

EXPANDING HORIZONS OF VISIONS AND MISSIONS OF LEADERS IN INDIAN UNIVERSITIES & COLLEGES TO MEET LOCAL & GLOBAL CHALLENGES

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ABSTRACT

The paper presents need and importance of expanding horizons, visions and missions of leaders in universities and colleges to meet local and global challenges. Strategic visions and missions from the world ranking universities like Stanford and MIT are presented in this paper for adoption and implementation by Indian universities and colleges. Today leaders of Indian universities and colleges are found to limit their visions and missions largely to teaching and do not adequately reach to research, innovation and creativity. Organizational and management strategic visions of foreign universities which are relevant to Indian situation and can make a big difference in them are also presented. New knowledge and new technology generation in Indian universities is far too low. Technology transfer from university to human society is far too weak. Marketing of new knowledge and technology from university to human society is almost absent. NEP-2020 has very ably outlined the challenges before higher and technical education in India. Now it remains for Indian universities and colleges to implement them effectively. Government is very serious about implementation, because it is the key to people's development. Indian youths in 21st century need to be nurtured to face not only local but also global challenges. Effective implementation of NEP-2020 is however not an easy job. It essentially requires modern strategic visions on the part of university leaders, governing body members of universities and colleges. Every university and college must have to cope with global winds of change, welcome them and discuss, debate and adopt them with suitable modifications, if necessary. The purpose of the paper is to develop awareness among leaders in university and colleges about experiences from world ranking universities. Capability building of human resources takes place in universities and colleges which in turn increases ability of people to see and meet challenges at local and global levels. Projects like Aatma Nirbhar Bharat, Skill India, Make in India etc will stand to gain if NEP-2020 is effectively implemented. If all the leaders in universities and colleges adopt the modern visions and missions then Indian education will shoot over the world and undoubtedly India will become a hub of education.

Keywords: Indian higher education, University Autonomy, Employability, Start-ups, Lifelong learning, Globalization.

INTRODUCTION

Do the Indian universities and colleges have well prepared documents of strategic visions & missions? Are

the plans prepared taking in to account aspirations of students, faculty, industry and all other stake holders including global? Are they well circulated to all? The article suggests that every institution must after a thorough discussion among its stake holders prepare a written document of strategic plan, and circulate it to all concerned. Every institution should prepare this document scientifically taking in to consideration various



This paper has objectives related to SDG



alternatives along with possible combinations. As per International Institute for Educational Planning (2025) Understanding of strategic visions presented are very crucial for effective implementation of the NEP-2020. An institution can adopt the strategies in part or in full or in combination depending upon institutional situations. They are well proven strategies which deserve to be adopted forthwith by each institution. This alone will make India a hub of education as desired by NEP-2020. Indian institutions could undoubtedly greatly benefit from them to make India a developed nation by the year 2047. The author further says that if the policy is not implemented in an effective way although the policy is good its purpose may not be fulfilled, and benefits to youths and India will not be available. Development in India is at risk of being thrown behind the world if the policy is not effectively implemented. Therefore adoption of strategic visions & missions which are presented in the following achieve significant importance.

Need and Importance

NEP-2020 says Indian higher education by international standards is far too behind the developed world. Best of Indian universities do not rank high in the world ranking list. Thousands of brilliant students are leaving shores and going elsewhere in the world for studies. Government is worried about brain drain. Attempts are being made to revamp the higher education to meet Indian and global challenges. Reforms in higher education are being implemented in all the universities and colleges. There is an acute need to boost up the exchange of faculty, exchange of students with foreign universities, and arrange many more international seminars and conferences. The progress is however, too slow. The prime difficulty is of mind set of key people which is insensitive. The mind set of authorities in government, UGC, and universities is however not adequately activated. Indian universities ought not to remain only "teaching shops" but become research and innovation oriented. UGC/ MOE ought now to draw out many schemes for liberal foreign collaborations & partnerships, to create a country wide tempo for revamping of higher education. How can research be boosted in Indian universities & colleges to

meet not only Indian but also global needs? This is a big challenge before Indian universities.

