



STRATEGIC PLAN

International Relations Office

of

Dr. Babasaheb Ambedkar Marathwada
University



Executive Summary

The Center for International Relations has been entrusted by the Dr. Babasaheb Ambedkar Marathwada University to spearhead its efforts for internationalization of higher education. By helping to establish two-way mobility for scholars of all disciplines, the International Centre functions as a facilitator for liaison and cooperative efforts between the Dr. Babasaheb Ambedkar Marathwada University and overseas partners and entities. Campuses once geographically bound to one physical place now have the opportunity to expand and network between states, regions, and international locations. In addition, technology enables professors and students access to a world of information previously available only at high costs and over long periods of time. The desire for education created by a population that continually seeks education, further supports changes within the university. These forces continue to alter the structure of the university in three ways, which includes changes to the structure of governance, expansion of campus networks, and enhancement of university community partnerships. The Dr. Babasaheb Ambedkar Marathwada University has for long been aware of its role in a larger international academic community, and in pursuance of this, the University has been reaching out to fraternal institutions in different parts of the world for collaborative programmes, research networks, student exchanges and so on.

Objectives:

- Providing educational opportunities of global standards
- Helping to establish two-way mobility for scholars of all disciplines
- Mobility and transfer of knowledge in the teaching-learning process thereby facilitating student and faculty exchange programs as well as joint research projects
- Developing and nurturing academic and cultural collaborations between Dr. Babasaheb Ambedkar Marathwada University and overseas partners and entities
- Providing a network of strategic partnership with peer institutions for sharing vital resources and providing cross cultural experiences for students



- Receiving students from several universities under various extant Memorandum of Understanding (MoU's) with Dr. Babasaheb Ambedkar Marathwada University.
- Fostering cross-cultural understanding among students

Timeframe

The MERGE programme is now helping to internationalize higher education in India and Europe. The programme also contributes to build institutional partnerships within as well as between India and Europe. Learning and sharing of various good practices in-between the partner's ultimate maximize potential and thereby increase strengthen.

This will definitely increase sustainable relationship between third countries and EU institutions.

Environmental Analysis

Internal University Strengths and Weakness

Strengths

- Positive reputation in the external community
- Positive experience with those who interact with the campus
- Proactive Partnerships with other universities, community colleges, K-12, agencies and corporations
- Past performance
- Many Accredited Programs
- Successful 3 year graduation rates
- Faculty and staff support the campus mission
- Proactive student support
- Access to services

- Faculty involvement with students
- Student leadership programs
- Learning communities developing to enhance learning and student-faculty interaction
- Campus Characteristics
- Medium size campus with small class size
- Facilities include new and well-maintained, attractive buildings and grounds with growth potential
- Potential for growth in Turlock and Stockton
- Friendly and safe
- Diverse student body, Hispanic Serving Institution
- Dedicated and Expert faculty
- Campus wide involvement in planning
- Healthy shared governance
- Strong, active external boards
- Residential Campus Development
- Artistic and Cultural Performances (concerts/seminars/exhibits)

Weaknesses

- Distinguishing qualities and identity not well known
- Operational structure/bureaucracy
- Sluggish responsiveness *to* student and community needs

- Fiscal uncertainty
- Lack of pride of internal community (Student life ... commuter school)
- Match between research expectation & support
- High and unequal workloads faculty & staff
- Ability to hire & retain faculty
- Student preparedness at entrance
- Adjusting to pressures of growth
- Varying perceptions of appropriate proportions of major employee categories (faculty, staff, and administrators)
- Lack of strong, pervasive presence in the external community
- Limited resources for faculty and staff development
- Highly competitive market for diverse faculty and staff
- Promulgating egalitarianism
- Reporting perceived as a ritual and meaningless
- Reporting requirements absorb a large percentage of resources.

