

**Formulating a 3-year Strategic Plan for Internationalization in Jawaharlal Nehru University\***

Sector/subsector (General objective) / Specific Objectives	Initial situation (at present)	Desired situation in 3 years	Activities (add lines as necessary)	High Priority To be completed within 3 years (Yes/No)	Indicators/examples	Person or persons responsible
<b>I Institutional international Strategy</b>						
<b>Develop, approve, and publish a new and more incisive institutional strategy that supports all aspects of the activities of the HEI.</b>	<i>The current strategic document covers all aspects of JNU's activities, including the international aspects but it needs to reidentify its strategy following the adoption of the new National Education Policy or NEP 2020.</i>	<b>By the end of 2026:</b> <i>The (new) document will set out and articulate the overall strategy of JNU in line with NEP 2020, with a clarity of how the push toward a new institutional role will further increase its international footprint. It will make explicit the lines of action to be implemented, in addition to the motivation behind those lines and their future development.</i>	<i>Examine the current document and policies/regulations, identify the points to intervene</i>	Yes	<b>The working document; minutes of the local task force</b>	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders
			<i>If necessary, review the structure of the document to introduce structurally the new planned directions/orientations in line with NEP 2020 as well as the current global scenario for operationalising effective approaches towards JNU's international strategy.</i>	Yes	<b>Revised document</b>	
			<i>Incorporate the new aspects provisionally</i>	Yes	<b>Revised document with new crucial points highlighted</b>	
			<i>Discuss the new directions/orientations with all stakeholders of JNU</i>	Yes	<b>Minutes of meetings with academic components (including students) as well as with interested external stakeholders</b>	
			<i>Incorporate helpful suggestions</i>	Yes	<b>Revised document incorporating the changes made based on consultations with internal and external stakeholders</b>	
			<i>Present the finished document in draft form to the competent authorities for approval from the Academic Council</i>	Yes	<b>Document presented</b>	
				Yes	<b>Document published</b>	
<i>Examine the existing document and compare it to new needs and directions of development identified</i>	<i>The document mentions only briefly the international aspects of JNU's activities, with generic statements of intention.</i>	<b>Before the end of Summer 2025:</b> <i>On the basis of the aspects indicated in this strategic plan, add in draft the descriptions of the future lines of action.</i>		Yes	<b>Working group documentation: group composition</b>	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
				Yes	<b>Working Group Documentation: Minutes and First Drafts</b>	
			<i>Highlight new aspects</i>	Yes	<b>Draft with indications of key points for change</b>	
<i>Incorporate new aspects on a provisional basis and give it wide publicity</i>	<i>Hasn't been started yet</i>	<b>Before the end of September 2025:</b> <i>There is an articulated draft ready to be discussed, and it has been appropriately disseminated</i>	<i>Insert or indicate the new elements</i>	Yes	<b>Revised draft</b>	Committee/Working Group consisting of members of JNU RISHII Team, International Collaboration Office and other stakeholders including Deans of all Schools of JNU
			<i>Rewrite the document incorporating them</i>		<b>Improved draft</b>	
			<i>Publish prominently the final approved document on JNU website</i>		<b>Draft shared appropriately for discussion</b>	
<i>Discuss with all members of the institution and with external stakeholders, collect suggestions and incorporate them</i>	<i>Hasn't been started yet</i>	<b>Before the end of November 2025</b>	<i>Form a committee/working group that includes people present at our meetings and other key people in JNU</i>	Yes	<b>Summary of discussions</b>	Deans of all Schools, Chairpersons of all Centres of Schools and Officers of Administration
			<i>Compare the existing document with the new directions in line with NEP 2020 as well as the current global scenario for internationalisation strategy</i>		<b>Summary of discussions</b>	

			<i>Incorporate suggestions</i>		<b>New pre-final draft</b>	
<i>Present the finished document to the appropriate authorities as necessary</i>	<i>Hasn't been started yet</i>	<b>Before the end of December 2025</b>	<i>Present final document to the competent authorities</i>	<b>Yes</b>	<b>Final document presented</b>	JNU RISHII Team and International Collaboration Office (ICO)
			<i>Present the final document to the Academic Council with the permission of the competent authorities for its approval</i>		<b>Final document presented</b>	
<i>Post prominently on the home page of the IES website, and update as needed.</i>	<i>Hasn't been started yet</i>	<b>Before the end of June 2026:</b> <i>The new strategy document is prominently posted on the home page of JNU website</i>	<i>Do the necessary procedures to obtain approval from the Executive Council, the highest administrative body of the JNU.</i>	<b>Yes</b>	<b>Final approved document</b>	JNU RISHII Team and International Collaboration Office (ICO)
			<b>Publish the new strategy</b>		<b>Document published</b>	
<b>II International Offices and academic services</b>						
<b>Strengthen the structure of the International Offices. Redesign the organization chart of the Offices according to the various functions:</b>	<i>The current strategic document covers the structure of the International Offices of JNU, but it needs to reidentify its international strategy and accordingly redesign the organisation chart following the adoption of the new National Education Policy or NEP 2020.</i>	<b>By the end of 2026:</b> <i>The (new) document of Institutional International Strategy will also articulate JNU's strategy for strengthening the structure of its International Offices in line with NEP 2020, with a clarity of how the push toward redesigning the organization chart of the Offices according to the various functions will further increase its international footprint. The lines of action to be implemented and their future development will clearly be mentioned.</i>	<i>Examine the current document and policies/regulations, identify the points to intervene with regard to strengthening the structure of JNU's International Offices</i>	<b>Yes</b>	<b>The working document; minutes of the local task force</b>	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders
			<i>Review the structure of the document to introduce structurally the new planned directions/orientations towards a separate International Office for cooperation and partnerships</i>		<b>The working document; minutes of the local task force</b>	
			<i>Review the structure of the document to introduce structurally the new planned directions/orientations towards a separate International Office for Communications</i>		<b>The working document; minutes of the local task force</b>	
			<i>Review the structure of the document to introduce structurally the new planned directions/orientations towards a separate International Office for International mobility</i>		<b>The working document; minutes of the local task force</b>	
<i>Cooperation and partnerships</i>	<i>The document mentions that International Collaboration Office is responsible for cooperation and partnerships but it needs to be restructured</i>	<b>Before the end of July 2025:</b> <i>There is an articulated draft ready to be discussed, and it has been appropriately disseminated</i>	<i>Incorporate any new aspects of strengthening International cooperation and partnerships provisionally</i>	<b>Yes</b>	<b>Revised document with new crucial points highlighted</b>	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
			<i>Discuss the new directions/orientations for International cooperation and partnerships with all stakeholders of JNU</i>		<b>Minutes of meetings with academic components (including students) as well as with interested external stakeholders</b>	
			<i>Incorporate helpful suggestions</i>		<b>Revised document incorporating the changes made based on consultations with internal and external stakeholders</b>	
			<i>Present the finished document in draft form to the competent authorities for approval from the Academic Council (December 2025)</i>		<b>Document presented</b>	
