GOVINDRAO WANJARI COLLEGE OF ENGINEERING & TECHNOLOGY, HUDKESHWAR ROAD, NEAR CHIKNA VILLAGE, NAGPUR

INTERNAL QUALITY ASSURANCE CELL

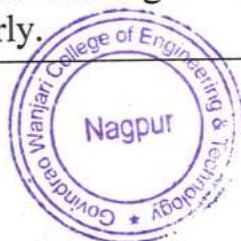# INSTITUTIONAL STRATEGIC PLAN FORMULATION

Vision

To emerge as a centre of excellence creating research, innovation and entrepreneurial attitude among the technocrats who in turn shall contribute to the development of society and mankind.

Mission

- To develop a culture of excellence in teaching and learning with accountability from all support activities.
- To promote new ideas leading to emergence of creators, innovators, leaders and entrepreneurs.
- To achieve excellence in application based research in technology to contribute to the development of the community.
- To imbibe the ethical values among the students to make them responsive citizens.

Core Values

1. Equality: - We are committed to appreciate and judge the stake holders based on their contribution and performance rather than gender, caste, religion, physical abilities, sexual identity or socioeconomically condition.
2. Synergy through Team Work: - In order to become synergistic and successful, we focus on a clear team purpose, solid communication, empowerment so the team can lead themselves with the commitment to the goal.
3. Personal Accountability: - We are committed to fostering an environment where every member of the community understands and accepts responsibility for upholding and reinforcing our values.
4. Pursuit of Excellence: - We are committed to create an environment where all member of the community pursue the highest level of academic performance and personal development for themselves and other members of the community.
5. Mutual Respect: - We are committed to fostering an environment in which every member of the community nurtures the spirit of trust, teamwork, openness and respect that is necessary to embrace and fully capitalize on our professional community.
6. Honesty and Integrity: - We are committed to promote the highest standards of honesty and integrity to ensure that all members of the community recognize the inherent benefits of living these ideas and to guarantee that academic performance is evaluated reliably and rewarded fairly.

Preface

Govindrao Wanjari College of Engineering & Technology, Nagpur drafted out its strategic plan which draws out action plan for achieving the institutions Mission. The strategic planning process was initiated by the IQAC to give a strategic direction for growth. A Strategic Plan Advisory Committee (SPAC) was constituted in the year 2022 with the following Members:

Dr. Salim Chavan, Principal and Governing Body Member Secretary, GWCET

Prof. Avishkar Wanjari, IQAC Coordinator

Dr Hemant Bhagat Patil, Associate Professor

Prof. Vivekanand Thakare, Assistant Professor

Dr. Pravin Gaidhane, Assistant Professor

Dr. Chandrakant Khobaragade, Assistant Professor

Dr. Manoj Motghare, Assistant Professor

Prof. Sameer Ashtekar , Assistant Professor

Prof. Prashant Gumgaonkar, Assistant Professor

The Process

In order to have a better structure to the strategic plan, the strategic planning advisory council adopted the five pillars of knowledge delivery which was the guiding pillar goals for the institution. They are:

1. Admissions & Selection: Enroll, educate, and graduate the most promising, deserving, and diverse student pool possible.

2. Academic System: Motivate all students with an education that is innovative, distinctive, and of the highest quality, and that inspires in them a zest for learning

3. Faculty excellence: Maintain and enhance efforts to recruit, nurture, and retain diverse faculty members who are outstanding scholars and teachers

4. Student Outcome: Improve our outputs by enhancing academic excellence, creativity in our students and thereby contribute to the betterment of society.

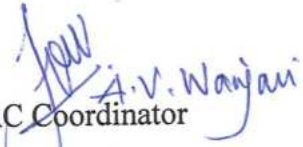5. Infrastructure: Create a most modern and conducive educational environment which

facilitates free thinking and efficient knowledge delivery system.

GWCET gathered inputs from the stake holders regarding continuous appropriateness strategic goals and objectives.

REVISION

GWCET revised the strategic plan document in accordance to National Education Policy and a revised plan was drafted for 2023-2028.

