<u>Strategic Plan Document 2015-20</u>

Our business in life is not to get ahead of others but to get ahead of ourselves- to break our own records, to outstrip our yesterdays by our today, to do our work with more force than ever before.

<u>Introduction</u>

The last five years starting 2009 are best defined by growth, credibility enhancement, increasing market acceptance and continuing innovations by leading to new paradigms in Higher Education in India. As the University grew in terms of number of programs and students, the expectations of the stakeholders also changed dramatically. Today our stakeholders – SVKM, Faculty, Students, Society and the Industry – expectations are increasing by the day. There is a growing impatience on nonperformance or failure to live to the promise.

The last five years have seen our schools and programs emerge among the top 10 in India, especially when it comes to Management and Business Programs at the Bachelor and Master's level. The School of Pharmacy and Technology Management followed by School of Science and School of Business Management have played the pivotal role in sourcing research funds for institutional research from Government and Industry. The intellectual output in the form of Research Publications in refereed and high impact journals, books, monographs, cases and patents have continuously increased such that today we can safely claim that we have taken a leap on this account. But it has helped us only to score the first goal in Higher Education at the national level. We have been able to achieve two global accreditations in our University, AMBA for PGDM & MPE Bangalore and SAQS for Mumbai SBM. SBM Mumbai is currently undergoing AACSB Accreditation process and expects the accreditation in 2016-17. The number of applications for our programs has increased with the highest growth being in the School of Business Management followed by School of Commerce and School of Economics. We have led the way in technology introduction, dissemination and adoption in higher education. The institution has also been successful in establishing relationship with various universities and institutions. As a university, we today have campuses in Bangalore, Hyderabad and Shirpur. Navi Mumbai, Ahmedabad, Indore and Chandigarh are other campuses that are going to be built in the next few years as the land has already been acquired. Hence, the growth of the University in the last five year has been phenomenal.

However, the areas of concern relates to global rankings, research promotions and output and internationalization of the University.

It is in this context that the Deans and Directors along with senior faculty members and administrative staff set to dream the future.

As we plan for the future, it is imperative to consider the context in which the Strategic Plan 2015-20 was developed.

Context

Forces driving the Change

The forces that are driving the change in Higher Education are many. But the ones that have the effect of 10X are:

A. **Tectonic shifts in Demography**

Globally there is a shift in demography. By 2030, India is expected to be the most populous nation in the world with about 1461 million people. From an age perspective two, India will be youngest nation by 2030 with a median age of 32 years. India will be a labour surplus nation and an exporter of skilled manpower to labour deficient markets around the world. It has been estimated that there will be a cumulative labour deficit of 56.5 million people in US, China, Japan, Russia and UK and other countries, India with 47 million skilled manpower is expected to provide relief. It has already become the leading source of permanent or skilled manpower going to Australia and New Zealand. Besides, the IT and ITES sector today has the largest number of Indian manpower employed all over the world. The young nation provides significant opportunities for education. It is expected that about 142 million student in the age group of 18 to 23 will enter education institutions. Hence there is a need to create additional capacity which will take care of 40 million students to serve the incremental demand for Higher Education if the GER in Higher Education has to increase from current 20% to 50% by 2030. This has to happen across all geographies, income levels and social groups.

There is also a growing need to skill the population and therefore skill based programs will increase. These will be in all spheres, be it agriculture, manufacturing or the tertiary sector that is the services.

Growing demand for women education will also mean new education programs being developed exclusively for this segment.

The paradox of Indian market is that by 2030, India will also be home to a very large group of senior citizen in the age group of 65 and above. Many of whom would be retired but perhaps may have the energy, experience and knowledge to be gainfully employed. Re-skilling this group of people and at the same time providing new knowledge to them will be another challenge in for Higher Education Institutions.

B. **New Generation students**

The new generation students are confident, expressive and technology savvy. They communicate and stay connected through the social networks which today also influence their expectations and aspirations. This is a generation in a hurry whose attention span is no more than 5 to 10 minutes. High on multi skilling, this generation wishes to learn and do many things simultaneously. It is a generation that wishes to experiment and is not afraid of taking risks.