<i>Communications</i>	<i>The document does not mention about communication strategy of JNU's International Collaboration Office</i>	<b>Before the end of August 2025:</b> <i>There is an articulated draft ready to be discussed, and it has been appropriately disseminated</i>	<i>Incorporate various aspects of creating a separate office for JNU's International communications strategy and its functions provisionally</i>	<b>Yes</b>	<b>A fresh document with crucial points highlighted</b>	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
			<i>Discuss the reformulation of regulations for streamlining the communication channels as part of Institutional communications strategy with all stakeholders of JNU</i>		<b>Minutes of meetings with academic components (including students) as well as with interested external stakeholders</b>	
			<i>Incorporate helpful suggestions</i>		<b>Revised document incorporating the changes made based on consultations with internal and external stakeholders</b>	

			<i>Present the finished document in draft form to the competent authorities for approval from the Academic Council (December 2025)</i>		<b>Document presented</b>	
<i>International mobility</i>	<i>The document mentions that International Collaboration Office is responsible for international mobility but it needs to be reformulated in terms of creating a separate office for strengthening international mobility</i>	<b>Before the end of September 2025:</b> <i>There is an articulated draft ready to be discussed, and it has been appropriately disseminated</i>	<i>Incorporate new aspects of strengthening International mobility including the creation of a separate office provisionally</i>	<b>Yes</b>	<b>Revised document with new crucial points highlighted</b>	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
			<i>Discuss the new directions/orientations for strengthening International mobility with all stakeholders of JNU</i>		<b>Minutes of meetings with academic components (including students) as well as with interested external stakeholders</b>	
			<i>Incorporate helpful suggestions</i>		<b>Revised document incorporating the changes made based on consultations with internal and external stakeholders</b>	
			<i>Present the finished document in draft form to the competent authorities for approval from the Academic Council (December 2025)</i>		<b>Document presented</b>	
<b>Strengthen the Communication strategy of the International Office</b>	<i>Hasn't been started yet</i>	<b>By the end of 2026:</b> <i>The (new) document of Institutional International Strategy will also focus on communication strategy of JNU's international office keeping in mind the NEP 2020 and the global scenario for internationalisation of Higher Education Institutions</i>	<i>Reformulate regulations</i>	<b>Yes</b>	<b>Minutes of meetings with internal (including students) and external stakeholders on reformulating regulations; note down suggestions in minutes</b>	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
			<i>Streamline communication channels</i>		<b>Prepare document incorporating suggestions on reformulating regulations for streamlining communication channels</b>	
			<i>Raise awareness on the areas involved in the processes</i>		<b>Messages for such upcoming regulations spread across the University (JNU) to raise awareness</b>	
			<i>Develop printed and / or digital material of the institution in the strategic languages</i>		<b>JNU's International Office develops printed and / or digital material with regard to regulations on streamlining communication channels</b>	
<i>Reformulate regulations</i>	<i>Hasn't been started yet</i>	<b>Before the end of August 2025:</b> <i>There is an articulated draft ready to be discussed, and it has been appropriately disseminated</i>	<i>Form Committee/Working Group to prepare document in draft form related to regulations on communication strategy</i>	<b>Yes</b>	<b>The working document</b>	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
<i>Streamline communication channels</i>	<i>Hasn't been started yet</i>	<b>Before the end of October 2025</b>	<i>Compare the existing norms with the new directions for reformulating regulations in order to streamline communication channels</i>	<b>Yes</b>	<b>Draft with indications of key points for change</b>	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools of JNU
			<i>Highlight new aspects; Insert or indicate the new elements; Rewrite the document incorporating them</i>		<b>Revised and Improved draft</b>	
			<i>Share the new draft</i>		<b>Draft shared appropriately for discussion</b>	
			<i>Incorporate suggestions</i>		<b>New pre-final draft</b>	
<i>Raise awareness on the areas involved in the processes</i>	<i>Hasn't been started yet</i>	<b>Before the end of December 2025</b>	<i>Messages for such upcoming regulations spread across the University to raise awareness</i>	<b>Yes</b>	<b>New pre-final draft shared</b>	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders including Deans of all Schools and Chairpersons of all Centres of Schools in JNU
			<i>If there is any suggestion, incorporate them in the pre-final draft</i>		<b>Final Draft</b>	
			<i>Present the final draft of document to the competent authorities for approval from the Academic Council (December 2025)</i>		<b>Document presented</b>	
<i>Develop printed and / or digital material of the institution in the strategic languages</i>	<i>Hasn't been started yet</i>	<b>Before the end of June 2026</b>	<i>Form Committee to give report on developing printed and / or digital material of the institution; Prepare Report on the basis of Minutes</i>	<b>Yes</b>	<b>Minutes of meetings</b>	JNU RISHII Team and International Collaboration Office
			<i>Present the report to the competent authorities for approval</i>		<b>Report Presented</b>	
			<i>Involve the academic and non-academic staff to develop Printed and / or digital material</i>		<b>Printed and / or digital material developed</b>	
			<i>Develop language skills</i>	<b>Yes</b>	<b>Organize training programmes at regular intervals to develop language skills for the staff and students</b>	

<b>Training Activities for the staff and students involved</b>	<i>Hasn't been started yet</i>	<b>By the end of 2026: Intensify In-house staff skills and expertise both among the academic and non-academic staff to impart training</b>			<b>at Language Lab Complex located in School of Languages, JNU</b>	Academic and Non-academic staff involved in Language Lab Complex and JNU RISHII Team
			<i>Propose training spaces on internationalization strategies</i>		<b>Propose an exclusive training space on internationalization strategies to be allotted by the University Space Committee</b>	
			<i>Generate staff mobility for shadowing work</i>		<b>Disseminate information and raise awareness on JNU's internationalization strategies to generate staff mobility for shadowing work</b>	
<i>Develop language skills</i>	<i>Hasn't been started yet</i>	<b>Before the end of 2026</b>	<i>Identify In-house staff skills and expertise</i>	<b>Yes</b>	<b>Make a survey and prepare a list of In-house staff skills and expertise on the basis of consultations</b>	Academic and Non-academic staff involved in Language Lab Complex and JNU RISHII Team
			<i>Encourage staff and students for training to develop language skills</i>		<b>Issue notice on JNU website</b>	
			<i>Organize training programmes at Language Lab Complex to develop language skills</i>		<b>Impart training by involving and using the expertise of academic and non-academic staff</b>	
<i>Propose training spaces on internationalization strategies</i>	<i>Hasn't been started yet</i>	<b>Before the end of 2026</b>	<i>Identify an exclusive training space within the University</i>	<b>Yes</b>	<b>Make a survey of the available spaces</b>	Academic and Non-academic staff involved in Language Lab Complex and JNU RISHII Team
			<i>Present the request for the proposed space to the University Space Committee</i>		<b>Request Presented</b>	
			<i>Discussion with the University Space Committee for its recommendation to allot an exclusive training space</i>		<b>Minutes of meetings of the Space Committee</b>	
			<i>Do the necessary procedures to obtain approval of proposed space allotment from the Competent authorities</i>		<b>Approved allotment letter</b>	
