



Lt. Gen. Kanwal Jeet Singh Dhillon, PVSM, UYSM, YSM, VSM (Retd.) *Chairperson,
Board of Governors, IIT Mandi*

It gives me immense pleasure and pride to extend my heartfelt congratulations to the graduating students, their families, our distinguished faculty, staff members, alumni, and esteemed guests on the occasion of the 14th Convocation of the Indian Institute of Technology Mandi.

A convocation is not merely the culmination of an academic journey; it is a celebration of perseverance, excellence, innovation, and character. Today, as you receive your degrees, you join an illustrious community of IIT Mandi alumni who are shaping industries, advancing scientific frontiers, creating enterprises, and contributing meaningfully to society across the globe.

I congratulate every graduating student for reaching this significant milestone. Your achievements are the result of years of dedication, intellectual curiosity, and resilience. I also acknowledge the unwavering support of your parents, guardians, teachers, and mentors, whose encouragement has been instrumental in your success.

Over the past year, IIT Mandi has continued its remarkable trajectory of growth and excellence. The Institute has strengthened its position as one of India's leading centres of higher education, research, innovation, and entrepreneurship. It has continued to achieve outstanding performance in national rankings, securing a place among the country's leading institutions in engineering, innovation, and interdisciplinary research. The Institute's expanding global collaborations, cutting-edge research initiatives, vibrant startup ecosystem, and contributions in areas such as artificial intelligence, quantum technologies, advanced manufacturing, sustainability, and Himalayan development reflect its growing national and international stature. As an Institute of National Importance, IIT Mandi is playing an increasingly significant role in nation-building by developing technologies, nurturing innovation-driven talent, and generating knowledge that addresses both national priorities and global challenges.

I convey my appreciation to the Director, faculty, researchers, students, alumni, and staff whose collective efforts have made these accomplishments possible. Together, they have nurtured an institution that exemplifies academic excellence while remaining deeply connected to the aspirations of the nation.

Dear Graduates, as you step into the next chapter of your lives, you carry with you not only the knowledge and skills acquired at IIT Mandi, but also the values and spirit that define this institution. Remember that your degree is not merely a certificate of knowledge; it is a commitment to responsible leadership. The world you enter today is characterized by unprecedented technological advancement, complex global challenges, and immense opportunities. In such times, technical competence must be complemented by integrity, courage, and compassion.

Throughout my military career, I learned that true leadership is not about authority; it is about responsibility. As I often say, “When the going gets tough, the tough get going.” Challenges are not obstacles to success; they are opportunities to demonstrate character and resilience.

I have also learned that effective leadership requires leading from the front and standing firmly with one's team during difficult times. Whether you become scientists, engineers, entrepreneurs, policymakers, or researchers, never hesitate to take ownership of challenges and inspire confidence through your actions.

As India advances towards the vision of Viksit Bharat 2047, the nation will increasingly rely on individuals who combine technological excellence with ethical leadership, innovation with inclusivity, and ambition with a sense of public purpose. I am confident that the graduates of IIT Mandi will contribute significantly to this national mission by creating knowledge, driving innovation, generating employment, and addressing societal challenges with courage and conviction.

I wish all graduating students a future filled with purpose, achievement, fulfilment, and meaningful contributions to society. May you continue to uphold the values of IIT Mandi and make your alma mater and the nation proud.

May your journey be guided by curiosity, integrity, and service to society. My best wishes to each one of you as you embark on this exciting new chapter.

Jai Hind!