This generation of students find more excitement in non classroom activities than the classroom, thereby raising a debate on the role of classroom and the campuses in today's environment.

C.   Technology

Technology is today an important driver of change. It is today at the root of new consumptions and communication behavior in as much as it is a leveler between the have and the have-nots. Internet/web-based technology, cloud technology mobile technology and tools of collaboration and communication are today defining the learning experience. Open source software has led to the birth of MOOCS in different forms. It has also helped co-create knowledge. This is likely to grow in a significant manner. Multiple forms of digital student engagement are likely to emerge. There is a greater likelihood of flip classrooms changing the entire learning infrastructure of the campuses. Digital library, campus vide telecast, video conferencing facilities, learning management systems, social networks etc are defining the education and research environment on the campuses.

D.   Global Markets

Today India has a winning chance to emerge as a global hub of education provided the Government of India policies do not prohibit Indian institutions from going abroad or Indian institutions bringing foreign students in India or partnering with foreign universities. India today has a significant opportunity to create demand in higher education in emerging markets. It also has an opportunity to research and innovate products and processes required for markets which are on the margin or for the emerging markets. The markets on the margin are a reality not only in countries like India but even countries in Europe and North America. India offers today opportunities to research in human life and economy. For countries in the immediate neighborhood, Middle East and Indian Ocean rim and Africa, India is a good destination for education.

E.   Competition

Indian education today is a large sector with 720 universities and 47000 and above colleges which includes engineering and management institutions also.

The sector is competitive and the market forces have started determining the future of an institution. The competition is no more restricted to national institutions but emanates from global universities and institutions also. They may not necessarily have a campus or a partner. Technology has today enabled them to reach out to the target markets in India.

New education concepts like MOOCS or short term courses offered at certificate or diploma level, education on the go (m-education) are the new competitors to the current forms of education. The new assessment models involving stakeholders today is replacing assessment only by the university faculty or complimenting the university assessment.

Competition has made the task of student engagement both offline and online more challenging.

F. **Markets are changing**

Markets today are changing. Students are price sensitive, value seekers and expect education to provide them employability. Education is seen as enabling them improve their standard of living and help them follow their passion. Quality and affordability are yet other considerations that stakeholder demand from institutions.

G. **Regulatory Framework**

Over a period of time we will see a declining trend of the Central Government in regulating institutions. We are going to be witnessing states becoming more active in Higher Education. Each state will compete with the other for investments in education on the basis of its vision, policy and the infrastructure support. States will compete to get foreign universities to partner with universities in their state. The Center role is likely to be more in forecasting the demand for higher education, directing the funds to achieve the socio economic priorities of the country and building a research and innovation culture. The centre's role will also be in terms of setting the agenda for skill development and thereby providing support to institutions to engage in skill building. The Regulatory bodies like UGC, AICTE, MCI and PCI etc. are likely to be the national repository of norms for Higher Education. They are also likely to be negotiators in the multilateral negotiation in Higher Education. Further accreditation will replace approvals.

It is in the context of these change drivers that the leadership team of NMIMS has developed vision 2030 and the mission and goals for 2015-20

PRIORITIES FOR 2015-20

Vision 2030

Globally admired academic and research university of excellence, best in India, among best in Asia and yearning to be the best in the world distinguished by innovations, accomplishment of its students, scholarship of its faculty, alignment with industry and community needs and contribution to the transformation of the Indian Higher Education.

 NMIMS recognition will be as an innstitution that promotes intellectual excitement, merit, diversity, inclusiveness, transparency and graduate employability at the global level.

Mission

Emerge as a centre of excellence best in class in India and Asia and yearning to be the best in the world 2030.

Goals

1. Be among the top 5 universities in India by 2020 and top 25 universities in Asia Pacific and top 500 in the world by 2030.

2. Develop joint venture/partnership with global universities of repute ranked among top 100 for teaching and research excellence and acknowledged for diversity on its campus.

3. Create innovative models in Higher Education that can serve as a benchmark for others to pursue

4. Create a global learning experience by targeting to get at least 20% of student community from the world market and 20% faculty with international qualifications/work experience or from the partner institutions.

