



**GOKUL
GLOBAL
UNIVERSITY**



Strategic Plan (2023-2028)

Gokul Global University

Sidhpur, INDIA



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FOREWORD

The Gokul Global University has systematically emerged in last one and a half decade as a hub of quality education through its teaching-learning processes, competent faculty members, state-of-the-art infrastructure and committed efforts on research & innovation, having a tangible impact on societal development. During these years, the University has become a synonym for 'Enhance Quality of Education'. The journey has been quite challenging yet very successful. Meanwhile, the University has decided to develop a new Plan.

I am very happy to put forward this first Strategic Plan of the Gokul Global University for the period of 2023-28. It precisely articulates our aspirations to emerge as the highly respected multidisciplinary and student centric University. Under the umbrella of the University's plan, this Strategic Plan also outlines overarching priorities of all the constituent Institute of the University for the coming five years.

I believe, with the support and dedicated efforts of all the stakeholders, in the next five years the University will achieve a greater level of excellence and distinction in the higher education arena at national and global level.

Chairman

Gokul Global University



EXECUTIVE SUMMARY

Gokul Global University has developed a Five-Year Strategic Plan for the period of 2023-28. The strategic plan of the university forms an umbrella under which the goals of development of all the constituent institutes and centers are imbibed under integrated themes. Also, each of the constituent institutes of the university has developed a detailed strategic plan, falling in line with the strategic plan of the university. It is believed that the collective efforts of all the stakeholders will lead towards the achievement of goals of the strategic plan of the university.

Several brainstorming sessions were arranged with all the Heads of Institutes (HoIs) and systematic analysis was done for the external and internal environment of the university. Environmental analysis was done for the international scenario, national scenario, state scenario, and educational scenario. A thorough analysis was done for the university on strengths, weaknesses, opportunities, and challenges (SWOC). It was kept in mind that the university has to cater to the need of the day and also to produce the manpower for the future challenges. The challenges of training the 'Generation' for 'Industry' through 'Education' were also assessed. In the present times of outbreak of COVID-19 pandemic, the need of rugged Information and Communication Technology (ICT) backbone of the university has assiduously emerged. So, the tasks of addressing the students' needs through on-line learning resources and video lectures, conducting on-line examinations, facilitating faculty members with the infrastructure of on-line assessment of semester-end exams, arranging the meetings and conferences on-line will be attended to. The universities and its constituent institutes are going to face a big challenge in the near future in finding more avenues of placement of graduating students due to the COVID-19 pandemic affecting slow-down in the economy at the national and global level. The pedagogical practices are to be designed in such a way that self-learning skills are inculcated among the students so that they become lifelong learner, who can effectively face the challenges of unpredictable future.

It has become inevitable for the university to participate in national and international rankings. The university has to prepare for competing in governmental ranking frameworks, such as Gujarat State Institutional Ranking Framework (GSIRF) by the Government of Gujarat (GoG)



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and National Institutional Ranking Framework (NIRF) by Ministry of Human Resource Development (MHRD) [now, Ministry of Education (MoE)], the Government of India (GoI). At the same time, the plan is developed to see that the university develops itself for the



requirements of global ranking. The world is becoming a global village, hence the internationalisation and collaborations with foreign universities and research organisations are of utmost importance.

In the backdrop of the above stated requirements and conditions, and envisaging the university as possible centre of excellence, the following integrated themes are arrived at around which the entire strategic plan of the University is woven. As the strategic plan demands timely actions, its success is determined by the fulfillment of the targets and outcome achieved. Further, prioritization amongst these themes is essential in order to see that maximum outcome is achieved by focusing on crucial parameters, following the Pareto Principle (The 80-20 rule.)

- Modern, flexible and interdisciplinary curriculum
- Internationalisation
- Smart campus including ERP with strengthened ICT backbone and video conferencing facilities
- Quality of Hostels students
- Central library as modern information resource centre
- Introduction of new programmes
- Ranking and accreditation (national and international)
- Healthy faculty student ratio
- Enhancing employability and entrepreneurship
- Diversity and inclusivity
- Strengthening the culture of research and innovation
- Nurturing start-ups and providing entrepreneurial ecosystem through incubation
- Impacting societal outcomes
- Generating alternate sources of revenue
- University as centre of excellence

The detailed and tangible action plan, goals, milestones, and timelines are decided for the above listed integrated themes. The highlights of the same are given below:



- The University has a plan to establish three new institutes, namely, (i) Institute of Homoeopathy, (ii) Institute of Pharmacy, and (iii) Institute of B.ed.
- During the plan period (2023-28), the university plans to strengthen all ongoing programmes by way of enriching the curriculum, offering a variety of elective courses, modernising the labs for experiential learning, adding high caliber faculty members and promoting the culture of research and innovation.
- In addition to the proposed three new institutes, the University plans to start seven interdisciplinary programmes in various existing institutes, as follows:
 - Increasing 40 seats in Ayurveda Institute
 - Post Graduate courses in Ayurveda Institute
 - B.Vocation Courses
- The current student strength is approximately 3500. This will reach 10,000 by the end of the plan.
- There is a plan to recruit competent and qualified faculty members from India. The candidates with strong academic background, a doctoral degree from reputed Indian/foreign universities and having a passion to integrate research with teaching shall be the future University faculty. It is expected that by the end of this Five- Year Plan, the university will be able to achieve Faculty-Student Ratio (FSR) of 1:15.
- There is a plan to integrate all the existing institute specific libraries of the university into a central library. The library will function as a resource centre in a true manner, extending its services to industries and other nearby institutions. Physical and digital resources will be strengthened in the central library, along with setting up an administration system.
- Research outcome is one of the significant measures determining the standards of the university. The university and all its constituent institutes have already identified the thrust areas of research. A comprehensive research plan is developed by the university to excel in various research areas. It is envisaged to bring the university in the front-row of Indian universities by producing quality and socially relevant research outcomes by



Under taking socially relevant and industry-defined research problems and producing research publications in quality journals, and generating patents.