External University Opportunities and Threats

Opportunities

- Partnerships in support of university initiatives
- Expanded possibilities for the workforce in the Valley
- Diversity of region (students – industry)

- External Community and University relationships
- Interest in academic program expansion
- Interest in expansion of cultural activities
- Interest in University services (Policy Center, Bridge,
- Growth potential
- New construction
- Societal trends
- Increased value of higher education completion
- Growing demand for graduates
- Match between curricular & societal interests
- Increase demand for mid-career redirection and life long learning
- Increased interest in global initiatives
- Technological advances
- UC Merced
- Partnership opportunities
- Increased focus on higher education
- Stockton
- development of university park
- large student pool
- increased interest in university connections

Threats

- State budget crisis
- Private, for-profit, and on-line universities' responsiveness to program and student scheduling demands
- Increase in reporting expected by government and society
- Shift in focus on numerical achievement vs. qualitative achievement
- Negative public perception
- Development of another university in the area
- Societal and student perception of education as solely a means to a job
- Reporting perceived as a ritual and meaningless
- Reporting requirements absorb a large percentage of resources.
- Historical public perceptions/lack of knowledge about higher Education.

Goals, Assessment Indicators, Objectives, and Strategies:-

Goal 1: Create a globally-engaged student community: Recruit, admit, retain, and graduate more international and globally-experienced students.

Objective 1.1: Recruit larger numbers of high-achieving international students from select high schools and community colleges in the Asia and from countries of strategic interest.

Objective 1.2: Seek new sponsors and sponsored students.

Objective 1.3: Help international students and the campus comply with government policies and regulations to ensure that these students complete their educational objectives.

Objective 1.4: Promote a campus and community climate that will nurture international student life and learning.

Objective 1.5: Increase international opportunities and the number of students benefitting from those opportunities at Dr. Babasaheb Ambedkar Marathwada University.

Goal 2: Enhance International Academic Reputation: Establish international collaborations to promote faculty and academic excellence.

Objective 2.1: Facilitate student mobility between Dr. Babasaheb Ambedkar Marathwada University and other countries via cooperative degree programs with highly-regarded domestic and international partners.

Objective 2.2: Strengthen faculty professional development through international exchange and scholarly cooperation with global institutional partners.

Objective 2.3: Support the ability of Dr. Babasaheb Ambedkar Marathwada University to hire and retain highly qualified international faculty by providing expert service related to immigration processes.

Goal 3: Increase International Research, Development and Creative Scholarship: Enhance our global reputation for the discovery and application of knowledge.

Objective 3.1: Strengthen research and development collaborations with international universities and agencies.

Objective 3.2: Facilitate the development of multi-investigator, multi-disciplinary, and multi-institutional international research teams and development programs and increase external funding for international research and development.

Objective 3.3: Increase the capacity of Dr. Babasaheb Ambedkar Marathwada University faculty to engage in international research, development, and creative scholarship.

Objective 3.4: Use the relationships to foster existing and create new opportunities for scholarship of arid

environments and their people, both domestically and abroad.

Goal 4: Enhance Communication and Advance Intercultural Understanding: Foster awareness through outreach activities aimed at the University and the greater community

Objective 4.1: Educate the Dr. Babasaheb Ambedkar Marathwada University community about the Office of International Affairs' activities and services.

Objective 4.2: Expand outreach services and opportunities to foster intercultural understanding and enrich the quality of life for our students and communities.

Objective 4.3: Foster knowledge of international issues, broaden intercultural understanding, and encourage the pursuit of higher education.

Objective 4.4: Gain regional, national and international recognition for individual and collective efforts toward internationalization.

Goal 5: Increase Funding, Efficiency, and Accountability: Optimize resource allocation for programs, scholarships, recruitment, retention, research collaborations, and related international activities and enhance performance.

Objective 5.1: Significantly increase the Office of International Affairs' endowments for scholarships, academic programs, student activities, faculty support, and outreach programs.

