



**Strategic Curriculum Internationalisation Plan**

**WP4 – Going beyond**

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### 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.
- **First draft of the 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  |
|--|---|---|---|---|---------------------|--|
| <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. | <i>The existing policy supports diversity and provides rules for inclusion to a certain extent</i>                    | <i>The inclusiveness of different cultural backgrounds will feature prominently in the university policy</i>  | Re-Defining policies  | Yes   |                     | Registrar, Pro-vice chancellor (Academic), IQAC cell members, HoDs, Deans, Student representatives             |
|  |   |   | Monitoring Educational activities   | Continuous  |                     |  |
|  |   |   | Coordinating among the various faculties  | Continuous  |                     |  |
|  |   |   | Updating the syllabi as per requirements of the day   | Yes   |                     |  |
|  |   |   | Working towards maintaining a cohesive learning environment   | Yes   |                     |  |
| Examine the existing document and compare it to new needs and directions of development identified                                   | <i>The university is at present doing a major upgradation to the undergraduate courses under the directive of NEP</i> | <i>The NEP to be discussed in detail Faculty members to be earmarked for incorporating the required changes in the institution in this regards.</i> | Organise more interdisciplinary orientations and refresher courses to replace the current isolated/fragmented teaching learning process   | Yes   |                     | All Faculties and students   |
| Incorporate new aspects on a provisional basis and give it wide publicity  | <i>New aspects are being provisionally implemented at a smaller scale</i>   | <i>Awareness drives to be completed for all stakeholders about the new policy and implementation completed</i>                                      | <i>Seminars and meetings to be planned on per semester basis to improve the inclusiveness and equity properties of the university</i>   | Yes   | Curricular infusion | Members of each faculty  |
| Discuss with all members of the institution and with external stakeholders, collect suggestions and incorporate them                 | <i>Dissemination workshops have been carried out at the institute level</i>   | <i>The final implementation to be done keeping in mind the outcomes of discussions from the stakeholders</i>  | <i>Meetings to be held with the stakeholders such as alumni, staff, industry representatives and parents of student to decide on the required changes to be incorporated with regards to globalization of curriculum.</i> | Yes   |                     | The deans, the student representatives from humanities, science and tech faculties along with faculty members. |
| Present the finished document to the appropriate authorities as necessary  | <i>The draft had been discussed at the level of HoD</i>   | <i>The finished document will be approved by the appropriate authorities</i>  | <i>Seminars to be organized for presentation of the draft of curriculum appropriate for internationalization</i>  | Yes   |                     | Higher authorities responsible for policy changes, representatives from the Govt. higher education department  |
| Post prominently on the home page of the IES website, and update as needed.  | <i>The draft is going to be published in the departmental website</i>   | <i>The institute homepage will display the final plan</i>   | <i>Content designing of the web page to be completed within April 2024 for displaying in the institution web-site</i>   | Yes   |                     | Persons associated with IES office   |



| II International Offices and academic services  |  |   |  |                   |  |  |
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| Strengthen the structure of the International Offices. Redesign the organization chart of the Offices according to the various functions: | <i>At present , registrar's office doubles up as international relation office</i>   | <b>a. Creation of an international Relations office to explore e opportunities for funded research, submission of project proposals for funding and also Supporting all aspects related to contracts in international activities.</b> | Appointment of staff for the international office to be completed within six months of the project completion  | Yes               |  | Registrar, IQAC chairperson, Deans   |
| Cooperation and partnerships  | <b>The university has long standing collaborations with European HEI</b>   | <b>The collaborations should be explored to their fullest capacity.</b>   | The credit transfer system as specific by NEP will be implemented<br>More international visitors participating in the seminars organized by the University<br>Starting the “ study abroad program”   | Yes<br>Continuous |  | Students, controller of examination, registrar<br>Students                                   |