- It has been decided to work on the following important aspects of the research and innovation in the plan:
 - To strengthen the infrastructure for research and innovation
 - To deploy intellectually bright faculty for conducting research
 - To fill the position of ‘Research Chair Professor’ in each discipline of the university
 - To further raise the standards of education in postgraduate and doctoral programmes
 - To aim for more collaborative, interdisciplinary, socially relevant, and industry-sponsored research
 - To increase research outcomes and generate more IPRs
 - To attract more full-time doctoral students by offering a greater number of university scholarships
 - To approve a greater number of positions for Post-Doctoral Fellowships and to fill them appropriately
 - To make budgetary provision for a greater number of minor and major projects funded by the university for all the constituent institutes

- It has been decided to allocate funds for modernisation of identified essential laboratories of various departments of constituent institutes. Further, industry-sponsored laboratories will be set up for enhanced hands-on training of students, experiential learning, research, and consultancy.

- There is a plan to establish the following facilities for facilitating cutting-edge research and supporting innovation by providing developmental ecosystem:
 - Full-fledged development and functioning of Centre for Advanced Instrumentation (CAI)
 - Incubation Centre
 - Technology Transfer Centre
 - Research Centres in highly specialised inter- and multi-disciplinary areas

- To provide intensive training programmes, such as induction training and research



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orientation to faculty and staff members



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- To develop appropriate reward mechanism for faculty and staff members
 - In order to promote collaboration with the global universities and the industries, the university has opened the Office of International Relations (OIR). It has launched an IMPACT programme (International Management Programme for an Accelerated Collaborative Traction) to plan and execute the global collaborations. It is hoped that intensive efforts in this direction will result in at least fifteen new active international collaborations during the next five years.
 - The university will put substantial efforts to increase its infrastructure to achieve its goals to become a first-rate university. During the plan period, the budget will be earmarked to construct paramedical institute apartment building.
 - The university will going to applying for ARIIA(Atal Ranking of Institutions on Innovatin Achievements) for all institutes existing in campus.
 - The university will also participate in GSIRF (Gujarat State Institutional Rating Framework).

The university is very serious in effectively implementing and monitoring the progress of the Five-Year Strategic Plan. The plan will be implemented and closely monitored by a core team that will meet once in three months and review the progress. Apart from the core team, at the institute level, the Institutional Committee will hold review meetings on a monthly basis and will facilitate the proper implementation of the strategic plan.



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Chapter – 1

Strategic Plan of the Gokul Global University

1.1 About the Gokul Global University



21st Century is an era of Knowledge, Competition and Collaboration with Science and Technology. Almost all countries worldwide are leading towards tremendous constructive processes, especially for developing and underdeveloped countries. Most of the nations are keeping pace with making themselves healthy, strong and safe future for the welfare and betterment of their citizens.

Shri Balwantsinh Chandansinh Rajput founded many companies under the umbrella of Gokul Group of Companies namely, Gokul Agri International Ltd., Gokul Refoils and Solvent Ltd., Gokul Overseas etc. at his birthplace, and hometown Siddhpur. The son-of-soil, Shri Rajput loves contributing the most for farmers and their families for which he established arrays of companies to offer food, and facilitate them with serving agri-based products through huge export to international markets, which helps them getting employment at their footsteps. The well-known industrialist with his business spread across the country and the world is owner of high spirits, discipline and punctuality. A dream of paying off his debt to the country and society by holding positions in various capacities under territories such as;

- Chairman at GIDC Gujarat State
- Former MLA (Siddhpur Constituency): Legislative Assembly of Gujarat
- The Youngest President of Siddhpur Municipality
- Founder and former Chairman of District Co-operative Purchase and Sales Association
- Founder Chairman of Muktidham, Siddhpur
- Former Chairman of Siddhpur Marketyard
- Chairman of Bahuchar Jan Seva Trust for health affairs and services
- Chairman at Bahuchar Kelvani Trust, and Chairman at Shri Chandansinhji Madhusinhji Rajput Education and Charitable Trust.
- Former Chairman at Indian Solvent Extractor Association
- Chairman at Bindu Sarovar Trust

1.1.1 Historical Development of The Gokul Global University



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Gokul Foundation (Trust) was established on August 07, 2009 with a pious spirit of service-Only to the society at large in view of career development of aspirants. Professionally, keeping pace with global standards for higher education and industry of next century with an aim that education-Only can play the most significant roles in realizing these dreams, are core motives of Shri Rajput.

