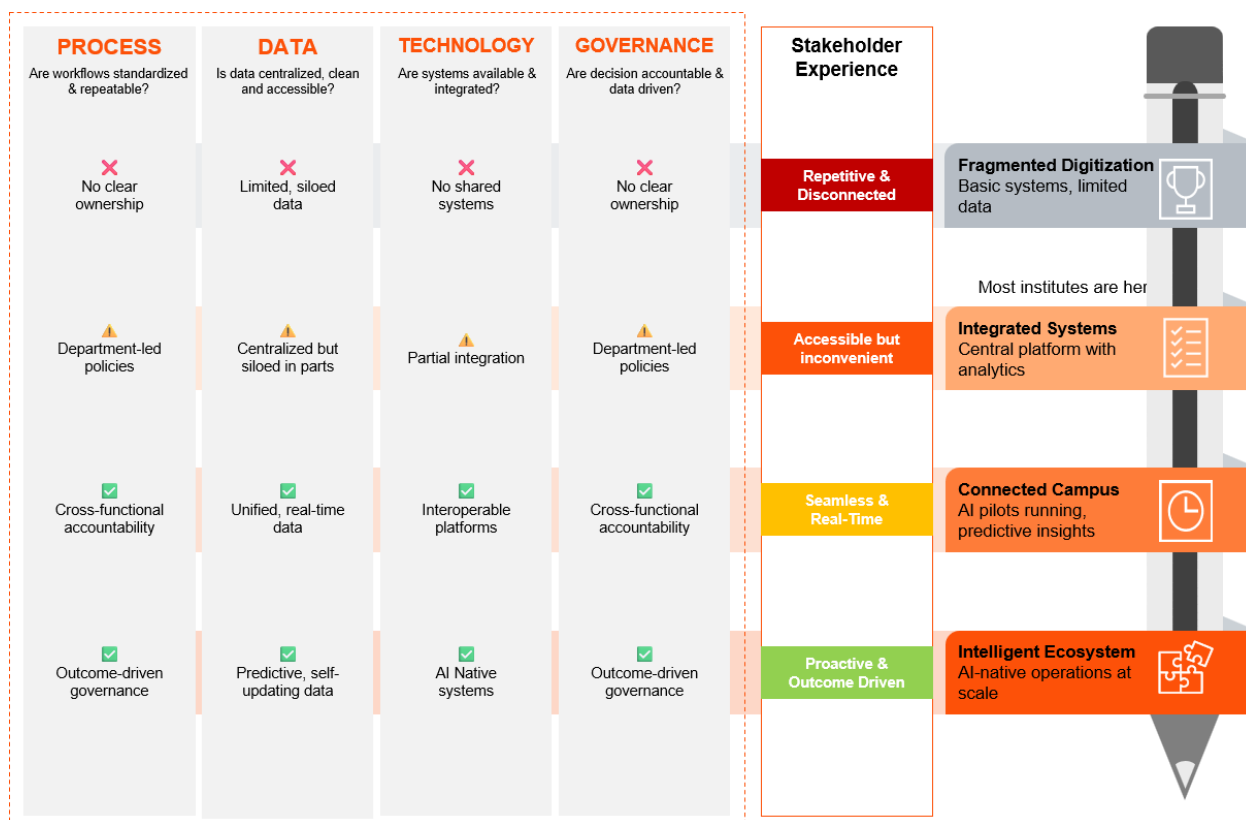
From fragmentation to intelligence

Traditional campus	Intelligent campus
Standalone systems	Integrated platforms
Department-centric operations	Institution-wide collaboration
Periodic reporting	Real-time visibility
Historical insights	Predictive intelligence
Technology deployment	Outcome-driven transformation
Functional optimisation	Ecosystem optimisation

The aim of an intelligent campus is not to add more technology, but to enable better coordination, collaboration, and decision-making across the entire education ecosystem.

4.3 Education transformation maturity levels

Understanding the current state is the first step towards building an intelligent campus. Progress does not happen overnight; institutions move through a series of stages, with each stage building on the digital and governance foundations established previously. The following framework highlights how institutions progress through these stages.