| Communications  | <b>At present, there is one common site available for resource sharing among all faculty and staff (<a href="http://Calcutta University Library   E-Resources at a Glance (culibrary.ac.in)">Calcutta University Library   E-Resources at a Glance (culibrary.ac.in)</a>).</b> | <b>Improved version of the existing site for resource sharing for aiding the faculty and staff to develop a more globalized approach towards teaching methods, service delivery, and support services of a course</b>                 | Dedicated site for internationalization of curriculum to be developed within one year  | Yes               |  | All stakeholders<br>Students, staff and faculty members along with members of administration |
| International mobility  | <b>One of the oldest universities of the country, this has already been part of a large number of student and faculty Exchange programs</b>  | <b>More support will be generated towards staff and student mobility</b>  | Awareness drives to be organized for improving staff and student mobility<br>More support from the international office to be provided to interested staff and student<br>Reward/Appreciation schemes to be introduced for those who take part in international mobility programs<br>Students and staff members with experience in mobility programme will share their feedbacks | Yes               |  | Vice chancellor, Deans and Syndicate members   |
| Strengthen the Communication strategy of the International Office   | <b>At present, emails are used besides notices in the website for faster communication</b>   | <b>The dedicated site for internationalization of curriculum will be implemented to support efficient communication in a timely way</b>   | The international office will notify upcoming events and opportunities to participate in mobility programmes on a monthly basis..<br><b>Reports from participants of mobility programmes about their learning experience will be put up on institute website.</b>  | Yes               |  | Registrar and Deans  |
| Reformulate regulations   | <i>The university syndicate members meet at regular intervals to re-consider changes in existing regulations.</i>  | <b>The reformulation of regulations Will continue on a as and when needed basis</b>   | <b>The meetings take place twice every month. Besides this, emergency meetings may take place as and when required</b>   | Yes               |  | Vice chancellor, registrar, Deans, Educationalists   |
| Streamline communication channels   | <b>Use of emails and hard copies of office orders for official communication</b>   | <b>Effective use of the page for internationalization of curriculum Will make communication to all stakeholders much more precise</b>   | <b>Regular newsletter may be published every quarter to let all the stakeholders be aware of the happenings within the university</b>  |                   |  | Librarian and IES office staffs  |
| Raise awareness on the areas involved in the processes  | <b>Regular discussions held among stakeholders in an informal manner</b>   | <b>Planned events in each semester to increase awareness levels of stakeholders in this</b>   | <b>Feedback sessions to be organized on a semester basis</b>   |                   |  | Academic staff training institute  |

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|   |  | respect  |  |            |  |  |
| <i>Develop printed and / or digital material of the institution in the strategic languages</i>          | <b>We already print annual reports</b>   | <b>More details will be added to the annual reports</b>  | <b>The quarterly newsletters along with student ambassador reports would be published</b>  |            |  | <b>Dean, International language faculties</b>                            |
| <b>Training Activities for the staff and students involved</b>  | <b>There is a dedicated staff training institute included in the university <a href="http://UGC-HRDC-University of Calcutta (hrdcca.in)">UGC-HRDC-University of Calcutta (hrdcca.in)</a></b> | <b>The students and staff will be offered training sessions focused on internationalization of curriculum</b>                                | <b>The office of the academic staff training department will be organizing regular trainings in this domain</b>  | <b>Yes</b> |  | <b>Registrar and IES office staffs</b>                                   |
| <i>Develop language skills</i>  | <b>English is the medium of teaching-learning. Also the university offers 9 different foreign language courses, among them is French, German, Spanish, etc are offered.</b>                  | <b>The students and staff will be offered short term courses in different international languages</b>  | Different language faculties of the university will offer summer/winter school courses   | <b>Yes</b> |  | <b>Faculty members of Language Department</b>                            |
