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ताळगांव पठार

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To,

The Coordinator

Tuning RISHII Project

(Co-funded by the Erasmus Plus Program of the European Union)

University of Duesto, Bilbao, Spain,

SUB: Forwarding of the Goa University Strategic Plan for Internationalization

Dear Sir,

It has been a pleasure for Goa University to have been part of the RISHII Project funded by the Erasmus Plus Programme of the European Union and we definitely hope to build up further on our internationalization experiences based on the insights received from the programme.

We are hereby forwarding to you the Strategic Plan for Internationalization of Goa University which we hope to accomplish in the coming years.

Thanking you again for the opportunity

Prof. V.S. Nadkarni

Registrar, Goa University

12/01/2024

**REGISTRAR
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Goa University- Formulating a 3-year Strategic Plan for Internationalization

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.
- **Strategic Plan for Internationalization**, aimed to improve the various aspects of the process of internationalization 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
I Institutional international Strategy						
Develop, approve, and publish a new and more incisive institutional strategy that supports all aspects of the activities of the HEI.						
Examine the existing document and compare it to new needs and directions of development identified	Existing document in drafting stage to include needs as per NEP 2020 guidelines	Have defined and fully functional programmes/initiatives of internationalization running on campus	Prepare document of strategic plan for internationalization in tune with NEP guidelines	Yes	Goa University Strategic Plan for Internationalization	Advisory committee of Directorate of International Cooperation and Exchange (DICE)
Incorporate new aspects on a provisional basis and give it wide publicity	Involvement of international students in community engagement at preliminary level	Make international students active members in community engagement practices of the institution	Involve international students in national missions such as swacchata hi seva Provide "host family" facility for learnings in culture, living, socio-economic issues	Yes	Number of international students engaging in community services Number of international students completing 'host family' stays	DICE/Directorate of Unnat Bharat Abhiyan (DUBA)
Discuss with all members of the institution and with external stakeholders, collect suggestions and incorporate them	Regular interaction is held with staff and students as well as HEIs having collaboration with the University for information and suggestions	Improved flow of communication between schools on campus and DICE for quick response and augmenting collaborations and collaborative actions	Appointing internationalization coordinators in each school		10 internationalization coordinators Increased number of collaborations Increased number of collaborative actions (research projects, publications, symposia, seminars under MoU, etc.)	DICE/Deans of School
Present the finished document to the appropriate authorities as necessary	Document in draft stage	Submit the completed document	Meetings with stakeholders for suggestions on internationalization Prepare final document	Yes	Degree of stakeholder participation Number of suggestions, Final draft	DICE
Post prominently on the home page of the IES website, and update as needed.						