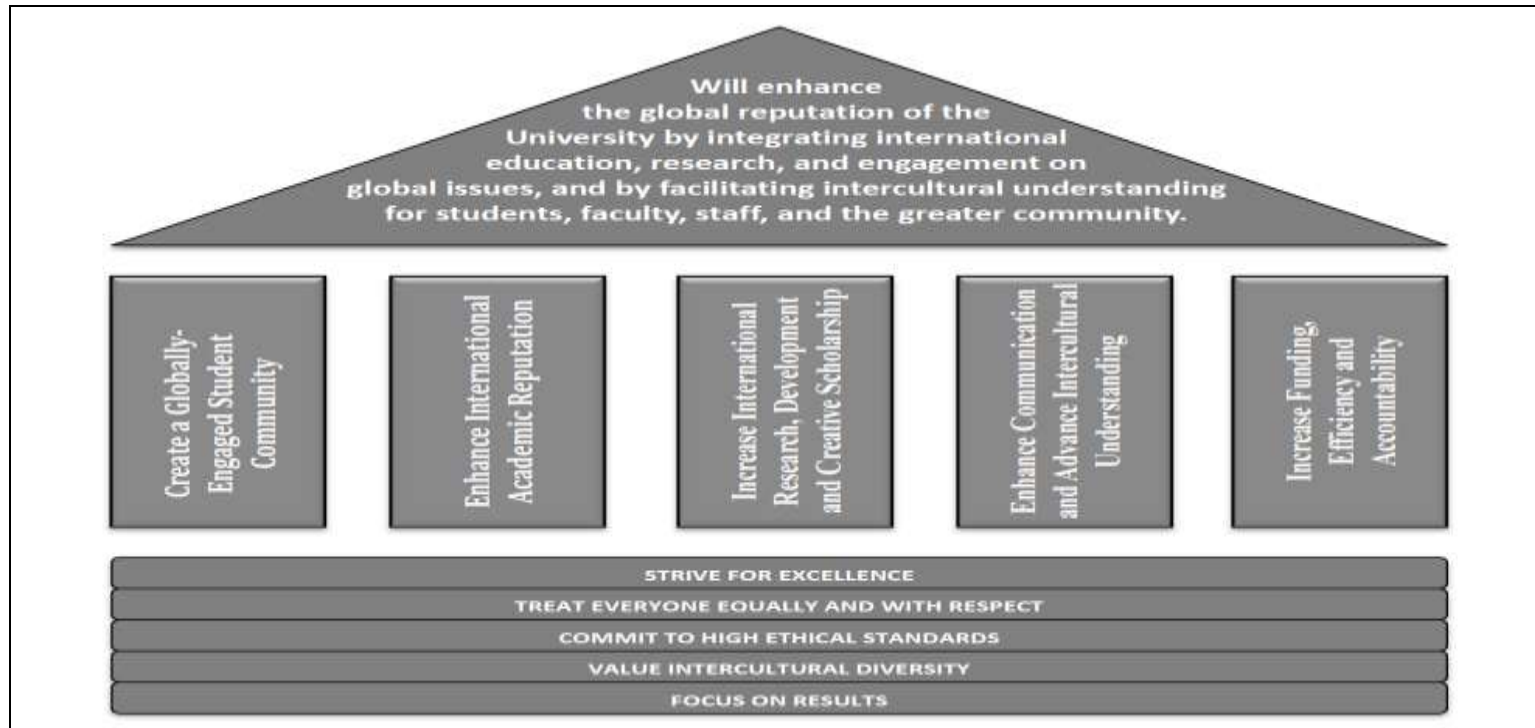
Objective 5.2: Minimize risks associated with international activities; assist in structuring partnerships, teaching and research projects that are safe and ethical.

Objective 5.3: Utilize up-to-date technology and streamlined processes to improve services and efficiency.

Objective 5.4: Form effective Advisory Boards for the OIA and its units and utilize member feedback to help improve long-term goals and objectives.

Objective 5.5: Utilize an annual budget model for each division of the Office of International Affairs to maximize fiscal performance.