| <i>Propose training spaces on internationalization strategies</i>                                       | <i>There is no such space available for promotion of global learning</i>   | <b>Diversity office and institutional research office to be established at all the campuses of the university</b>                            | Structure of the offices to be finalized within next three months<br><b>Approval process to be completed within next 6 months</b>  |            |  | <b>The respective office staffs</b>                                      |
| <b>Generate staff mobility for shadowing work</b>   | <b>The shadowing work is in practice partially</b>   | <b>The IQAC cell will motivate staff members to go to international institutes for the purpose of shadowing at work</b>                      | Organizing seminars every six-month outlining benefits of work shadowing   | <b>Yes</b> |  | <b>Technical staff, research personnel, administrative staff</b>         |
| <b>III International mobility and internationalization of the institutional culture</b>                 |  |  |  |            |  |  |
| <b>Strengthen the capacities of the different mobility schemes in the HEI members of the project</b>    | International project collaborations are present in most of the teaching faculties of the university from the very beginning.  | <b>The faculty will be provided more opportunities and support towards international collaboration with dedicated project handling unit</b>  | <b>Project handling unit to be created within next one year. The functionalities of this unit to be made available with everyone</b>   | <b>Yes</b> |  | <b>All faculty members and students</b>                                  |
| <i>Design mobility regulations in its different schemes, considering the available mobility schemes</i> | <b>The present schemes of mobility support are aimed mostly towards the faculties</b>  | <b>The mobility support scheme will be modified to include more stakeholders, keeping in mind the dictates of NEP</b>                        | Modification of existing scheme to be undertaken within next one month<br>Final modification to be completed within next six months  | <b>Yes</b> | Credit Transfers   | Staff of International students office                                   |
| <b>Generate mobility schemes with existing partners</b>   | <b>At present faculty and student research visits are supported</b>  | <b>As per NEP, credit transfer schemes will be initiated between the university and various national as well as international institutes</b> | Credit transfer scheme to be placed for approval to the syndicate members within two months  | <b>Yes</b> | Faculty and student exchange with international institutes connected through MoU | Deans of different faculties   |
| <b>Schedule construction</b>  |  |  |  |            |  |  |
| <i>Staff Mobility</i>   | <i>Staff members rarely take part in mobility programmes</i>   | <b>The university plans to implement staff mobility programmes between the partner institutes</b>  | <b>Awareness workshops for popularizing concepts of global learning to be held every semester</b><br><b>Yearly plan of staff exchange to be effective within next three months</b> |            |  | <b>Technical and non-technical staff members of university faculties</b> |
| <i>Teaching-Researcher Mobility Scheme (to generate trust among HEIs).</i>                              | <b>MoUs are present between the university and various international HEIs</b>  | <b>Workshops/meetings to be arranged to bridge the gap between international partners and the university of Calcutta</b>                     | <b>Events to be organized every semester</b>   | <b>Yes</b> |  | <b>Teachers and researchers</b>  |
| <i>Student Mobility Scheme</i>  | <b>Engineering students go for internships as part of</b>  | <b>Internships/exchange programs to be facilitated for all students</b>  | <b>The necessary changes to individual course curriculum to be completed within next six</b>   | <b>Yes</b> |  | <b>All students and dean of students affairs</b>                         |

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|  | curriculum  |   | months to be effective from next academic year   |     |   |   |
| Generate visibility policies in HEIs   | Notices are displayed in the website as well as prominent places within the university  | Student newsletters to include the upcoming mobility offers   | Newsletter to be published every quarter   | Yes |   | Librarian   |
| Establish internal and external communication guidelines, framed in a mobility regulation  | The guidelines are already present, the university being the oldest in the country.   | The mobility regulation is to be displayed as a separate document in the IoC page                                   | The format and content of the regulation framework to be finalized through workshops within next one year  | Yes |   | The academic deans  |