II International Offices and academic services						
Strengthen the structure of the International Offices. Redesign the organization chart of the Offices according to the various functions:						
<i>Cooperation and partnerships</i>	<i>20 MoU arrangements with HEIs across US, Latin America, Europe, and Asia-Pacific</i>	At least 50 cooperation and partnerships	Initiate contact with high quality HEIs in various countries based on QS/THE ranking	Yes	Number of MoUs.	
<i>Communications</i>	<i>Active engagement with stakeholders</i>	Build partnerships with international government agencies for promoting University programmes	Establish channel of communication with Indian missions in foreign countries Establish channel of communication with foreign governmental agencies	Yes	Number of Indian missions actively promoting University programmes Number of foreign government agency tie-ups such as Alliance Francais, Erasmus Plus Exchange, Institute Camoes, Goa (CLP, Goa)	
<i>International mobility</i>	<i>Active but limited staff and student mobility with HEIs under MoU</i>	Achieve a significantly higher number of staff and student mobility across all programmes	Explore more Erasmus+ mobility arrangements Increase the number of MoUs with international HEIs		Number of staff mobility cases. Currently Erasmus Plus faculty exchange Program with University of Porto, Aveiro , University of Malta Number of student mobility cases	DICE/Deans of Schools
Strengthen the Communication strategy of the International Office						
<i>Reformulate regulations</i>	<i>In preliminary Stage in view of National Education Policy of Government of India 2020</i>	Have well-defined regulations in place	Finalizing reformulating of regulations	Yes	DICE together with the legal cell of Goa University working towards it.	
<i>Streamline communication channels</i>	Regular communication for mobility and other collaborative actions with partner institutions and select government agencies In-house communication by way of circulation of relevant correspondence	Establish communication channel with Indian missions and international governmental agencies	Connect with Indian missions Hold joint programmes with agencies such as United States-India Educational Foundation (USIEF), Shastri Indo Canadian Institute (SICI) Hold discussion forums with programme heads at the University	Yes	- Well established internal and external communication network/system	DICE
<i>Raise awareness on the areas involved in the processes</i>	This is done by providing necessary information to the Schools of Goa University	Single point technology based platform for obtaining information on processes	Develop portal for DICE	Yes	Separate portal /DBMS for information and record of activities of DICE	DICE/Computer Centre
<i>Develop printed and / or digital material of the institution in the strategic languages</i>	At compilation stage	Have a well-designed digital and printed material in strategic languages	Printed publicity material Digital content for website Social media strategy	Yes	Printed brochures Active presence on social media Dedicated web page with complete information for international students/faculty/researchers/organizations	DICE

Training Activities for the staff and students involved						
<i>Develop language skills</i>	Language capability exists in select disciplines like Portuguese, French, Japanese, English	Equip DICE with multi-lingual staff	Hire multi-lingual staff or Students from language schools may be designated on DICE to facilitate international students	Yes	Staff member with multi-lingual capability Number of students enrolled with DICE having multi-lingual capability as buddies with foreign students	DICE/School of Languages and Literature
<i>Propose training spaces on internationalization strategies</i>	Necessary infrastructure available					
Generate staff mobility for shadowing work	Staff mobility under MoU for training workshops	Working network with foreign HEIs for job shadowing	Renegotiate terms of MoUs with HEIs for including possibilities in job shadowing	Yes	Number of Staff members completing mobility for shadowing work	DICE
III International mobility and internationalization of the institutional culture						
Strengthen the capacities of the different mobility schemes in the HEI members of the project						
<i>Design mobility regulations in its different schemes, considering the available mobility schemes</i>	<i>Mobility regulations are designed on the basis of mutual agreement between the university and concerned partner HEI</i>	Enhance the opportunities for exchange programmes of staff and students	Under aegis of CLP Goa, faculty from Portugal and Brazil is received. Under Japan International Cooperation Agency, faculty from Japan and French faculty from Government of France are received.		Goa University accepts upto 20 credits transfer under the ordinance from Sciences Po Lyon.	
Generate mobility schemes with existing partners	Broader areas for mobility defined in MoU. Call for procedure is followed as per the agreed mobility arrangements	Increase number of mobility schemes	Initiate new proposal for mobility Reactivate MoUs having insignificant number of mobility by negotiating new schemes	Yes	Number of mobility cases	DICE
Schedule construction						
<i>Staff Mobility</i>	<i>Active but limited scale</i>	Increase the number of staff mobility cases	Generate more call for procedures under existing MoUs Negotiate mobility schemes with new HEIs by developing new partnerships	Yes	Number of staff mobility cases	DICE/Administrative Heads

