



## **Strategic Curriculum Internationalisation Plan**

### **WP4 – Going beyond**

#### **Plan for Strengthening and Expanding the Internationalisation Culture at the Institutional Level**

**Jawaharlal Nehru University**



# Jawaharlal Nehru University

## New Delhi – 110 067

### Resources for Internationalization of Higher Education Institutions in India (RISHII)

#### Formulating a 3-year Strategic Plan for Internationalization in Jawaharlal Nehru University \*

Sector/subject or (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>						
Develop, approve, and publish a new and more incisive institutional strategy that supports all aspects of the activities of the HEI.	The current strategic document covers all aspects of JNU's activities, including the international aspects but it needs to reidentify its strategy following the adoption of the new National Education Policy or NEP 2020.	<b>By the end of 2026:</b> The (new) document will set out and articulate the overall strategy of JNU in line with NEP 2020, with a clarity of how the push toward a new institutional role will further increase its international footprint. It will make explicit the lines of action to be implemented, in addition to the motivation behind those lines and their future development.	Examine the current document and policies/regulations, identify the points to intervene	Yes	The working document; minutes of the local task force	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders
			If necessary, review the structure of the document to introduce structurally the new planned directions/orientations in line with NEP 2020 as well as the current global scenario for operationalising effective approaches towards JNU's international strategy.	Yes	Revised document	
			Incorporate the new aspects provisionally	Yes	Revised document with new points highlighted	
			Discuss the new directions/orientations with all stakeholders of JNU	Yes	Minutes of meetings with academic components (including students) as well as with interested external stakeholders	
			Incorporate helpful suggestions	Yes	Revised document incorporating the changes made based on consultations with internal and external stakeholders	
			Present the finished document in draft form to the competent authorities for approval from the Academic Council	Yes	Document presented	
Examine the existing document and compare it to new needs and directions of development identified	The document mentions only briefly the international aspects of JNU's activities, with generic statements of intention.	<b>Before the end of Summer 2025:</b> On the basis of the aspects indicated in this strategic plan, add in draft the descriptions of the future lines of action.		Yes	Working group documentation: group composition	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
				Yes	Working Group Documentation: Minutes and First Drafts	
			Highlight new aspects	Yes	Draft with indications of key points for change	
Incorporate new aspects on a provisional basis and give it wide publicity	Hasn't been started yet	<b>Before the end of September 2025:</b> There is an articulated draft ready to be discussed, and it has been appropriately disseminated	Insert or indicate the new elements	Yes	Revised draft	Committee/Working Group consisting of members of JNU RISHII Team, International Collaboration Office and other stakeholders including Deans of all Schools of JNU
			Rewrite the document incorporating them		Improved draft	
			Publish prominently the final approved document on JNU website		Draft shared appropriately for discussion	
Discuss with all members of the institution and with external	Hasn't been started yet	<b>Before the end of November 2025</b>	Form a committee/working group that includes people present at our meetings and other key people in JNU	Yes	Summary of discussions	Deans of all Schools, Chairpersons of all Centres of Schools and Officers of Administration

stakeholders, collect suggestions and incorporate them			Compare the existing document with the new directions in line with NEP 2020 as well as the current global scenario for internationalisation strategy. Incorporate suggestions		Summary of discussions	
					New pre-final draft	
Present the finished document to the appropriate authorities as necessary	Hasn't been started yet	<b>Before the end of December 2025</b>	Present final document to the competent authorities Present the final document to the Academic Council with the permission of the competent authorities for its approval	Yes	Final document presented Final document presented	JNU RISHII Team and International Collaboration Office (ICO)
Post prominently on the home page of the IES website, and update as needed.	Hasn't been started yet	<b>Before the end of June 2026:</b> The new strategy document is prominently posted on the home page of JNU website	Do the necessary procedures to obtain approval from the Executive Council, the highest administrative body of the JNU. Publish the new strategy	Yes	Final approved document Document published	JNU RISHII Team and International Collaboration Office (ICO)
<b>II International Offices and academic services</b>						
Strengthen the structure of the International Offices. Redesign the organization chart of the Offices according to the various functions:	The current strategic document covers the structure of the International Offices of JNU, but it needs to reidentify its international strategy and accordingly the organisation chart following the adoption of the new National Education Policy or NEP 2020.	<b>By the end of 2026:</b> The (new) document of Institutional International Strategy will also articulate JNU's strategy for strengthening the structure of its International Offices in line with NEP 2020, with a clarity of how the push toward redesigning the organization chart of the Offices according to the various functions will further increase its international footprint. The lines of action to be implemented and their future development will clearly be mentioned.	Examine the current document and policies/regulations, identify the points to intervene with regard to strengthening the structure of JNU's International Offices Review the structure of the document to introduce structurally the new planned directions/orientations towards a separate International Office for cooperation and partnerships Review the structure of the document to introduce structurally the new planned directions/orientations towards a separate International Office for Communications Review the structure of the document to introduce structurally the new planned directions/orientations towards a separate International Office for International mobility	Yes	The working document; minutes of the local task force The working document; minutes of the local task force The working document; minutes of the local task force The working document; minutes of the local task force	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders
Cooperation and partnerships	The document mentions that International Collaboration Office is responsible for cooperation and partnerships but it needs to be restructured	<b>Before the end of July 2025:</b> There is an articulated draft ready to be discussed, and it has been appropriately disseminated	Incorporate any new aspects of strengthening International cooperation and partnerships provisionally Discuss the new directions/orientations for International cooperation and partnerships with all stakeholders of JNU Incorporate helpful suggestions Present the finished document in draft form to the competent authorities for approval from the Academic Council (December 2025)	Yes	Revised document with new crucial points highlighted Minutes of meetings with academic components (including students) as well as with interested external stakeholders Revised document incorporating the changes made based on consultations with internal and external stakeholders Document presented	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
Communication	The document does not mention about communication strategy of JNU's International Collaboration Office	<b>Before the end of August 2025:</b> There is an articulated draft ready to be discussed, and it has been appropriately disseminated	Incorporate various aspects of creating a separate office for JNU's International communications strategy and its functions provisionally Discuss the reformulation of regulations for streamlining the communication channels as part of Institutional communications strategy with all stakeholders of JNU	Yes	A fresh document with crucial points highlighted Minutes of meetings with academic components (including students) as well as with interested external stakeholders	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU

			Incorporate helpful suggestions		Revised document incorporating the changes made based on consultations with internal and external stakeholders	
			Present the finished document in draft form to the competent authorities for approval from the Academic Council (December 2025)		Document presented	
International mobility	The document mentions that International Collaboration Office is responsible for international mobility but it needs to be reformulated in terms of creating a separate office for strengthening international mobility	<b>Before the end of September 2025:</b> There is an articulated draft ready to be discussed, and it has been appropriately disseminated	Incorporate new aspects of strengthening International mobility including the creation of a separate office provisionally Discuss the new directions/orientations for strengthening International mobility with all stakeholders of JNU Incorporate helpful suggestions Present the finished document in draft form to the competent authorities for approval from the Academic Council (December 2025)	Yes	Revised document with new crucial points highlighted Minutes of meetings with academic components (including students) as well as with interested external stakeholders Revised document incorporating the changes made based on consultations with internal and external stakeholders Document presented	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
Strengthen the Communication strategy of the International Office	Hasn't been started yet	<b>By the end of 2026:</b> The (new) document of Institutional International Strategy will also focus on communication strategy of JNU's international office keeping in mind the NEP 2020 and the global scenario for internationalisation of Higher Education Institutions	Reformulate regulations Streamline communication channels Raise awareness on the areas involved in the processes Develop printed and / or digital material of the institution in the strategic languages	Yes	Minutes of meetings with internal (including students) and external stakeholders on reformulating regulations; note down suggestions in minutes Prepare document incorporating suggestions on reformulating regulations for streamlining communication channels Messages for such upcoming regulations spread across the University (JNU) to raise awareness JNU's International Office develops printed and / or digital material with regard to regulations on streamlining communication channels	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
Reformulate regulations	Hasn't been started yet	<b>Before the end of August 2025:</b> There is an articulated draft ready to be discussed, and it has been appropriately disseminated	Form Committee/Working Group to prepare document in draft form related to regulations on communication strategy	Yes	The working document	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
Streamline communication channels	Hasn't been started yet	<b>Before the end of October 2025</b>	Compare the existing norms with the new directions for reformulating regulations in order to streamline communication channels Highlight new aspects; Insert or indicate the new elements; Rewrite the document incorporating them Share the new draft Incorporate suggestions	Yes	Draft with indications of key points for change Revised and Improved draft Draft shared appropriately for discussion New pre-final draft	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU

Raise awareness on the areas involved in the processes	Hasn't been started yet	Before the end of December 2025	Messages for such upcoming regulations spread across the University to raise awareness	Yes	New pre-final draft shared	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools and Chairpersons of all Centres of Schools in JNU
			If there is any suggestion, incorporate them in the pre-final draft		Final Draft	
			Present the final draft of document to the competent authorities for approval from the Academic Council (December 2025)		Document presented	
Develop printed and / or digital material of the institution in the strategic languages	Hasn't been started yet	Before the end of June 2026	Form Committee to give report on developing printed and / or digital material of the institution; Prepare Report on the basis of Minutes	Yes	Minutes of meetings	JNU RISHII Team and International Collaboration Office
			Present the report to the competent authorities for approval		Report Presented	
			Involve the academic and non-academic staff to develop Printed and / or digital material		Printed and / or digital material developed	
Training Activities for the staff and students involved	Hasn't been started yet	By the end of 2026: Intensify In-house staff skills and expertise both among the academic and non-academic staff to impart training	Develop language skills	Yes	Organize training programmes at regular intervals to develop language skills for the staff and students at Language Lab Complex located in School of Languages, JNU	Academic and Non-academic staff involved in Language Lab Complex and JNU RISHII Team
			Propose training spaces on internationalization strategies		Propose an exclusive training space on internationalization strategies to be allotted by the University Space Committee	
			Generate staff mobility for shadowing work		Disseminate information and raise awareness on JNU's internationalization strategies to generate staff mobility for shadowing work	
Develop language skills	Hasn't been started yet	Before the end of 2026	Identify In-house staff skills and expertise	Yes	Make a survey and prepare a list of In-house staff skills and expertise on the basis of consultations	Academic and Non-academic staff involved in Language Lab Complex and JNU RISHII Team
			Encourage staff and students for training to develop language skills		Issue notice on JNU website	
			Organize training programmes at Language Lab Complex to develop language skills		Impart training by involving and using the expertise of academic and non-academic staff	
Propose training spaces on internationalization strategies	Hasn't been started yet	Before the end of 2026	Identify an exclusive training space within the University	Yes	Make a survey of the available spaces	Academic and Non-academic staff involved in Language Lab Complex and JNU RISHII Team
			Present the request for the proposed space to the University Space Committee		Request Presented	
			Discussion with the University Space Committee for its recommendation to allot an exclusive training space		Minutes of meetings of the Space Committee	
Generate staff mobility for shadowing work	Hasn't been started yet	Before the end of 2026	Disseminate information on the need to generate staff mobility for shadowing work	Yes	JNU website; notices sent to Deans and Chairpersons of all Schools and Centres	Academic and Non-academic staff involved in Language Lab Complex and JNU RISHII Team
			Discussion with Deans and Chairpersons of all Schools and Centres		Minutes of meetings	
			Identification of staff to be involved in shadowing work		List on identified staff	
			Involve the identified staff in shadowing work		Final list of staff involved	