| Design a mobility area on the university website where you can show the offers of each partner university  | The common notice board in the website is displaying the mobility calls   | Dedicated page to showcase the mobility calls will be developed   | Within next six months   | Yes |   | Representatives from each department  |
| Build mobility portfolio according to your capacity with each of your partners   | Each faculty is involved independently with the mobility scheme of the university   | Focus on the strength areas of individual faculty and build collaborations accordingly                              | Meetings to be organized with partner universities at regular frequencies  | Yes |   | Faculty   |
| Spread news through social networks  | The social network platform is rarely used  | Practice of dissemination of university news through social networking platforms to be initiated                    | The decision to use social network platforms to be approved within next two months   | Yes |   | Librarian   |
| Design reports of good practices, periodically exchanging joint experiences with partners  | The ongoing projects involve regular meetings with partners including exchange of reports   | The good practice to be continued   | Continual  | Yes | -   | All the faculty members involved in mobility scheme   |
| Identify the most suitable areas to share good practices with partners   | The identification of focus areas done at individual faculty level  | Clustered focus areas of multidisciplinary nature to be identified  | Meetings to be organized between multiple departments on a yearly basis  | Yes |   | All the faculty members   |
| Sharing good practices in the field of mobility of each partner HEI  | Faculty members involved in collaborative projects expose students to global knowledge  | More exposure of students to different research methods.  | International collaborators to be involved in sharing the different research methods practiced by them   | Yes |   | All students and researchers  |
| Feedback and self-assessment   | The process of feedback and self-assessment includes reports generated at the end of each visit.                                      | Formal feedback and self-assessment process to be introduced  | Yearly   | Yes | Self Assessment formats<br>Feedbacks about possible adjustments to be made to enhance performance | All participants of mobility scheme   |
| Project sustainability   | Depending on the nature of project terms and conditions of concerned project, administrative support is provided towards maintenance. | The administrative support to be strengthened   | Yearly   | Yes | Support Staff in research labs to continue the project outcome                                    | All project members, Project  |
| <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  | Student learning outcome is kept in focus of all the faculties  | Student competency building with due consideration to global standards is to be given importance by each programme. | Assessment methodology to be modified to give equal opportunity to all students<br><br>Competency levels at the end of each programme is to be redefined | yes |   | Industry representatives, representatives from partner organizations, faculty representatives |

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| <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> | <b>The university rules and course details are available to all in the university web page</b>          | <b>Guidelines as regards internationalization of curriculum as well as changes in the assessment methods to be made available in the university website</b>         | To be implemented within next six months                          | Yes |  | Librarian   |
| <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>        | <b>At present , an outcome-based approach is used towards evaluating the impact of some programmes</b>  | <b>The competency-based framework will be adopted</b>   | Appropriate accreditation to be obtained within next three years. | Yes |  | Deans, Pro-Vice chancellor (academic)   |
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|  |   |   |   |     |  |   |
| <i>Encourage collaborative work between teachers in the framework of subjects applying face-to-face, blended, or virtual modalities, and using technologies</i>  | <i>The university already has the use of blended /virtual modalities in place in many faculties</i>     | <b>The use of ICT to be made more important in all the faculties for seamless learning experience</b>   | To be implemented within next one year                            | Yes |  | Faculty members   |
| <i>Promote spaces for learning a second language</i>   | <b>University has already dedicated faculty for teaching French, English, and many other languages.</b> | <b>More short-term courses to be offered for basic knowledge of the languages.</b>  | Every semester  | Yes |  | The teachers of French, linguistics and English faculty   |
| <b>V Synergies with the territorial context</b>  |   |   |   |     |  |   |