2020-2025 STRATEGIC PLAN VISION-SUPPORTED BY GOALS-BASED ON VALUES



Strategic Plan

Vision

- To structure The Dr. Babasaheb Ambedkar Marathwada University to be an Epitome of Excellence by creating and imparting time responsive Quality Education to address Changing Scenario, keeping Research and Development at its core, for 'Anyone' at 'Anytime' and 'Anywhere'.
- Our Mission
- To provide a platform for rural, women, socially disadvantaged and differently-abled groups to achieve Academic Excellence with in-built Employability.
- To carve out a fusion between Academics and Industry with an ultimate aim to identify the gaps and accordingly, design the courses to impart skill based education as per the requirements of the region so as to improve employability and develop entrepreneurial capabilities.
- To provide student centric learning environment and to establish platform for inclusive research leading to the development of creative thought process amongst research scholars keeping in mind societal needs.
- Nurturing innovative ideas shaping into products facilitating the spinoff and creating awareness to protect Intellectual Property (IP).
- To adopt a perennial process for bringing in excellence in teaching pedagogy by providing ICT based state-of-the-art infrastructural facilitation.
- To impart value added, culturally rich education by adopting the local to global approach.
- To provide an academic corridor for cordial connectivity between the University and its affiliates.
- To ensure good Governance inculcating 'Accountability' based on 'Self-evaluation' amongst all the stakeholders of the University.

We, at the Centre for International Relations, strive to develop closer international partnerships for global engagement, in order to promote, strengthen and expand the international links of the University, to encourage students and staff to get involved in mobility projects and to facilitate the integration of international students into our environment.

Strategic Plan

The Strategic plan of the university is multi-layered as well as multi-pronged that focuses on Expansion, Inclusion and Excellence (EIE). It subsumes short term, intermediate and long term policies to cater to the ever growing number of Higher Education aspirants resulting in the enhancement of Gross Enrolment Ratio (GER) that will have positive impact on Human Development Index (HDI). Also, it aims at minimizing the menace of migration. By adopting following steps, the Strategic Plan will be executed to achieve the vision and mission of the University.

MISSION Formulation

What services will the unit offer?

- Student / faculty exchange programmes.
- To initiate a number of Memorandum of Understanding (MoUs) and other programmes like Double Masters', Joint degree etc. To organise a number of workshops, seminars and conferences in the University. The network that has been formulated is beneficial to the University.

Who are the people who may use or benefit from this service?

- Faculty and students.
- Many students studying in foreign universities express desire to come to our University for their 'Study Abroad' programme / internship. The incoming students are happy to understand the Indian culture, life style and the learning environment.

What are the reasons for the service?

- To increase the mobility of international faculty and students.
- To create international Double Master's degree programs, Joint degree, etc.
- To promote collaboration with alumni of University.

Why will the service exist?

- Collaborations with several reputed international institutions have led to many foreign nationals preferring Dr. Babasaheb Ambedkar Marathwada University for pursuing their studies.

Short-term Plan/ Objectives (6 months – upto March, 2018) :**A. Curricular Aspects**

- Assessment of acceptability and time relevance of existing academic programme
- Identification of potential industrial partners who can effectively contribute to framing/ reforming of existing curricula and act as potential platform to offer internship/employment to University passouts
- Thorough reformation of existing curriculum
- Introduction of generic and program-specific value added courses
- Development of facile feedback collection mechanism

B. Teaching-Learning and Evaluation

- Assessment of enrolment statistics across departments and identification of gap areas
- Reformation of pilot initiatives to cater student diversity
- Identification of faculty diversity; and augmentation initiatives in teaching-learning modality
- Development of structured mechanism for attainment of performance outcome of students and evaluative reforms

C. Research, Innovations and Extension

- Development of overall policy for research activities
- Creation of thematic research areas based on University expertise
- Identification of areas for financial provisions

- Sensitization and support activities for uplifting research capacities/infrastructure
- Promotion and support IPR related activities
- Continuation of best practices in extension activities and preparation of comprehensive roadmap

D. Infrastructure and Learning Resources

- Augmentation of physical facilities in the campus
- Enrichment of KRC resources
- Financial Provision for infrastructure

E. Student Support and Progression

- Development of an all-inclusive policy towards framing a student friendly, student owned campus
- Development of student centric academics
- Establishment of a sound mechanism to ensure a positive destination for every student
- Engagement of alumni in developmental activity

F. Governance, Leadership and Management

- Creation of pathway towards good governance
- Preparation and deployment of strategic plan
- Empowerment of teaching and administrative staff

G. Institutional Values and Best Practices

- Sensitization of students and staff for gender and social equality
- Creation of awareness for environmental consciousness and sustainability

- Sensitization of students for human values and professional ethics

Medium-term Plan / Objectives (April, 2018 to March, 2020)

