

## Strategic Plan 2020-2025

Given the global forces of change, it has become imperative for NMIMS University to discuss and formalize the way forward.

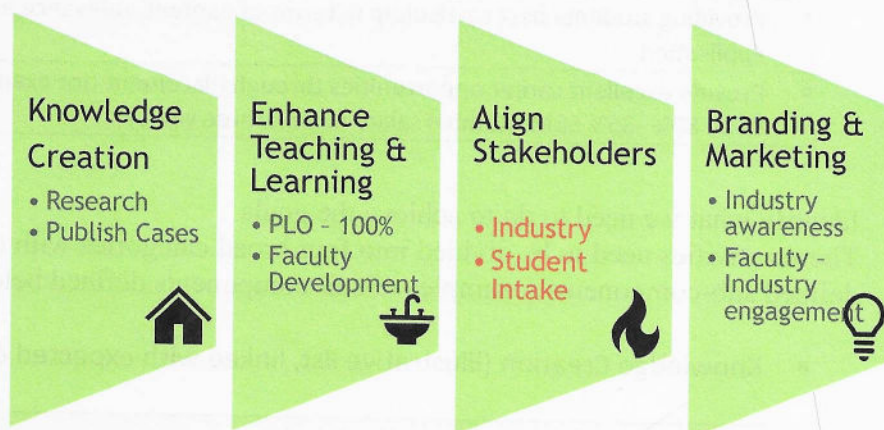
We would like to ensure that our approach over the coming years focuses on ensuring that NMIMS University emerges most preferred private business school. The need for this introspection is also felt because of the following emerging trends:

- New business schools with accreditation of their programs coming-up
- Introduction of new and innovative MBA programs
- Expansion plans of many business schools and newer campuses of existing top private schools
- Business schools coming up with international tie-ups
- Our perception map and concerns about learning eco-system and career development opportunities

Addressing these challenges need serious introspection.

We at the NMIMS University would like to take the discussion of developing the strategic plan forward. The contours of the broad strategy and action plan may focus on the following four building blocks:

### Building Blocks



- **Knowledge Creation**
  - Focusing on relevant research and business case publications
  - Building research reputation of faculty through networking and connectedness

- **Enhancing Teaching and Learning Excellence**
  - Provide student-centred learning experience
  - Focus on teaching excellence through assurance of learning system
  - Faculty development
  
- **Aligning Stakeholders**
  - Strengthening industry alumni relationship
  - Improving quality of student intake
  
- **Branding and Marketing**
  - Optimizing NMIMS brand positioning and value proposition through building awareness, consideration, application and making NMIMS University preferred institution
  - Working with industry to strengthen the career opportunities for students

In order to develop an action plan for the above and ensure smooth execution of the ideas, our approach would like to focus on the following:

- What metrics the Program would like to use and what are our expected deliverables. To make it effective our School will focus on and define milestones to achieve them with clearly specifying measurable indicators for these outputs and
- What will it take (inputs and resources) to make this happen.

We need to take five year view which will be reviewed and revised each year based on feedback and experience. It is important that for each of the outputs and inputs, the action plan focused on measurable milestones and quality monitoring indicators. As part of this process we need to adopt step-wise approach as follows:

Step 1: Define our goals  
Example of goals:

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| <ul style="list-style-type: none"> <li>▪ Be amongst the top 3 private-sector management schools in the region with clear definition of how we are going to measure/track it</li> </ul>  |
| <ul style="list-style-type: none"> <li>▪ Providing students best curriculum in terms of content, relevance and application</li> </ul>   |
| <ul style="list-style-type: none"> <li>▪ Provide excellent career opportunities through Placement (for example, target to be 80% -85% SBM Mumbai salary in next three years)</li> </ul> |

Step 2: Identify what we need to do to achieve the goals  
These activities need to be divided into four broad categories with clearly defined sub-components (examples of sub-components defined below):