The traditional to professional fields of studies in disciplines of Engineering & Technology, Nursing, Physiotherapy, Commerce, Management, Law, Humanities, and Vocational Skill Training, and AYUSH (Ayurved) Studies are crystal clear aims of the knowledge creator and nurture center named as Gokul Foundation (Trust). This charitable trust bears its key responsibilities to impart, facilitate and manage educational institutions for raising the standards of living. Legislative Assembly at Government of Gujarat on March 23, 2018 has passed Gokul Global University as State Private University vide Act no. 4 of 2018, it is popularly governing various faculties for research, post graduate, graduate and diploma courses and programmes, and certification approved by professional councils, recognized by UGC and MHRD, the Government of India under the aegis of Gokul Foundation.



Vision, Mission, Values and Quality Statement

Vision

Consummate growth of the Society through excellence in education, research and extension with building generations of highly employable, entrepreneurial and socially responsible global citizens



Mission

To emphasise on all round development of the students aiming at producing not only capable and competent professionals, but also good individuals with inculcation of human values, sense of belonging and sense of responsibility.

Academic Excellence: University strives for imparting quality education to develop capable and competent human resource required for societal building

Skill Development: University is committed to impart hands on practical training through its well defined hub and spoke model

Integrity and Ethics: University upholds the highest ethical values, integrity and professionalism with inculcation of values of honesty, sincerity, dedication, righteousness and truthfulness

Transparent Governance: University encourages decision making process through shared views and common consensus with self-disclosure of information

Social Responsibilities: University is committed to create an inclusive environment where everyone gets opportunity to develop his/her full potential and contribute to the consummate growth of the society & student.



Values

Student Centricity

- Emphasize on holistic development of the students through extra and co-curricular activities
- Pursue student-centered teaching-learning process
- Focus on employability and entrepreneurship
- Nurture lifelong learning skills
- Use of tools and technology

Contribution to the Society

- Recognize and respond to the societal issues
- Align curricula and pedagogy to cater to societal needs and demands
- Conduct applied research to address organizational and societal problems

Quest for academic excellence

- Develop and retain outstanding employees
- Use inter-disciplinary approach in the teaching-learning process and research
- Think creatively and do relevant research
- Establish strong linkages with the industry, academia, research organizations, alumni and civil society

Quality Statement

To develop high quality professionals who reflect and demonstrate values that the University stands for, through innovation and continuous improvement in facilitation of learning, research and extension activities.



Objectives of the University

The objectives of the University are as follows:

- To promote, education and learning in all its branches including arts, culture, sports and give scholarships and financial support, training etc.to all deserving student and other persons pursuing study or training in such areas.
- To take over, establish and run various school, education institutions, colleges approved by various boards and councils of Govt. of India as well as state government and UGC.
- To take over, establish and run various school, institutions, college affiliated to foreign university, boards approved by the Government of India
- To take over, establish and run Educational University and imparting education/degree for all courses for male and female recognized in Indian and abroad.
- To take expansion of public education for the development of intelligent, moral, physical and cultural through the said institute.
- To establish training center for educational institute for development such as Jr. K.G., Sr.K.G., Primary school, secondary school, Balwadi, Anganwadi, Arts-Commerce college, Law colleges, PTC college, Adult education classes, cradle house, night education classes, Adhyapan Mandir, BoysGirls Hostels, Ashram shala, Uttar Buniyadi Ashram shala, Sainik school, management, Medical, Dental, physiotherapy, Pharmacy, Nursing, Engineering, Commerce technology, Oil technology, Space education, Life Sciences, Social works, Biotechnology and bio informatics, fashion design, petrochemicals, health science, fire and safety, journalism and mass communication, tourism, Ecology and Environmental studies and also for imparting military training to unemployed going to attend in the fair of falling in the military and to provide guidance regarding it and to make an attempts of such to be made aware the people on issuing the literature regarding it.
- To help the student taking education by way of fee, books etc, irrespective of any kind of distinction of caste and creed, race and religion and also to award scholarship and prize to the student to help the student desirous of high study within the purview of the trust, to establish, run and maintain libraries for all sorts of development of the student and magazine and to publish or be published literature relating to it and also to undertake ancillary activities relating to it.



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- To run and maintain and to establish home industries, type classes, tailoring classes, classes of embroidery, classes of Beauty parlor and also will handle entire activities relating to handicraft.



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- To run classes of computer and ICT such as BCA, MCA, M Sc IT, Digital technology and future innovations in IT and Computer Applications, and Global computer education for development of the students and to impart education and training of computer.
 - To open various vocational training center for all sorts of development of women and to impart training or various kinds training centers and to issue publication relating to it, to make preaches and lecturers.
 - To unable education awareness so each citizen may become literate and to make attempts so the each person may start study.
 - To organize seminar for educational propaganda and also to make programs and also to issue publication to organize pedal tours, cycle tours and advantages tours for uplift education. To organize foreign tours within the purview of the trust.
 - To give assistance by way of books, scholarship for the propaganda and expansion of education and also to encourage the student, to help for high study without any cost and to undertake activities for education within the purview of memorandum and rules and regulation.
 - To establish, run and maintain all types of library for all sorts of developments of the student and also magazine and to run and maintain ancillary relating to it.
 - Institute may organize learning shibir, perches, lectures and fairs for propaganda and expansion of knowledge in various fields of knowledge and international spiritual skill areas and religious studies.
 - To establish, run and maintain sports club and health club for encouragement of activities of play games. To purchase modern equipments for development of play games and physical and to teach as to how to utilize it on scientific way.
 - To handle rescue operation during the natural calamities such as fire, heavy rain, earthquake, and drought etc. and such as wide injury to person and properties, to help the victims or to undertake the works received as duty by the institute.
 - He and she youth may organize learning shibir of knowledge. Science, art, artisan, music, literature culture etc. at in function level with the citizen of national and abroad and also to make correspondence.
 - To start girls schools, ladies colleges and also to conduct it and maintain. To establish hostels for orphan, or old aged woman, exploded girls, widow, deserted, destitute women



etc, and also to handle the activities for their welfare.