<i>Teaching-Researcher Mobility Scheme (to generate trust among HEIs).</i>	Active across schools	Increase the number of Teaching mobility cases	Generate more call for procedures under existing MoUs Negotiate mobility schemes with new HEIs by developing new partnerships Mobility Cases with Hanse-Wissenschafts College, Delmenhorst, Germany, New University Lisbon	Yes	Number of teaching-researcher mobility cases	DICE/Deans of Schools
<i>Student Mobility Scheme</i>	Active	Increase the number of student mobility cases	Generate more call for procedures under existing MoUs Negotiate mobility schemes with new HEIs by developing new partnerships Student Mobility exists with Sciences Po Lyon, Technische Hochschule Ingolstadt, Germany, Nihon University Japan	Yes	Number of student mobility cases	DICE/Deans of Schools
Generate visibility policies in HEIs						
<i>Establish internal and external communication guidelines, framed in a mobility regulation</i>	Mobility regulations communicated during calls for procedure. MoU with mobility regulations also available on University website	Set of defined internal and external communication guidelines with necessary specifics	Draft internal and external communication guidelines	Yes	Defined guidelines	DICE
<i>Design a mobility area on the university website where you can show the offers of each partner university</i>	Communicated via email as and when calls for procedure are available	Portal on University website for information on mobility	Design portal for mobility	Yes	Portal for mobility	DICE/Computer Centre
<i>Build mobility portfolio according to your capacity with each of your partners</i>	Action as per call for procedure initiated under MoUs	Yearwise mobility plan	Define mobility plans with HEIs under MoUs	Yes	Mobility calendar Number of mobility cases under each MoU	
<i>Spread news through social networks</i>	Faculty level social network in use for mobility	Strong institution-wide network	Establish strong social network	Yes	-	DICE/School faculty
Design reports of good practices, periodically exchanging joint experiences with partners						
<i>Identify the most suitable areas to share good practices with partners</i>	Identified and communicated post mobility	Yearly reports of good practices	Prepare reports of good practices for record and communication	Yes	Reports	DICE

<i>Sharing good practices in the field of mobility of each partner HEI</i>	Shared post mobility through feedback forms	Data bank on mobility experiences for onward sharing with mobility partner HEIs	Create questionnaire for collecting data on mobility experience of staff and students	Yes	Online questionnaire	DICE/Computer Centre
			Prepare reports on mobility experiences		Data bank	
			Share reports with partner HEIs		Reports	
<i>Feedback and self-assessment</i>	Provided post mobility	Summaryreportsonmobilityexperiencesforinbound and outboundmobility cases	Prepare feed backform	Yes	Feedbackform	DICE/Mobility beneficiary
			Prepare self-assessment report		Self-assessment reports	
Project sustainability	<i>Integrate the above goals into the Institutional Strategic Plan</i>					
IV Modernization of learning, teaching, and assessment programs: Student-centered and competency-based learning, learning outcomes, and measurement of student workload						
Promote curriculum internationalization focused on student learning						
<i>Establishment of a repository (unified common space) that contains guidelines, experiences and good practices on curricular internationalization based on the student-centered approach (learning).</i>	Curricular internationalization is emphasized by Board of Studies (BoS) in respective subjects.	A repository of guidelines, experiences and good practices	Draft guidelines for internationalization of curriculum at University level	Yes	Repository of guidelines, experiences and best practices in internationalization of curriculum	DICE/BoS
			Collect reports on experiences of internationalization of curriculum of different HEIs at global level			
			Collect information on the best practices in internationalization of curriculum			
<i>Encourage the adoption of the competence approach in the student-centered curricular internationalization process through the sensitization of the directive and academic bodies of the HEI.</i>	Internationalization of curriculum is already adopted as an institutional policy by the academic bodies and is also reflected in the drafted curriculum	-	Periodically, syllabus is updated under various BOS	Yes	A new Japanese Language Certificate Course has been started, besides the existing certificate programmes in French and Portuguese	
			Certificate Programmes in Foreign Language is offered			
<i>Encourage collaborative work between teachers in the framework of subjects applying face-to-face, blended, or virtual modalities, and using technologies</i>	These practices are already adopted and are more pronounced in post-covid scenario.	-	Apart from regular exchange programmes occasional online Programmes in certain areas of study have been arranged.		Online Study India Programme with Nihon University, Online Courses with UFJF Sao Paulo Brazil was conducted.	