IQAC Coordinator
GWCET, Nagpur

Governing Body, Member Secretary
GWCET, Nagpur

Govindrao Wanjari College
of Engineering & Technology
Jai Godhani, Hudkeshwar Road
Nagpur-441204

SWOT Matrix for GWCET

Institutional Strength
- The institute is an Research Centre for **DMIHER Deem University, Wardha**.
- The robotics & Automation lab is created to promote the Industry based projects
- The grant is received from the Industry for Research and Development activities.
- It is an Institutional Membership of ISTE, New Delhi
- ISO 9001-2015 & ISO 14001-2015 Certified Institute
- Functional MoU's with the Industries and Institutes.
- The institute has experienced and qualified faculties.
- Innovative teaching learning practices are followed.
- The institute conducts entrepreneurship development activities for encouraging the entrepreneurial skills in the students.
- The institute has well equipped infrastructure facilities like State-of-the-art laboratories, classrooms, tutorial rooms.
- The institute is beautifully located and is well connected through pedestal friendly roads.
- The institute promotes enthusiastic students participation for social causes through the NSS Programme.
- Institute promotes co-curricular and extra-curricular activities.
- Departmental forums for overall personality grooming of the students.
- Economically weaker students are given Scholarship by Management.
- Exposure of Foreign University/Professor's collaboration is improved in form of International Conferences, International Faculty Development Programmes organized by the Institute and guiding Post Doctoral Research at foreign Universities.

Institutional Weakness
- Consultancy activities need to be enhanced.
- Lack of government funding projects.
- Institute lacks in sufficient patents.

Institutional Opportunity
- There is scope for inter-disciplinary research.
- To provide exposure to the students from rural area for developing a scientific temperament through workshops and trainings.
- The Institute could address the issues with the affiliation system if it had autonomy.

Institutional Challenge
- Student's skill need to be enhanced through additional measures as per the continuous changing requirements of the industry.
- Due to the growing number of engineering institutes there is need to attract academically good students.
- Retention of qualified and competent faculties.
- Campus placement in Core Engineering Companies.

Strategic Plan Process

Strategic Goals till 2035

1. To become an Autonomous institute in 2025, University by 2028 and Institution of eminence by 2035.

2. Be acknowledged as one among the Most Highly Respected University /Institution focused on Teaching and Learning by 2028.

3. Sustain and Enhance Excellence in Scholarship, Research, and Social Impact.

4. Expand the global foot print by having students from around the globe enrolling in Govindrao Wanjari College of Engineering & Technology programs.

5. To create a sustainable, world-class, infrastructure that creates an effective learning environment.

Goal 1:To become an Autonomous institute in 2025,University by 2028 and Institution of eminence by 2035

The vision of the founders of Wanjari Group of Institutions is to create a University of Excellence. The process of becoming a university requires the approval of Central and State Government and other regulatory bodies. The task is to get the approval of the authorities where a lot of external factors play a critical role.

Strategic Performance Measurement: Achievement of Autonomous status in 2025, University status by 2028 and Institute of Eminence by 2035. Development of University infrastructure, Organizational Structure Creation.

Key Milestones: Government Approval, Application Submission, Visit of the expert committee, Final Approval.

Key Risks: Government and Regulatory policy yet to be framed.

The college has identified the first milestone towards becoming the University as becoming a Autonomous Institution.
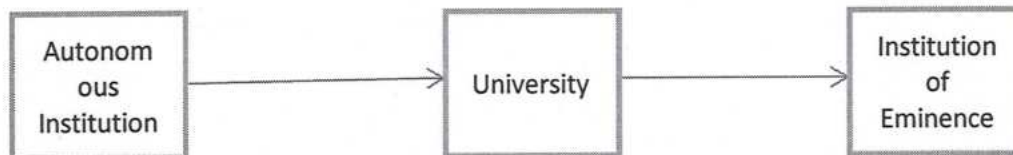
Since the regulation regarding Autonomous Institution Status is still to be framed, the strategic plan presented here is in view of the larger goal of becoming a University.

Strategy 1.1: Create Scale in terms of Courses

Actions

- The NEP 2020 has far reached implications on the strategic plan envisaged by GWCET. The draft NEP is focused on creating large, multi-disciplinary institutions that has scale and score. The immediate priority of GWCET is to create enough scale in terms of the programs by launching new programs and departments.