III International mobility and internationalization of the institutional culture						
<p><b>Strengthen the capacities of the different mobility schemes in the HEI members of the project</b></p>	<p>The current policies with regard to the mobility schemes consider only the simplistic way of incoming/outgoing mobility for both the staff members and the students.</p>	<p><b>By the End of 2026:</b> A well-articulated mobility document will be prepared which will define the overall strategy of JNU in implementing the different mobility schemes. It will guide the during mobility activities and provide directions about how to evaluate the quality of the mobility period in terms of support received by home and host institutions. The key idea is how to enhance mobility to foster collaboration and knowledge exchange among international higher education institutions.</p>	<p>Examine the existing mobility policies and identify the points to intervene.</p> <p>Review the strengths and weaknesses of the existing policies in order to introduce a well-articulated mobility document based on new planned directions/orientations.</p> <p>Incorporated new aspects in the provisional mobility document.</p> <p>Discuss new directions/orientations with all members of JNU as well as with the external stakeholders and incorporate important suggestions.</p> <p>After incorporating all the suggestions, present the finished document to the Competent Authorities for the approval.</p> <p>The final document will be published on JNU website separately.</p>	<p>Yes</p>	<p>Preparation of the working document; minutes of the local task force that will be involved in document preparation.</p> <p>Revised document</p> <p>Revised document with key points highlighted</p> <p>Minutes of the meetings with internal and external stakeholders; number of people consulted; Preparation of revised/improved document incorporating changes on the basis of consultations with above stakeholders.</p> <p>Presentation of document</p> <p>Publication of document</p>	<p>JNU RISHII Team, persons responsible for International Collaboration and other stakeholders</p>
<p><b>Design mobility regulations in its different schemes, considering the available mobility schemes</b></p>	<p>Hasn't been stated yet</p>	<p><b>Before the End of December 2025:</b> Going through the various activities as outlined in the next column the designing of mobility regulations in different schemes of our institution will take its final shape and published on the home page of our institutional website</p>	<p>Creating a working group that includes people from our Institutional Internationalisation Team and other key people of JNU, academic and non-academic</p> <p>Comparing the existing mobility policies/regulations with the new directions; Highlighting new aspects; incorporating the new elements</p> <p>Organizing a consultation within the university/institution as well as with other stakeholders; Incorporating suggestions; Presenting final document to academic authorities; Doing the necessary procedures to obtain approval</p> <p>Publish the new mobility policies/regulations</p>	<p>Yes</p>	<p>Working Group documentation: Group Composition</p> <p>Working Group Documentation: Minutes and First Draft with indications of key points for change. This would follow the emergence of a revised draft</p> <p>Draft shared appropriately for discussion; New pre-final draft; Final document; Final document presented; Final approved document</p> <p>Document published</p>	
<p><b>Generate mobility schemes with existing partners</b></p>	<p>Mobility schemes are there in JNU but in a limited number with only a few partner Institutions</p>	<p><b>By the End of December 2025:</b> Mobility schemes with interested existing partners will further be generated</p>	<p>Identify the interested existing partners</p> <p>Discuss scheme for Staff Mobility</p> <p>Discuss scheme for Teaching-Researcher Mobility</p> <p>Discuss Student Mobility Scheme</p>	<p>Yes</p>	<p>Prepare a list of interested existing partners</p> <p>Minutes of meetings</p> <p>Minutes of meetings</p> <p>Minutes of meetings</p>	<p>JNU RISHII Team and People Responsible for International Collaboration</p>
<p><b>Schedule construction</b></p>						
<p><b>Staff Mobility</b></p>	<p>Limited staff mobility programs in place, with sporadic international collaborations.</p>	<p><b>By the End of 2026:</b> A robust staff mobility program will be implemented, fostering increased international collaboration and knowledge exchange among faculty members.</p>	<p>Conduct a needs assessment to identify areas for staff mobility and establish partnerships with international universities/institutions for staff exchange</p> <p>Promote staff mobility opportunities internally.</p>	<p>Yes</p>	<p>List prepared on number of partnerships established on identified areas of staff mobility</p> <p>Workshops conducted on opportunities for staff participation in mobility programs.</p>	<p>JNU RISHII Team, People Responsible for International Collaboration Office, Academic Affairs including Deans, Collaboration Coordinators.</p>

			Evaluate and recognize outcomes of staff mobility programs.		Feedback from staff participants and recognition of international experience in faculty evaluations.	
			Facilitate collaborative research projects involving international staff.		Collaborative research publications.	
Teaching-Researcher Mobility Scheme (to generate trust among HEIs).	Limited structured programs for teaching-researcher mobility, hindering trust-building initiatives among HEIs.	<b>By the End of 2026:</b> A robust Teaching-Researcher Mobility Scheme that enhances collaboration, trust, and knowledge exchange among partner HEIs will be implemented.	Develop a framework for teaching-researcher mobility	Yes	Joint teaching and research programs initiated as per developed framework.	JNU RISHII Team, People Responsible for International Collaboration Office, Academic Affairs including Deans, Research Coordinators,
			Identify key focus areas for collaborative teaching and research initiatives and establish international partnerships for joint teaching and research.		List prepared on number of partnerships established on identified areas of collaborative teaching and research initiatives	
			Facilitate joint research projects and publications.		Participation levels in mobility programs recorded in terms of joint research publications and projects.	
			Evaluate outcomes and impact of teaching-researcher mobility programs for promoting visibility of achievements and generating trust among HEIs.		Feedback from teaching-researcher participants recorded to evaluate increased collaboration and trust measures among partner HEIs.	
Student Mobility Scheme	Limited formalized programs for student mobility, impacting international exposure for students.	<b>By the End of 2026:</b> A comprehensive Student Mobility Scheme that increases the number of students participating in international programs will be implemented.	Develop a structured framework for student mobility programmes and promote student awareness of international mobility opportunities.	Yes	Students participation in mobility programmes initiated as per newly developed structured framework. Increase in number of participants duly recorded.	JNU RISHII Team, People Responsible for International Collaboration Office, Student Affairs, International Students Affairs and Academic Advisors.
			Establish partnerships with international universities/Institutions for student exchange		List prepared on number of partnerships with international universities/Institutions for student exchange	
			Provide support services for students during their international experience and evaluate the impact on students' academic and personal development for enhancing cultural integration initiatives.		Record prepared on student feedback about support services provided to them as well as successful completion of their academic credits during mobility. Students' cultural awareness and integration measures properly documented.	
Generate visibility policies in HEIs	Visibility policies are there but their effective practices need to be increased.	<b>By the End of 2026:</b> Visibility policies reframed as per National Education Policy 2020 will be implemented to enhance the institution's presence internationally will be implemented.	Conduct a visibility assessment of JNU's current status and reframe a comprehensive visibility policy.	Yes	Survey conducted and positive feedback taken from stakeholders.	JNU RISHII Team, People Responsible for International Collaboration Office, Public Relations Office and Institutional Development Team.
			Utilize traditional and digital channels for promotion and engage in public relations activities.		Increased media coverage including social media presence.	
			Highlight achievements and success stories.		Collaborative promotional activities with international HEIs carried out and shared with each other achievements and success stories.	
			Implement feedback mechanisms for continuous improvement.		Monitored feedback mechanisms in place for continuous improvement.	
Establish internal and external communication guidelines, framed in a mobility regulation	Gaps in clear communication guidelines for mobility programmes	<b>By the End of 2026:</b> Implement effective internal and external communication guidelines, framed within a mobility regulation.	Develop communication guidelines for internal stakeholders and create an external communication strategy for promoting mobility programs.	Yes	Improved awareness of mobility programs among internal stakeholders.	JNU RISHII Team, People Responsible for International Collaboration Office, Office of Communication and Information Services (CIS), Human Resource Development Centre
			Conduct training sessions for staff on effective communication practices and utilize multiple channels for information dissemination.		Increased inquiries and applications for mobility programs.	