<b>Generate staff mobility for shadowing work</b>	<i>Hasn't been started yet</i>	<b>Before the end of 2026</b>	<i>Disseminate information on the need to generate staff mobility for shadowing work</i>	<b>Yes</b>	<b>JNU website; notices sent to Deans and Chairpersons of all Schools and Centres</b>	Academic and Non-academic staff involved in Language Lab Complex and JNU RISHII Team
			<i>Discussion with Deans and Chairpersons of all Schools and Centres</i>		<b>Minutes of meetings</b>	
			<i>Identification of staff to be involved in shadowing work</i>		<b>List on identified staff</b>	
			<i>Involve the identified staff in shadowing work</i>		<b>Final list of staff involved</b>	
<b>III International mobility and internationalization of the institutional culture</b>						
<b>Strengthen the capacities of the different mobility schemes in the HEI members of the project</b>	<i>The current policies with regard to the mobility schemes consider only the simplistic way of incoming/outgoing mobility for both the staff members and the students.</i>	<b>By the End of 2026:</b> <i>A well-articulated mobility document will be prepared which will define the overall strategy of JNU in implementing the different mobility schemes. It will guide the during mobility activities and provide directions about how to evaluate the quality of the mobility period in terms of support received by home and host institutions. The key idea is how to enhance mobility to foster collaboration and knowledge exchange among international higher education institutions.</i>	<i>Examine the existing mobility policies and identify the points to intervene.</i>	<b>Yes</b>	<b>Preparation of the working document; minutes of the local task force that will be involved in document preparation.</b>	JNU RISHII Team, persons responsible for International Collaboration and other stakeholders
			<i>Review the strengths and weaknesses of the existing policies in order to introduce a well-articulated mobility document based on new planned directions/orientations.</i>		<b>Revised document</b>	
			<i>Incorporated new aspects in the provisional mobility document.</i>		<b>Revised document with key points highlighted</b>	
			<i>Discuss new directions/orientations with all members of JNU as well as with the external stakeholders and incorporate important suggestions.</i>		<b>Minutes of the meetings with internal and external stakeholders; number of people consulted; Preparation of revised/improved document incorporating changes on the basis of consultations with above stakeholders.</b>	
			<i>After incorporating all the suggestions, present the finished document to the Competent Authorities for the approval.</i>		<b>Presentation of document</b>	
<i>The final document will be published on JNU website separately.</i>	<b>Publication of document</b>					
<i>Design mobility regulations in its different schemes,</i>	<i>Hasn't been stated yet</i>	<b>Before the End of December 2025:</b>	<i>Creating a working group that includes people from our Institutional Internationalisation Team</i>	<b>Yes</b>	<b>Working Group documentation: Group Composition</b>	

considering the available mobility schemes		Going through the various activities as outlined in the next column the designing of mobility regulations in different schemes of our institution will take its final shape and published on the home page of our institutional website	and other key people of JNU, academic and non-academic  Comparing the existing mobility policies/regulations with the new directions; Highlighting new aspects; incorporating the new elements  Organizing a consultation within the university/institution as well as with other stakeholders; Incorporating suggestions; Presenting final document to academic authorities; Doing the necessary procedures to obtain approval  Publish the new mobility policies/regulations		Working Group Documentation: Minutes and First Draft with indications of key points for change. This would follow the emergence of a revised draft  Draft shared appropriately for discussion; New pre-final draft; Final document; Final document presented; Final approved document  Document published	
<b>Generate mobility schemes with existing partners</b>	Mobility schemes are there in JNU but in a limited number with only a few partner Institutions	<b>By the End of December 2025:</b> Mobility schemes with interested existing partners will further be generated	Identify the interested existing partners  Discuss scheme for Staff Mobility  Discuss scheme for Teaching-Researcher Mobility  Discuss Student Mobility Scheme	Yes	Prepare a list of interested existing partners  Minutes of meetings  Minutes of meetings  Minutes of meetings	JNU RISHII Team and People Responsible for International Collaboration
<b>Schedule construction</b>						
Staff Mobility	Limited staff mobility programs in place, with sporadic international collaborations.	<b>By the End of 2026:</b> A robust staff mobility program will be implemented, fostering increased international collaboration and knowledge exchange among faculty members.	Conduct a needs assessment to identify areas for staff mobility and establish partnerships with international universities/Institutions for staff exchange  Promote staff mobility opportunities internally.  Evaluate and recognize outcomes of staff mobility programs.  Facilitate collaborative research projects involving international staff.	Yes	List prepared on number of partnerships established on identified areas of staff mobility  Workshops conducted on opportunities for staff participation in mobility programs.  Feedback from staff participants and recognition of international experience in faculty evaluations.  Collaborative research publications.	JNU RISHII Team, People Responsible for International Collaboration Office, Academic Affairs including Deans, Collaboration Coordinators.
Teaching-Researcher Mobility Scheme (to generate trust among HEIs).	Limited structured programs for teaching-researcher mobility, hindering trust-building initiatives among HEIs.	<b>By the End of 2026:</b> A robust Teaching-Researcher Mobility Scheme that enhances collaboration, trust, and knowledge exchange among partner HEIs will be implemented.	Develop a framework for teaching-researcher mobility  Identify key focus areas for collaborative teaching and research initiatives and establish international partnerships for joint teaching and research.  Facilitate joint research projects and publications.  Evaluate outcomes and impact of teaching-researcher mobility programs for promoting visibility of achievements and generating trust among HEIs.	Yes	Joint teaching and research programs initiated as per developed framework.  List prepared on number of partnerships established on identified areas of collaborative teaching and research initiatives  Participation levels in mobility programs recorded in terms of joint research publications and projects.  Feedback from teaching-researcher participants recorded to evaluate increased collaboration and trust measures among partner HEIs.	JNU RISHII Team, People Responsible for International Collaboration Office, Academic Affairs including Deans, Research Coordinators.
Student Mobility Scheme	Limited formalized programs for student mobility, impacting international exposure for students.	<b>By the End of 2026:</b> A comprehensive Student Mobility Scheme that increases the number of students participating in international programs will be implemented.	Develop a structured framework for student mobility programmes and promote student awareness of international mobility opportunities.  Establish partnerships with international universities/Institutions for student exchange  Provide support services for students during their international experience and evaluate the impact on students' academic and personal development for enhancing cultural integration initiatives.	Yes	Students participation in mobility programmes initiated as per newly developed structured framework. Increase in number of participants duly recorded.  List prepared on number of partnerships with international universities/Institutions for student exchange  Record prepared on student feedback about support services provided to them as well as successful completion of their academic credits during mobility. Students' cultural awareness and integration measures properly documented.	JNU RISHII Team, People Responsible for International Collaboration Office, Student Affairs, International Students Affairs and Academic Advisors.