- The institution should develop a new culture of multi-disciplinary flexible academic design that is in line with NEP 2020. The departments and faculty domain should be geared to deal with the easy entry/exit, credit transfer options envisaged in NEP 2020.

Strategy1.2: Financial Stability and Funding for Institutional Development

Actions

- There are a lot of infrastructural requirements for applying for Autonomous status. That requires a lot of resources and funding is a priority for GWCET. Create a sustainable financial sourcing model with a diversified funding source reducing overdependence on fee income.

- An endowment will be created which will be a source of funding for GWCET. The endowment will solicit donations from Alumni, Industry and other stakeholders. The endowment will be handled by an internal group who has expertise in treasury management.

Strategy1.3: Faculty and Staff Development for transformation into a Autonomous Institution and University

Actions

- For Autonomous Institution status, each department should have a requisite number of Professors, Associate and Assistant Professors. Hence recruitment will be made for these positions to meet the requirements. Various departments will be intimated to give a resource plan indicating the gap in terms of requirements and expected cost and budget for meeting those requirements. (Detailed regulations is awaited as per NEP 2020)

- The existing Faculty Policy will be redrafted to incorporate the changes mandated by regulatory authorities like UGC.

- A multi-disciplinary institution requires a robust administrative infrastructure which is much different in terms of depth and scale compared to an institution focused on limited domains. Hence GWCET will be investing in scaling up administrative resources to meet the needs of a University.

- A comprehensive HR policy that meets the regulatory requirements and also caters to the needs of the faculty will be drafted.

Strategy1.4: Develop opportunities for Placement and Entrepreneurship for students

Actions

- Since Institutions under NEP 2020 would cater to a larger number of students from diverse streams, the office of corporate relations would be strengthened to meet the needs of a larger group.

- GWCET envisages that the future institutions would generate entrepreneurs who will, in turn, create jobs for the society. NEP focuses more on skill development and holistic learning. GWCET should develop its academic design in tune with the new focus on skilling rather than just academic delivery. A state of the art Incubation Centre would be setup to promote entrepreneurship there by providing impetus to societal growth.

Strategy1.5: Infrastructure for Autonomous Institution followed by University Status

Actions

- NEP 2020 envisages less number of large institutions which cater to a large number of student pool. Universities and institutions of the future require extensive infrastructure to cater to a large number of students, different schools/departments, faculty members, hostels etc. The immediate priority of GWCET will be to cater to the regulatory requirements that will enable us to apply for Autonomous Institution status. A task group will be created for identifying the infrastructure gap and suggest a plan to bridge the gap.

- NEP has changed the current structure of a degree program with option for students to exit at various points. This creates infra structural challenge for GWCET especially at the under-graduate level. Infrastructural changes to accommodate this flexibility should be planned immediately to cater to a smooth transition.

- GWCET wants to develop world-class infrastructure both in terms of physical and knowledge infrastructure. GWCET would be investing in developing infrastructures like classrooms, library, lab etc specific to the needs of various departments and schools.

- Since institutions envisaged under NEP 2020 will be accommodating a large number of students, infrastructure like hostels, recreational facilities etc will be created as per the regulations of the UGC or relevant authority as per NEP.
- An infrastructure team will be created who will recommend the necessary details and budget.

Tactical Plan

Goal 1:To become a Autonomous institution by 2025			
Short-Term Objectives	**Key Performance Measure**	**Key Person Responsible**	**Time line of Execution**
Creation of team which work towards achievement of Autonomous Status as first milestone	Requirement Identification Process conformance	Principal	3Months
Create plan for scaling up courses and infrastructure	Plan approval	Head of the Institution	3Months
Create Human Resources Plan in line with the scaling up of various Departments.	Plan approval by academic council	HODs of various departments	3Months
Creation of financial budget	Plan approval by Management	Governing body of Management Committee	3Months
Creation of administrative structure for Autonomous institution	Plan approval by Management	Management Committee	2Months
Strengthening of various offices like corporate relation, alumni, student affairs etc.	First Phase–Plan creation and approval. Second Phase – Execution	Respective Heads of these domains	6Months

Goal 2: Being acknowledged as one among the Most Highly reputed University/Institution focused on Teaching and Learning by 2028

GWCET will encourage the development of an enriching student experience through innovation in teaching and learning, enhancing the holistic development of students through immersive learning pedagogy. The institution believes that students learn more by doing and hence the entire pedagogy is designed to give student's hands-on experience with the concepts. According to NEP 2020, Degree granting institutions will be focused on teaching and learning while Universities are more research oriented. Also NEP recommends two types of universities – Research and Teaching. GWCET initially has to focus on its teaching and learning competency as a Autonomous institution.