A. Curricular Aspects

- Implementation of revised curriculum from academic year 2018-19
- Survey of region cum industry specific demands for identification of gap and to address the same
- Offering of choice for students towards opting either direct job-opportunities or research career through dedicated curriculum
- Enhance entrepreneur acumen of students
- Development of structured mechanism for analysis and requisite action taken based on feedback

B. Teaching-Learning and Evaluation

- Implementation of revised mechanism (on the basis of identified gaps)
- Reformed pilot initiatives to cater student diversity
- Reframing of teaching –learning process and enrichment of teacher profile/quality
- Innovative evaluation process and measurement of learning outcome

C. Research, Innovations and Extension

- Research Capacity building
- Expansion of research horizon and quality
- Enrichment of Departmental Infrastructure and Research Support
- Mechanized consultancy activity
- Promotion for Idea generation

- Continuous Outreach activities and inclusive research
- Holistic development of University stakeholders

D. Infrastructure and Learning Resources

- Creation and Renovation of Physical Facilities
- Digitization of KRC facilities
- Enrichment of e-resources and e-learning environment

E. Student Support and Progression

- Enrichment of campus facilities
- Assurance of progressive academics
- Enhancement of progression opportunities
- Holistic development of students
- Exercising financial contribution from alumni for academic augmentation

F. Governance, Leadership and Management

- Ensuring good governance
- Establishment of 'Equal Opportunity Cell'
- Review of effectiveness of strategic plans and subsequent modifications
- Identification of financial resources and effective utilization
- Initiation of quality measures

G. Institutional Values and Best Practices

- Initiatives for gender and social equity
- Initiatives for environmental consciousness and sustainability
- Initiatives for enrichment of human values and conscience of ethics

Long-term Plan / Objectives for next 10 years (April, 2020 to March, 2027)

A. Curricular Aspects

- Based on survey and success of pilot projects, new programme will be introduced
- Identification of commercial market to support entrepreneurial acumen and excellence
- Identification of industries to start joint academic program to address national/ global demands
- Continuous refinement in teaching learning process based on rigorous analysis of feedback

B. Teaching-Learning and Evaluation

- Refinement and progression in enhancing student enrolment
- Student centric academic activities
- Strengthening teaching pedagogies through teachers equipped with concepts for changing demands of hour
- Reformation through analysis of all evaluation processes including IT integration and measurement of learning outcome

C. Research, Innovations and Extension

- Augmentation and promotion of societal research
- Augmentation and promotion of industrial research
- Development of an Innovation Ecosystem
- Establishment of Centers of Excellence (COEs)
- Creation of community responsive campus

D. Infrastructure and Learning Resources

- Creation of modernized physical facilities
- Creation of state of the art technical facilities
- Creation of e-resources and extension for learning horizon

E. Student Support and Progression

- Provision for special student support
- Promoting competitiveness and research aptitude among undergraduate and postgraduate student
- Enrichment of student centric activities
- Strengthening Career counseling and placement activity

