

### Formulating a 3-year Strategic Plan for Internationalisation

**Stages:**

- Assessment of the present situation
- SWOT analysis of the strengths and weaknesses, opportunities, and threats, involving the largest possible number of stakeholders. Public Authorities involvement is highly recommended.
- **First draft of the Strategic Plan for Internationalisation**, aimed to improve the various aspects of the process of internationalisation using a holistic approach

In order to formulate the Plan, we recommend using the following table, **adding and adapting according to the specific situation**.

Sector/subsector (General objective) / Specific Objectives	Initial situation (at present)	Desired situation in 3 years	Activities (add lines as necessary)	High Priority To be completed within 3 years (Yes/No)	Indicators/Examples	Person or persons responsible
<b>I Institutional international Strategy</b>						
<p><b>Develop, approve, and publish a new and more incisive institutional strategy that supports all aspects of the activities of the HEI.</b></p>	<p>1. Currently, there is need to enhance awareness about internationalisation within the institution in order to inform stakeholders about its relevance, scope and potential benefits in the contemporary context of higher education in the country.</p> <p>2. There is scope for disseminating the learnings/ outcomes from RISHII for the following:</p> <ul style="list-style-type: none"> <li>• Departments and colleges of the University of Delhi to bridge the gap in the circulation of valuable insights.</li> <li>• Other HEIs offering Social Work, Physics and Law courses</li> </ul>	<ul style="list-style-type: none"> <li>• Organise/ create forums for awareness generation on aspects of internationalization, its significance, scope, dimensions and modalities.</li> <li>• Cascade the outcomes of RISHII through workshops in departments and colleges.</li> <li>• Reach out to other Universities and their constituent departments offering Social Work, Law and Physics to disseminate / deliberate on discipline specific deliverables from RISHII to them.</li> <li>• Work towards increasing the international visibility of the University.</li> <li>• Leverage institutional strengths through strategic partnerships through more MoUs</li> <li>• Seek and create meaningful opportunities for professional development/capacity building of academic staff by organising Faculty Development and training programmes; including intra-country ones.</li> </ul>	<p><b>Already specified in previous column</b></p>	<p><b>Yes, to the best of resources available</b></p>	<ol style="list-style-type: none"> <li>1. Higher attendance at internationalisation seminars. % increase in seminar attendance compared to the previous year.</li> <li>2. Redesign seminars to make them more suited to the requirements of the University of Delhi and its constituent units.</li> <li>3. Successful implementation of RISHII workshops which can be gauged from the following--.</li> <ul style="list-style-type: none"> <li>• Average satisfaction score from participants in RISHII workshops as indicated by surveys conducted at the end of each workshop to gather feedback from participants</li> <li>• Track the number of research papers (ask participants to share information about), collaborative projects, or joint publications produced by faculty members who attended RISHII workshops.</li> <li>• Assess how many recommendations or insights from RISHII workshops were implemented within the participating departments.</li> </ul> <li>4. Improved university rankings. Move up by a few positions in global university rankings.</li> <li>5. Growth in the number of quality MoUs. Signing a few new MoUs with reputable foreign institutions over the next three years.</li> <li>6. Increased participation in Faculty Development programs (International and National)</li> </ol>	<p><b>All DU RISHII team of 3 departments</b></p> <p><b>By roping in the below mentioned stakeholders- Focus Groups and Seminars:</b></p> <ul style="list-style-type: none"> <li>• Administrative staff for Policies, funding, logistics</li> <li>• Deans/Heads for Curriculum, faculty collaboration, student exchange</li> <li>• Students for Exchange, study abroad programs</li> </ul>