Strategic Performance Measurement: Feature among top institutions/university in Vidarbha region in various rankings, ratings, Global accreditations for programs, High scores in Teaching and Learning component in rankings and accreditations.

Key Milestones: Annual Growth in Rankings of various schools in ranking by reputed rating/ranking agencies. NAAC, NBA accreditations.

Key Risks: Competition. Culture, Costs involved in accreditation conformation.

Strategy 2.1: Enrich Student experience through pedagogical innovation, immersive learning, student-centric pedagogy, and living environment.

Actions

- NEP has put lot of focus on skill development among the student community. GWCET would like to have the students develop key competencies like Leadership, Teamwork, Communication Skill, Social Sensitivity etc. The institute believes that these skills are developed in students by encouraging them to participate in various extra-curricular events and inter-collegiate competitions. The existing Immersive Learning framework would be strengthened by including innovative activities under the four dimensions.

- GWCET believes that students would gain a holistic perspective through interacting with a diverse set of cohorts. Hence GWCET would be investing in building a diverse community of students, staff and faculty members so that a vibrant cosmopolitan

Experience can be given to the students.

- We will Increase faculty engagement with students aimed at augmenting the students' life-transforming experience and favoring the development of their abilities, skills, and competencies through the effective mentoring program. We will invest in training our faculty members to become excellent mentors for our students there by enriching the student's life at GWCET.

- GWCET commit to continue and strengthen efforts to innovate the teaching model, enhancing the use of interactive methodologies, tools, and technologies aimed at improving the learning process of students. A teaching philosophy will be formulated that will act as the differentiator for GWCET in the Teaching and Learning domain.

- Assessment and feedback is vital in any teaching and learning endeavor. GWCET would develop competency in analytics and use data to measure the student's learning, competency and satisfaction. Assessment and Development Centre would act as the facilitator for this.

Strategy2.2: Retain and Develop excellent faculty

The faculty is the key to success of any institution of repute. GWCET recognize this and will ensure that there is a resource pool of faculty members who have a high caliber of research and teaching. We will encourage the recruitment and retention of quality faculty resource by committing greater rewards for excellence in teaching and research. We will ensure that GWCET have a best faculty-student ratio.

Actions

- Faculty size: Fine-tuning the number of faculty in terms of the number, quality, and competency. We will ensure that all the schools under GWCET would have an adequate number of faculty resources to pursue teaching and research. Three tracks of faculty viz. Academic track, Research track and Practice Track would be created with separate KPI for each track. The NEP 2020 focus more on scale hence, lot of investment in creating a large pool of multi-disciplinary faculty strength is vital in GWCET march towards a Autonomous Institution and university.

- Faculty composition: We intend to strengthen the research output of our various schools by recruiting faculty with research aptitude and competency. The institution would strive to broaden the diversity of the faculty resources in terms of gender and geography.

- *Faculty internationalization:* We plan to recruit professors and associate professors from the international job market. The plan is to start with visiting professor position for international faculty resources and then building regular positions from there. The target for 2028 would be to increase the percentage of foreign faculty members by 10 percentage points from the current level.

- Recruit Faculty with Ph.D. over the next five years and encourage existing faculty members who do not have Ph.D. to complete their doctoral degree. The goal is to have all the faculty members having their doctoral degree by 2028. GWCET needs to strengthen its R&D center to develop a resource pool and also its research capabilities.

- Keep the average salary of the faculty members above the median among the peers. We wish to open up new avenues for the funding of additional resources in the faculty domain. Efforts are on to develop the division by recruiting of experts in various domains for consulting and training.

Strategy 2.3: Harness technology to develop teaching and learning

We will use the digital technology environment to open new ways to discover, test, create, and advance knowledge that will enhance the teaching and learning of our students. We will increase its capacity to provide faculty, students, and staff with access to high-quality, physical and virtual educational environments; transform education to reflect new realities and to lead in translating those to life skills and workforce development; and push the capacity of digital tools and technologies to empower our research on the world's most pressing challenges.