India in the recent past has initiated bold steps, like creating new eco-system for start-ups. This is most welcome. It is giving rich dividends and building a brave new India. However, this is not enough and there is a greater need of emerging technology based start-ups, which requires advanced research. The bottle neck to become a developed nation is mainly in respect of research & innovation, of higher education in general and technical in particular. If the colleges & universities do not realize this it is less likely for India to become a developed nation by the year 2047. However with the present political able leadership in India it is hoped that it will succeed in effective implementation of NEP-2020

Today's globalised world is full of opportunities, and challenges, truly unlimited. India wants to make most of them. Higher & technical education occupies high priority in Indian families and government. Youths are coming to universities & colleges in increasing numbers. If the universities & colleges make use of strategic visions given in the article the day is not far, when the institutions will flourish, fulfil the rising aspirations of people, and rise to greater heights to become a hub of education. Much of Indian & global humanity's problem solving potential resides within universities. Visions of leaders in university need to be enlarged to engage with them. Leaders of university & colleges must have to keep in view the strategic visions presented here and adopt them as and when possible.

1. Strategic Vision to make College/ University Autonomous

The first and foremost strategic vision which urgently need to be adopted is " implementation of autonomy policy" given in NEP-2020 .

"The government is now willing to grant autonomy, then all universities & colleges must grab it. With autonomy our efforts and investment are likely to be more fruitful. If we do not take autonomy and even receive abundant financial and other resources, all that is not going to be much useful."

An autonomous institution signifies its overall ability to act by its own choices in pursuit of its chosen mission. Autonomy is a dynamic participative model of governance based on continuous evaluation of performance. Autonomy means freedom to think and freedom to act, but with accountability and responsibility. An autonomous institution has a inbuilt mechanism for continuous reformation. Autonomy is a world proven model of governance. All world ranking universities & colleges in countries like USA, UK, Canada etc from birth are autonomous. Autonomy has enabled them to achieve excellence in education. Institutions by practising autonomy over a period of years are found to become innovative and rich in terms of knowledge. Creativity and innovation, trust and confidence are the main pillars on which the institution rests. They attract brains from anywhere and everywhere. Scholars dream to study in them. Professors in these institutions not only teach and research but think great in global context and provide guidance to government, corporate sector, and public bodies in respect of public policies. It becomes a "ThinkTank" for the society.

Indian Experience: For instance, Government College of Engineering Aurangabad, which is 65 years old has recently become autonomous. Now the college has a board of governors. The chairman is from IIT Delhi and 10 industrialists from local and state level industry as members. They meet frequently, and bring new ideas in the institution from time to time. The college is getting live projects from industry for research & innovation. The institution has been showing substantial improvement in quality of education. Research & innovation has been boosted. The confidence of students has improved. The competency of faculty has substantially increased. The burden of college examination on university is reduced. Results are declared in time, which used to be earlier delayed. The image of college in the eyes of state and central government and students has become far better. The college is getting more grants for research from AICTE and from industry. IITs, IIMs were started by birth as autonomous, and hence they are too good.

Do we want education to be relevant and purposeful? Do

we want education to be innovative, creative and flexible enough suiting to the current local & global challenges? Do we want it to be qualitative and cost competitive? Should the institutions be producing new technologies, patents & IPR? Do we want education to be job oriented? Do we want to accelerate flow of new knowledge to the Indian people? Government aims high to make India a hub of education. This will not happen unless the colleges and universities are autonomous. The author appeals to all colleges & universities to take immediate steps to become autonomous.

2. Strategic Vision to Appoint Effective Board of Governors

The second strategic vision is, implementation authorities ought to have to appoint a forward looking BOG. BOG is ultimately responsible for effective implementation of NEP-2020 in college/university. BOG chair should not remain inert and passive. The chair has to be active and become a motivating force for principal, faculty and staff. The chair should have high ambition to take institution to greater heights. If the chair does not have ambition, in spite of potential the institution will not rise. BOG may have to learn, how to be further more effective from its counterparts elsewhere in the world. The chair has to articulate and pressurise Government on one side for more resources, and principal & faculty on the other side to upgrade education standard. Conferences and meetings should be held time and again for members of board and faculty to focus on current issues in education at national & international levels. Award winning scientists, industrialists especially those who are familiar with global winds of change in higher education should be given preference for appointment on the BOG.