| <b>Strengthening the interaction and cooperation with external stakeholders</b>  | <i>Meetings with external stakeholders are done infrequently</i>  | <b>Regular interactions with external stakeholders to be organized for strengthening the cooperation</b>  | Each semester   | Yes |  | <b>Registrar, Deans, HoDs of each faculty, representatives of students, parents, industry, alumni</b> |
| <i>Training in entrepreneurship for the creation of spin off</i>   | <i>Organized by academic staff training unit</i>  | <b>Industry representatives to deliver lectures in this regard</b>  | Every year  | Yes |  | Director and staff of UGC-HRDC  |
| <i>Organize events between the university, communities, companies and organizations for the transfer and exchange of knowledge</i>   | <i>Events are held regularly</i>  | <b>To be continued</b>  | <b>As and when needed</b>   | Yes |  | <b>Faculty members</b>  |
| <i>Create meeting spaces for the opening of the university to society</i>  | <i>Public discourses are held regularly on outcomes of socially relevant activities</i>                 | <b>Such discourses are to be held in more frequent intervals</b>  | Quarterly interactions  |     |  | Registrar   |
| <i>Promote the participation of civil society organizations in research projects</i>   | <i>Research on socially relevant domains is always a priority of the university</i>                     | Specific collaborations involving sustainable development, food safety, public health and social well-being, renewable energy, discriminations, etc. Will be sought | <b>Workshops to create awareness to be held quarterly</b>         | Yes |  | <b>Registrar</b>  |
| <i>Training for the</i>  | <i>Regular refresher courses</i>  | More workshops focussing on   | <b>Every year</b>   | Yes |  | <b>UGC-HRDC</b>   |

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| <i>university community in the "dialogue of knowledge" with the community</i>   | <i>are organized by the university academic staff training unit</i>  | role of formative research in professional training qualification to be organized  |  |     |  |  |
| <i>Support the generation of patents and intellectual property</i>  | <i>University encourages the researchers to apply for patents</i>  | <b>Grants to be provided for patent filing</b>   | <b>The approval of changes in research grant towards patent filing will be sought in next three months</b>                                   |     |  | <b>IPR Cell in charge</b>                                    |
| <i>Invite partner universities to participate in open calls for scientific publications and / or artistic and cultural productivity</i> | <i>Already in practice with multiple partner institutes (national/international) leading towards collaborative doctoral studies, publications, conferences, etc.</i> | <b>To be continued</b>   | <b>Already there</b>   |     |  | <b>Deans</b>   |
| <i>Encourage publications with co-authors from partner universities</i>   | <i>Already in practice</i>   | <b>To be continued</b>   | <b>Already there</b>   |     |  | <b>Pro vice chancellor (academic)Deans</b>                   |
| <i>Encourage publications in international co-authorship</i>  | <b>This is already being done from the inception of the university</b>   | <b>To be continued with appreciatory measures for involvement of faculty members in international collaborations</b>   | <b>Appreciatory measures to be in implemented within two months</b>  |     |  | <b>Pro-vice chancellor (Academic), Dean, Finance Officer</b> |
| <b>VI. Visibility</b>   |  |  |  |     |  |  |
| <b>Increase the international visibility of HEI research results</b>  | <i>The website of the university mentions the research publications in the individual faculty prominently</i>  | <b>The content of the website will be redeveloped, giving prominence to the various research works undergoing within the university and with partner institutes.</b> |  |     |  | <i>Librarian, Registrar, HoDs</i>                            |
| <i>Invite partner universities to participate in open calls for scientific publications and / or artistic and cultural productivity</i> | <i>Notices for such calls appear on as and when basis in the university website</i>  | <b>To be continued</b>   | <b>Identification of common interest areas among the university and partner universities</b><br><b>Approval of grant towards joint work</b>  |     |  | <b>Librarian, Dean, HoD</b>                                  |
| <i>Encourage publications with co-authors from partner universities</i>   | <i>The university faculty members are involved as co-authors in collaborative research publications</i>  | <b>The earmarking of financial grant towards joint publication and patent filing is to be formalized</b>   | <b>The approval of grant to be obtained within 15 days of application for the same</b><br><b>The grants to be utilized on a yearly basis</b> |     |  | <b>Finance officer, Deans</b>                                |