	<p>3. There is further scope for enhancing the number of mutually beneficial and quality Memorandums of Understanding (MoUs) with foreign institutions, for consolidating strategic partnerships to leverage institutional strengths.</p> <p>4. Need for furthering professional development and capacity building opportunities in the realm of internationalisation.</p> <p>5. There exists a potential for a collective endeavor to review course curricula, assessment, exploring opportunities to incorporate content with international relevance and applicability &amp; starting joint/twinning/dual degree programs.</p>	<ul style="list-style-type: none"> <li>• Mobilise internal intellectual resources for the furtherance of collaborative ties with the academia outside India, by way of collaborative research and publications; teaching / research collaborations and student / faculty exchange</li> <li>• Assess the need and scope for internationalizing the curriculum to create the best match/ balance between contextual components and internationally relevant components</li> <li>• Extend efforts to implement the curricula that is revised with the aforementioned perspective.</li> <li>• Develop policies for credit transfer for exchange students.</li> <li>• Develop and implement policies to start Dual/twinning/joint degree programs in the field of Physics, Law &amp; Social works with partnering HEIs.</li> </ul>			<p>% rise in faculty involvement in professional development initiatives.</p> <p>7. Increase in number of staff undergoing online/offline trainings at foreign HEIs.</p> <p>8. Number of Joint programs initiated with foreign partnering HEIs.</p>	<ul style="list-style-type: none"> <li>• Non-academic staff for Marketing, communication, alumni engagement</li> </ul>
<b>II International Offices and academic services</b>						
<p><b>Strengthen the structure of the International Offices. Redesign the organisation chart of the Offices according to the various functions:</b></p>	<ol style="list-style-type: none"> <li>1. Need for enhancing the thrust of the University for seeking MoUs with foreign institutions with internationalisation as core mandate</li> <li>2. Scope for increasing number of students and faculty engaged in global exchange initiatives, especially in non- science streams.</li> </ol>	<ol style="list-style-type: none"> <li>a. Efforts to build international partnerships and MoUs</li> <li>a. Enhance efforts for growth in international students' enrollment in the coming years</li> <li>b. Provide facilitation to Indian students to study abroad through fellowships and scholarships/ Growth in our study abroad programmes</li> <li>c. Facilitate enhancement in scope for international scholars and faculty to come to India and more Indian faculty and scholars in International Universities (reciprocal arrangement)</li> <li>d. Work towards an increase in international visitors coming for seminars, conferences,</li> </ol>	<p><b>Already specified in previous column</b></p>	<p><b>Yes, to the best of resources available</b></p>	<ol style="list-style-type: none"> <li>1. Increased International Partnerships for instance: Signing at least a few new MoUs with reputable foreign institutions over the next three years.</li> <li>2. Growth in International Student Enrollment like achieving a certain % increase in international student enrollment compared to the current academic year.</li> <li>3. Higher Presence of International Scholars and Faculty in all disciplines marked by attracting a minimum number of renowned international scholars to join the faculty within the next three years.</li> <li>4. More International Visitors for Collaborations—like hosting few major international conferences or seminars, attracting participants from various countries.</li> <li>5. Expansion of Study Abroad Programming like increasing the number of study abroad programs offered by the university by the end of the three-year period.</li> </ol>	<p><b>All DU RISHII team of 3 departments</b></p> <p><b>By roping in the higher administrative authorities</b></p>

		<p>international collaborations at various levels and vice versa.</p> <p>e. Expand international entrepreneurial activities, including student internships</p> <p>f. Enhance ESL programming</p> <p>3. Improve and centralise communication channels for timely sharing of information on international programs.</p> <p>4. Further streamline policies and implementation structures to ensure the smooth execution of international initiatives.</p> <p>5. Requirement for creation of promotional material in languages strategic for international engagement.</p>				
<b>III International mobility and internationalisation of the institutional culture</b>						
<b>Strengthen the capacities of the different mobility schemes in the HEI members of the project</b>	<p>1. Scope for creating responsive systems for maintaining communication channels with incoming and outgoing students and staff.</p> <p>2. Desirability for greater formal sensitisation programs for the furtherance of cultural competency among University constituents</p>	<p>a. Establish a support system for consistent communication with incoming and outgoing students and staff.</p> <p>a. Conduct sensitisation programs and workshops to strengthen diversity and inclusion into the institutional culture.</p>	<b>Already specified in previous column</b>	<b>Yes, to the best of resources available</b>	<p>1. % increase in satisfaction rate in a post-mobility survey regarding the effectiveness of communication channels.</p> <p>2. Attendance increase of a certain % in diversity and inclusion workshops compared to the previous year.</p> <p>3. Conducting a minimum number of sessions annually with diverse participants sharing their mobility experiences and best practices.</p> <p>4. Publishing number of recorded videos and texts/podcasts on the institution's website over the next academic year.</p> <p>5. Reduction in the time taken for mobility-related procedures after the implementation of streamlined protocols.</p>	<p><b>All DU RISHII team of 3 departments</b></p> <p><b>By roping in the higher administrative authorities</b></p>