			Monitor and assess the effectiveness of communication strategies.		Positive feedback on the clarity and effectiveness of communication.	
Design a mobility area on the university website where you can show the offers of each partner university	Limited online presence exclusive for showcasing international mobility opportunities.	<b>By the End of 2026:</b> Implement a user-friendly mobility area on the JNU website that provides comprehensive information on offers from each partner university.	Conduct a user experience analysis for the current website.  Design and develop a dedicated mobility section on the website. Populate the mobility section with detailed information on partner universities and their offerings.  Ensure regular updates and maintenance of the website section to attract inquiries for mobility programmes.	Yes	Survey report on website traffic to the mobility section.  Record of number of partner universities featured.  User feedback taken on the website's usability. Increased inquiries and applications for mobility programs.	JNU RISHII Team, People Responsible for International Collaboration Office, Office of Communication Information Services (CIS), Web Development Team.
Build mobility portfolio according to your capacity with each of your partners	Lack of a structured approach to manage mobility programmes with partners institutions.	<b>By the End of 2026:</b> Establish a well-managed mobility portfolio that aligns with the capacity and goals of both the JNU and its partner institutions.	Assess institutional capacity for hosting and sending students and staff.  Identify key areas of collaboration with each partner and develop a tailored portfolio considering academic strengths and resources. Establish clear guidelines for programme durations and objectives.  Regularly review and update the portfolio based on feedback and performance besides implementing mechanisms for continuous improvement.	Yes	Record of number of successful programme implementations on the basis of feedback received from participants and partner institutions. Developed portfolio diversity and relevance.  Record of success of programme durations and objectives as per established guidelines. Improved long-term sustainability of programmes.	JNU RISHII Team, People responsible for International Collaboration Office, Academic Affairs including Deans, Collaboration Coordinators.
Spread news through social networks	Limited social media presence for promoting international mobility initiatives	<b>By the End of 2026:</b> Implement a strategic social media plan to regularly share news and updates about international mobility opportunities.	Develop a social media strategy for international mobility promotion.  Create and maintain official social media accounts dedicated to mobility and engage with the audience through interactive content.  Utilize targeted advertisements to reach a wider audience. Monitor analytics for continuous improvement.	Yes	Increased social media followership.  Engagement metrics (likes, shares, comments).  Record of number of inquiries and applications from social media. Positive sentiment in online conversations.	JNU RISHII Team, people responsible for International Collaboration Office, Office of Communication and Information Services (CIS), Media Team.
Design reports of good practices, periodically exchanging joint experiences with partners	Limited formalized processes for documenting and sharing good practices.	<b>By the End of 2026:</b> Establish a systematic approach to designing reports on good practices and facilitate regular exchanges with partner institutions.	Identify key areas for documenting good practices in mobility programs and establish templates for systematic reporting.  Periodically share reports with partner institutions.  Host joint webinars or workshops for knowledge exchange.  Establish a repository for storing and sharing reports.	Yes	Record of number of documented good practices on identified key areas.  Development of collaborative initiatives based on shared practices. Participation in joint events with partner institutions. Feedback and impact assessment from shared experiences.	JNU RISHII Team, people responsible for International Collaboration Office and Internal Quality Assurance Office.
Identify the most suitable areas to share good practices with partners	Limited systematic approach to identify and prioritize areas for knowledge exchange.	<b>By the End of 2026:</b> Establish a structured process for identifying and focusing on the most impactful areas for sharing good practices with partners.	Conduct regular assessments of successful practices within JNU and collaborate with partner institutions to identify their priority areas.  Establish criteria for prioritizing areas based on impact and relevance as well as develop a plan for systematic sharing of practices in identified areas.	Yes	Record of number of identified priority areas.  Successful implementation of shared practices. Feedback from partner institutions on the	JNU RISHII Team, people responsible for International Collaboration Office, Joint Task Force.