- To establish, run and maintain classes, computer education center, tailoring classes, fine arts embroidery classes and also to impart free training.
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- To conduct training, study and research for the development for human resources and provide consultation services to other organization in the area mentioned in objects.
 - To promote and conduct educational activities for Tribal, Rural and Urban people including formal non-formal and informal educational, technical vocational and professional education.
 - To promote sanitation, health and medical program's preventive as well as curative for the Rural and Urban people and to establish dispensaries, (Mobile and Stationery). Maternity homes, hospitals, health centers, crèches, etc.
 - To enter into any arrangement with any government of any government bodies or local authorities this includes municipalities, panchayat, administration and any other co-operative or private bodies that may be deemed beneficial to any of the trust's objects and to apply for promote and obtain any subsidies, loans, grant, contract, rights, privilege, concession, licenses, immunities , indemnities, or authorization from such government of any authority local and for enabling the trust and to carry out its objects.
 - This trust will always be active for the welfare of mankind residing in the all over state of Gujarat and also in Indian.
 - To establish orphanage, create arrangement of house by handicapped, blind and old aged people will shelter and assistance to the destitute. • Under the auspicious of the mandal unemployed youths may get employment for the purpose govt.has published, different kinds information of schemes and will reach to them and they may get the orphanation of employment such attempts will be done within the purview of the institution.
 - To render assistance to the student by way of supplying books, awarding scholarship, to assist for high education without any cost of propaganda and expansion of education as well as encouraging the student and undertake the activities for the education within purview of trust and will print and distribute the periodicals, books etc. regarding this.
 - To establish, run and maintain sport club and health club for encouraging the activities of the play games will purchase modern equipment for the development of play games and physical and also to teach as to how to utilize by scientific way.
 - He had she youths may organize running shibir with the citizen of national and abroad at international level regarding knowledge, artisanship, music, literature, culture etc.and also to make all attempts to correspondence and also to undertake entire activities relating to



culture development.

- To establish run and maintain home industries, type classes, and also tailoring classes, fine arts and classes of embroidery and also classes relating to women development and to



undertake such so they may get employment.

- To grant relief in any form to the maimed, disabled, infirm and the poor.
- To undertake projects, conduct programs and organize medical camps for providing all kinds of medical relief for the benefit of needy and suffering patients.
- To do anything for the relief of the poor, educational, medical relief social uplift and for the advancement of any object of general public utility involving the carrying on of any activity for profit.
- To support and grant by way of donations and contributions to any charitable or religious institution having its object of
- To take over, establish and run various boards and councils of Govt. of India and state government. And dispensaries, hospitals, nursing home, consulting room, laboratories, health center etc. for the people of the society for the preservation of public health or to render assistance for such services.
- To undertake survey studies and research work pertaining to the concern faculties mentioned above in Indian and Global situation.
- To provide all kinds of relief and support to persons suffering on account of any natural calamities, disasters or other critical situations either in state and country and abroad, including the undertaking of relief, rehabilitation and reconstruction projects pursuant to such calamities or disasters. Such relief may be provided directly or by contribution and support through other funds dedicated to this cause.
- To provide relief to the Jawans, Military, Security and Defense personal and/or their families who stand and struggle bravely for the nation and sacrifice their lives or suffer injuries during war or any national emergency, such relief may be provide directly or by contribution and support through other funds dedicated to this cause.
- To promote, manage, co-operate with or accord financial assistance to or otherwise assist the work of any foundation, institution or body engaged in any public charitable purpose whether the same is enumerated in the foregoing sub-clauses or not.
- To do to cause to be done any or all such acts or things as to be conducive to the social, economical, cultural, moral, ethical, patriotic, or physical welfare of the people, provided such things or acts are not contrary to or inconsistent with the basic objective of the Trust and spirits and principles of the laws under which this Trust has been organized and



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registered.

- To study, analyze and diagnose the multiple problems of the rural and urban people/poor and society at large effecting various aspects of life in order to further develop and improve



the quality of life in general or in particulars with a view to promoting self-respect, dignity and freedom of the individual.

- To assist and guide state Government local authorities, Development Corporation, and institutions in understanding and solving social-economic and political problems, or social, economic, political, ethical and cultural issues.
- To publish articles, pamphlets, bulletins, booklets, newsletters, magazine, Journals, concerning the issues of the development of rural and urban poor in particular for all round development of urban and rural poor as human being.
- To undertake relief operations at the time of natural calamities and emergency (Floods, droughts, earthquakes, cyclones, cyclonic storms, cyclone's tidal waves, and any others).
- To conduct developmental projects for rural and urban people/poor,
- To organize coordination between urban and rural voluntary organizations/Institutions globally.
- To collect, propagate and disseminate information useful for rural development.