Indian Experience: Shri Guru Gobind Singhji Institute of Engineering and Technology Nanded, became autonomous in the year 2003. The chairman then was from Pune, Mr Kalyani Chairman of Bharat Forge. He himself is a graduate of MIT Boston, USA. He brought many improvements in the institution, systems & procedures. Syllabi were greatly revised, orientation of courses was improved. He boosted the confidence of Students & faculty. Quality of education and research & innovation got a fillip.

Another example is of institute, namely "RIT located in Islampur," a small town near Kolhapur. This institution has on its board of Governors renowned educationists from Bengaluru, Delhi, Pune etc. It has earned a fairly good reputation and stands high enough in NIRF. Students prefer to study here in small town institute than in big cities, like Kolhapur and Sangli.

3. Strategic Vision to Reduce Unemployment

Unemployment in India is a big problem. Universities & colleges are producing a big army of unemployable graduates. Graduates have degrees in hand but no jobs. They are less knowledgeable, and not possessing necessary skills relevant to do the available jobs. Universities and colleges are supposed to provide relevant knowledge and skills. Education is not aligned with the modern changing globalised world. Universities do not cater to business supply chains, and they do not meet the talent needs of employers. They are diverse from the need of the hour. If the institutions focus on research & innovation, they will be able to envision the problem of unemployment in present & future and it can thus be solved (Duderstadt, 2009; Naik, 2023). Professors need to be groomed to be not only teachers but also innovators. Institutions ought to give birth to New Technology Based Firms. Universities in developed countries are doing this and hence unemployment in those countries is far too less. Indian Universities need to be revitalised and made innovative & enterprising so as to ease the problem of unemployment. This is the urgent need of time. Every institution ought to install Innovation centre, Patent & IPR centre, Incubation centre etc in its campus. These centres will lead to creation of new technology, new kind of jobs and wipe of unemployment.

Indian Experience: The author served as mentor for University of Cochin in Kerala. He observed in this university that it started Innovation centre, Entrepreneurship centre, IPR etc. Many innovative projects & processes were developed here. Many students opted for becoming entrepreneur, thus making the problem easy for employment. NIRF of the university went up. Innovative culture is now established in this university. Students are preferred for jobs on global plane.

4. Strategic Vision for Research & Innovation

The next strategy is, universities & colleges ought not to remain only "teaching shops" but in addition become research & innovation centres. Professors should not remain only "Teaching Professors" but become innovative professors. They are now expected to produce not only graduates but also new technology and new knowledge to cope with people's problems at Indian & global levels. Quality of education with research & innovations would then become far better. Professors & students have to depart from conventional policies & practices and adopt new in favour of global competitiveness. The institutions will have to expand their horizons to installation of innovation centres, technology incubators, research parks patent & IPR centres etc as recommended in NEP-2020. Necessary conferences, seminars, workshops etc may have to be arranged on large scale so as to prepare the mindset of concerned authorities in favour of productive jobs. Strengthening the board of Governors and reorienting them may have to be done. Deputing professors and board members abroad to world ranking institutions to learn from their experiences. Intellectual capital of university must be converted in to usable products & processes. Thus far industrial development of India was propelled by foreign collaborations. Now is the time, to develop with research & innovation indigenously. India desperately needs such a strategy to provide new generations with creative inclusive leaders who will come out of such institutions. Then only unemployment problem will go away. Universities & colleges should take Research & innovation seriously.

5. Start-Up Strategic Vision

Waves of technology are sweeping the world. Now is time to dream big, think great and take a jump start in creation of new technology for the future. The mindset of key graduates has to be in favour of "start-ups" in new technology based firms to be competitive at global levels. Institutions will have essentially to be enterprising. Role of colleges & universities in fiercely competitive world are changing (Naik & Kandlikar, 2010). A new enterprising society is coming in to being. Institutions should therefore focus their attention on reorienting students for closer

interaction with the world. They ought to become as competent as their counterparts in developed world. Start-ups in India are increasing, is a good sign. How to produce more entrepreneurs and how to encourage more firms to grow on national and global planes should be the main vision and mission of institutions. India needs to introduce entrepreneurship education in universities and colleges. Indian universities today are producing far too less entrepreneurs needed by economy. Hence is the need to adopt this vision.