Actions

- Encourage faculty, students, and staff to use the strength of technology to enhance the teaching and learning process. GWCET already is using ERP and LMS for delivering the course resources and educational processes. We will try to enhance the effectiveness and robustness of the existing technology.

- MOOC/NPTEL Lectures are a game-changer in the delivery of education. GWCET plans to introduce its own MOOC/ NPTEL Lectures program for internal and public consumption.

- Create an effective Information Technology (IT) platform and infrastructure that support the academic and research need of the institute in a financially viable manner.

- We will use the cutting edge technology to create an environment of collaborative work among the faculty and students thus creating a culture of collaborative work and sharing.

Strategy 2.4: Enhance student and faculty diversity

Since NEP 2020 calls for large-scale multi-disciplinary institutions, GWCET needs to expand the student-pool to create such large number of enrolment. So diversity has to be an important priority for GWCET. Having a diverse community of faculty and student would enhance the teaching and learning process and increase the exposure of both student and faculty to a wide range of experience. In the next five to ten years, GWCET would strive to increase the diversity in terms of gender and geography.

Actions

- GWCET will create specific goals for each department/ school in terms of gender/ geographic diversity of students and faculty members and each school/department would provide actionable inputs in achieving the goals.

- GWCET will create a necessary infrastructure that will facilitate easy socialization of the new members who come from different parts of the country. The infrastructure includes canteen facility which supports the diverse culinary needs of the members, facilitation of accommodation of faculty members who relocate to GWCET from other parts of the country.

- We will ensure that all department will give appropriate attention and focus on increasing the diversity through effective monitoring. The department will include diversity as an important pillar in their strategic plan.

Strategy 2.5: Develop highly relevant course curricula, focus on learning outcomes.

Teaching is the core responsibility of any institution of education. As an institution, GWCET has to ensure that the students get the best of the resources, environment, and support for learning. For this, the involvement of all stakeholders is necessary. GWCET commits to invest a major amount of focus and resource to enhance the learning outcomes of the students.
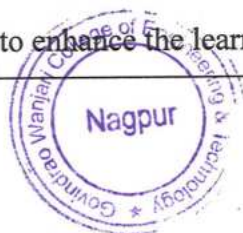
Actions

- We want all departments to have a robust list of competencies/Graduate Attributes for their students. These attributes should be used to derive the learning outcomes of various courses and each department should map these Learning Outcomes to courses so that at the end of the program, all learning outcomes are effectively embedded in the various courses.

- GWCET want all departments to develop a robust assessment of the learning outcomes and ensure that these assessments are standard and transparent.

- We will ensure that the students would be given feedback on their performance on the learning outcomes.

- GWCET want all departments to develop a system where the assessment reports are discussed and necessary actions are taken on weaker outcomes.

- GWCET will encourage faculty members to innovate on pedagogy and also suggest innovations that go beyond classrooms.

Tactical Plan

Goal 2: Be acknowledged as one among the Most Highly Respected University focused on Teaching and Learning by 2028			
Short-Term Objectives	**Key Performance Measure**	**Key Person Responsible**	**Time line of Execution**
Creation of positions responsible for learning and pedagogy	Performance of students. Number of training programs across departments. Number of Innovative pedagogy implemented.	Respective Head of Departments.	3Months
Faculty Development programs on teaching and learning	Number of training programs. Feedback of faculty members	Management Committee	3Months
Creation of Faculty recruitment and retention plan for next 5 years.	Number of faculty recruited. Retention Ratio. Faculty Diversity	HODs	6months
Driving Faculty Internationalization	Number of international faculty recruited.	Office of International Relations/ Management/ Principal	5years
Audit of current technology platform and creation of plan for technology up-gradation.	Plan approval by management.	IT Department	One year.
Drive towards student diversity with a target Of 20%inevery department.	Number of students from outside Maharashtra	Admissions Department	5years
Creation of MOOC/NPTEL in every department.	Number of MOOC/NPTEL Courses offered.	HODs	3years

Launching of Executive programs in management.	Regulatory Approval. Enrolment in Executive Education Programs.	Management	Three years.
Strengthening MDP, training and consultancy programs.	Number of programs in MDP, training. Income from consultancy	R&D Dean	Three Years

Goal 3: Sustain and Enhance Excellence in Scholarship, Research and Social Impact

GWCET aspires to be a center of excellence in research which has an impact both on academics and industry. The institution wants all the faculty members to contribute to the body of knowledge of their respective departments through research and publication. Hence each school/department would be treated as centers of excellence in their respective domains.

