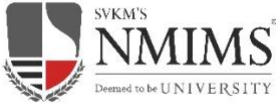




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INTERNATIONALISATION STRATEGY
OF THE
SVKM'S NARSEE MONJEE INSTITUTE OF MANAGEMENT
STUDIES (NMIMS)
FOR THE PERIOD 2023-2027



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INTRODUCTION

The Government of India and leading institutions in the higher education sector, like NMIMS, prioritize the internationalization of higher education to establish India as a global knowledge hub. The New Education Policy 2020 aims to make India a premier study destination, offering quality education at affordable prices. Universities are fostering global collaborations, attracting international students, updating curricula, and establishing research partnerships with foreign institutions in their internationalization journey. While internationalization offers academic, cultural, and economic benefits, it also poses challenges and risks that require a comprehensive policy framework and institutional strategies. This document details NMIMS's strategy for promoting internationalization at the University.

This Internationalization Plan aims to enhance the global reputation, outreach, and impact of NMIMS. It aims to outline the strategies and actions that will help NMIMS achieve its goals of becoming a leading institution in education, research, and innovation at international level. Following sections will overview the steps and initiatives necessary to transform NMIMS in to a more globalized and internationally competitive university.

NMIMS's vision is to become a globally recognized and respected Indian University, known for its academic excellence, research prowess and innovation creating meaningful impact on society. NMIMS has articulated four building blocks to focus on the vision. The building blocks can be broadly considered as mission statements. The four blocks are:

- a. knowledge creation
- b. excellence in teaching and learning
- c. addressing stakeholders expectations
- d. enhancing perception

It is evident from the mission set forth that “knowledge creation” has the highest priority. The objectives of this plan clearly support the mission statements, recognizing that internationalisation will play a key role in knowledge creation.

NMIMS has completed its third cycle of accreditation. In all the three cycles of national accreditation (NAAC), it has received the highest grade. NMIMS has also received AACSB re-



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accreditation for its School of Business Management in addition to ABET accreditation for 5 Engineering programs – Mukesh Patel School of Technology Management & Engineering. While the university is doing well in the national ranking (NIRF) , plans have been put in place to participate in international rankings in the coming years.

The plan includes elements which will improve research, innovation, and teaching through global collaborations; enhancing global reputation and rankings; developing an inclusive, multicultural diverse campus environment; increasing the number of international students, faculty, and staff; and fostering global citizenship. Stakeholders participation is for success of the plan. By involving stakeholders in the vision setting, the plan aims for a better alignment with their interests and goals, leading to more effective strategies and actions. At NMIMS the 40 MoU's in place, are being actively pursued for different elements of internationalisation.

I. CURRENT SITUATION, IDENTIFIED PROBLEMS AND GENERAL TRENDS

- Internationalisation in terms of student mobility

Student mobility to foreign institutions significantly builds students' confidence, develops their personalities, and prepares them for global citizenship. Students gain invaluable international exposure and broaden their horizons by participating in these programs. All MoU's normally take off through student mobility.

Short-term mobility opportunities, lasting from a week to a semester, include student exchange programs, summer school, industry internships, research internships, field trips, international competitions and events. These experiences allow students to immerse themselves in new cultures, hone language skills, discover new interests, and form lasting friendships.

At NMIMS, almost all MoU's include provisions for both short term and long term mobility. The mobility programs are spread across USA, Canada, Europe and Australia. While there is a lot of traction amongst undergraduate students, for such mobility plans, there is a limited interest in the post graduate students. Moreover students prefer countries where medium of instruction is English or they see opportunity to pursue their professional careers. Short terms mobility finds more acceptance amongst students.

Considering the student strength of around 27,000, the numbers taking benefit of these initiatives is limited. Few constraints faced by different schools are match in academic calendar, cost, cultural barriers including medium of instruction.

- **Internationalisation in terms of Educational Programs**

This is one area where the trust developed between partners has led to success stories. Amongst students too, such programs have found acceptance and preference.

Educational programs offer students an extended period to study and live in a foreign country, further enhancing their understanding of diverse cultures and provide ample opportunities for personal and professional growth. As students navigate through these transformative experiences, they emerge as well-rounded individuals with a global perspective, ready to tackle challenges in an increasingly interconnected world.