<i>Promote spaces for learning a second language</i>	English language is the medium of instruction at the University for all its programmes (except language programmes). A few other programmes have also introduced foreign languages in curriculum	Foreign language (other than English) on offer across all the programmes at the University	Discuss with BoS representatives to include foreign languages in curriculum	Yes	Number of programmes offering foreign languages in curriculum	DICE/BoS
V Synergies with the territorial context						
Strengthening the interaction and cooperation with external stakeholders						
<i>Training in entrepreneurship for the creation of spin off</i>	Institutional Innovation Council conducts number of training programmes in entrepreneurship. Entrepreneurship Cell established at select schools	Entrepreneurship cell in every school Spin-offs created on account of training and mentoring in entrepreneurship	Increase participation in activities of Institutional Innovation Council Set up Entrepreneurship cells in every school Increase participation in E-Cell activities at school level Augment industry-institute linkages	Yes	Number of spin-offs Number of training programmes	Institutional Innovation Council Entrepreneurship Cells
<i>Organize events between the university, communities, companies and organizations for the transfer and exchange of knowledge</i>	Activities organized in collaboration with the industry, training organizations, professionals in IPR. Sponsored research projects undertaken for transfer and exchange of knowledge	Conduct of activities as per defined calendar of events Increase the number of sponsored research projects Collaborate with industry and government agencies for research projects	Organize events with industry Encourage industry sponsored projects Liaison with government agencies for projects	Yes	Number of joint events with industry and government agencies Number of industry supported projects Number of government supported projects	Research Development and Resource Mobilization Cell (RDRM)/Deans of School
<i>Create meeting spaces for the opening of the university to society</i>	University already has well established community outreach cell (UBA) and Directorate of Extar-Mural Studies and Extension Services to facilitate connect with and contribution to the society	Increased number of community outreach and extension services programmes	Prepare joint plans with local self-government bodies in adopted villages for increasing the contribution of the University in village development Undertake activities in the areas of adult education, youth and skill development, school drop-outs and child development	Yes	Number of activities contributing to the society	DUBA and DEMS
<i>Promote the participation of civil society organizations in research projects</i>	Participation of civil society organizations encourages as per the requirements of a given research project	Increased degree of participation of civil society in research projects	Undertake socially relevant research projects Undertake state-centric research projects Undertake research projects related to marginalized communities	Yes	Number of research projects with direct participation of civil society organizations Number of civil society organizations involved in institutional research activity Multidisciplinary Cluster on Mhadei to study River issues with local stakeholders created.	RDRM/Deans of Schools
<i>Training for the university community in the "dialogue of knowledge" with the community</i>	Training programmes conducted for the staff and students of the university under platform of Swacchha Bharat Summer Internship (SBSI) and UBA.	-	Workshop in Collaboration with University of Toronto and Goa University		A 2 day workshop on the writings of Fernando Perssoa as part of Dialogue across Cultures	