Few institutions progress through these stages evenly; it is common for one function to be more advanced than another. The aim of this framework is not to score institutions, but to identify areas where governance and technology investments should be prioritised.

5. The journey towards an intelligent campus

Beyond frameworks and stages, it is also important to consider what an intelligent, technology-enabled institution looks like in practice. The journey towards an intelligent campus is focused on integrating and building upon the four pillars of process, data, technology, and governance. By giving equal attention to all four areas and creating a unified digital ecosystem, institutions can enable seamless information flow, enhance stakeholder experiences, improve operational agility, and establish a strong foundation for advanced analytics and AI. **Process as a foundation**

Educational institutions are complex ecosystems involving multiple stakeholders. Many institutions have invested in digital solutions over the years, but these systems can simply replicate existing process inefficiencies. An intelligent campus is built on a strong foundation of standardised processes that can be effectively automated through technology, generating high-quality data that enables data-driven decision making.

Without standardised processes	With standardised processes
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Inconsistent data quality	Operations are predictable and scalable
Limited ROI on technological investments	Data is accurate and trusted
Reactive decision-making	Effective implementation of automation
Siloed departments	Improved cross-functional collaboration
Fragmented stakeholder experience	Intelligent decision-making

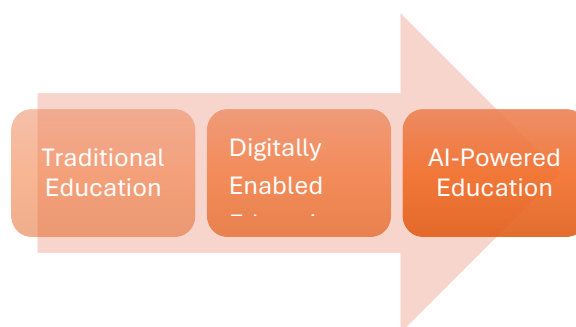
Processes provide the operational blueprint of the activities performed across the various functions of an institution. This shift towards standardised processes creates the foundation for a more connected and intelligent ecosystem.

5.1 Technology as an enabler

Education and skilling institutions are entering the next phase of transformation, driven by technology. Technology, which initially served as a supporting mechanism, is now a strategic enabler of educational transformation.

Advancements in AI, data analytics, and digital platforms are reshaping how institutions learn, teach, operate, and govern. As education and skilling ecosystems continue to evolve, the ability to harness AI effectively, efficiently, and responsibly will be a key differentiator in

developing future-ready learners, educators, and institutions.



Integrated digital platforms

Many institutions rely on multiple systems to manage data across different areas of their operations. This can lead to a lack of cohesion between departments, processes, and decision-making. An intelligent campus addresses these challenges by providing an integrated digital platform that brings these areas together through a unified set of tools, enabling better decision-making, management, learning, collaboration, and continuous improvement:

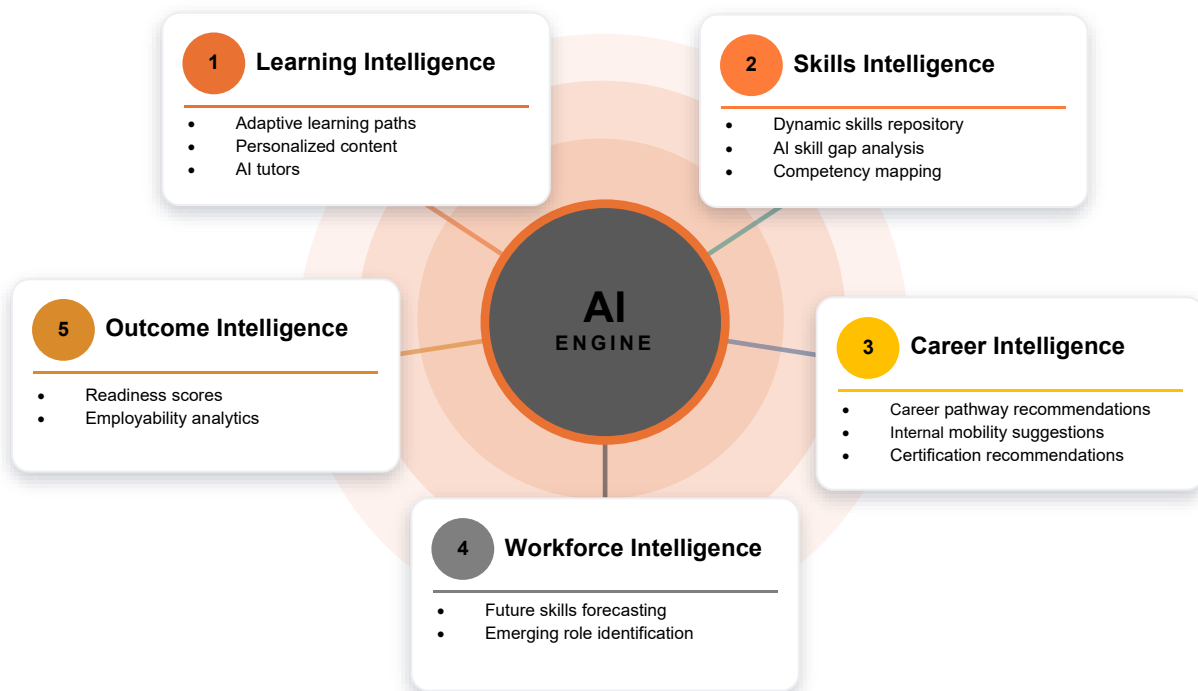
- Application ecosystem
- Integration capabilities
- Unified data for analytics
- Infrastructure readiness
- Security and compliance

Together, these components form a **trusted digital foundation** that enables educational institutions to maximise the value of their digital capabilities.

Embedding AI in institutional operations and upskilling

AI unlocks the potential for institutions to move beyond digitisation towards intelligent digital ecosystems, where administrative operations, teaching, and learning processes are more personalised, predictive, and data-driven.

In addition to the institutional operations listed above, AI plays an important role in enabling the shift from traditional workforce training programmes to an intelligent, skills-first ecosystem. It helps align, assess, and develop the workforce capabilities to meet future-ready needs.



Cybersecurity

As institutions become increasingly dependent on digital systems to manage academic, financial, and personal information, cybersecurity has become a necessity rather than an option. Cybersecurity protects against unauthorised access, use, disclosure, disruption, and exploitation, while helping to maintain the confidentiality and integrity of information through comprehensive security and risk-management measures.

Cybersecurity is essential to an intelligent campus because it establishes digital trust, enabling institutions to integrate and utilise systems with confidence.



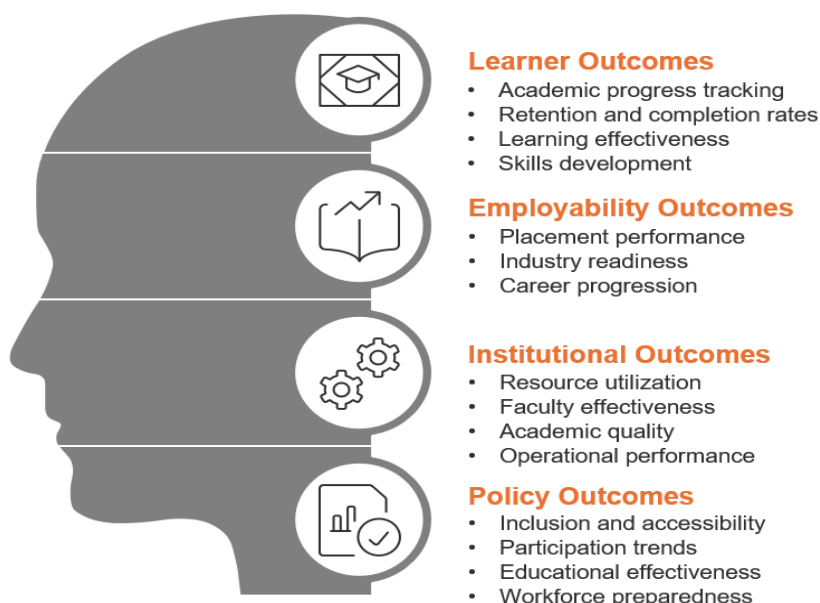
5.2 Data as a strategic asset

While technology provides the platform for delivering services and processes provide the design, neither can deliver intelligence on its own—that comes from data. In an intelligent campus, data is no longer viewed as an accessory but as a strategic asset that is captured, governed, and acted upon across the institution.