Stanford university of USA so far has produced more than 3000 start ups. University has a venture capital which is given to entrepreneurs to start an enterprise. University makes an agreement with these entrepreneurs for payment of royalty to university after they may make profit, which is ploughed back for R & D and incubation of new entrepreneurs. This is not unique with Stanford but almost true for all universities. MIT Boston has a full Entrepreneurship Development department in which there are 6 full professors. They teach and promote entrepreneurship amongst young graduates. Will every university have a vision of start-ups? This will decide future of India. Indian Experience: College of Engineering Poona {COEP} has many alumni working in USA. All these alumni have contributed crores of rupees and constructed a big multi storied building for start-ups. The project is known as "Bhau Project". Every year it has been turning many start-ups.

6. Accreditation of International Standard Needed

International education Standard in Indian colleges and universities to ensure recognition, and mobility of students, their career advancement, and availing growing opportunities in the world and to enrich human civilization is the need of the hour. Accreditation by standards of "Washington Accord" would have to be new emphasised. India without international standards is at risk (National Board of Accreditation, 2020). This affects the competency of Indian graduates and in turn of industry. NBA/NAAC should play a key role in solving problems like autonomy to institutions, commercial exploitation of research findings, marketing etc. and not remain a only inspection body. It should assert and be objective

enough Without fear and favour, in public interest. Accreditation by international standards alone will enable India to be a hub of education. Many institutions have been going for NAAC and NBA accreditation.

7. Strategic vision for Continuing- Lifelong Education

India's ability to compete in international environment depends on the competency and capability of workforce, which in turn to a great extent depends on lifelong learning (Naik, 2018). If lifelong learning is left to industry alone, short term profit considerations will dominate and preparation for the future will remain inadequate. Hence Government's role in lifelong education is vital. Countries like USA, Finland, China France etc are leading in lifelong education. Hence they are far more ahead in the world. Universities & colleges in these countries are offering lifelong education and thus they have achieved and maintained a competent work force so also knowledge society so necessary for winning in world.

Boston university has a corporate training centre, in which courses are run for in service professionals. The author has personally visited this centre. Reading university in UK has also such a centre for lifelong education & training. The author was invited to lecture in this professional development course. Lifelong education should be the prime vision of universities & colleges.

Indian Experience: VJTI Mumbai has started and is running many courses for in service professional engineers. The image of the institution is high up in international global market.

8. Strategic Vision to Enable Faculty in Universities to grow to International Status

Next important strategy is to revise the service conditions of faculty and supporting staff. Professors should have an opportunity to travel abroad to attend academic and research meets, Each professor should have budget for research. This is necessary to attract the best talent in institutions. Universities will have to adopt marketing strategy so as increase their outreach and transfer of knowledge and technology to society, local as well as international. But for these strategies universities are likely

to be isolated and remain as "Ivory Towers." Restructuring and repositioning of universities and colleges with respect to society and the world is needed. Strategy to convert intellectual capital of university in to usable products and processes is badly needed. India is at risk if professors do not have global visions. Today Indian universities are not counted in world because professors are not innovative and globally competent. Many universities have all the infrastructure needed except world class professors. If India enables professors to grow to world class status, we do not have to do anything else to succeed, but if we do not have this and do all other things, they do not matter as much. Every institution should have a perspective plan and encourage its faculty to grow to world class standard. Every professor should have one leg in the institution and another leg in industry for innovation. This is to say that synergy ought to be maintained between industry and university. Naik (2024a) Schemes for faculty growth to reach to higher standard ought to be designed, without which education may not improve. Professors are the active resources and they must be nurtured to international standard. Faculty growth schemes of international standing should be started by India government.

Indian Experience: SGGS Nanded is deputing its faculty to world class institutions like IITs, foreign universities for advanced education. The institution could greatly benefit from such courses. About 50 faculty got PhD from such institutions. Also they brought IIT culture in its working.

9. Strategic Vision to Revise Visions & Missions of Institutes from Time to Time to Create Technology Leaders & Pioneers

Is next important strategy. Institutes will have to think great and dream big. India today does not stand high in world ranking. It is more because of lack of adequate visions & missions. It is not so much because India does not have resources. Professors are not aligned to research & innovation to meet Indian and global needs. Public service of university from teaching has to go far beyond to entrepreneurial activities like technology innovation, patent & IPR. These strategies if implemented will enable our universities & colleges to rank high in the world list. This

is necessary to make India a developed nation by 2047. Indian and global needs demand that university leaders "think bigger" (Rhodes, 2001). Visions & missions of every institution ought to aim at creation of technology leaders and industrialists.