<b>Generate visibility policies in HEIs</b>	Visibility policies are there but their effective practices need to be increased.	<b>By the End of 2026:</b> Visibility policies reframed as per National Education Policy 2020 will be implemented to enhance the	Conduct a visibility assessment of JNU's current status and reframe a comprehensive visibility policy.  Utilize traditional and digital channels for promotion and engage in public relations activities.	Yes	Survey conducted and positive feedback taken from stakeholders.  Increased media coverage including social media presence.	JNU RISHII Team, People Responsible for International Collaboration Office, Public Relations Office and Institutional Development Team.

		<i>institution's presence internationally will be implemented.</i>	<i>Highlight achievements and success stories.</i>		<b>Collaborative promotional activities with international HEIs carried out and shared with each other achievements and success stories.</b>	
			<i>Implement feedback mechanisms for continuous improvement.</i>		<b>Monitored feedback mechanisms in place for continuous improvement.</b>	
<i>Establish internal and external communication guidelines, framed in a mobility regulation</i>	<i>Gaps in clear communication guidelines for mobility programmes</i>	<b>By the End of 2026:</b> <i>Implement effective internal and external communication guidelines, framed within a mobility regulation.</i>	<i>Develop communication guidelines for internal stakeholders and create an external communication strategy for promoting mobility programs.</i>	<b>Yes</b>	<b>Improved awareness of mobility programs among internal stakeholders.</b>	JNU RISHII Team, People Responsible for International Collaboration Office, Office of Communication and Information Services (CIS), , Human Resource Development Centre
			<i>Conduct training sessions for staff on effective communication practices and utilize multiple channels for information dissemination.</i>		<b>Increased inquiries and applications for mobility programs.</b>	
			<i>Monitor and assess the effectiveness of communication strategies.</i>		<b>Positive feedback on the clarity and effectiveness of communication.</b>	
<i>Design a mobility area on the university website where you can show the offers of each partner university</i>	<i>Limited online presence exclusive for showcasing international mobility opportunities.</i>	<b>By the End of 2026:</b> <i>Implement a user-friendly mobility area on the JNU website that provides comprehensive information on offers from each partner university.</i>	<i>Conduct a user experience analysis for the current website.</i>	<b>Yes</b>	<b>Survey report on website traffic to the mobility section.</b>	JNU RISHII Team, People Responsible for International Collaboration Office, Office of Communication Information Services (CIS), Web Development Team.
			<i>Design and develop a dedicated mobility section on the website.</i>			
			<i>Populate the mobility section with detailed information on partner universities and their offerings.</i>		<b>Record of number of partner universities featured.</b>	
			<i>Ensure regular updates and maintenance of the website section to attract inquiries for mobility programmes.</i>		<b>User feedback taken on the website's usability. Increased inquiries and applications for mobility programs.</b>	
<i>Build mobility portfolio according to your capacity with each of your partners</i>	<i>Lack of a structured approach to manage mobility programmes with partners institutions.</i>	<b>By the End of 2026:</b> <i>Establish a well-managed mobility portfolio that aligns with the capacity and goals of both the JNU and its partner institutions.</i>	<i>Assess institutional capacity for hosting and sending students and staff.</i>	<b>Yes</b>	<b>Record of number of successful programme implementations on the basis of feedback received from participants and partner institutions.</b>	JNU RISHII Team, People responsible for International Collaboration Office, Academic Affairs including Deans, Collaboration Coordinators.
			<i>Identify key areas of collaboration with each partner and develop a tailored portfolio considering academic strengths and resources.</i>		<b>Developed portfolio diversity and relevance.</b>	
			<i>Establish clear guidelines for programme durations and objectives.</i>		<b>Record of success of programme durations and objectives as per established guidelines.</b>	
			<i>Regularly review and update the portfolio based on feedback and performance besides Implementing mechanisms for continuous improvement.</i>		<b>Improved long-term sustainability of programmes.</b>	
<i>Spread news through social networks</i>	<i>Limited social media presence for promoting international mobility initiatives</i>	<b>By the End of 2026:</b> <i>Implement a strategic social media plan to regularly share news and updates about international mobility opportunities.</i>	<i>Develop a social media strategy for international mobility promotion.</i>	<b>Yes</b>	<b>Increased social media followership.</b>	JNU RISHII Team, people responsible for International Collaboration Office, Office of Communication and Information Services (CIS), Media Team.
			<i>Create and maintain official social media accounts dedicated to mobility and engage with the audience through interactive content.</i>		<b>Engagement metrics (likes, shares, comments).</b>	
			<i>Utilize targeted advertisements to reach a wider audience. Monitor analytics for continuous improvement.</i>		<b>Record of number of inquiries and applications from social media. Positive sentiment in online conversations.</b>	
<b>Design reports of good practices, periodically exchanging joint experiences with partners</b>	<i>Limited formalized processes for documenting and sharing good practices.</i>	<b>By the End of 2026:</b> <i>Establish a systematic approach to designing reports on good practices and facilitate regular exchanges with partner institutions.</i>	<i>Identify key areas for documenting good practices in mobility programs and establish templates for systematic reporting.</i>	<b>Yes</b>	<b>Record of number of documented good practices on identified key areas.</b>	JNU RISHII Team, people responsible for International Collaboration Office and Internal Quality Assurance Office
			<i>Periodically share reports with partner institutions.</i>		<b>Development of collaborative initiatives based on shared practices.</b>	
			<i>Host joint webinars or workshops for knowledge exchange.</i>		<b>Participation in joint events with partner institutions.</b>	
			<i>Establish a repository for storing and sharing reports.</i>		<b>Feedback and impact assessment from shared experiences.</b>	

Identify the most suitable areas to share good practices with partners	Limited systematic approach to identify and prioritize areas for knowledge exchange.	<b>By the End of 2026:</b> Establish a structured process for identifying and focusing on the most impactful areas for sharing good practices with partners.	Conduct regular assessments of successful practices within JNU and collaborate with partner institutions to identify their priority areas.	Yes	Record of number of identified priority areas.	JNU RISHII Team, people responsible for International Collaboration Office, Joint Task Force.
			Establish criteria for prioritizing areas based on impact and relevance as well as develop a plan for systematic sharing of practices in identified areas.		Successful implementation of shared practices. Feedback from partner institutions on the relevance of shared practices.	
			Create a knowledge-sharing platform for ongoing collaboration.		Development of joint initiatives in identified areas.	