5. Invest in campus development in the North and Eastern part of India and continue to invest in the development of campuses in Southern India (Bangalore and Hyderabad), central India (Indore) and Western India (Mumbai, Navi Mumbai and Ahmedabad).

6. Integrate technology for delivering programs and connecting faculty Resources from international partner institutions and global corporations.

7. Research networks at the global level leading to publications, patents, trademarks and copyrights.

8. NMIMS to have Shanti Swarup Bhatnagar Awardees and Padma Awardees in its faculty and alumni by 2030.

9. Develop programs that respond to emerging needs of India and other emerging markets.

How we Plan to Achieve

1. By promoting faculty scholarship at the global level;

2. Benchmarking academic programs and processes, best in India, Asia and the world;

3. Creating a global learning experience through a mix of student and faculty community from the world market;

4. Developing institutional level partnership with one of the top 100 global universities recognized for its academic and research excellence.

5. Strengthen the bondage with industry and community or social organizations at a global level.

6. Pursue the agenda of innovation across all Schools and Faculty.

<u>Strategy Drivers</u>

In this context, we believe, following vectors will influence NMIMS strategies:

a. Technology
b. Research
c. People
d. Risk to Reputation

a. Technology here implies not just the various technology tools that NMIMS currently uses for program delivery, management and administration but also includes the tools of collaboration, analysis and engagement with the students, university community and other stakeholders on a continuing basis. One of the perspectives that will guide the introduction of technology is the learner experience. Hence, whether these are courses offered on the various MOOC or similar open software platform or offered in other digital format, the guiding principles will be collaboration and learner experience.

b. The emphases in Research will be the impact it has on society and the individual. Hence, while research publications, applications for Patents, Patents, will be some of the measures to assess how we do on research, the real test will be research leading to product or service development. Hence NMIMS will have to focus on the entire journey from research projects, publications to product service development. Hence strategies will have to evolve accordingly.

c. People here refer to the following:
   a. Students
   b. Faculty
   c. Staff

   The emphases will be to push the bar of performance in all the three segments. The strategy focus will be to make NMIMS University the first choice of an aspiring student and also the most sought after employer.

d. Risk to reputation is the ultimate test of any strategic move. All proposals will be screened on this important yardstick.

Following action plan for 2015-20 is proposed

Action Plan

Education

1)   Continue to integrate students and alumni feedback on a continuing basis with the developments in curriculum.

2)   Provide mentoring support to all faculty members especially those at the junior level.

3)   Provide support in the form of human resources, technology and exposure to different sources for development of student centric learning courseware.

4)   Provide for development of faculty in curriculum design and delivery.

5)   Provide mentoring and counseling services to students to ensure that there are no learner failure.

6)   Offer international experience to our students to work abroad through one of our partner institutions. This experience will be also facilitated by creating a mix of foreign and Indian students in different programmes. Also this is sought to be achieved by ensuring that atleast 20% of our faculty in the next 5 years should be drawn from international sources and another 10-15% of our faculty must have an international work experience.

7)   Co-design programmes and modules with industry partnership that will enhance technical and managerial skills of students.

8)   Based on Audit of skills in industry, develop programmes at vocational, professional an doctoral level.

9)   To encourage merit, admission to all our programmes will be competitive. Diversity in all respect will be encouraged. This will be on account of gender, geography, religion, language and economic demography. For this purpose, University will periodically review the representations of segments of all students in its programmes and evolve a plan of action to reduce all or eliminate any short fall that may occur on any of the above demographic factors in the class.

10)   NMIMS University will continue to follow a system of continuous evaluation and feedback to the student. This is irrespective of the level at which the student is studying in NMIMS University. While we wish to create a community of high performer, it to note that NMIMS University will create enough facilities and support infrastructure to ensure that there are no learner failures. Hence, the success of the teacher of the programme will be determined by the strength of its weakest link that what action has been taken to convert the weakest of the weak performer of the class into a higher performer. This

obviously implies an investment in competency building of our students through tutorial and small group activities.