Indian Experience: KK Wagh institute in Nasik has appointed an advisory committee to guide the institute for change in visions & missions. The advisory members are renowned educationists and industrialists. Meetings are held every three months to review the progress. The author is a member of this committee from ten long years. The institute has earned reputation and preferred by students for admission. It ranks high in NIRF.

10. Strategic Vision of using Total Quality Management Technique

Indian universities and colleges must have to study the strategies, visions & missions adopted by world best institutions. Internationalism must have to become the trend. Can we create world class centres of excellence? Certainly yes, provided we adopt the strategies of TQM technique in each institute. We have to create a culture and mindset of people in favour of policies stated in NEP-2020. The priority given to S&T in national budget although increasing is far from adequate. Total Quality Management technique [TQM] is not being used in most of the institutions. So also scientific Strategic planning technique is not used. Under these circumstances the institution is not able to reach to its intended goal, even though the resources are abundant and NEP-2020 is good. A vision & mission specially devoted to Total Quality management ought to be provided. This does not cost money but it saves. scientific strategic planning. Strategy of bench marking will enable the institutions to transform the situation in higher & technical education to world class standard (Lakhe & Mohanty, 2003; Naik, 2024b). TQM ought to be introduced in all universities & colleges.

Indian Experience: SGGS Nanded is using TQM in its organization & management. It is found to be greatly useful. Students are greatly benefitted and taking jobs in global market.

11. Strategic Vision of Globalization, International Collaborations and Partnerships to Accelerate Implementation of NEP-2020

Globalization and internationalization brings vast opportunities to an institution. Its need and importance ought to be realised by all universities & colleges.

Globalization and collaboration means empowering professors & students. Globalization means making education globally competitive. Globalization means mixing of cultures, shrinking of time and space. Globalization means business at the speed of thought, instant communication, and instant decisions. Globalization means abandoning traditional methods, systems and procedures, in favour of modern which essentially makes higher education fit for today and tomorrow.

Globalization benefits human civilization as a whole. However, some benefit more than others. So as to bring more benefits to the People in India, universities will have to upscale the skills and knowledge of people, young and old. India is yet a developing country. It remained developing because its education so far was more localised and less globalised. Research & Innovation in universities & colleges was less emphasised. India can be a developed country only if the digital divide between India and the developed world is reduced. We must wake up to this reality and act fast to accelerate acceptance of globalization by international standard which demands open mind and higher priority to innovation & research. This kind of mindset alone will give boost to emerging technology and more successful start-ups at national and global levels. So as to harvest them demands hi-tech knowledge and skills besides positive attitude and ability to mix with the people round the world. Survival of the fittest in globalization is the law. There is a great impact of Hi-tech knowledge on jobs and business. Old outdated jobs with primitive skills are going out and new jobs with higher technical skills are coming in. Are Indian universities equipped and having a "mind set" to educate youths to cope with? Are they providing knowledge and skills required in today's global market? Universities ought to be enterprising in creating

knowledge based society. There is however deficiency in Indian universities in this respect. So as to increase the priority of globalization Universities and colleges must have to take steps in the direction of globalization and partnerships and make them equivalent to counterpart institutes elsewhere in the world.

12. Strategic Vision for Synergy between Industry and Institutes is the next Important Strategy (National Academy of Sciences, National Academy of Engineering, & Institute of Medicine, 2007)

Industry-institute interaction is expected to become synergistic to enable both industry and institute win in competitive world. Industry is advised by NEP-2020 to go nearer to academicians, and encourage academicians to make innovations to bring India in line with developed world. This is necessary to make both industry and institute globally competitive. Industry is now expected to work with academicians and provide funding for research & innovations. Universities & colleges will have to grow to world class standard if industry & economy has to improve and reduce brain drain. Mediocre universities are more costly than the cost of their upgradation. Policy for industrial development and policy for higher & technical education at national & state levels should be made compatible to each other. Apex bodies like UGC & AICTE need revamping. Tripple helix system, namely integrated approach between Government, industry and university for higher education is suggested. Government has passed a law of, " Corporate Social Responsibility". Both the industry and institute ought to take benefit and associate with each other. UNESCO has prescribed this kind of partnership between the university and industry. It has started a program " UNISPAR" University industry science partnership and many conferences are held world over. Every university & college must have to initiate steps to achieve synergy between university & industry. Government should give awards & prizes to those who achieve synergy.