Sharing good practices in the field of mobility of each partner HEI	Limited focused efforts on sharing mobility-related practices with individual partner institutions.	<b>By the End of 2026:</b> Establish a tailored approach to sharing successful mobility practices with each partner HEI, fostering mutual learning and improvement.	Conduct joint assessments with partner institutions to identify mobility-related strengths and areas for improvement.	Yes	Record of number of joint mobility-related workshops or events.	JNU RISHII Team, people responsible for International Collaboration Office, Liason Teams of home and partner institutions.
			Develop case studies showcasing successful mobility initiatives.		Shared case studies and success stories.	
			Establish a structured mechanism for sharing mobility practices and organize joint workshops or webinars focusing on mobility experiences.		Adoption of shared practices by partner institutions.	
			Encourage reciprocal visits to witness successful practices in action.		Improved mobility program outcomes.	
Feedback and self-assessment	Limited formalized processes for gathering feedback and conducting self-assessment on mobility initiatives.	<b>By the End of 2026:</b> Implement a robust feedback and self-assessment mechanism that contributes to the continuous improvement of mobility programmes.	Develop feedback mechanisms for participants in mobility programs and establish regular surveys and evaluations for both outbound and inbound participants.	Yes	Increased participation in feedback surveys.	JNU RISHII Team, people responsible for International Collaboration Office, Internal Quality Assurance Cell.
			Analyse feedback to identify areas for improvement besides conducting self-assessment reviews of mobility program outcomes.		Positive trends in participant satisfaction.	
			Implement changes based on feedback and assessment findings.		List of number of implemented changes based on feedback.	
			Promote a culture of continuous improvement through training and awareness programs.		Enhanced program outcomes over the time.	
Project sustainability	Integrate the above goals into the Institutional Strategic Plan	<b>By the End of 2026:</b> Implement strategies to secure the sustainability of internationalisation projects such as RISHII beyond the initial phases.	Conduct a sustainability assessment for RISHII project and create a roadmap for scaling successful initiatives on the basis of JNU's overall strategic plan.	Yes	Successful integration of internationalization goals into the institution's strategic plan.	JNU RISHII Team, people responsible for International Collaboration Office, Project Management Office under Research and Development Unit, Strategic Planning Committee.
			Develop strategies for securing funding or resources.		Continued funding and support for key initiatives.	
			Establish partnerships and collaborations that contribute to sustainability.		Long-term partnerships and collaborations.	
			Monitor and report on the sustainability of projects over time.		Expansion or replication of successful projects.	
<b>IV Modernization of learning, teaching, and assessment programs: Student-centered and competency-based learning, learning outcomes, and measurement of student workload</b>						
Promote curriculum internationalization focused on student learning	International perspectives and experiences into JNU's curriculum are already there but it needs to be revamped as per National Education Policy 2020 as well as on the basis of RISHII Project Outcomes.	<b>By the End of 2026:</b> Implement a curriculum internationalization strategy that actively contributes to enhancing student learning experiences.	Assess the current curriculum and identify key areas for integrating global perspectives into courses.	Yes	Record of number of courses with integrated international content.	JNU RISHII Team, people responsible for International Collaboration Office, Internal Quality Assurance Cell and Curriculum Development Committee of each of the Schools of JNU.
			Develop and implement faculty training programs on curriculum internationalization.		Faculty participation in training programs.	
			Incorporate diverse teaching methodologies that enhance student engagement with international content.		Student feedback on the impact of internationalization on learning.	
			Introduce case studies and examples with global relevance into curriculum and evaluate the impact on student learning through assessments and feedback.		Improved student performance in assessments with global perspectives.	
Establishment of a repository (unified common space) that contains guidelines,	Absence of a systematic unified platform for sharing and accessing resources on	<b>By the End of 2026:</b> Establish a comprehensive repository to support and guide faculty in	Design and develop an accessible online repository.	Yes	Number of resources available in the repository.	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for Educational
			Populate the repository with guidelines, case studies, and best practices.		Number of resources available in the repository.	

experiences and good practices on curricular internationalization based on the student-centered approach (learning).	student-centered curricular internationalization.	implementing student-centered curricular internationalization.	Promote the repository among faculty through training sessions and encourage them to contribute their experiences and resources.		User engagement and contributions.	Technology, Curriculum Development Committee of each of the Schools of JNU.
			Regularly update and maintain the repository.		Frequency of updates and additions.	
			Establish mechanisms for feedback and improvement.		Faculty feedback on the usefulness of the repository.	
Encourage the adoption of the competence approach in the student-centered curricular internationalization process through the sensitization of the directive and academic bodies of the HEI.	Limited emphasis on integrating competence-based approaches in curricular internationalization.	<b>By the End of 2026:</b> Foster a competence-based mindset among administrative and academic bodies to enhance the effectiveness of student-centered curricular internationalization.	Develop informational materials highlighting the benefits of a competence-based approach. Integrate competence-based language into institutional policies.	Yes	Increased use of competence-based language in institutional documentation.	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for R&D and Educational Technology, Curriculum Development Committee of each of the Schools of JNU, Rector office for Academic Affairs.
			Conduct awareness sessions and workshops for administrative and academic staff.		Participation rates in awareness sessions and workshops.	
			Provide resources and training for faculty on competence-based assessment.		Integration of competence-based assessments in courses.	
			Monitor and evaluate the integration of competence-based approaches in curricular internationalization. Collaborate with academic leaders to align curricular goals with competency outcomes.		Improved alignment of curricular goals with competency outcomes.	
Encourage collaborative work between teachers in the framework of subjects applying face-to-face, blended, or virtual modalities, and using technologies	Limited structured collaboration among teachers for course development and delivery.	<b>By the End of 2026:</b> Establish a culture of collaborative work among teachers, promoting effective use of face-to-face, blended, and virtual modalities with technology integration.	Facilitate training sessions on collaborative teaching methodologies and encourage interdisciplinary collaboration in course design.	Yes	Participation rates in training sessions.	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for R&D and Educational Technology, Curriculum Development Committee of each of the Schools of JNU, Rector office for Academic Affairs.
			Recognize and reward collaborative efforts in teaching.		Number of collaborative teaching initiatives.	
			Provide resources and support for incorporating technology into teaching as well as sharing best practices in course development and delivery.		Integration of technology in courses.	
			Establish a feedback loop for continuous improvement.		Improved student engagement and outcomes.	
Promote spaces for learning a second language	Limited structured programmes and spaces for second language acquisition.	<b>By the End of 2026:</b> Develop and implement initiatives that actively encourage students to learn a second language within the academic environment of JNU.	Encourage students to participate in language learning programmes in the existing language lab of JNU.	Yes	Number of students participating in language learning programmes.	JNU RISHII Team, people responsible for International Collaboration Office and Language Lab, Dean of School of Languages, Literature and Culture Studies, Dean of Students, Rector office for Academic Affairs.
			Collaborate with language departments and experts to enhance language learning opportunities.		Internal Partnership with School of Languages, Literature and Culture Studies	
			Promote language exchange programmes with international students.		Participation rates in language exchange programmes.	