Strategic Performance Measurement: Number of
research publications from each department, Quality index Journals, Doctoral awardees,
Number of funded research projects.
Key Milestones: Doctoral Centers in all departments
Key Risks: Competition for HR resources. Research Culture, Balance between research and teaching

Strategy3.1: Develop Centre of Excellence in Research in various Department
Actions

- Identify departments which have the potential to deliver world-class research output in the next five years. These departments/schools would be given enough resources and mentorship to deliver results. Develop better criteria for each department to monitor and track research progress.
- Create Research Budget for each department/school for the resources needed for encouraging and conducting research. A research committee constituted at the highest level would oversee research fund allocations.
- Create positions of Head (Research) whose KRA would be to encourage research and publication in the respective departments. Investment in resources like Research Assistants would be encouraged in line with the research budget.
- Each department would strive to recruit and retain faculty with research aptitude and create a system of mentorship for faculty members who are in their initial stages of research.

Strategy3.2: Develop a culture of research in various departments and create strong performance management system.

Actions

- GWCET want to make research and publication to be one of the priorities of the faculty members. Hence every department would include research and publication as one of the key result areas of the performance management system. NEP also focus on inter-disciplinary research among the faculty members. GWCET should be creating a platform for nurturing inter-disciplinary research work.

- Adequate training and mentorship will be provided to the faculty members to develop themselves as excellent researchers.

- The departments would be encouraged to introduce research-based pedagogy like a dissertation, research projects to the students so that they can be converted into research and publication.

Strategy 3.3 : Enhance financial support for research and development

Actions

- NEP 2020 envisages the creation of a research funding agency that will be responsible for giving funding to the institutions. We will encourage the faculty members to get funding for their research from AICTE, UGC, Government of India and other funding agencies. Necessary administrative support will be given by GWCET.

- GWCET would allocate a specific budget to ensure proper research output is produced by various departments. A research committee would be constituted which will monitor the effective use of the budget.

- GWCET recognizes that library is the primary resource center for any research-based activity. The institute proposes to increase the focus on developing library as the best in the region by creating enough resources to develop both hard and soft resources.

- GWCET will encourage inter-departmental collaboration in research and publication.

- GWCET would encourage each department to have their own journal and ensure that it matches international standards.

- GWCET will invest in building the Journals to world-class journals by developing a strong editorial team and also through proper marketing.

Strategy 3.4: Develop doctoral research centers for each department

<u>Actions</u>

- Doctoral research centers are vital in the development of research output in organizations of higher learning. GWCET will encourage every school to become an approved research center for universities.
- GWCET would encourage the faculty members who are doctorate to enroll themselves as research guides at affiliated universities.
- All the research centers would be directed to conduct training programs to encourage the scholars to pursue excellent research.
- The current research programs would be strengthened with the addition of resources like experienced faculty members and other administrative resources.

Strategy 3.5: Create strong outreach activities that touch a large spectrum of stakeholders.

GWCET believes that the academic research should benefit all stakeholders especially the students, industry, and society.

<u>Actions</u>

- GWCET envisages that the research output of the various departments would benefit the large sections of the society. Hence we encourage research which is action-oriented and also those areas where there is a maximum impact. GWCET would thus encourage close working between the researchers and the live labs for identifying projects that have maximum impact on the society.

- For management programs, GWCET encourages the departments to work closely with industry for identifying the research projects. GWCET wants to help the industry by disseminating the research output through conferences and workshops where the research output of the faculty members are shared.

- GWCET Outreach would be developed into a highly professional national NGO through expansion of scale and scope of activities. GWCET Transcend would be further strengthened and proper infrastructure for the same would be developed. Both these would be encouraged to be self-sustaining through raising funds from agencies and government programs.