			Create a knowledge-sharing platform for ongoing collaboration.		relevance of shared practices. Development of joint initiatives in identified areas.	
Sharing good practices in the field of mobility of each partner HEI	Limited focused efforts on sharing mobility-related practices with individual partner institutions.	<b>By the End of 2026:</b> Establish a tailored approach to sharing successful mobility practices with each partner HEI, fostering mutual learning and improvement.	Conduct joint assessments with partner institutions to identify mobility-related strengths and areas for improvement. Develop case studies showcasing successful mobility initiatives. Establish a structured mechanism for sharing mobility practices and organize joint workshops or webinars focusing on mobility experiences. Encourage reciprocal visits to witness successful practices in action.	Yes	Record of number of joint mobility-related workshops or events. Shared case studies and success stories. Adoption of shared practices by partner institutions. Improved mobility program outcomes.	JNU RISHII Team, people responsible for International Collaboration Office, Liason Teams of home and partner institutions.
Feedback and self-assessment	Limited formalized processes for gathering feedback and conducting self-assessment on mobility initiatives.	<b>By the End of 2026:</b> Implement a robust feedback and self-assessment mechanism that contributes to the continuous improvement of mobility programmes.	Develop feedback mechanisms for participants in mobility programs and establish regular surveys and evaluations for both outbound and inbound participants. Analyse feedback to identify areas for improvement besides conducting self-assessment reviews of mobility program outcomes. Implement changes based on feedback and assessment findings. Promote a culture of continuous improvement through training and awareness programs.	Yes	Increased participation in feedback surveys. Positive trends in participant satisfaction. List of number of implemented changes based on feedback. Enhanced program outcomes over the time.	JNU RISHII Team, people responsible for International Collaboration Office, Internal Quality Assurance Cell.
Project sustainability	Integrate the above goals into the Institutional Strategic Plan	<b>By the End of 2026:</b> Implement strategies to secure the sustainability of internationalisation projects such as RISHII beyond the initial phases.	Conduct a sustainability assessment for RISHII project and create a roadmap for scaling successful initiatives on the basis of JNU's overall strategic plan. Develop strategies for securing funding or resources. Establish partnerships and collaborations that contribute to sustainability. Monitor and report on the sustainability of projects over time.	Yes	Successful integration of internationalization goals into the institution's strategic plan. Continued funding and support for key initiatives. Long-term partnerships and collaborations. Expansion or replication of successful projects.	JNU RISHII Team, people responsible for International Collaboration Office, Project Management Office under Research and Development Unit, Strategic Planning Committee.
<b>IV Modernization of learning, teaching, and assessment programs: Student-centered and competency-based learning, learning outcomes, and measurement of student workload</b>						
Promote curriculum internationalization focused on student learning	International perspectives and experiences into JNU's curriculum are already there but it needs to be revamped as per National Education Policy 2020 as well as on the basis of RISHII Project Outcomes.	<b>By the End of 2026:</b> Implement a curriculum internationalization strategy that actively contributes to enhancing student learning experiences.	Assess the current curriculum and identify key areas for integrating global perspectives into courses. Develop and implement faculty training programs on curriculum internationalization. Incorporate diverse teaching methodologies that enhance student engagement with international content. Introduce case studies and examples with global relevance into curriculum and evaluate the impact on student learning through assessments and feedback.	Yes	Record of number of courses with integrated international content. Faculty participation in training programs. Student feedback on the impact of internationalization on learning. Improved student performance in assessments with global perspectives.	JNU RISHII Team, people responsible for International Collaboration Office, Internal Quality Assurance Cell and Curriculum Development Committee of each of the Schools of JNU.
Establishment of a repository (unified common space) that contains guidelines, experiences and good practices on curricular internationalization based on the student-centered	Absence of a systematic unified platform for sharing and accessing resources on student-centered curricular internationalization.	<b>By the End of 2026:</b> Establish a comprehensive repository to support and guide faculty in implementing student-centered curricular internationalization.	Design and develop an accessible online repository. Populate the repository with guidelines, case studies, and best practices. Promote the repository among faculty through training sessions and encourage them to contribute their experiences and resources. Regularly update and maintain the repository.	Yes	Number of resources available in the repository. Number of resources available in the repository. User engagement and contributions. Frequency of updates and additions.	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for Educational Technology, Curriculum Development Committee of each of the Schools of JNU.

approach (learning).			Establish mechanisms for feedback and improvement.		Faculty feedback on the usefulness of the repository.	
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.	Limited emphasis on integrating competence-based approaches in curricular internationalization.	<b>By the End of 2026:</b> Foster a competence-based mindset among administrative and academic bodies to enhance the effectiveness of student-centered curricular internationalization.	Develop informational materials highlighting the benefits of a competence-based approach. Integrate competence-based language into institutional policies.  Conduct awareness sessions and workshops for administrative and academic staff.  Provide resources and training for faculty on competence-based assessment.  Monitor and evaluate the integration of competence-based approaches in curricular internationalization. Collaborate with academic leaders to align curricular goals with competency outcomes.	Yes	Increased use of competence-based language in institutional documentation.  Participation rates in awareness sessions and workshops.  Integration of competence-based assessments in courses.  Improved alignment of curricular goals with competency outcomes.	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for R&D and Educational Technology, Curriculum Development Committee of each of the Schools of JNU, Rector office for Academic Affairs.
Encourage collaborative work between teachers in the framework of subjects applying face-to-face, blended, or virtual modalities, and using technologies	Limited structured collaboration among teachers for course development and delivery.	<b>By the End of 2026:</b> Establish a culture of collaborative work among teachers, promoting effective use of face-to-face, blended, and virtual modalities with technology integration.	Facilitate training sessions on collaborative teaching methodologies and encourage interdisciplinary collaboration in course design.  Recognize and reward collaborative efforts in teaching.  Provide resources and support for incorporating technology into teaching as well as sharing best practices in course development and delivery.  Establish a feedback loop for continuous improvement.	Yes	Participation rates in training sessions.  Number of collaborative teaching initiatives.  Integration of technology in courses.  Improved student and engagement outcomes.	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for R&D and Educational Technology, Curriculum Development Committee of each of the Schools of JNU, Rector office for Academic Affairs.
Promote spaces for learning a second language	Limited structured programmes and spaces for second language acquisition.	<b>By the End of 2026:</b> Develop and implement initiatives that actively encourage students to learn a second language within the academic environment of JNU.	Encourage students to participate in language learning programmes in the existing language lab of JNU.  Collaborate with language departments and experts to enhance language learning opportunities.  Promote language exchange programmes with international students.  Incorporate language learning resources into the curriculum.  Provide incentives or recognition for language proficiency achievements.	Yes	Number of students participating in language learning programmes.  Internal Partnership with School of Languages, Literature and Culture Studies  Participation rates in language exchange programmes.  Integration of language learning into broader academic goals.  Success stories of language proficiency achievements.	JNU RISHII Team, people responsible for International Collaboration Office and Language Lab, Dean of School of Languages, Literature and Culture Studies, Dean of Students, Rector office for Academic Affairs.
<b>V Synergies with the territorial context</b>						
Strengthening the interaction and cooperation with external stakeholders	Initiatives for engaging with external stakeholders are already there but it needs to be strengthened in a structured manner.	<b>By the End of 2026:</b> Strengthen ties with external stakeholders, establishing sustainable collaborations and partnerships that contribute to JNU's mission.	Develop a fresh communication and engagement strategy to collaborate with key external stakeholders relevant to JNU's goals.  Organize regular meetings and forums for dialogue and networking to establish long-term partnerships with external stakeholders.  Establish joint projects and initiatives.  Evaluate and measure the impact of collaborations.	Yes	Number of new collaborations formed.  Participation rates in stakeholder engagement events.  Number of successful joint projects.  Positive feedback from stakeholders.	JNU RISHII Team, people responsible for International Collaboration Office, Internal Collaboration Office responsible for engagement with external stakeholders within India.
Training in entrepreneurship	Limited entrepreneurship	<b>By the End of 2026:</b>	Develop new strategy to hold entrepreneurship training	Yes	Number of participants in entrepreneurship	JNU RISHII Team, School of Management and