Indian Experience: University Institute of Chemical Technology Mumbai, has built a good synergy with industry. Almost every professor and many of his students

are working on some problems of industry In India so also in foreign countries.

13. Strategic Vision for Marketing of Universities

Marketing is a tool not only for corporate sector. It is a powerful tool even for universities & colleges to attract scholars and funding agencies. Universities & colleges have many strengths, like young scholars, labs, library, knowledgeable professors, and experienced alumni. They have good amount of new knowledge and new technology which is badly needed in society. An institution should adopt a strategy which will accelerate the flow of knowledge/ technology from university to society, young and grown-ups. Universities obtain patents & IPR which are needed by business & industry. They are innovative and they want to interact with business & industry, at global level. World ranking universities are marketing their strengths to the whole world. They are arranging many campaigns in India. They are reaching out to every alumni time and again with new developments in the university. Indian universities & colleges ought to resort to marketing like foreign universities. They have to attract scholars not only from India but from whole world. One day they will be ranking high in world list. Do you want the university ,college to be globally competitive? Then you have to adopt vision & mission of marketing. The author has found that almost all universities in USA, Germany, UK have technology transfer departments, selling patents & IPR. More you sell more you grow is their experience. Universities should not lag behind in marketing their strengths to society. Private universities and colleges in India are doing marketing extensively, but state universities are lagging.

14. Strategic Vision to Mobilize Alumni Support

Mobilizing alumni support to the cause of education found to generate money and does not cost money, It gives joy to both the alumni & students. Creativity and imagination of both the alumni & students is enlarged. It also gives economic security to a nation. However, alumni support today is not fully mobilized in most of the Indian institutions. Indian institutions must without delay encash this support readily available at no cost. Foreign

universities have gained a lot from alumni support. This requires Institutions to have a shared vision, shared ambition with alumni. Passion to make institution better, world class should be shared with alumni. They can suggest ways & means like in foreign. There is a tremendous strength, energy and global visions with alumni. An institution should not leave this alumni resource untapped. Alumni are the ambassadors of college. They are ready to give support and services to the college voluntarily at no cost. To make an institution world class for offering education to children and grandchildren alumni support is the need of hour. College should encash this valuable resource available at hand. Alumni have contributed immensely elsewhere in the world, they will contribute in your college/ university also. Naik (2021) Alumni can improve the universities & colleges to a great extent.

Indian Experience: SGGS Nanded has built a strong alumni network. Alumni meetings are arranged every year in the institution, so also in cities like Mumbai, Pune, also in Silicon Valley, New Jersey, Atlanta where there is concentration of alumni. Alumni have created a fund and constructed a canteen building for students in the institution campus. The alumni are giving feed back to the institution for revision of syllabi, and conduct of courses, to raise the college to meet local & global challenges in respect of manpower requirement and winds of change in technology.

15. Installation of Innovation infrastructure by Alumni Association through Research Park

The author has visited Research Park at Madison University in Wisconsin state of USA. This park is installed by "Wisconsin Alumni Research Foundation" [WARF]. There are about 150 employees in administration and management. There are many companies in this park. The entrepreneurs & scientists deliver lectures to students in University. Many students work for the companies in the park. This park has given birth to many brand new technologies in association with university professors. The park is bringing out newsletter every three months. Many universities in USA & Canada have installed Research Parks. They are

creating innovation infrastructure and making the region innovative.

MacMaster university in Canada has a Research Park, visited by the author. Toronto university has a Park known as "MaRS" Medical and Related Sciences, in which more than 6000 PhDs work in many companies. Berlin Technical University has a park known as WISTA. In UK parks are there in almost every university like Birmingham, Harriot Watt, Cambridge etc doing good work, and making education in association with alumni globally competitive.