- Knowledge Creation (illustrative list, linked with expected output):

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|---|
| <ul style="list-style-type: none"> <li>○ Financial support for research required</li> </ul>   |
| <ul style="list-style-type: none"> <li>○ Making space for research time</li> </ul>  |
| <ul style="list-style-type: none"> <li>○ Research training and conferences (internal and external)</li> </ul>   |
| <ul style="list-style-type: none"> <li>○ Networking, collaborations (within University and outside University) and strengthening connectedness</li> </ul> |
| <ul style="list-style-type: none"> <li>○ Financial incentives</li> </ul>  |

- **Enhancing Teaching-Learning Ecosystem**

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| ○ Setting-up AOL Process  |
| ○ Academic Resources  |
| ○ Distribution of books and teaching material                               |
| ○ Academic processes (instructor meetings with Dean/Director, IT, Software) |
| ○ Visiting faculty: meetings, how many are part of AOL process              |
| ○ Industry linkage: BoS, Workshops  |
| ○ FDPs on pedagogy, simulations and curriculum meetings                     |
| ○ Teaching workload calculations  |

- **Aligning Stakeholders**

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|--|
| ○ Placement manual and tracking of PPTs                                    |
| ○ Industry and Alumni Linkage  |
| ○ Invited lectures and workshops   |
| ○ Interactions with other business schools (within University and outside) |
| ○ Efficiency and cost-effectiveness of what we do                          |

- **Perception Management: Marketing and Branding**

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| ○ Marketing strategy for programs          |
| ○ Proactive dissemination of information   |
| ○ Social media dissemination strategy      |
| ○ Industry and Alumni engagement           |
| ○ Career development meetings and workshop |
| ○ Social connect and engagements           |

Step 3: Define measurable indicators for each of the above on time-frame of 5 years

- **Knowledge creation (illustrative list)**

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| ○ Research outputs<br>Year-wise indicator of publications ABDC, Scopus, Case Publications                    |
| ○ Research on Indian business cases (to ensure relevance)  |
| ○ Research-based seminars and conferences  |
| ○ Internal research seminars   |
| ○ Number of training conferences attended  |
| ○ Research funding sought (internal and external) and obtained   |
| ○ Networking, collaborations (within University and outside University) and strengthening connectedness data |
| ○ Financial incentives claimed and disbursed   |

- **Enhancing Teaching-Learning Ecosystem (illustrative list)**

- Assurance of learning courses (%)
- Curriculum meetings
- Evaluation: Exam based evaluation and feedback based evaluation with rubric
- Faculty Feedback
- Number of simulations and field study projects
- Industry led courses and projects with number of students
- New course development/revisions and electives
- Ranking and accreditation
- Faculty qualifications (PhDs)
- Visiting faculty workshops on pedagogy, connect and meetings

▪ **Aligning Stakeholders (illustrative list)**

- Meeting with recruiters, alumni, Board presentations (annual)
- How many Fortune 500 companies connect
- HR policies, processes, IT support, database support
- Technology enablement at all levels
- Parent meetings
- Interaction with Peers

▪ **Perception Management: Marketing and Branding**

- Perception mapping, identification of attributes/dimensions, influencers and some preliminary study results
- Awareness, consideration, apply and favourite choice analysis
- Results of placement data
- How does industry perceive us and understanding what matters
- How does we know whether industry knows about our curriculum
- Interaction/meetings/PPTs and suggestions from the same

Step 4: All Deans and Directors should prepare their Strategic perspective plans as per the strategic plan articulated above.

We had initiated a discussion on the above framework and process in the meeting of Deans and Directors. I am attaching the data and information shared by you for your reference in the Appendix of this note. To take this forward our objective is to complete the framework in all its dimensions as discussed above.

I look forward to discussing this with you and taking it to its implementable stage. I am also attaching a Excel Template for purpose of completing this process. Suggestions and modifications are always welcome