Tactical Plan

Goal 3: Sustain and Enhance Excellence in Scholarship and Research			
Short-Term Objectives	**Key Performance Measure**	**Key Person Responsible**	**Timelineof Execution**
Creation of Research Centers in every department.	Research Output. Grants Received. International Collaboration. Doctoral Candidates. Journals for each department.	HOD	OneYear

Goal4: Expand the global foot print by having students from around the globe enrolling in GWCET

The dream of the Institute's Management is to make GWCET an international hub for higher learning. We realize that it takes a lot of effort and investment to realize that dream. Over the last decade, the institution has made a lot of progress in building a collaborative relationship with universities abroad. We want to sustain the momentum and build on the solid foundation that is created.

> **Strategic Performance Measurement**: Number of MOUs Signed, Active Relationships, Number of exchange programs, Number of global enrolments, International Faculty in rolls. Relationship Satisfaction.
>
> **Key Milestones**: Annual Growth in MOUs,
>
> **Key Risks**: Regulations.

Strategy 4.1: Enhance the global outreach through increased collaboration with global universities.
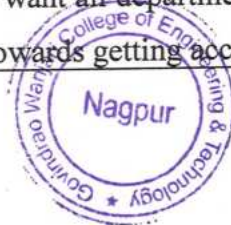
Actions

- Increase the number of linkages to 60 in ten years across Europe and North America. We will give emphasis to build relationship with universities of repute across the world.
- Develop proper metrics for evaluation of the relationship in terms of faculty exchanges and student exchanges.
- GWCET would encourage the various departments to identify areas where global linkages can be utilized.

Strategy4.2: Develop and support more enrolment from across the globe

Actions

- The long-term objective of GWCET is to have at least 5% of its student enrolment from across the globe. This requires a lot of regulatory approvals and GWCET would be investing resources in achieving those goals.
- In order to attract enrolment from outside India, GWCET need to develop strong brand equity outside the host country. Hence GWCET has identified Accreditations as a brand building opportunity. We want all departments/schools to identify world-class accreditations and start working towards getting accredited globally.

- Necessary infrastructure would be developed to support the internationalization of the various programs.

Strategy 4.3: Develop globally relevant courses in all departments

Actions

- Every department should develop a short-term and long-term course specifically for the international students. These courses should be communicated to our partner universities to explore the possibility of getting student enrolment.
- Necessary training will be given to the faculty to develop competencies to teach to an internationally diverse group of students.

Strategy 4.4: Attract and retain faculty from across the globe and also encourage existing faculty to become globally competent.

Actions

- GWCET would devote its focus to attract international faculty members to teach at GWCET either on a visiting or permanent basis.
- Sufficient infrastructure will be created to ensure that the international members would feel at home at GWCET.
- GWCET would encourage its faculty members to develop competencies required o teach in a globally recognized institution.

Tactical Plan

Goal4: Expand the global foot print by having students from around the globe enrolling in GWCET.			
Short-Term Objectives	**Key Performance Measure**	**Key Person Responsible**	**Time line of Execution**
Increase the number of collaborations across USA and Europe	Number of MOU signed	Office of International Relations	Three Years
Increase the number of international students (5%) in Various departments	Number of foreign students	Office of International Relations	Three Years

Creation of specific courses for international students	Updated Syllabus and new courses like Summer/Winter Programs	HODs	One Year
Creation of appropriate living experience for International Students.	Plan approval by management	Office of International Relations	One Year
Collaborative research projects with partner universities.	Number of projects. Number of publications.	HOD	Three years
Global Accreditations for Respective Schools	Number of programs accredited.	Head of the Institute. Accreditation teams	5Years

Goal5: To create a sustainable, world class, infrastructure that support an effective learning environment.

Infrastructure is the most visible element in any educational institution. Infrastructure provides the ambiance and learning environment. GWCET is blessed with its green campus and also the location which is at the center of the commercial capital of the state.

The importance of infrastructure as a goal is high because GWCET is aiming to become a Autonomous Institution that requires developing infrastructure to sustain a large number of courses and departments. The infrastructure should also support the quest for internationalization which is one of the major goals of GWCET.