			Incorporate language learning resources into the curriculum.		Integration of language learning into broader academic goals.	
			Provide incentives or recognition for language proficiency achievements.		Success stories of language proficiency achievements.	
<b>V Synergies with the territorial context</b>						
Strengthening the interaction and cooperation with external stakeholders	Initiatives for engaging with external stakeholders are already there but it needs to be strengthened in a structured manner.	<b>By the End of 2026:</b> Strengthen ties with external stakeholders, establishing sustainable collaborations and partnerships that contribute to JNU's mission.	Develop a fresh communication and engagement strategy to collaborate with key external stakeholders relevant to JNU's goals.	Yes	Number of new collaborations formed.	JNU RISHII Team, people responsible for International Collaboration Office, Internal Collaboration Office responsible for engagement with external stakeholders within India.
			Organize regular meetings and forums for dialogue and networking to establish long-term partnerships with external stakeholders.		Participation rates in stakeholder engagement events.	



			Establish joint projects and initiatives.		Number of successful joint projects.	
			Evaluate and measure the impact of collaborations.		Positive feedback from stakeholders.	
Training in entrepreneurship for the creation of spin off	Limited entrepreneurship training specifically geared towards spin-off creation.	<b>By the End of 2026:</b> Establish a robust entrepreneurship training program that empowers members of JNU community to create successful spin-off ventures.	Develop new strategy to hold entrepreneurship training programmes through workshops, seminars, lectures. Provide mentorship and guidance for aspiring entrepreneurs and facilitate networking opportunities with industry experts. Provide a supportive environment for idea incubation and establish partnerships with business incubators. Monitor and evaluate the success of spin-off ventures.	Yes	Number of participants in entrepreneurship training as per newly developed strategy. Number of successful spin-off ventures created. Partnerships with external incubators. Alumni success stories in entrepreneurship.	JNU RISHII Team, School of Management and Entrepreneurship, Atal Incubation Centre (AIC), JNU Foundation for Innovation (JNUFI)
Organize events between the university, communities, companies and organizations for the transfer and exchange of knowledge	Events that promote knowledge transfer and collaboration are being organized in a massive way.	<b>By the End of 2026:</b> Continue with what JNU is currently doing.	Continue with activities already in place. Evaluate the impact of events on knowledge transfer. ----- -----	Yes	Number of organized knowledge exchange events. Attendance rates from diverse stakeholder groups. Collaborative projects initiated as a result of events. Positive feedback and testimonials. ----- -----	JNU RISHII Team, Collaboration Unit, Outreach Programme Coordinators.
Create meeting spaces for the opening of the university to society	JNU already has designated meeting spaces for open interaction between the university and the broader community.	<b>By the End of 2026:</b> If need be, more spaces for dialogue and collaboration between the university and society would be designated.	(if need be) designate more physical spaces for community engagement within the university. Establish feedback mechanisms for continuous improvement. Monitor the utilization and impact of meeting spaces. -----	Yes	Number of physical and virtual meeting spaces created. Positive feedback on the accessibility of meeting spaces. Increased visibility of the university in the community. -----	JNU RISHII Team, Facilities Management Team within PRO Office, University Space Committee, Personnel responsible for JNU Community Centre.
Promote the participation of civil society organizations in research projects	Participation of civil society organizations in JNU research initiatives are already there but it needs to be promoted on continuous basis.	<b>By the End of 2026:</b> Promote and facilitate continuously the active involvement of civil society organizations in various research projects conducted by JNU.	Identify the upcoming areas of collaboration between civil society and research projects. (If need be) streamline the process for engagement and collaboration. Continue with providing training and support for civil society participation in research. Recognize and celebrate successful collaborations in terms of the impact of civil society involvement in research outcomes.	Yes	Record of number of upcoming areas of collaboration. Number of civil society organizations engaged in research. Number of civil society participants in training. Successful outcomes and impact of collaborative projects	JNU RISHII Team, Internal Collaboration Office, Department responsible for R&D.
Training for the university community in the "dialogue of knowledge" with the community	Formal training programmes focused on facilitating "dialogue of knowledge" between the university and the community are already in place which should further be encouraged keeping in mind NEP 2020 and the current global scenario.	<b>By the End of 2026:</b> In accordance with NEP 2020 establish a comprehensive training programme that equips JNU community with new skills for meaningful engagement and knowledge exchange with the community.	Assess the current level of community engagement skills within JNU and design a new curriculum in accordance with NEP 2020 for training programmes focused on the "dialogue of knowledge." Implement regular workshops, seminars, and training sessions and include practical exercises and case studies in the training program. Collaborate with community representatives for insights and feedback. Evaluate the impact of training through feedback and assessments.	Yes	Improved community engagement skills among university members. Increased participation in training programs. Positive feedback from community partners. Integration of training outcomes into community projects.	JNU RISHII Team, people responsible for International and Internal Collaboration Offices, Internal Quality Assurance Cell, Department responsible for Research & Development, Office of Communication & Information Services (CIS), Community Development Committee and PRO.
Support the generation of patents and intellectual property	Infrastructure and support systems for fostering the generation of patents and intellectual property are already in place which should further be strengthened keeping in mind NEP 2020 and the current global scenario.	<b>By the End of 2026:</b> Provide a conducive environment on continuous basis so as to encourage innovation, leading to increased generation of patents and intellectual property.	Conduct an assessment of the current status of patent generation within JNU and provide training on intellectual property rights and processes. Facilitate collaborations between academic researchers and industry partners and assist in the patent application process. Create awareness campaigns to promote the importance of intellectual property.	Yes	Successful commercialization of intellectual property. Positive feedback from industry partners on collaborative projects. Increased number of patent applications from JNU researchers.	JNU RISHII Team, people responsible for International Collaboration Office, Intellectual Property Management Cell, JNU Foundation for Innovation, Research and Development Department, Industry Collaboration Coordinators.

			Recognize and reward innovative achievements within the university.		Recognition of university innovations in external forums.	
<b>VI Visibility</b>						
<b>Increase the international visibility of HEI research results</b>	<i>JNU already has international exposure of research findings from the University, though efforts can be made to further increase the global visibility.</i>	<b>By the End of 2026:</b> <i>Increase further the global visibility of JNU research results through strategic dissemination and engagement efforts.</i>	<i>Adopt a robust communication strategy for research dissemination and participate in international conferences and events.</i>	<b>Yes</b>	<b>Metrics indicating global visibility and recognition.</b>	JNU RISHII Team, Internal Collaboration Office, Department responsible for Research & Development, Office of Communication & Information Services (CIS), Media Team.