F. Governance, Leadership and Management

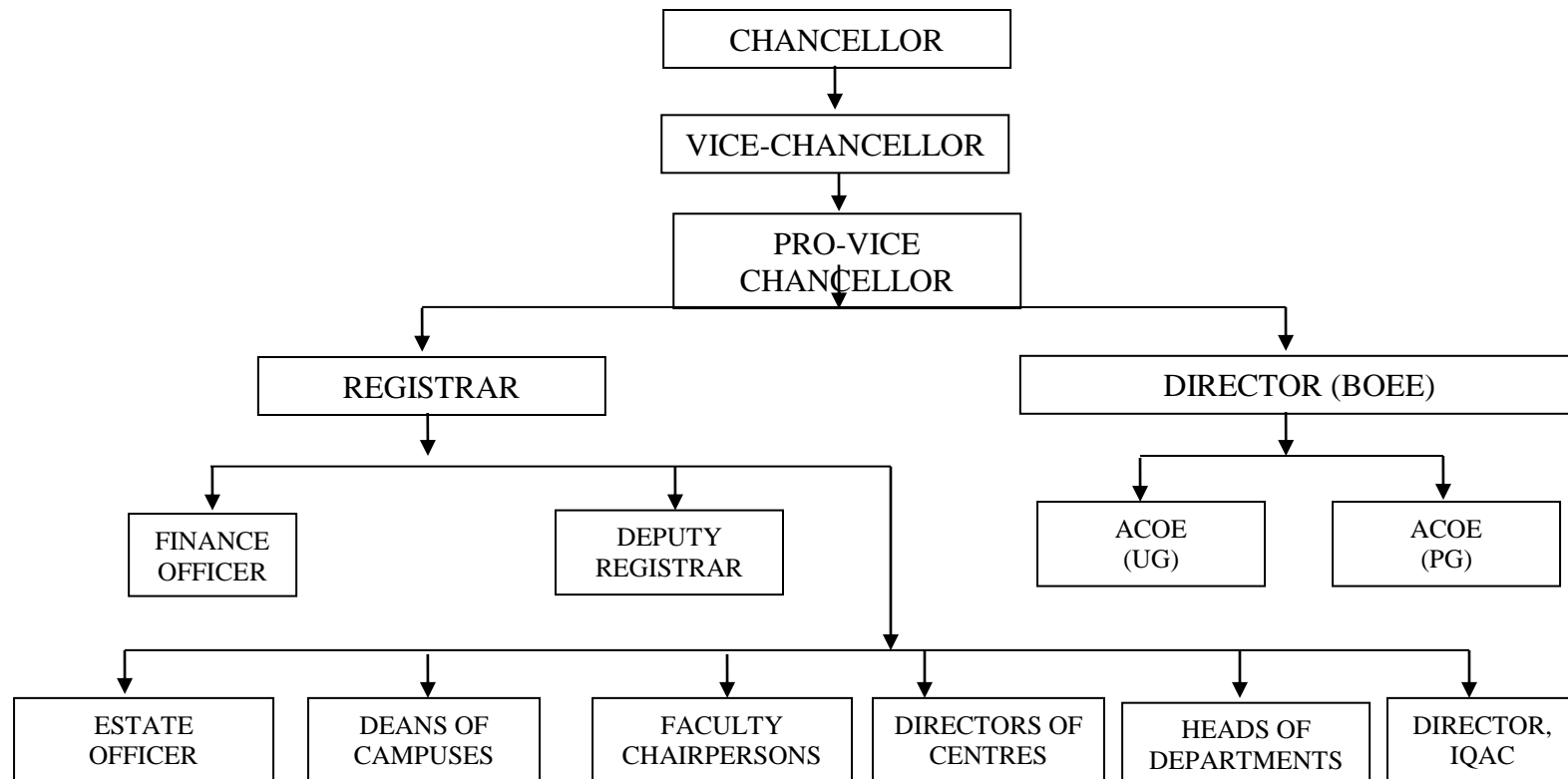
- Creation of brand equity model in higher education
- Promotion of quality culture
- Inclusive Management

G. Institutional Values and Best Practices

- Practicing initiatives of gender and social equity, social awareness for empowerment of women and socially disadvantaged groups
- Practicing environmental consciousness and sustainability initiatives for ensuring clean and pollution free environment
- Practicing human values and professional ethics initiatives for creation and universal values and integrity among all stake holders of the University

Organization Structure

Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the department, workgroup and individual.



Resources

Personnel

Director – 1
 Assistant – 1
 Professional Assistants – 4

Finance / Budget

Facilities / equipment (provided by the EACEA MERGE Grant)

- specific / customized software for IRO operations and management
- computers / laptops,
- servers,
- database storage,
- local network infrastructure
- multifunctional machines
- video cameras
- books and periodicals on the subject matter
- projectors and screen

The hardware and software will be equipped in benefit of the organizational unit of each Partner Country University having appropriate physical space, furniture and technical utilities (power supply, network, access with adequate protection).

Summary

Dr. Babasaheb Ambedkar Marathwada University has been involved in internationalization activities past few years. While a few number of students and faculty members had benefited from the internationalization programs and activities, a significant number still had not benefited. For internationalization to succeed, all the relevant stakeholders need to get involved. In the next five years our goal is to promote measures for the institutional functioning towards quality enhancement through internationalization of quality culture and institutionalization of best practices.



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