<p>plan for the creation of spin-off</p>	<p>training specifically geared towards spin-off creation.</p>	<p>Establish a robust entrepreneurship training program that empowers members of JNU community to create successful spin-off ventures.</p>	<p>programmes through workshops, seminars, lectures.</p> <p>Provide mentorship and guidance for aspiring entrepreneurs and facilitate networking opportunities with industry experts.</p> <p>Provide a supportive environment for idea incubation and establish partnerships with business incubators.</p> <p>Monitor and evaluate the success of spin-off ventures.</p>		<p>training as per newly developed strategy.</p> <p>Number of successful spin-off ventures created.</p> <p>Partnerships with external incubators.</p> <p>Alumni success stories in entrepreneurship.</p>	<p>Entrepreneurship, Atal Incubation Centre (AIC), JNU Foundation for Innovation (JNUFI)</p>
<p>Organize events between the university, communities, companies and organizations for the transfer and exchange of knowledge</p>	<p>Events that promote knowledge transfer and collaboration are being organized in a massive way.</p>	<p><b>By the End of 2026:</b> Continue with what JNU is currently doing.</p>	<p>Continue with activities already in place.</p> <p>Evaluate the impact of events on knowledge transfer.</p>	<p>Yes</p>	<p>Number of organized knowledge exchange events.</p> <p>Attendance rates from diverse stakeholder groups.</p> <p>Collaborative projects initiated as a result of events.</p> <p>Positive feedback and testimonials.</p>	<p>JNU RISHII Team, Collaboration Unit, Outreach Programme Coordinators.</p>
<p>Create meeting spaces for the opening of the university to society</p>	<p>JNU already has designated meeting spaces for open interaction between the university and the broader community.</p>	<p><b>By the End of 2026:</b> If need be, more spaces for dialogue and collaboration between the university and society would be designated.</p>	<p>(if need be) designate more physical spaces for community engagement within the university.</p> <p>Establish feedback mechanisms for continuous improvement.</p> <p>Monitor the utilization and impact of meeting spaces.</p>	<p>Yes</p>	<p>Number of physical and virtual meeting spaces created.</p> <p>Positive feedback on the accessibility of meeting spaces.</p> <p>Increased visibility of the university in the community.</p>	<p>JNU RISHII Team, Facilities Management Team within PRO Office, University Space Committee, Personnel responsible for JNU Community Centre.</p>
<p>Promote the participation of civil society organizations in research projects</p>	<p>Participation of civil society organizations in JNU research initiatives are already there but it needs to be promoted on continuous basis.</p>	<p><b>By the End of 2026:</b> Promote and facilitate continuously the active involvement of civil society organizations in various research projects conducted by JNU.</p>	<p>Identify the upcoming areas of collaboration between civil society and research projects.</p> <p>(if need be) streamline the process for engagement and collaboration.</p> <p>Continue with providing training and support for civil society participation in research.</p> <p>Recognize and celebrate successful collaborations in terms of the impact of civil society involvement in research outcomes.</p>	<p>Yes</p>	<p>Record of number of upcoming areas of collaboration.</p> <p>Number of civil society organizations engaged in research.</p> <p>Number of civil society participants in training.</p> <p>Successful outcomes and impact of collaborative projects</p>	<p>JNU RISHII Team, Internal Collaboration Office, Department responsible for R&amp;D.</p>
<p>Training for the university community in the "dialogue of knowledge" with the community</p>	<p>Formal training programmes focused on facilitating "dialogue of knowledge" between the university and the community are already in place which should further be encouraged keeping in mind NEP 2020 and the current global scenario.</p>	<p><b>By the End of 2026:</b> In accordance with NEP 2020 establish a comprehensive training programme that equips JNU community with new skills for meaningful engagement and knowledge exchange with the community.</p>	<p>Assess the current level of community engagement skills within JNU and design a new curriculum in accordance with NEP 2020 for training programmes focused on the "dialogue of knowledge."</p> <p>Implement regular workshops, seminars, and training sessions and include practical exercises and case studies in the training program.</p> <p>Collaborate with community representatives for insights and feedback.</p> <p>Evaluate the impact of training through feedback and assessments.</p>	<p>Yes</p>	<p>Improved community engagement skills among university members.</p> <p>Increased participation in training programs.</p> <p>Positive feedback from community partners.</p> <p>Integration of training outcomes into community projects.</p>	<p>JNU RISHII Team, people responsible for International and Internal Collaboration Offices, Internal Quality Assurance Cell, Department responsible for Research &amp; Development, Office of Communication &amp; Information Services (CIS), Community Development Committee and PRO.</p>
<p>Support the generation of patents and intellectual property</p>	<p>Infrastructure and support systems for fostering the generation of patents and intellectual property are already in place which should</p>	<p><b>By the End of 2026:</b> Provide a conducive environment on continuous basis so as to encourage innovation, leading to increased generation of patents and intellectual property.</p>	<p>Conduct an assessment of the current status of patent generation within JNU and provide training on intellectual property rights and processes.</p> <p>Facilitate collaborations between academic researchers and industry partners and assist in the patent application process.</p>	<p>Yes</p>	<p>Successful commercialization of intellectual property.</p> <p>Positive feedback from industry partners on collaborative projects.</p>	<p>JNU RISHII Team, people responsible for International Collaboration Office, Intellectual Property Management Cell, JNU Foundation for Innovation, Research and Development Department, Industry Collaboration Coordinators.</p>