Research and Publications

Create University Level Structure

- Appoint University Dean Research and constitute Research Committee (URC)

- Appoint project management committee (PMC) at every school

- School deans and campus directors to identify potential researchers that include faculty and PG and UG students

- Create platforms (physical / virtual) for sharing research concepts and possibly enrolling different team members across university

- Develop research media (newsletters / blogs, etc.)

Create a pool of problems

- **Create project management committee (PMC) at every school**

    - Concepts presented are chosen for further work

    - Student interns can identify industry problems (end users) and present the identified problems to the PMC (there could be also other sources)

    - Faculty and students can work on the identified problems

    - University provides seed money

    - Outcomes are presented to the PMC

Develop Reward Process

- **Contributors are rewarded based on the research throughput**

    - Throughput assessed by the research committee at the university level headed by dean research

    - Consider select faculty researchers for suitable rewards such as remission in work load for the next academic semester

    - Consider other contributors for suitable rewards as decided by the dean research and dean school

    - Acknowledge researchers in the university research media

Further, focus on:

1. Develop strong research initiative in the areas of family business, entrepreneurship, banking and finance, financial markets, innovation in management and organization, retail, supply chain, telecommunication, microelectronics, pharmacy, bio-analytics and urban design and development.

2. Strengthen the existing doctoral programmes in all disciplines.

3. Seek industry funding for the full-time doctoral programme and make it attractive enough for research minded scholars to consider research and teaching as a potentially rewarding career.

4. Create financial and non-financial support infrastructure to facilitate non-doctoral faculty to pursue the same.

5. Create a global network of research scholars, which will help NMIMS University and doctoral students in pursuing their research agenda.

6. University will commit 10% of its annual revenue less committed expenditure for encouraging research on the campus. This is over and above the research funding support that the University will seek from industry and various agencies.

7. Provide innovative, state-of-the-art facilities and laboratories that can function as or serve multidisciplinary research needs of faculty community.

8. It would also provide for financial and non-financial support for encouraging publications in University. Policy in this regard will be made known.

9. NMIMS University will seek to encourage joint research and publication between international and NMIMS scholars.

10. Create infrastructure and resources for research which will impact the development of the state, country and global policies affecting the future of management, science and technology and sustainable development.

11. Develop & communicate policies related to intellectual property and its commercialization.

12. Recruit and create a cluster of international research professorship across different schools. Create a campus wide web portal to consolidate international research grants and opportunities for the faculty to know about them.

13. Internationalize and monetize NMIMS University scholarship and make it a priority in all our marketing communication.

14. Focus research in rapidly emerging economies like China, Brazil and Russia, besides India.

Faculty

1. Source faculty from leading research and academic institutions in a more aggressive manner.

2) Recruit from the graduating students in the doctoral programmes of the leading U.S. and European Universities at the annual research meets in management and different functional areas of management and technology.

3) Connect with the doctoral programmes of leading Indian, U.S. and European Universities.

4) Source faculty from leading science and technology institution both in the government and private sector.

5) Create a faculty development programme for new faculty especially those who have just completed their masters' programme and have a research bent of mind. This will help to create a pool of potential faculty.

6) Provide a mentorship and assistance programme for faculty within the NMIMS University system.

7) The class feedback of faculty member in each subjects taught by them should be a minimum of 7 on a 10 point scale or 3.5 on a 5 point scale.

8) Performance incentive and recognition for excellence in teaching with a minimum score of 9 on a 10 point scale or 4 on 5 point scale will be put in place.

9) Likewise performance incentive for outstanding research as evidenced by publication in 'A' category national and international journals, books published by leading global publishers like McGraw Hill will also be put in place.

10) To encourage international scholarship, faculty will be encouraged to participate in international conferences in their own subject areas. However, these conferences, have to be double blind reviewed conferences. This will be in line with NMIMS policy statement in this regard,

11) There will be a transparent and objective faculty performance evaluation system in place for all annual promotions and increments and confirmation. Any incentives will be announced based on this evaluation system.

12) There will be a career path for all faculty members.

13) NMIMS Faculty will be recognized among the top ten institutions of higher learning in India based on faculty quality and intellectual capital.