> **Strategic Performance Measurement**: Benchmark scores in comparison with an exemplar institution, Satisfaction of students, faculty in infrastructure.
>
> **Key Milestones**: Plan creation, approval by management, funding
>
> **Key Risks**: Funding.

Strategy 5.1: Create world-class infrastructure in terms of classrooms, and technology that supports global and local students.

Actions

- Infrastructure is the backbone of creating an effective learning environment. GWCET constantly tries to provide the best infrastructure in terms of classrooms and other audio-visual equipment. In line with the stated objective of creating world-class infrastructure, GWCET will continue to invest in creating an environment that promotes teaching and learning.

- GWCET is also an institution which is sensitive towards the environment. Hence efforts would be made to create an infrastructure that promotes environmental sustainability. It is our endeavor to create a green campus where nature and modernity would co-exist.

- In the quest to create sustainability in power generation, GWCET would invest in harnessing solar energy to power its energy requirements. The goal is to generate

10% of the energy through solar in the next 5 years.

- In order to provide best services to visiting international faculty members and guests from the industry, GWCET would be investing in residential complex to cater to the needs. A separate block for MDP and Executive Education is in the long-term plan.

Strategy 5.2: Develop world-class learning infrastructure in terms of library, computing facilities, online resources etc.
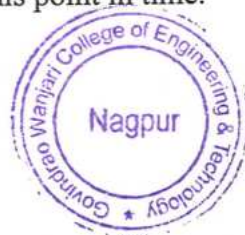
Actions

- GWCET would be developing a world-class library which will cater the needs of the academic community across various schools and departments. Since the world is moving towards digital repository, GWCET would be focusing more on harnessing the digital resources which provide cutting-edge knowledge.

- GWCET would be strengthening the already robust networking system by adding more bandwidth. Security is also a priority; hence GWCET would be strengthening the IT department with more resources.

- GWCET would also invest in developing IT-enabled infrastructure to facilitate collaboration and engagement between teachers, students, various campuses, industry, potential students etc.

Strategy5.3: Develop infrastructure for developing entrepreneurship, placement, Skill development,

Actions

- The management programs of GWCET already have a well-established entrepreneurship incubation center. The vision of GWCET is to extend it to all departments. We will invest in developing infrastructure for entrepreneurship development.

- Skill development is another focus of GWCET. We will strengthen there sources for skill development that will touch various stakeholders and bridge the crucial skill gap that is plaguing the nation at this point in time.

Strategy 5.4:Create avenues for funding the infrastructure requirements by creating endowments, revenue streams etc.

Actions

- The development of infrastructure requires a lot of funding. GWCET would be looking at developing resources for funding of infrastructure through endowments from alumni, create new revenue streams through Government grants etc.

- GWCET wants its various departments to create a strategy for self-reliance in the infrastructure funding.

Strategy 5.5: Create strong infrastructure for corporate relations, consulting, alumni relations and outreach activities.

Actions

- GWCET will be investing in creating infrastructure for the outreach activities concerning the alumni and industry.

- The institute will be creating separate infrastructure for training, consultancy, and MDP. The creation of this infrastructure would be met through internal accruals especially through the contribution from Alumni.

- In the long-term, GWCET wants to develop a series of PG courses for working executives. This requires infrastructure and faculty resources.

Tactical Plan

Goal5: To create a sustainable, best in the world infrastructure that is best that creates an effective learning environment.

Short-Term Objectives	Key Performance Measure	Key Person Responsible	Time line of Execution
Create a plan for infrastructure development in line with Autonomous Institution and Internationalization	Plan approval by Management.	Management Committee	6Months
Strengthening of Technology Platform	Plan approval and execution	IT Department	Two years
Generating funding for infrastructure development.	Funds Raised.	Management Committee	One year
Creation of plan to develop sustainable power generation.	Plan Approval. Funds generated.	Engineering Department	Two Years
Strengthening the knowledge infrastructure including library and e-resources.	Number of books. Number of journals and e-resources.	Library department.	Two years
Developing dedicated MDP center and Executive Development Center.	Plan Approval by management. Fund generation	Management	Five Years
Dedicated infrastructure for international students.	Plan approval by management. Funding for the infrastructure.	Management committee	Five Years

Proposed by:

IQAC Coordinator
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Approved By:

Governing Body
Member Secretary, GWCET, Ngp