The efforts of the International linkages dept. and the schools to map the curriculum and come to a stage where there is a understanding of the pathway being offered to the students, not only of the academic arrangements, but also career opportunities beyond the engagement. Several types of pre-approved programs have been explored and finalized with partner countries. At NMIMS, these programs have been with universities in USA , UK and Australia. Programs which are in place range from 2+2, 2+1 , 3+2 types in different domains. NMIMS offers dual degree programs, international transfer programs, twinning programs, Integrated masters programs and progression opportunities with leading Universities such as Virginia Tech University. University of Buffalo. State University of Albany- SUNY, Stevens Institute of Technology, Clark University, Univ of Leeds, University of Bristol, University of New South Wales, University of South Australia and others.

- **Internationalisation in terms of academic and staff mobility**

There have been limited initiatives as far as academic and staff mobility is concerned, although the MoU's provides for such mobility. NMIMS aims to enhance these initiatives, since it is only

through these initiatives that the research agenda can be pursued vigorously. NMIMS faculty and staff have received scholarships from various international agencies and programs for such exchanges. However, most of the forays have been focused on understanding the HE system of the partner countries. Only 2-3 initiatives have been oriented towards research. In future, NMIMS would like to focus on the mobility for faculty focusing on research.

- **Internationalisation in terms of research, projects and events**

As mentioned earlier, the most important building block of NMIMS is knowledge creation. Every initiative undertaken at NMIMS aims to connect faculty and encourage research initiatives in different domains. There has been limited success in terms of joint projects. However, number of events have been organized to foster the research agenda. The INDAM (India Academy of management) conference (which saw active engagement of a US partner- Florida Interantional Universirty), domain focused conferences, research seminars, workshops for faculty and students have been organized in collaboration with partners.

- **SWOT analysis of internationalization**

<p>Strengths</p> <ul style="list-style-type: none"> • NMIMS positioning • Industry connect • Relevant curricula • Agility in pursuing initiatives • Preferred destination • Govt. focus in internationalisation 	<p>Weakness</p> <ul style="list-style-type: none"> • Lack of intl. funding for initiatives • Academic time for faculty • Lack of agility in partners • Local and global systemic & academic constraints
<p>Opportunities</p> <ul style="list-style-type: none"> • NEP 2020 implementations • Strong relations with partners built over number of years • Storehouse of student and faculty talent 	<p>Threats</p> <ul style="list-style-type: none"> • Geo-political landscape • Rising costs • Academic positioning processes of partners • Competition with global players

II. GENERAL AND SPECIFIC OBJECTIVES

Set of objectives to transform the university into a globally recognized and competitive institution are articulated in this section. The primary objective of the internationalisation plan is to promote knowledge creation and ensure teaching learning excellence. Through these objectives student are offered multiple career pathways. Key NMIMS objectives involve enhancing strategic partnerships, promoting global citizenship education, internationalizing the curriculum, recruiting international faculty and staff with attractive compensation, and benefits, forming global research collaborations, interdisciplinary research projects, joint research projects, improving international rankings and reputation, attracting international students, creating a multicultural diverse campus environment, international experiences, cultural exchange programs, competitive scholarships, streamlined admissions, pre-arrival support, and workshops on global issues.

Stakeholders in NMIMS's internationalization plan include various individuals and groups with keen interest in the plan's success. These stakeholders have different roles and expectations, which are critical for the plan's successful implementation.

III. MEASURES / ACTIVITIES NECESSARY TO ACHIEVE THE EXPECTED OBJECTIVES AND RESULTS

The clarity in objectives of internationalisation has helped NMIMS to undertake activities to achieve the expected outcomes. The activities undertaken and proposed are listed below:

- Establishing strong connect with partners having excellent credentials and rankings through face to face interaction at the institute level
- Before face to face interaction, understanding each others plans and positioning through on line meetings
- Hosting and participation in international events like conferences, colloquiums
- Establishing a strong faculty connect through initiatives listed above along with exchange programs and research seminars
- Exchange of faculty for short term as well as long term initiatives.

- Nominating and hosting students for exchange programs for cultural immersions as well as academic engagements
- Attracting International Students. Efforts towards recruiting international students from various countries, including Nepal, Bhutan, Afghanistan, Sri Lanka, Bangladesh, and Africa. This will promote cultural diversity on campus and provide opportunities for cross-cultural learning and interaction.

IV. ESTIMATING THE IMPACT AND FINANCIAL AND NON-FINANCIAL COSTS OF IMPLEMENTATION

The pursuit of internationalisation agenda requires establishment of a dedicated department along with appropriate budgetary provisions. Along with devoted staff and budgetary provisions a clear plan and board mandate is required to give a clear direction on the path to be adopted for implementation.