	<p>3. Need for enhancing spaces/ documentation for sharing experiences and best practices among students and staff with mobility experiences.</p>	<p>a. Organise feedback sessions for students and staff with mobility experience to share best practices and tips.</p> <p>b. Implement a documentation initiative, where current participants record videos and prepare texts or podcasts about their mobility experiences for sharing on the institution's website.</p> <p>c. Review systems/ modalities/ protocols to foster increased opportunities for staff, expansion of mobility schemes, and the creation of trained staff resources to evaluate the quality of mobility periods.</p>				
<b>IV Modernisation of learning, teaching, and assessment programs Student-centered and competency-based learning, learning outcomes, and measurement of student workload</b>						
<b>Promote curriculum internationalisation focused on student learning</b>	<p>1. Need for greater focus on:</p> <ul style="list-style-type: none"> <li>Principles and benefits of student-centered learning by academic and non-academic staff</li> <li>Engagement with partner institutions in joint workshops to share challenges and best practices.</li> <li>Evolving mechanisms for formulating internationally relevant degree profiles based on competences and learning outcomes.</li> </ul>	<p>a. Encourage Competence Approach in Student-Centered Learning</p> <p>b. Foster systematic collection and implementation of feedback from stakeholders for continuous improvement.</p> <p>c. Internationalise Curriculum through Directive and Academic Sensitisation</p>	<p>a) Conduct awareness workshops for academic and non-academic staff on the principles and benefits of student-centered learning.</p> <p>b) Facilitate joint workshops with partner institutions to share challenges and identify best practices in student-centered learning.</p> <p>c) Establish mechanisms for formulating internationally relevant degree profiles emphasizing competences and learning outcomes.</p> <p>d) Implement improvements based on feedback received from stakeholders.</p> <p>a) Engage key stakeholders, including the Deputy-Registrar-academics and Heads of Institutions, to drive the internationalisation agenda forward.</p> <p>b) Initiate Student-Centered Learning (SCL) methodologies in institutions, evaluating effectiveness through feedback forms and</p>	<p>Yes</p>	<ul style="list-style-type: none"> <li>Increase in incorporation of student-centered learning approaches into teaching practices—as indicated by surveys.</li> <li>Increase in the number of joint workshops, collaborative projects, or initiatives organized with partner institutions—as shared by them, upon being asked.</li> <li>Positive changes in the academic profiles of the institution (study may be undertaken by academic experts which should be aimed at determining the extent to which the profiles emphasize competencies and learning outcomes)</li> </ul>	<p><b>All DU RISHII team of 3 departments</b></p> <p><b>By roping in the higher administrative authorities</b></p>