Accreditations

#	Name	Council	URL
1	UGC RECOGNITION LETTER	UGC	UGC Recognition Letter.pdf
2	ENGINEERING	AICTE	https://www.aicte-india.org/downloads/ET/Gujarat_ET.pdf
3	LAW	BCI	http://www.barcouncilofindia.org/wp-content/uploads/2010/05/List-of-Law-Colleges-having-approval-by-the-BCI.pdf



4	PHYSIOTHERAPY	BPT	http://www.gscpt.in/gscptform/detail.php?cid=MTA1MDY1MDQuOA==
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5	AYURVEDA	BAMS	https://gokuluniversity.ac.in/gokulayurveda/Committee/AYUSH.pdf
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Rankings

ISO certification puts the organization on International reference for Quality Management System in its Teaching Learning, Academic, Administration and Governance processes.

ISO 9001:2015 certification qualifies Gokul Global University as a knowledge center and campus for learning and innovations. ISO certifies the GGU Siddhpur Gujarat at par with International Standards of Global Education. It enables to demonstrate its working process to tackle on quality issues within and outside Gokul Institutions, its functioning and organizational processes. It endorses that GGU strives to develop a healthy culture of learn-earn-work for quality improvements. GGU is a system of values created and delivered to students and staff and all stakeholders under regular guidance, counseling and monitoring of concerned authorities.

Through interactive sessions, ISO certified GGU provides ample number of opportunities for self-expression, innovation, initiative for hands-on experimentation and experience-blended learning. GGU-ISO certification has created balanced understanding of professional and traditional values, respect and grooms the learners to become effective and responsible global role-model leaders.

ISO 9001:2015 certified Gokul Global University campus under aegis of Gokul Foundation chaired by Hon'ble Shri Balwantsinh C. Rajput practices standard processes for its HR, Establishment, estate, evaluation, research, innovation, entrepreneurial education system, projects, maintenance, admission to examination to convocation, human values and ethics, resource utilization and optimal productive public relations etc... In this connection, Hon'ble Vice-Chancellor Drt Vedvyas Dwivedi adds, "Practicing excellence has become day-to-day habit of Gokulians".

1.2 Why Strategic Plan?

Strategic plan is an important tool for a university to manage itself effectively because it:

- provides a framework for effectiveness and sense of direction
- outlines the goals and measurable targets
- is useful for guiding day-to-day actions
- helps in evaluating progress and changing approaches when moving forward

It is an iterative process at both the stages, i.e., while framing and when implementing as well, as shown in Figure 1.1.



Figure 1.1: Strategic plan cycle

The plan is developed to establish deep roots that provide firm foundation for the constant up-gradation of the university, as well as to energise the drive of experimentation and innovation, keeping the focus on university's vision and mission. The strategic plan sets out a framework of priorities for the university, its constituent institutes and centres.



Figure 1.2: The effective strategic plan process

The first step in the implementation process is the evaluation of the strategic plan. The plan must be reviewed carefully, and any elements of the plan that might be especially challenging must be highlighted, e.g., any part of the plan that might be unrealistic or excessive in cost, either in terms of time or money.

Deployment of teams, with assigned team leaders, is necessary to implement the plan. Monitoring of progress with a close watch on the collective efforts and timelines will lead the team towards the accomplishments. At the same time, fine-tuning may be applied to the strategy, if required.

1.3 Environmental Assessment and Analysis





International Scenario

- Research and innovation characterise prominence of the university
- Internationalisation is preferred by prominent institutions despite of its highly demanding nature
- Most of the Indian educational institutes are not competitive compared to their global peers
- India is the third largest higher educational system next to the United States and China
- Research expenses as %age of GDP: US 2.75%, China 2.19%, India 0.85%



- GER: US 85%, China 43%, India 26% (30 % by 2020-21 as per 12th Five Year Plan)
- India: only 4% colleges run doctoral and 37% colleges run postgraduate programmes
- India is a net exporter of students

National Scenario

- Diminishing investments in higher education by governments
- Regulatory framework (highly controlling)
- Increasing private participation in higher education (349 Private Universities out of a total of 935 Universities in India, i.e., 37.3%) [based on number of total universities in the country published by the UGC as on 01-02-2020: 409 State Universities, 127 Deemed to be Universities, 50 Central Universities, 349 Private Universities]
- Competition among higher education institutions has increased
- Seventy per cent of total enrolment is in private institutions
- Private universities mainly dependent on fees for their operations
- Emerging inclination of government to support both public and private institutions for research
- Success of IIT Model. Yes, India can do it!



State Scenario

- Gujarat: A land of opportunities
- Key Industrial Sectors:
 - Chemicals, pharmaceuticals and health services
 - Machine tools, diamond industry, automotive
 - Ceramic, textile, plastic, cement, soda ash
 - Oil, natural gas, petrochemical refineries, fertilizers
 - Trading, commerce & financial services
 - Ports & coastal line trades (1215 km/5423 km = 23 %)
 - Electricity through renewables (wind, solar energy)



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- Electronics and ITES
 - Entrepreneurship and incubation