From fragmented records to a single source of truth

Traditionally, educational data has remained fragmented across admissions, academics, examinations, administration, and other functions, with little to no visibility across departments. An intelligent campus consolidates information from all these areas, bringing it together within a connected layer that provides greater transparency and better utilisation of data for decision-making.

Unified data enables institutions to focus on outcomes rather than activities.



Powering foresight, not just hindsight

Unified data is most valuable when it is used to anticipate the future, rather than simply understand the past. This is why **predictive analytics plays** a major role in the intelligent campus concept, allowing data to evolve from a record-keeping tool to a forecasting engine.

How predictive analytics helps institutions:

Early risk identification	Helps detect potential performance or engagement issues at an early stage, so that they can be addressed before they escalate.
Proactive support and advice	Enables a shift from solving issues to driving improvement through proactive guidance.
Predictive resource planning	Assesses staffing, infrastructure, and budgetary requirements based on emerging trends rather than waiting for immediate requirements.
Outcome forecasting	Enables institutions to use available information to predict future outcomes.
Risk and compliance foresight	Helps identify potential risks before they occur and respond accordingly, rather than reacting after the fact.

5.3 Governance as a strategic differentiator

As institutions become more digital and interconnected, governance also needs to serve as a foundation for decision-making, secure operations, seamless experiences, and sustainable innovation.

Most institutions at national and regional levels still operate with traditional governance practices that are highly fragmented and dependent on manual processes. While many institutions have moved towards digital transformation by adopting ERP systems, governance decisions are still largely based on manual reviews, periodic reports, and stakeholder perspectives and judgement, rather than real-time intelligence.

Traditionally, governance in most institutions was designed for an era in which on-premises systems were preferred, departments managed their systems independently, and reports were required periodically. This model is no longer suited to today's environment because:

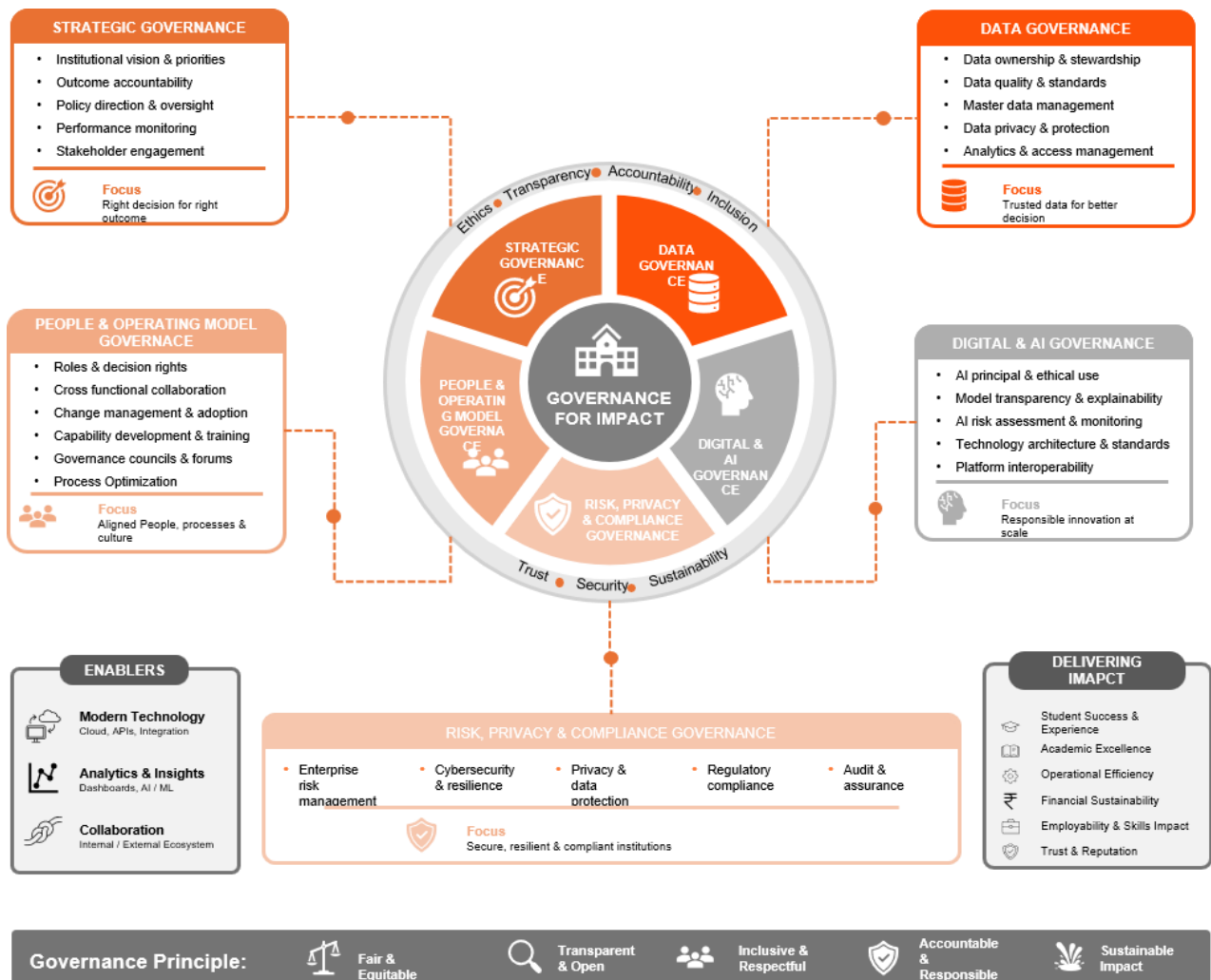
1		Strategic Governance Current state: Annual or quarterly reviews	CHALLENGE Slow decision-making
2		Data Governance Current state: Distributed ownership and siloed data	CHALLENGE Data quality issues
3		Digital and AI Governance Current state: Technology oversight with limited AI	CHALLENGE Limited AI governance
4		Risk and Compliance Governance Current state: Checklist-based controls and audits	CHALLENGE Reactive risk management
5		People and Operating Model Governance Current state: Siloed teams, fragmented oversight	CHALLENGE Inconsistent engagement

Governance framework for education and skilling ecosystems

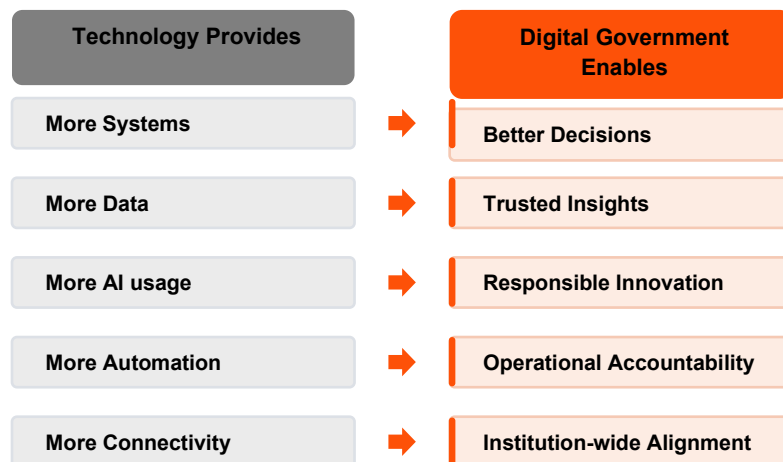
Building an intelligent campus requires governance that goes beyond traditional IT oversight. The framework below encompasses five interconnected governance pillars:

1. Strategic governance
2. Data governance
3. Digital and AI governance
4. Risk and compliance governance
5. People and operating model governance

These governance pillars are supported by key enablers such as modern technology, analytics and insights, and collaboration. Together, they enable institutions to translate technology investments into secure, trusted, and sustained impact across student success, operational efficiency, and financial sustainability.



Intelligent governance as competitive advantage



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In an Intelligent Campus, governance acts as a **connecting bridge** between technology and its impact, aligning digital systems, stakeholders, data, and decisions to deliver sustained outcomes.