	further be strengthened keeping in mind NEP 2020 and the current global scenario.		Create awareness campaigns to promote the importance of intellectual property. Recognize and reward innovative achievements within the university.		Increased number of patent applications from JNU researchers. Recognition of university innovations in external forums.	
<b>VI Visibility</b>						
<b>Increase the international visibility of HEI research results</b>	JNU already has international exposure of research findings from the University, though efforts can be made to further increase the global visibility.	<b>By the End of 2026:</b> Increase further the global visibility of JNU research results through strategic dissemination and engagement efforts.	Adopt a robust communication strategy for research dissemination and participate in international conferences and events. Establish more partnerships with international research networks and platforms.  Actively promote research findings through press releases, social media, and other channels besides collaborating with international media for coverage of significant research. Monitor and analyse the impact and reach of research publications besides creating a repository for international publications.	Yes	Metrics indicating global visibility and recognition. Number of international collaborations established. Presence in international media and other platforms. Increased citations of JNU publications.	JNU RISHII Team, Internal Collaboration Office, Department responsible for Research & Development, Office of Communication & Information Services (CIS), Media Team.
Invite partner universities to participate in open calls for scientific publications and / or artistic and cultural productivity	Limited participation of partner universities in open calls initiated by JNU.	<b>By the End of 2026:</b> Foster a culture of collaboration by inviting and involving partner universities in open calls for publications and creative productivity.	Establish a regular schedule for open calls. Create a platform for announcing and managing open calls. Develop clear guidelines for participation. Facilitate communication and coordination with partner universities.  Encourage diverse contributions across disciplines. Acknowledge and showcase contributions from partner universities.  Evaluate the impact of partner participation on the overall productivity.	Yes	Maintaining a record of regular schedule for open calls. Exclusive section on JNU website. Included in Strategic document. Number of partner universities participating in open calls. Variety and quality of contributions received. Maintaining a record of increased collaborative outputs. Feedback and testimonials from participating institutions.	JNU RISHII Team, people responsible for International Collaboration as well as Internal Collaboration Offices, Rector office responsible for Academic Affairs, PRO.
Encourage publications with co-authors from partner universities	Limited instances of co-authored publications with partner universities.	<b>By the End of 2026:</b> Increase the number of publications featuring co-authors from partner universities, showcasing collaborative research efforts.	Identify thematic areas for joint publications and potential co-authors and facilitate workshops and training on collaborative writing and research. Encourage joint research projects that lead to publications and provide support for language and cultural considerations in co-authorship. Celebrate and recognize co-authored publications. Monitor the impact of co-authored publications on research visibility.	Yes	Number of potential co-authors participated in workshops on identified areas of publications with partner universities Feedback on the effectiveness of collaborative writing support. Increased visibility of joint publications. Collaborative projects initiated as a result of co-authorship.	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for Research & Development.
Encourage publications in international co-authorship	Limited number of international co-authorship in publications involving JNU faculty.	<b>By the End of 2026:</b> Increase the number of publications with international co-authors, reflecting the global collaborative nature of research from JNU.	Establish partnerships with international research institutions and develop guidelines and resources for international co-authorship. Encourage faculty to seek international collaborators for research projects and co-authorship. Provide language and communication support for diverse collaborations. Recognize the achievements in international co-authorship and	Yes	Included in Strategic document. Number of publications with international co-authors. Diversity of countries and institutions represented in co-authored publications. Positive feedback from faculty on international	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for Research & Development.

			monitor its impact on research visibility.		co-authorship in addition to increased citations and visibility in international databases.	
<b>VII Sustainability</b>						
Identify aspects of the work plan that will continue beyond the 3-year Plan	Work plan aspects are designed for the 3-year timeframe with limited consideration for long-term sustainability.	<b>Beyond 2026:</b> Establish a clear understanding of work plan aspects that require continuity beyond the initial 3-year period.	Conduct a comprehensive review of work plan and identify aspects with long-term impact and significance.	Yes	Increased awareness among academic and non-academic staff about the long-term vision.	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for Research & Development, Project Management Office, Strategic Planning Committee, Deans of all Schools and Centres.
			Engage stakeholders to gather input on sustainable elements.		Stakeholder feedback on the relevance of identified aspects.	
			Develop a strategy for the integration of sustainable aspects into future plans.		Integration of sustainable aspects into future planning documents.	
			Document and communicate the identified aspects for continuity.		Documentation of work plan aspects earmarked for continuity.	
Plan the human and financial resources to support these aspects and activities	Limited consideration for resource allocation for aspects extending beyond the 3-year timeframe.	<b>Beyond 2026:</b> Establish a sustainable funding and staffing plan for identified work plan components with a focus on continuity.	Assess the financial and human resources currently allocated.	Yes	Documented resource plan for sustaining identified work plan aspects.	JNU RISHII Team, people responsible for International Collaboration Office, Finance Department, Resource Planning Unit.
			Identify additional resources required for sustained activities, develop a budget projection for the extended period and explore funding sources and mechanisms for long-term support.		Increased funding secured for long-term initiatives.	
			Establish partnerships for collaborative resource sharing.		Partnerships established for resource collaboration.	
			Communicate the resource plan to relevant stakeholders.		Stakeholder awareness and approval of the resource plan.	
Identify future actions to improve and extend project results	Limited consideration for future actions beyond the current project period.	<b>Beyond 2026:</b> Establish a roadmap for continuous improvement and extension of project results.	Conduct an evaluation of project results and impact besides identifying areas to improve and extend.	Yes	Evaluation report highlighting areas for improvement and extension of project results.	JNU RISHII Team, people responsible for International Collaboration Office, Project Management and Evaluation Office, Stakeholder Engagement Team.
			Seek feedback from project stakeholders.		Stakeholder feedback on project impact and future needs.	
			Document lessons learned for future reference and develop a strategy for implementing future actions.		Documented strategy for future actions.	
			Communicate the plan for future actions to relevant parties.		Increased awareness among project teams about the roadmap for improvement.	
Plan the human and financial resources to support these aspects and activities	Limited consideration for resource allocation for aspects extending beyond the 3-year timeframe	<b>Beyond 2026:</b> Establish a sustainable funding and staffing plan for identified work plan components with a focus on continuity.	Assess the financial (if applied) and human resources currently allocated.	Yes	Documented resource plan for sustaining identified work plan aspects.	JNU RISHII Team, people responsible for International Collaboration Office, Finance Department, Resource Planning Unit.
			Identify additional resources required for sustained activities, develop a budget projection for the extended period and explore funding sources and mechanisms for long-term support.		Increased funding secured for long-term initiatives.	
			Establish partnerships for collaborative resource sharing.		Partnerships established for resource collaboration.	
			Communicate the resource plan to relevant stakeholders.		Stakeholder awareness and approval of the resource plan.	
<b>VIII Financial Management</b>						
Structure of the department managing the international projects/activities management	JNU's Project Cell is dedicated to manage international projects/activities. There are two sections within the Project Cell.	<b>By the End of 2026:</b> Restructure Project Cell to effectively manage international projects/ activities subject to approval from the competent authorities.	Assess current staffing and resource needs and define their roles and responsibilities within the Project Cell. Recruit and train staff exclusively with international project management expertise.	Yes	Documented organizational chart for the international projects management. Trained and skilled staff members in international project management.	International Collaboration Office, Rector, Registrar, Finance Officer, Research and Development Department, Project Cell, Deputy Registrar (Administration) responsible for Human Resources.