			<i>Establish more partnerships with international research networks and platforms.</i>		<b>Number of international collaborations established.</b>	
			<i>Actively promote research findings through press releases, social media, and other channels besides collaborating with international media for coverage of significant research.</i>		<b>Presence in international media and other platforms.</b>	
			<i>Monitor and analyse the impact and reach of research publications besides creating a repository for international publications.</i>		<b>Increased citations of JNU publications.</b>	
<i>Invite partner universities to participate in open calls for scientific publications and / or artistic and cultural productivity</i>	<i>Limited participation of partner universities in open calls initiated by JNU.</i>	<b>By the End of 2026:</b> <i>Foster a culture of collaboration by inviting and involving partner universities in open calls for publications and creative productivity.</i>	<i>Establish a regular schedule for open calls.</i>	<b>Yes</b>	<b>Maintaining a record of regular schedule for open calls.</b>	JNU RISHII Team, people responsible for International Collaboration as well as Internal Collaboration Offices, Rector office responsible for Academic Affairs, PRO.
			<i>Create a platform for announcing and managing open calls.</i>		<b>Exclusive section on JNU website.</b>	
			<i>Develop clear guidelines for participation.</i>		<b>Included in Strategic document.</b>	
			<i>Facilitate communication and coordination with partner universities.</i>		<b>Number of partner universities participating in open calls.</b>	
			<i>Encourage diverse contributions across disciplines.</i>		<b>Variety and quality of contributions received.</b>	
			<i>Acknowledge and showcase contributions from partner universities.</i>		<b>Maintaining a record of increased collaborative outputs.</b>	
			<i>Evaluate the impact of partner participation on the overall productivity.</i>		<b>Feedback and testimonials from participating institutions.</b>	
<i>Encourage publications with co-authors from partner universities</i>	<i>Limited instances of co-authored publications with partner universities.</i>	<b>By the End of 2026:</b> <i>Increase the number of publications featuring co-authors from partner universities, showcasing collaborative research efforts.</i>	<i>Identify thematic areas for joint publications and potential co-authors and facilitate workshops and training on collaborative writing and research.</i>	<b>Yes</b>	<b>Number of potential co-authors participated in workshops on identified areas of publications with partner universities</b>	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for Research & Development.
			<i>Encourage joint research projects that lead to publications and provide support for language and cultural considerations in co-authorship.</i>		<b>Feedback on the effectiveness of collaborative writing support.</b>	
			<i>Celebrate and recognize co-authored publications.</i>		<b>Increased visibility of joint publications.</b>	
			<i>Monitor the impact of co-authored publications on research visibility.</i>		<b>Collaborative projects initiated as a result of co-authorship.</b>	
<i>Encourage publications in international co-authorship</i>	<i>Limited number of international co-authorship in publications involving JNU faculty.</i>	<b>By the End of 2026:</b> <i>Increase the number of publications with international co-authors, reflecting the global collaborative nature of research from JNU.</i>	<i>Establish partnerships with international research institutions and develop guidelines and resources for international co-authorship.</i>	<b>Yes</b>	<b>Included in Strategic document.</b>	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for Research & Development.
			<i>Encourage faculty to seek international collaborators for research projects and co-authorship.</i>		<b>Number of publications with international co-authors.</b>	
			<i>Provide language and communication support for diverse collaborations.</i>		<b>Diversity of countries and institutions represented in co-authored publications.</b>	
			<i>Recognize the achievements in international co-authorship and monitor its impact on research visibility.</i>		<b>Positive feedback from faculty on international co-authorship in addition to increased citations and visibility in international databases.</b>	
<b>VII Sustainability</b>						
<b>Identify aspects of the work plan that will continue beyond the 3-year Plan</b>	<i>Work plan aspects are designed for the 3-year timeframe with limited consideration for long-term sustainability.</i>	<b>Beyond 2026:</b> <i>Establish a clear understanding of work plan aspects that require continuity beyond the initial 3-year period.</i>	<i>Conduct a comprehensive review of work plan and identify aspects with long-term impact and significance.</i>	<b>Yes</b>	<b>Increased awareness among academic and non-academic staff about the long-term vision.</b>	JNU RISHII Team, people responsible for International Collaboration Office, Department responsible for Research & Development, Project Management Office, Strategic Planning Committee, Deans of all Schools and Centres.
			<i>Engage stakeholders to gather input on sustainable elements.</i>		<b>Stakeholder feedback on the relevance of identified aspects.</b>	
			<i>Develop a strategy for the integration of sustainable aspects into future plans.</i>		<b>Integration of sustainable aspects into future planning documents.</b>	

			<i>Document and communicate the identified aspects for continuity.</i>		<b>Documentation of work plan aspects earmarked for continuity.</b>	
Plan the human and financial resources to support these aspects and activities	<i>Limited consideration for resource allocation for aspects extending beyond the 3-year timeframe.</i>	<b>Beyond 2026:</b> <i>Establish a sustainable funding and staffing plan for identified work plan components with a focus on continuity.</i>	<i>Assess the financial and human resources currently allocated.</i> <i>Identify additional resources required for sustained activities, develop a budget projection for the extended period and explore funding sources and mechanisms for long-term support.</i> <i>Establish partnerships for collaborative resource sharing.</i> <i>Communicate the resource plan to relevant stakeholders.</i>	Yes	<b>Documented resource plan for sustaining identified work plan aspects.</b> <b>Increased funding secured for long-term initiatives.</b>  <b>Partnerships established for resource collaboration.</b> <b>Stakeholder awareness and approval of the resource plan.</b>	JNU RISHII Team, people responsible for International Collaboration Office, Finance Department, Resource Planning Unit.
<b>Identify future actions to improve and extend project results</b>	<i>Limited consideration for future actions beyond the current project period.</i>	<b>Beyond 2026:</b> <i>Establish a roadmap for continuous improvement and extension of project results.</i>	<i>Conduct an evaluation of project results and impact besides identifying areas to improve and extend.</i> <i>Seek feedback from project stakeholders.</i> <i>Document lessons learned for future reference and develop a strategy for implementing future actions.</i> <i>Communicate the plan for future actions to relevant parties.</i>	Yes	<b>Evaluation report highlighting areas for improvement and extension of project results.</b> <b>Stakeholder feedback on project impact and future needs.</b> <b>Documented strategy for future actions.</b> <b>Increased awareness among project teams about the roadmap for improvement.</b>	JNU RISHII Team, people responsible for International Collaboration Office, Project Management and Evaluation Office, Stakeholder Engagement Team.
Plan the human and financial resources to support these aspects and activities	<i>Limited consideration for resource allocation for aspects extending beyond the 3-year timeframe</i>	<b>Beyond 2026:</b> <i>Establish a sustainable funding and staffing plan for identified work plan components with a focus on continuity.</i>	<i>Assess the financial (if applied) and human resources currently allocated.</i> <i>Identify additional resources required for sustained activities, develop a budget projection for the extended period and explore funding sources and mechanisms for long-term support.</i> <i>Establish partnerships for collaborative resource sharing.</i> <i>Communicate the resource plan to relevant stakeholders.</i>	Yes	<b>Documented resource plan for sustaining identified work plan aspects.</b> <b>Increased funding secured for long-term initiatives.</b>  <b>Partnerships established for resource collaboration.</b> <b>Stakeholder awareness and approval of the resource plan.</b>	JNU RISHII Team, people responsible for International Collaboration Office, Finance Department, Resource Planning Unit.