Responsible and ethical usage

Responsible AI usage is the essential practice of using AI systems in a way that benefits the stakeholders while minimising the risk of any negative consequences with respect to bias, privacy, and transparency.

The next leap of education is not only AI-enabled but also **AI-governed**, with a proper balance of innovation, trust, transparency, accountability, and human judgement.

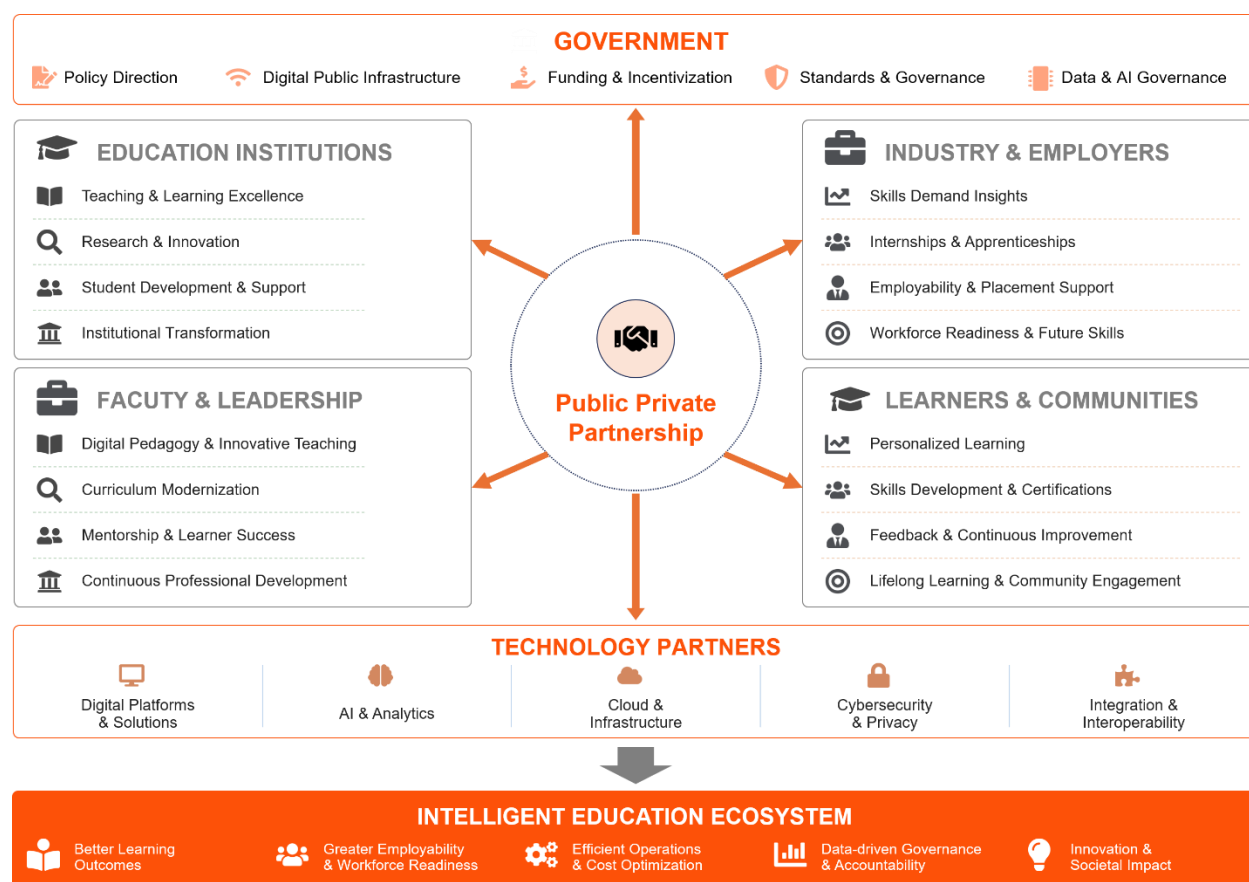
AI will not transform education unless it is governed. Every aspect that makes AI powerful can turn AI into risk if not governed. Thus, responsible AI, trusted data, cybersecurity, privacy, and human governance must become institutional capabilities, not an afterthought.