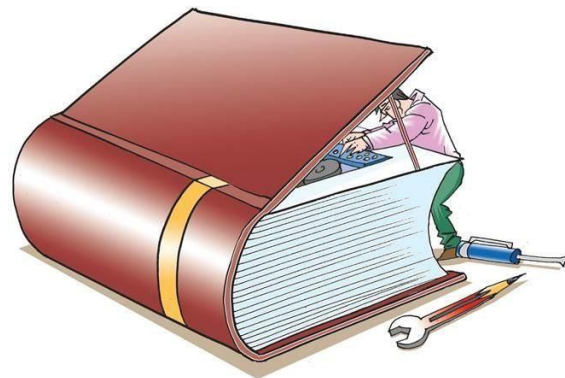


- Fee regulation (a little freedom to decide fees in technical education)
- Diversity of students is restricted
- GDP growth of India 6.5%, Gujarat's GDP growth 12%
- Average growth in employment-intensive sectors (FY13-18): India 7%, while Gujarat 11.5%
- Increasing private participation (private universities $35/69 = 51\%$)
- Well-defined state policies in the fields of science, technology & innovation, electronics & information technology/information technology enabled services (SITES) start-up, electronics, biotechnology, industrial, manufacturing, electric-vehicle (proposed)



Educational Scenario

- National Education Policy 2020 is announced
- Emphasis on development of integrated personality (importance of arts, culture, people management, etc.)
- New challenges while educating Generation-Z
- Poor faculty availability and competency
- Research culture and resource mobilisation
- Integrating and imbibing UN's 17 SDGs through curriculum
- Catering to the needs of Industry 4.0
- Making student ready for the future (unknown) jobs
- Student centricity: Hands-on Skills, flexibility, and employability
- Interdisciplinary approach: Need new programmes and collaborations





1.4 Competitive Analysis and Benchmarking

Competitive Analysis

Gokul Global University is a private state university. It is a multi-disciplinary, comprehensive university. It is an emerging medium-sized institution. Therefore, it cannot be compared with the institutions of national importance and central universities. Its strategic group consists of private, professional unitary universities. Gokul Global University majorly comprises professional institutes. Therefore, it is not in the league of liberal arts universities. Consequently, the members of its strategic group have institutions like, Manipal University, Thapar University, PDP, Shiv Nadar University, Amrita University, and GITAM University, etc.

Benchmarking

It is the continuous action of comparing a process, a product or a service with a similar activity, known as being the best in that field, with the purpose of establishing ambitious but real improvement objectives and actions so as to become and keep the number one position among the best within a reasonable period of time.



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We did a benchmarking exercise with regards Manipal Academy of Higher Education, BITS Pilani, Amrita University, VIT, SRM, and Thapar University with respect to student strength; faculty-student ratio; research outcome; and rankings. This exercise provided us insights into our strengths and weaknesses.



1.5 SWOC Analysis



The more commonly used practice in strategic planning is to do SWOT analysis. However, for the educational institutions, threat is to be considered as challenge, and hence SWOC analysis stands for: Strengths, Weaknesses, Opportunities and Challenges. It is a simple analysis system designed to check the strategic position of a particular university in its field of operation, and because of its methodological simplicity.

As shown in Figure 1.3, SWOC analysis is divided into two parts: the internal environment where strengths and weaknesses are identified, and the analysis of the external environment, where opportunities and challenges are determined.



Figure 1.3: Divisions of SWOC analysis

The salient points emerging out of the SWOC analysis of the university are listed below:

Strengths

- Excellent local and regional reputation with well-established national recognition
- Young, dynamic and dedicated faculty members aligned with institutional goals
- Learner centric approach
- Focus on synergy between teaching and all-round development of the students
- Meritorious students with geographical diversity
- Continuous up-gradation of different curricula
- Transparent management policies, with well-defined procedures
- Well-disciplined conducive academic environment





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- Active linkages with nearby institutions, industries and research organisations
 - Continuous emphasis on faculty and staff development



Weaknesses

- A large proportion of new faculty members with limited experience
- Relatively less exposure to global experience amongst faculty and students
- Less number of specialised laboratories for state-of-the-art research
- Limited sponsored research and consultancy activities
- Fewer number of high impact research publications and patents
- Minuscule interdisciplinary programmes
- Inadequate promotion of sports, wellness, societal and cultural activities



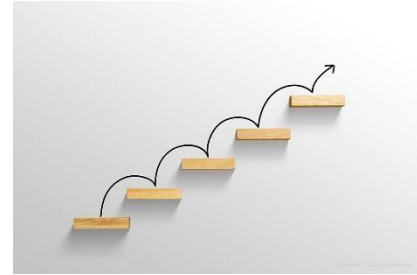
Opportunities

- Increase in the number of educational aspirants
- Global growth in demand of professionals
- Catering to the need of the industry by customised programmes and services to generate alternate sources of revenue
- Encouraging policies of state and central governments for establishing CoE /IoE
- Developing interdisciplinary programmes
- Foreign institutes are looking towards India for academic and research collaborations
- Establishing new as well as strengthening existing national and international linkages
- Recognition of faculty members as fellows of national and international academic and professional societies/bodies



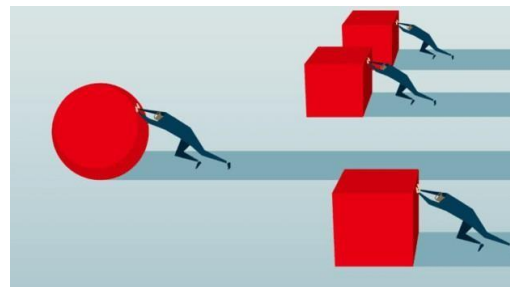


- Strengthening Research and Innovation by mobilising funds through different funding agencies
- Offering consultancy services
- Establishing a global presence through a large pool of alumni in diverse industries and institutions
- Internationalisation of various activities