Indian Experience: IITs in Bombay, Chennai, Delhi, etc and a few universities like Poona university have these Research Parks. They are doing good work and the scheme is progressing well. Department of Science & Technology Government of India has sanctioned more than one dozen Science Parks in various Universities. They are progressing well.

16. Preparing Strategic Plan Document

Institutions are advised to use as many strategic visions as possible and prepare a document of strategic plan, in an open manner with the involvement of faculty, students and society. Various Indian Universities & colleges presently are in the process of implementation of NEP-2020. Government is pressurising them to expedite. It is hoped that the article will help them. Strategic plan has to be prepared in a scientific way as give in a chapter in the book written by the author published by Xpress publishing Notion Press, Chennai "Insights in to Research, Innovation & Entrepreneurship." It is a step by step scientific process taking about 1-2 months. Only common sense is not enough.

17. Prepare the "Mindset of Key People

The basic requirement for effective implementation of NEP-2020 is to articulate for a positive change, motivate and prepare "Mind Set" of all concerned authorities responsible for implementation. The concerned authorities are, namely Government central & state, UGC/AICTE, University & college management, professors and students. They all need to fall in line and adopt the new thinkin in favour of research, innovation and creativity. Indian education today is highly deficient in

innovativeness. They should now in changing times not go any more for rote learning i.e. Memorization and mugging up but go for creativity, innovation and discovery. Mugging up should be discouraged. Coaching classes are growing faster than universities & colleges because universities are oriented to rote culture. The mind set of authorities has to be creativity and innovation focussed. NEP prescribes innovations like, product innovation, process innovation, financial and organizational innovation etc. to be undertaken in various projects and programs in partnership with industry. The present policies and practices, systems & procedures, visions & missions of universities & colleges need to be reformed in today's changed competitive circumstances. This is necessary to make Indian universities & colleges innovative, creative and become a world hub of education, as expected in NEP-2020. Education is now required to lay emphasis on teaching of research skills, innovation skills and entrepreneurship skills. Preparing mindset of authorities and professors is a vital factor for success in implementation of NEP-2020. Changing the mind set of higher & technical education key persons in terms of modern world will undoubtedly bring bright future for youths.

Change the "Mind Set" of key people, in College/ university and India will see the light of better day.

18. How Universities are Started in Developed Countries

The author has visited Harburg university in Germany. This university was started with the appointment of 15 distinguished professors as advisors" Mentors" to various departments from countries like USA, UK, Japan, Germany etc. The university started innovation centre, Research Park, Patent & IPR centre, technology transfer department from day one. New universities are being set up in various cities. They ought to emulate the system which Harburg did. IITs were initially set up under the guidance of UK, USA, Russia, Britan. So they are better. New universities in India without such mentors are tending to become far inferior. Renowned Professors as "Mentors" may cost to the university but this alone will ensure the purpose of setting up an university. It has to be realised that Cost is far too less than poorer quality of education, research & innovation culture.

In Berlin FREI university was started by purchasing a developed residential colony. The Government then did not want to spend time on construction of roads, installation of telephone lines, water supply & drainage etc. In India we build compound walls, roads etc.

Conclusion

Universities & colleges in India undoubtedly lag behind their counterparts in developed countries. It is not because they are short of resources but because they are short of modern visions & missions. This is the author's considered opinion. Mindset of leaders in universities is old, outdated and primitive teaching oriented and not research, innovation and creativity oriented. The leaders are inward looking and not outward looking, to winds of change in world. India so as to become a hub of education has to focus its attention on research & innovation. They have also to pay attention to knowledge & technology transfer to local and global society. Unless they adopt the new visions & missions as stated in this paper they are less likely to become a hub of education and attract students from foreign. Effective implementation of NEP-2020 demands adoption of new visions & missions as presented in the paper. Changing the "mindset" of leaders in universities & colleges is very essential to make education globally competitive. India ought to harvest innovation & creativity potential lying idle in youths and professors of the country. Effective implementation of NEP-2020 is key to development. India can hope to become a developed country by 2047 by adopting the strategic visions & missions given in this paper. The impact of following these strategic visions & missions by Leaders in Indian Universities & colleges is indeed going to be great. India can become a developed country. Leaving the Universities & colleges behind will be a great obstacle.

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