| <i>Encourage publications in international co-authorship</i>  | <i>This practice is already present</i>  | <b>To continue the encouragement by means of special mentions in the university website</b>  | <b>The website to be updated on a monthly basis</b>  |     |  | <b>HoDs, Dean</b>  |
| <b>VII Sustainability</b>   |  |  |  |     |  |  |
| <b>Identify aspects of the work plan that will continue beyond the 3-year Plan</b>  | <b>The internationalization of curriculum is in place to some extent</b>   | <b>The recommendations of NEP will be taken into consideration for continuing the internationalization of curriculum</b>   | Curricular changes are to be reviewed every three years to keep them at the global level   | Yes |  | HoDs, Pro-vice-chancellor (Academic), Finance Officer        |
| Plan the human and financial resources, to support these aspects and activities   | There is no dedicated support staff for handling such activities   | <b>Dedicated staff to be assigned per each group of international collaborations</b>   | <b>The assignment of staff to be completed within 3 months of start of the collaboration</b>   | Yes |  | <b>Registrar, HRD incharge</b>                               |
| <b>Identify future actions to improve and extend</b>  | This is already being practiced  | <b>To increase the percentage of intake capacity of international</b>  | <b>Effective with immediate effect after the formation of the international relations office</b>   | Yes |  | <b>HoDs and Researchers</b>                                  |

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| <b>project results</b>  |  | <b>students from 15 % to 30%</b>  |   |            |  |  |
| Plan the human and financial resources to support these aspects and activities  | <b>The university syndicate committee meets regularly for this purpose</b>                                       | <b>To continue the existing norm, with extra importance to internationalization of course curricula</b>                   | <b>Effective immediately</b>  | <b>Yes</b> |  | <b>Vice-chancellor, Dean</b>                 |
| <b>VIII Financial Management</b>  |  |   |   |            |  |  |
| <i>Structure of the department managing the international projects/activities management</i>  | <i>The common accounts department takes care of international projects accounts</i>                              | <b>Dedicated project management unit to be set up with pro-vice chancellor (Academic) as head and at least two staffs</b> | <b>Approval of dedicated project management unit</b><br><b>Staff to be assigned</b>   | <b>Yes</b> |  | <b>Project management office incharge</b>    |
| <i>Information flow between the international projects/activities management department and financial services</i>  | <i>There is no dedicated department for international projects/activities</i>                                    | <i>Dedicated department for handling international projects/activities will be set up</i>                                 | <b>Draft proposal for international activity handling department formation in next two months</b><br><b>Approval of financial grant to be sought from the Syndicate Committee within next two months</b><br><b>Recruitment of staffs for the department within one month after the approval</b> | <b>Yes</b> |  | <b>Respective PI, Finance officer</b>        |
| <i>Coexistence of national legislation in force and funding programmes financial rules (E.g., Erasmus+)</i>   | <i>Already such schemes co-exist within the university</i>   | <b>Improve the mutually benefitting schemes by holding more awareness workshops</b>                                       | <b>The workshops are to be held by the international activity department every six months</b>   | <b>Yes</b> |  | <b>Legal officer and the Finance officer</b> |
| <i>Tools (e.g., software) and instruments (e.g., cost control centres) 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> | <i>At present, there is just a simple software for accounting system used by staff of the finance department</i> | <i>Introduction of an online system of application/approval of visits to other institutes.</i>                            | Provisioning financial grants for employee training, content development and management, mobile learning and performance tracking, and other administrative support services  | <b>Yes</b> |  | Procurement officer and HoDs                 |
| <i>Actors involved in the financial management</i>  | <i>Pro-vice chancellor finance and finance department staffs</i>   | <b>To include HoDs and dedicated international project management staffs</b>  | <b>To recruit dedicated staff for managing international collaborations within next 6 months</b>  | <b>Yes</b> |  | <b>Finance Officer and staffs</b>            |
| <i>External Findings</i>  | <i>Various government and international grants already supporting collaboration</i>                              | <b>To improve the utilization of the different grants, both international and national level</b>                          | Effective immediately   |            |  | Finance Officer and Relevant PI              |