<i>Support the generation of patents and intellectual property</i>	University has designated IPR cell for this purpose that provides necessary training and facilitates patent filing and creation of intellectual property. IPR cell also provides funding support for undertaking studies required for creation of intellectual property	-	Institutional Innovation Council (IIC) regularly conducts training Programmes with regard to IPRs and Patents		Some faculty members have been successfully granted patents	
VI Visibility						
Increase the international visibility of HEI research results						
<i>Invite partner universities to participate in open calls for scientific publications and / or artistic and cultural productivity</i>	This practice already exists at the University	Increased number of participation in joint research publications with partner institutions	Source open calls for scientific publications from partner institutions Source opportunities for joint research proposals Conduct joint cultural programmes	Yes	Number of joint research publications Number of joint programmes in art and culture	DICE/RDRM/Faculty members
<i>Encourage publications with co-authors from partner universities</i>	This practice already exists at the University	Increased number of participation in joint research publications with partner institutions	Source open calls for scientific publications from partner institutions Source opportunities for joint research proposals	Yes	Number of joint research publications (as can be seen from Goa University repository(http://irgu.unigoa.ac.in/drs/))	DICE/RDRM/Faculty members
<i>Encourage publications in international co-authorship</i>	This practice already exists at the University	Increased number of participation in joint research publications with partner institutions	Source open calls for scientific publications from partner institutions Source opportunities for joint research proposals	Yes	Number of joint research publications	DICE/RDRM/Faculty members
VII Sustainability						
Identify aspects of the work plan that will continue beyond the 3-year Plan						
Plan the human and financial resources, to support these aspects and activities	Limited resource support for DICE	Staff support for DICE Increased budgetary allocation	Hire staff with requisite qualification Augment budget based on activity calendar	Yes	Increased budgetary support for DICE	DICE/Administrative authorities
Identify future actions to improve and extend project results	Faculties have been applying for research projects both at national and international level	Three fold increase in research projects in the next three years	Faculty have got Projects under various national and international agencies		Agencies such as Department of Science and Technology, Government of India, Indian Council of Social Science Research and Goa State Research Foundation have provided Grants to various University faculty	

					With RISHI Project, we are looking forward to greater collaboration with European Union Projects	
Plan the human and financial resources to support these aspects and activities	Seed money grant for young researchers, Research Incentive Funds are yearmarked for publications in High Impact factor journals	More research support through Goa State Research Foundation (GSRF)	Many faculty have received funding through GSRF	Yes	Many faculty have received funding through GSRF	Research Development and Mobilization Cell (RDRM) Goa University/Faculty Members
VIII Financial Management						
<i>Structure of the department managing the international projects/activities management</i>	Directorate of International Cooperation and Exchange (DICE) is headed by the Director and draws administrative support from relevant bodies at the university	Augment human resource support to DICE	Hire staff with multi-lingual capabilities	Yes	-	DICE/Administrative authorities
<i>Information flow between the international projects/activities management department and financial services</i>	Activities coordinated through DICE for necessary facilitation and record	Ensure greater efficient information flow between DICE/RDRM and the Finance Office	Goa University has initiated e office procedures to facilitate speedy and transparent information flow	Yes		DICE/RDRM and Fiance Office
<i>Coexistence of national legislation in force and funding programmes financial rules (E.g., Erasmus+)</i>	The University has agreements with a few HEIs under Erasmus + framework. There are no conflicts with respect to financial rules for funding support under Erasmus + or any such support	Under the National Education Policy 2020, greater scope for collaboration with International agencies envisaged	NEP guidelines specific to Internationalization are being given due consideration	Yes	Goa University follows the national regulations with regard to foreign funding	RDRM/Legal Section/Finance Office
<i>Tools (e.g., software) and instruments (e.g., cost control centers) that allow to manage an audit in an efficient and effective way (archive/organization of budgets, invoices, transfer receipts, etc. in a digital system)</i>	The University has computerized accounting system for management of accounting records. Further, recently the university has implemented e-office module for management of files and records in digital mode. The University has well established budget management system. All financial transactions are handled in digital mode.		E office and auditing by Government of India ensures efficient procedures		Goa University being a state funded public university is subjected to annual auditing of its finance and accounts by the government of India	Finance Office

<i>Actors involved in the financial management</i>	Administrative heads including Deans, Registrar and Vice-Chancellor for necessary approvals. Finance Office for processing of transactions, maintenance of records and audit.	Making the e office and financial procedures more efficient	There is a Standing operating procedure for handling all such procedures through e-office	Yes	Efficient management of records	Finance Office
<i>External Fundings</i>	All external fundings are also routed through the structure of administrative heads and Finance Office.		University regularly receives and monitors the external fundings received under various programmes		All foreign funding is routed through the foreign exchange division of State Bank of India to Goa University	Finance Office/Audit Office