Challenges

- Training 'Generation' for 'Industry'
- Establishment of educational institutions of repute in the vicinity providing local, regional and global competition
- Attracting and retaining experienced faculty members and developing a wide spectrum of expertise across the disciplines
- To get adequate number of full-time PhD students for enhancing research outcomes.
- To establish Gokul Global University as a strong provider of consulting and trainingservices
- Rapid changes in all the disciplines and correspondingly changing expectations from industry and society
- Getting more avenues of placement of students in the COVID-19 affected economies at national and global level



1.6 Positioning Analysis



Analysis of the present position of the University is to be done based on various rankings. We intend to emerge as the top ranked university in Gujarat. We strive to emerge among the top five state private universities and among top 10 private universities in India. Further, Gokul Global University must be ranked among top 75 institutions in the NIRF ranking. Eventually,
we will be ranked among top 500 universities in the QS rankings.

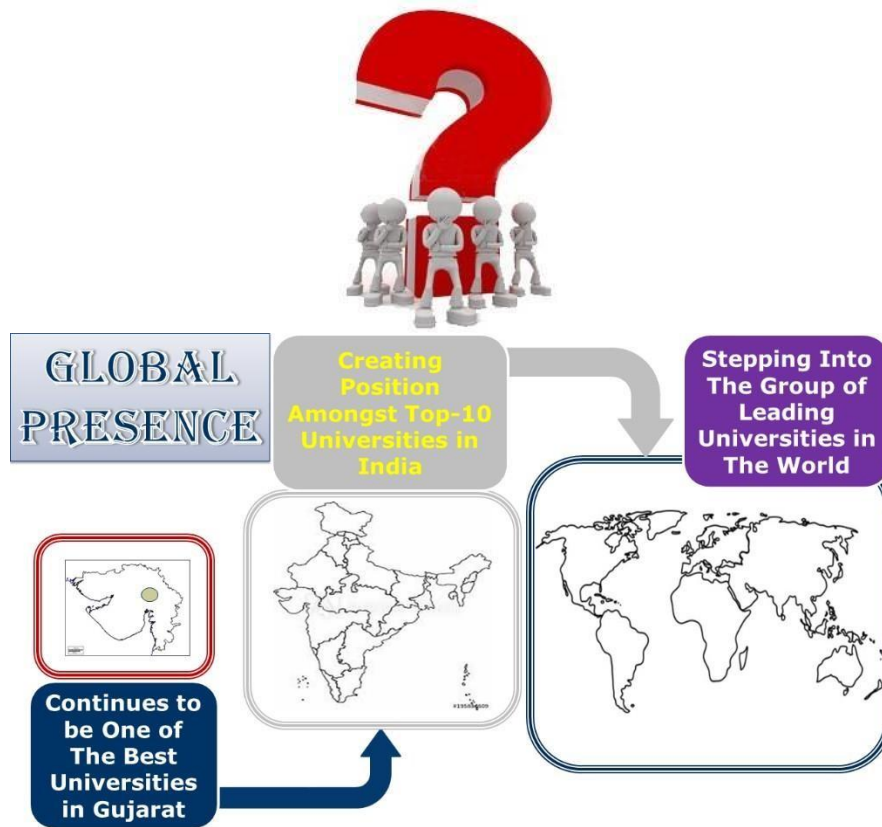


Figure 1.4: An indicative positioning of the University

1.7 Strategic Goals





Keeping in mind the integrated themes developed in the previous section, the following strategic goals are developed by the university:

Goal-1: To become a medium-sized national university

Goal-2: To promote research and innovation in the
constituent institutes

Goal-3: To develop faculty to meet emerging academic
and employability challenges

Goal-4: To provide high quality infrastructure and
facilities to the constituent institutes



1.8 Strategies, Targets and Implementation Plan



Goal-1: To become a medium-sized national university

Strategy-1. To launch new programmes and institutes

Strategy-2. To increase the number of students in different programmes and institutes

Strategy-3. To achieve A++ grade in the third cycle of NAAC accreditation

Strategy-4. To improve ranking in National Institutional Ranking Framework (NIRF),
Ministry of HRD, GoI, GSIRF, ARIIA.



Table 1.2: Five yearly targets for becoming a medium-sized national University

Metrics/Year	2022-23	2023-24	2024-25	2025-26	2026-27
New programmes/institute	2	2/1	2	2/1	2/1
Number of students	3500	5000	7500	8500	10000
NAAC accreditation	To achieve CGPA of 3.3 or above				
GSIRF Ranking	To be among the top 10 institutions	To be among the top 8 institutions	To be among the top 5 institutions	To be among the top 3 institutions	To be among the top 1/2 institutions
ARIIA Ranking	To be among the top 100 institutions	To be among the top 100 institutions	To be among the top 80 institutions	To be among the top 80 institutions	To be among the top 70 institutions
NIRF ranking	To be among the top 100 institutions	To be among the top 100 institutions	To be among the top 80 institutions	To be among the top 80 institutions	To be among the top 70 institutions