NMIMS has set up an international linkages department which is functioning over a decade. The department has made notable progress in terms of establishing connect and articulating the internationalisation plan, strategy, mission statements and implementation. With over 40 active MoU's covering different regions along with the support of schools, NMIMS is actively pursuing the key activities mentioned above. Each school provides budgets for related activities like international faculty, conferences, marketing plans, rankings etc. The impact of internationalisation along with other initiatives is bound to be seen in the accreditations, rankings, research outcomes, peer perception, visibility and strong international partnerships with universities which are highly ranked.

V. EXPECTED RESULTS AND PROGRESS INDICATORS

The impact of the implementation of the internationalisation plan is likely to make a positive impact on the NMIMS vision. The impact is visible as on date, in terms of peer perception especially amongst the international partners. Although it is difficult to clearly delineate the impact exclusively due to internationalisation, qualitatively one can assess the effects.

NMIMS has set forth clear indicators for the coming years in terms of research outcomes, rankings, student mobility, enrolment etc. While there are several indicators to guide our progress, indicators which are key to NMIMS success are mentioned below.

a. Faculty publications per year

Year	2020	2021	2022	2023*	2025*	2027*
Number of Publications per faculty per year	0.96	1.14	1.3	1.75	2.00	2.50

*projected

b. Quality of publications as measured by different agencies

Year	2020	2021	2022	2023*	2025*	2027*
Average Impact Factor	3.5	4.25	3.88	4.00	4.50	5.25

*projected

c. International rankings and accreditations

Year	2020	2021	2022	2023*	2025*	2027*
NIRF	56	54	51	Within 50	Within 40	Within 25
QS	--	--	--	--	750	600

d. Educational Programs

FY 2022 – 23 Approx 50 students availed the benefit of our Dual Degree Programs, Twinning Programs, International Transfer programs, Integrated Masters Programs and Profession opportunities. We expect a substantial increase in this no – 200 - 250 over the next 3-4 years

e. Short Term Mobility

Student exchange, Summer Schools, Internships abroad etc – These have been impacted because of Covid. We expect a significant rise in these nos – 150-200 over the next 3-4 years

f. International Student Recruitment

Currently we have less than 5 international students. We expect to increase this no in the next 3-4 years to 15-20

V. IMPLEMENTATION, MONITORING AND EVALUATION OF THE STRATEGY

NMIMS has articulated and put in place a well thought plan of internationalisation. Research collaboration and allied activities are important elements in the entire process. This focus will help NMIMS in moving close to the vision.

To ensure that the plan takes shape on the ground and implementation is in an appropriate direction, a monitoring mechanism is put in place. The internal linkages department keeps focus on the important elements of the strategy while engaging with each international partner.

Elements of the monitoring mechanism include a VC office review of the activities of the international linkages department, on a monthly basis. A quarterly review of the activities planned and upcoming activities is undertaken at the university level. Every year a review is undertaken by the board of the activities undertaken by the department. The Board subsequently evaluates and strategizes the priorities and plans for the upcoming year.

VII. RISKS IN THE STRATEGY IMPLEMENTATION PROCESS

While NMIMS has put in place a sound plan for internationalisation which has well defined elements for monitoring and evaluation, there are factors which may impede the progress of its implementation. A few factors are listed below:-

- a. Geo-political risks which may necessitate change in strategy, in terms of shifting focus on elements of the plan. While there is no control on such factors agility to respond is key to tide over such situations. NMIMS has shown ample resilience in such situations.
- b. Institutional mechanism of commitment to strategic plan, in long term, may necessitate change in strategy .
- c. Success of the plan hinges on assured continuity in the short term as well as long term. Issues of lack of continuity may arise with change in leadership and more likely to address geo-political situations which were not foreseen. In case of NMIMS such issues are well addressed due to the commitment of the Board and directions it gives.

Over the last decade, NMIMS has unflinchingly stuck to the plan in spite of several challenges faced at both local and global levels. Given the experience accumulated from the past, NMIMS is confident of implementation of the plan. Success of the implementation and monitoring and evaluation plan put forth is bound to help NMIMS in attaining its vision. The EU harmony project is a project which resonates with the NMIMS plan and is therefore an important milestone in the journey.

NMIMS Strategic Plan is under active consideration by the Management