	Project Administration and Project Finance.		Follow the established standard operating procedures (SOPs) for project management.  Foster collaboration with other relevant departments/sections.		Established SOPs for efficient project execution.  Improved collaboration and communication within other relevant departments/sections.	
Information flow between the international projects/activities management department and financial services	Information flow between Project Administration and Project Finance needs to be enhanced.	<b>By the End of 2026:</b> Establish a seamless and effective communication process between the Project Administration and Project Finance.	Identify key information exchanges between the two departments of Project Cell as well as project managers/investigators.  Provide training on financial reporting requirements to project administration staff.  Conduct regular meetings between the two departments and improve digital communication tools for real-time updates.  Monitor and evaluate the effectiveness of the information flow.	Yes	Improved collaboration between Project Administration and Project Finance as well as project managers/investigators  Trained project administration staff  Increased accuracy in financial data exchange as well as reduced time lag in financial reporting for projects.  Positive feedback from staff on the effectiveness of information flow.	International Collaboration Office, Research and Development Department, Project Cell, Communication & Information Services and Deputy Registrar (Administration).
Coexistence of national legislation in force and funding programmes financial rules (E.g., Erasmus+)	Erasmus+ funded projects are managed as per university norms, though potential challenges in aligning national legislation with funding programmes financial rules may not be ruled out.	<b>By the End of 2026:</b> Establish a proper framework that allows seamless adherence to both national legislation as well as Erasmus+ like funding programme financial rules.	Conduct a comprehensive review of national legislation and funding programme rules and identify areas of alignment and potential conflicts.  Collaborate with relevant authorities to amend or adjust areas of potential conflicts or discrepancies as needed.  Develop guidelines for compliance with both sets of regulations and provide training to staff on the coexistence of rules.  Establish a monitoring system for ongoing compliance.	Yes	Documented alignment between national legislation and funding programme rules.  Resolution of potential conflicts or discrepancies.  Staff adherence to guidelines for compliance.  Positive feedback from compliance audits.	International Collaboration Office, Research and Development Department, Legal Cell, Project Cell.
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)	JNU has updated digital systems or software tools and instruments specifically designed for efficient and effective audit management as per Government of India directives.	<b>By the End of 2026:</b> Continuous Monitoring and updating of existing digital system for managing audit-related documents and information in an organized manner as per Government of India directives.	Monitor key documents and information required for audits and update audit management software or tools.  Train newly recruited or transferred staff on the use of the updated tools and systems.  Follow the existing protocols for archiving and organizing audit-related documents.  Conduct regular reviews and updates to ensure system effectiveness.	Yes	Implementation of a dedicated audit management system.  Increased efficiency in trained staff for document retrieval during audits.  Positive feedback from auditors on the organization of information.  Continuous improvement in the effectiveness of the digital system.	Communication and Information Systems Personnel, Internal Audit Team, Training Coordinators.
Actors involved in the financial management	Currently, Project Managers/ Principal Investigator (PI), Director (R&D), Director ICO and Finance Officer are involved in the financial management. However, roles and responsibilities in financial management may not be well-defined.	<b>By the End of 2026:</b> Establish a clear framework outlining the roles of individuals involved in financial management.	Define specific responsibilities for key actors in financial management.  Establish communication channels between financial actors.  Implement periodic reviews to ensure compliance with defined roles.  Foster collaboration and communication between financial and project administration teams.	Yes	Documented roles and responsibilities for financial actors.  Increased clarity in communication between financial actors.  Positive feedback from staff regarding role definition.  Improved efficiency in financial processes.	Project Managers/PI, International Collaboration Office (ICO), R&D, Finance Department, Deputy Registrar responsible for Human Resources, Project Administration and Project Finance within Project Cell.
External Fundings	JNU has a system in place for identifying and securing external fundings to	<b>By the End of 2026:</b> Diversify funding sources by actively seeking and securing more external fundings for international projects.	Identify more potential external funding sources (grants, partnerships, sponsorships) and monitor funding opportunities and deadlines.	Yes	Diversification of funding sources for international projects.	International Collaboration Office (ICO), R&D, Project Cell, especially the Project Finance Department.

<p>support international projects and activities. However, more potential funding sources need to be explored keeping in mind Internationalisation of HEIs.</p>		<p>Develop compelling project proposals for submission to external funders. Implement a system for tracking and reporting on external fundings secured.</p>	<p>Positive feedback from external funders on project proposals. Improved financial sustainability for international initiatives.</p>	
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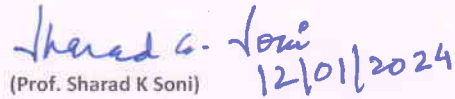
**\*The Strategic Plan for Internationalization has been prepared by the Jawaharlal Nehru University (JNU) RISHII Team Members & the implementation of the plan is subject to approval from the Competent Authority.**

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