Student

1. Participate in all major national and international education exhibitions/fair to promote the university and its programmes in different parts of the country, Middle-east, Africa, Central Europe & other European and Asian countries.

2. Strengthen exchange relationship with well-known universities in different countries, which will help bring students from their campus in our programmes.

3. To ensure that the meritorious students are not denied of admission because of lack of resources, NMIMS will create scholarships and assistantship programme in partnership with industry and government to encourage excellence among students across programmes. NMIMS University will continue to recognize them through prizes which include cash awards and certificate of merits. Students will be mentored by the faculty. In the context of management students, efforts will be made to have joint mentorship with the industry faculty and executives.

5. To promote an all-round development of the students, NMIMS University will create a separate programme on soft skills, personality development and languages.

6. Students will also be encouraged to participate in national and international events.

Globalization

The focus of globalization of NMIMS will be to build NMIMS brand at the global level as one of the best institutions in Asia and the world by 2030. We believe that there are significant opportunities to research and educate in the emerging markets. At the moment the university has MOUs with about 30 universities and organizations. All most all the MOUs are aimed at encouraging student and faculty mobility between the two institutions. However it remains a moot question if they would have impacted the university processes or helped in strengthening research and hence global recognition. The University's School of Management and the campus at Bangalore have pursued the strategy of international accreditation. However, if the university has to play a dominant role in the emerging market as a leader in education from India and to emerge as one of the best universities in Asia and the world, we perhaps would have to consider partnering with one of the world leaders which is globally admired in education, research and student development and by the community in which it exists. Hence to create global identity for NMIMS it will be necessary to consider the following vectors:

1. Technology
2. Faculty reputation
3. Research and Innovations

4. Reputation

The goal of the partnership will be to significantly ramp up faculty competencies and research outputs. It will also be to create joint programs and attract students from the world market to Mumbai so as to create a global learning experience. Technology should enable us to connect the faculty from the partner institutions in our programs and also create communication channels between NMIMS faculty and the partner university faculty. The factors that will influence the choice of a partner will be as spelled out above and how it appears on the above four vectors.

In specific terms, our goals will be to get about 30% of the students from the world market by 2025 and 20% of the faculty from the overseas market by 2030. This should be possible now with the technology and the partnership with the world leader. In specific terms following will be the agenda from globalization in NMIMS:

> Creation of sustainable research culture in emerging India
>   o Jointly identify issues for research in common areas of interest
>   o Source research funding for the identified research projects from corporate, alumni and global sources of funding including the ones in India.
>   o Some research areas that have and will continue to high priority for India are:
>   a. Entrepreneurship
>   b. Disaster Management
>   c. Corporate Social Responsibilities
>   d. Financial Systems and Products
>   e. Corporate Governance
>   f. Leadership
>   g. Stem Cell
>   h. Genes sequencing
>   i. Material Science
>   j. Image Processing
>   k. Wireless Networks
>   l. Robotics
>   m. Data mining
>   n. Industrial Automation
>   o Significantly improve research productivity and efficiency of the faculty and research infrastructure
>
> Creation of publishing division –
>   1. Development of a Digital Media Publishing
>   2. Division to encourage faculty to publish Digitally
>   3. Develop digital products like DVDs and audios
>
> Joint Programmes & Twining Degree Programmes

➢ Faculty and Student mobility

➢ Creating global learning experience on our campuses in India

The above should help us emerge among the top 50 Universities in Asia and top 200 in the world by 2030.

Community Development

The university will be seen as a active promoter of inclusive growth and for this purpose will actively participate in empowering poorer communities through education and development of employable skills. It will also actively participate to develop competencies of NGOs and other social organizations.

Strategy

1. Continue to promote the activities of Social Enterprise Cell across India and South East Asia.

2. Integrate the activities of Social Enterprise Cell with all activities of the University.

3. Actively promote the development of Shirpur by taking some of the premier programmes at the diploma level to this tribal area, so that the tribal youth is gainfully employable.

4. Create a virtual connect between Mumbai campus and Shirpur campus.

5. Enhance managerial competencies of Panchayats, Development officers and other state officers.

6. Development of a management programme for elective representatives and the bureaucracy with the focus on strategy for growth.