6. The road ahead

6.1 Public-private partnerships (PPPs) as accelerators

The evolution towards an intelligent campus cannot be achieved by institutions alone, particularly at scale. Sustainable transformation requires coordinated action across government, industry, institutions, and technology partners.

PPPs can accelerate this transformation by bringing together policy direction, public infrastructure, institutional expertise, industry relevance, and innovative technology.



PPPs will act as an important catalyst for infrastructure modernisation, workforce development, and digital transformation. To realise the full potential of the ‘**intelligent education ecosystem**’, the stakeholders involved in this partnership must share accountability, align objectives, and coordinate execution. The multi-stakeholder action framework below highlights how the participants can contribute to building an intelligent and future-ready education and skilling landscape.

6.2 Stakeholder action framework

The challenges facing education today are not confined within institutional boundaries. No single stakeholder has all the capabilities necessary to address them independently. PPPs provide a means of combining policy direction, academic expertise, industry knowledge, and technological innovation to accelerate transformation and maximise impact.

Stakeholders/entities	Actions to follow
Government and departments	• Establish enabling policies and digital public infrastructure • Align education, skills development, and industry ecosystems • Promote PPPs, innovation, and capacity-building initiatives • Monitor outcomes through data-driven governance
Universities/colleges/ITIs	• Modernise processes, systems, and learning models • Strengthen industry-aligned education and skills development • Leverage data for decision-making and learner success • Promote quality, inclusion, and workforce readiness
Industry and employers	• Co-design curriculum and future skill standards • Provide internships, live projects, and apprenticeships • Share workforce demand and emerging skill insights • Support employees in assessment and certification
Technology and EdTech partners	• Deliver secure, scalable, and interoperable solutions • Enable AI, analytics, and intelligent automation • Ensure cybersecurity and accessibility • Support institutional capacity-building and adoption
Faculty and institution leaders	• Adopt digital pedagogy and innovative teaching • Utilise data and analytics for learner success • Continuously build digital and leadership capabilities • Mentor learners for employability and lifelong learning
Students and communities	• Adopt digital learning and career guidance tools • Participate in skilling, internships, and apprenticeships • Provide feedback and co-create better experiences • Engage in community learning and skills development

Conclusion

India's education ecosystem is currently undergoing a critical transformation. The last decade has been characterised by expanding access, increasing enrolment, and improving infrastructure. The next phase will be marked by the sector's ability to deliver tangible outcomes in employability, innovation, research, lifelong learning, and workforce readiness. As envisioned under NEP 2020 and Viksit Bharat 2047, education must not operate as a standalone system but as an integrated ecosystem connecting learners, educators, institutions, industry, and policymakers.

Eastern India reflects both the progress made and the opportunities that lie ahead. The region boasts a large learner base, increasing participation of women, expanding higher education infrastructure, and a strong academic heritage. At the same time, challenges relating to participation, institutional capacity, learner outcomes, and workforce readiness reinforce the need for a more connected and outcome-focused approach to transformation.

Technology alone will not determine the future of education. Institutions will need to integrate standardised processes, improve data management and utilisation, adopt modern technology, and establish robust governance to build systems that can support personalised education, evidence-based decision-making, and scalable innovation. This evolution is represented by the concept of the intelligent campus, which moves institutions beyond fragmented systems towards connected ecosystems that enable collaboration, agility, and continuous improvement.

Achieving this vision will require coordinated efforts from all stakeholders. Governments must continue to provide enabling policy and infrastructure support, institutions must embrace transformation, industry must actively participate in talent development, and technology providers must act as enablers of the ecosystem rather than simply as solution providers. Through sustained collaboration and shared accountability, the education ecosystem can become a powerful engine for social mobility, economic competitiveness, and national development.

The next leap in education and skilling will belong to institutions that are not only digitally enabled but also intelligently connected, data-driven, and governed with purpose. By building such ecosystems today, India can create a future where learning seamlessly translates into employability, innovation, and societal impact, accelerating the journey towards becoming a globally competitive knowledge economy and realising the aspirations of Viksit Bharat 2047.

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