Goal-2: To promote research and innovation in the constituent institutes

Strategy-1. To increase scholarships for doctoral students

Strategy-2. To establish various centres of excellence in different institutes

Strategy-3. To increase seed money grants for minor research projects

Strategy-4. To increase external research funding

Table 1.3: Five yearly targets for promoting research and innovation in constituent institutes

Metrics/Year	2022-23	2023-24	2024-25	2025-26	2026-27
Providing scholarships for doctoral students	2	5	8	8	10
Establishing centres of excellence	1	1	1	1	1
Funding for minor research projects	Rs 1/- Lakhs	Rs 1/- Lakhs	Rs 2/- Lakhs	Rs 2/- Lakhs	Rs 3/- Lakhs
Funding for external research projects	Rs 2 Lakhs	Rs 2.3 Lakhs	Rs 2.6 Lakhs	Rs 3 Lakhs	Rs 3.5 Lakhs



Goal-3: To recruit and develop faculty members to meet the emerging academic and employability challenges

Strategy-1. To select faculty with PhD qualifications

Strategy-2. To recruit faculty who have done their post-graduation/doctoral studies from a foreign qualification/ Higher Institute or Famous Institutes

Strategy-3. To conduct two-week long training programmes for faculty

Strategy-4. To ensure that most faculty have developmental experience



Table 1.4: Five yearly targets for recruiting and developing faculty members for meeting the emerging academic and employability challenges

Metrics/Year	2023-24	2024-25	2025-26	2026-27	2027-28
Faculty with PhD qualifications	50%	55%	60%	70%	80%
Faculty from Famous Institutes postgraduate/doctoral degree	5%	10%	15%	20%	20%
Two-week long faculty development programmes	8	8	9	9	10
Percentage of faculty with development experience	40%	45%	50%	50%	50%

Goal-4: To provide high quality infrastructure and facilities to the constituent institutes

- Strategy-1. To develop the central library
Strategy-2. To modernise different laboratories in various institutes
Strategy-3. To construct a paramedical institutes and ayurveda hospital.
Strategy-4. To implement ERP for Paper less University.

Table 1.5: Five yearly targets for enhancing infrastructure and facilities

Metrics/Year	2023-24	2024-25	2025-26	2026-27	2027-28
Developing central library	---	20%	50%	100%	Fully Functional
Modernising different laboratories	10%	30%	50%	70%	90%
Paramedical Institutes and Ayurveda Hospital	---	50%	70%	100%	Fully Occupied
ERP for paper less University	100% implementation of Moodle version 3.1	100% implementation of ERP	100% implementation of blended learning	100% implementation of other requisite software	Continuous renewal of ERP software



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Step-by-step implementation:



Strategic plan will be implemented at two levels: the university level and the institute level. The goals set in Chapter 1 shall be implemented at the university level by the top leadership of the university, i.e., President, Vice Chancellor, Registrar, Deputy Registrar, Executive Registrar, Chief Accounts Officer, and Director, Directorate of Research and Innovation. They will mobilize resources, human and financial – to achieve the goals and will be closely involved in the planimplementation.



1.9 Monitoring and Alignment: Structure and Systems

Monitoring of plan implementation will be done at both the university and institute levels. At the university level, the plan will be implemented and closely monitored by a core team (President, Vice Chancellor, Registrar, Deputy Registrar, Executive Registrar, Chief Accounts Officer, and Director, Directorate of Research and Innovation) that will meet in three months and review the progress. Besides, at the institute level, the Institutional Committee will hold review meetings on a monthly basis and will facilitate the proper implementation of the strategic plan.

Implementation Structure

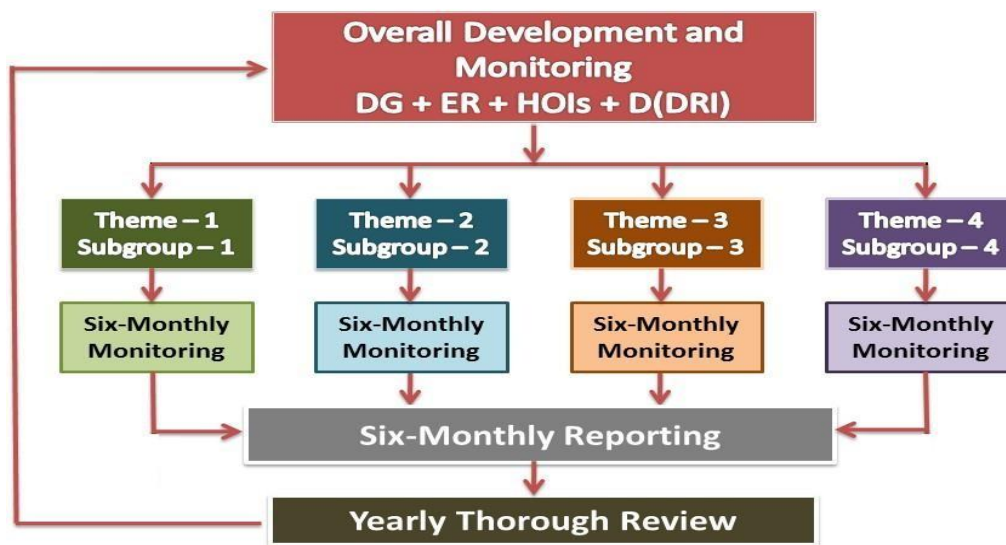


Figure 1.5: Closed-loop monitoring of strategic plan of the university



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