			questionnaires from relevant stakeholders.			
<b>V Synergies with the territorial context</b>						
<b>Strengthening the interaction and cooperation with external stakeholders</b>	<ol style="list-style-type: none"> <li>1. Greater thrust on Internationalisation Policy, Strategic Plan, and Language Policy for education coordination.</li> <li>2. Emphasize a comprehensive sustainability approach, particularly in teaching, curriculum, research, and campus operations.</li> </ol>	<ol style="list-style-type: none"> <li>a. Deliberate and develop Internationalisation Policy, Strategic Plan, and Language Policy for education coordination.</li> <li>b. Enhance engagement with stakeholders for exploration of business development opportunities.</li> <li>c. Evolve Inclusive curriculum focusing on curriculum, teaching methods, and territorial impact.</li> <li>d. Create appropriate cultural activities fostering inclusion and integration.</li> <li>e. Provide students opportunities for internships with local entities for practical learning.</li> <li>f. Evolve holistic education for transversal skill development and improved employability.</li> <li>4. Build support for patents and intellectual property generation to foster innovation and knowledge creation.</li> <li>5. Foster Environment for Sustainable Education</li> <li>6. Restructure teaching, curriculum, research, campus operations, community outreach etc.</li> </ol>	<p>Conduct workshops to formulate and refine policies such as Internationalisation Policy, Strategic Plan, and Language Policy, involving key stakeholders and experts in the field.</p> <p>Organise forums and events that facilitate stakeholder engagement, fostering collaborations and exploring business development opportunities for the university.</p> <p>Establish a task force dedicated to integrating sustainability across various aspects of the university, including teaching, curriculum, research, and campus operations. This task force can work on implementing best practices and identifying areas for improvement in sustainability efforts.</p> <p>(In the context of sustainability, campus operations may involve adopting environmentally friendly practices, energy efficiency measures, waste management strategies, and other initiatives to reduce the environmental impact of the institution's daily activities.)</p>	?	<ul style="list-style-type: none"> <li>• Successful implementation of revised policies, evidenced by improved coordination and alignment with SDG goals of the United Nations.</li> <li>• Increased representation of diverse backgrounds in student admissions.</li> <li>• increase in the number of collaborative initiatives and partnerships established with external stakeholders</li> </ul>	<b>All of DU Rishii</b>

VI Visibility						
<b>Increase the international visibility of HEI research results</b>	<ol style="list-style-type: none"> <li>1. Need to promote visibility of HEI research results, with more publications featuring co-authors from partner universities.</li> <li>2. Greater participation of partner universities in open calls for scientific publications and artistic/cultural productivity is required.</li> </ol>	<ol style="list-style-type: none"> <li>a. Establish a comprehensive strategy to increase the international visibility of HEI research results, emphasizing open calls for scientific publications and artistic/cultural productivity.</li> <li>b. Actively invite partner universities to participate in these open calls, fostering collaboration and cross-cultural engagement.</li> <li>c. Implement initiatives to encourage and facilitate publications with co-authors from partner universities and promote international co-authorship</li> </ol>	<ul style="list-style-type: none"> <li>• Establish a streamlined process for inviting partner universities to participate in open calls, ensuring ease of engagement and fostering increased contributions.</li> <li>• DU can maintain an open-access institutional repository to host and disseminate research outputs, including articles, conference papers, and other scholarly works</li> <li>• Initiate publishing of DU journals and implementing rigorous peer review processes with partnering HEIs to ensure high-quality content.</li> <li>• Explore partnerships with non-profit publishers who adhere to open-access principles. Collaborate with organizations that prioritize the dissemination of knowledge over profit. This can involve negotiating favorable terms for DU researchers to publish their work without exorbitant fees, reducing the financial burden on researchers and the institution.</li> </ul>	Yes, we hope to	<ol style="list-style-type: none"> <li>1. Increased number of publications featuring co-authors from partner universities.</li> <li>2. Higher participation rates of partner universities in open calls for scientific publications and artistic/cultural productivity.</li> <li>3. Growth in the overall visibility of HEI research results, measured through citations, international recognition, and impact factors of publications.</li> </ol>	<p>All DU RISHII team of 3 departments</p> <p>By roping in the higher administrative authorities, particularly Dean of Academics, DU</p>
VII Sustainability						
<b>Identify aspects of the work plan that will</b>	Collaboration efforts with external stakeholders through refined policies and support programs may continue.					

continue beyond the 3-year Plan	Our commitment to provide students with real-world experiences and internships for entrepreneurship and transversal skill development would continue, being a part of NEP			
	Our efforts to empower learners with awareness of global issues through internships and research opportunities for informed global citizens is likely to continue			

	DU RISHII can strive to develop a strategy for seeking and securing external fundings, considering the specific needs and goals of each department.			
<i>External Fundings</i>	<p>Establish partnerships with relevant organisations, leveraging the international collaboration aspect of the Erasmus+ project.</p> <p>Create a dedicated team or liaison within each department which would be responsible for identifying and pursuing external funding opportunities for sustained project success.</p>			