<b>VIII Financial Management</b>						
<i>Structure of the department managing the international projects/activities management</i>	<i>JNU's Project Cell is dedicated to manage international projects/activities. There are two sections within the Project Cell: Project Administration and Project Finance.</i>	<b>By the End of 2026:</b> <i>Restructure Project Cell to effectively manage international projects/activities subject to approval from the competent authorities.</i>	<i>Assess current staffing and resource needs and define their roles and responsibilities within the Project Cell.</i> <i>Recruit and train staff exclusively with international project management expertise.</i> <i>Follow the established standard operating procedures (SOPs) for project management.</i> <i>Foster collaboration with other relevant departments/sections.</i>	Yes	<b>Documented organizational chart for the international projects management.</b> <b>Trained and skilled staff members in international project management.</b> <b>Established SOPs for efficient project execution.</b> <b>Improved collaboration and communication within other relevant departments/sections.</b>	International Collaboration Office, Rector, Registrar, Finance Officer, Research and Development Department, Project Cell, Deputy Registrar (Administration) responsible for Human Resources.
<i>Information flow between the international projects/activities management department and financial services</i>	<i>Information flow between Project Administration and Project Finance needs to be enhanced.</i>	<b>By the End of 2026:</b> <i>Establish a seamless and effective communication process between the Project Administration and Project Finance.</i>	<i>Identify key information exchanges between the two departments of Project Cell as well as project managers/investigators.</i> <i>Provide training on financial reporting requirements to project administration staff.</i> <i>Conduct regular meetings between the two departments and improve digital communication tools for real-time updates.</i> <i>Monitor and evaluate the effectiveness of the information flow.</i>	Yes	<b>Improved collaboration between Project Administration and Project Finance as well as project managers/investigators.</b> <b>Trained project administration staff</b>  <b>Increased accuracy in financial data exchange as well as reduced time lag in financial reporting for projects.</b> <b>Positive feedback from staff on the effectiveness of information flow.</b>	International Collaboration Office, Research and Development Department, Project Cell, Communication & Information Services and Deputy Registrar (Administration).
<i>Coexistence of national legislation in force and funding programmes financial rules (E.g., Erasmus+)</i>	<i>Erasmus+ funded projects are managed as per university norms, though potential challenges in aligning national legislation with funding</i>	<b>By the End of 2026:</b> <i>Establish a proper framework that allows seamless adherence to both national legislation as well as Erasmus+ like funding programme financial rules.</i>	<i>Conduct a comprehensive review of national legislation and funding programme rules and identify areas of alignment and potential conflicts.</i> <i>Collaborate with relevant authorities to amend or adjust areas of potential conflicts or discrepancies as needed.</i>	Yes	<b>Documented alignment between national legislation and funding programme rules.</b> <b>Resolution of potential conflicts or discrepancies.</b>	International Collaboration Office, Research and Development Department, Legal Cell, Project Cell.

	<i>programmes financial rules may not be ruled out.</i>		<i>Develop guidelines for compliance with both sets of regulations and provide training to staff on the coexistence of rules.</i>		<b>Staff adherence to guidelines for compliance.</b>	
			<i>Establish a monitoring system for ongoing compliance.</i>		<b>Positive feedback from compliance audits.</b>	
<i>Tools (e.g., software) and instruments (e.g., cost control centers) that allow to manage an audit in an efficient and effective way (archive/organization of budgets, invoices, transfer receipts, etc. in a digital system)</i>	<i>JNU has updated digital systems or software tools and instruments specifically designed for efficient and effective audit management as per Government of India directives.</i>	<b>By the End of 2026:</b> <i>Continuous Monitoring and updating of existing digital system for managing audit-related documents and information in an organized manner as per Government of India directives.</i>	<i>Monitor key documents and information required for audits and update audit management software or tools.</i>	<b>Yes</b>	<b>Implementation of a dedicated audit management system.</b>	<i>Communication and Information Systems Personnel, Internal Audit Team, Training Coordinators.</i>
			<i>Train newly recruited or transferred staff on the use of the updated tools and systems.</i>		<b>Increased efficiency in trained staff for document retrieval during audits.</b>	
			<i>Follow the existing protocols for archiving and organizing audit-related documents.</i>		<b>Positive feedback from auditors on the organization of information.</b>	
			<i>Conduct regular reviews and updates to ensure system effectiveness.</i>		<b>Continuous improvement in the effectiveness of the digital system.</b>	
<i>Actors involved in the financial management</i>	<i>Currently, Project Managers/ Principal Investigator (PI), Director (R&amp;D), Director ICO and Finance Officer are involved in the financial management. However, roles and responsibilities in financial management may not be well-defined.</i>	<b>By the End of 2026:</b> <i>Establish a clear framework outlining the roles of individuals involved in financial management.</i>	<i>Define specific responsibilities for key actors in financial management.</i>	<b>Yes</b>	<b>Documented roles and responsibilities for financial actors.</b>	<i>Project Managers/PI, International Collaboration Office (ICO), R&amp;D, Finance Department, Deputy Registrar responsible for Human Resources, Project Administration and Project Finance within Project Cell.</i>
			<i>Establish communication channels between financial actors.</i>		<b>Increased clarity in communication between financial actors.</b>	
			<i>Implement periodic reviews to ensure compliance with defined roles.</i>		<b>Positive feedback from staff regarding role definition.</b>	
			<i>Foster collaboration and communication between financial and project administration teams.</i>		<b>Improved efficiency in financial processes.</b>	
<i>External Fundings</i>	<i>JNU has a system in place for identifying and securing external fundings to support international projects and activities. However, more potential funding sources need to be explored keeping in mind Internationalisation of HEIs.</i>	<b>By the End of 2026:</b> <i>Diversify funding sources by actively seeking and securing more external fundings for international projects.</i>	<i>Identify more potential external funding sources (grants, partnerships, sponsorships) and monitor funding opportunities and deadlines.</i>	<b>Yes</b>	<b>Diversification of funding sources for international projects.</b>	<i>International Collaboration Office (ICO), R&amp;D, Project Cell, especially the Project Finance Department.</i>
			<i>Develop compelling project proposals for submission to external funders.</i>		<b>Positive feedback from external funders on project proposals.</b>	
			<i>Implement a system for tracking and reporting on external fundings secured.</i>		<b>Improved financial sustainability for international initiatives.</b>	

\* The Strategic Plan for internationalization has been prepared by the Jawaharlal Nehru University (JNU) RISHII Team Members & the implementation of the plan, in part or full, is subject to approval from the Competent Authority.