Goa University
Fifteen-year strategic Plan

(Approved by the Executive Council, Goa University on 14/12/2017 as a part of Application to the UGC under the Institutions of Eminence Scheme)

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a. **An academic plan showing the courses proposed and a research plan focussing on current thrust / niche area(s) of expertise and proposed plan in pursuit of excellence in those areas.**

Goa University intends to establish Schools through **five** distinct strategies:

- AMALGAMATING EXISTING DEPARTMENTS INTO SCHOOLS:
    - **School of Life Sciences and Biotechnology** is envisaged by amalgamating the existing Life Science departments (with the exception of Marine Science).
    - **School of Entrepreneurship, Ethics and Technology** would emerge from the merging of the Departments of Management Studies, Commerce, Economics, Philosophy and Computer Science and Technology.
    - **School of Material Sciences and Mathematics** would bring together the Departments of Physics, Electronics and Mathematics.
- TRANSFORMING EXISTING DEPARTMENTS INTO SCHOOLS:
    - **School of Chemical Sciences** would result from the renaming and reorganizing of the Department of Chemistry, which already has Organic, Inorganic, Physical and Analytical Chemistry as distinct streams.
- ADDING NEW PROGRAMMES TO EXISTING DEPARTMENTS TO CREATE SCHOOLS:
    - **School of Planetary Sciences** will be created out the Departments of Earth Science and Marine Science, to which a new programme of Atmospheric Science would be added.
    - **School of Public Policy** would be created around the Department of Women's Studies (and perhaps Political Science and Sociology) and will be expanded to include Equity and Exclusion Studies and Tribal Studies.
    - **School of Languages, Literature and Culture (Bhasha Bhavan)** would bring together the three Indian language Departments (Konkani, Marathi and Hindi), the two Romance language Departments (French and Francophone Studies, Portuguese and Lusophone Studies) and English, to which would be added one classical language (Sanskrit), one Asian language (Mandarin Chinese), all tied together with new programmes in General Linguistics and Phonetics and Translation and Interpretation Studies.
    - **School of History and Archaeology** would be formed by adding a programme in Archaeology to the existing Department of History.
    - **School of Strategic and International Studies** would be formed around the UGC Centre for Latin American Studies to which would be added a programme in Maritime Studies (a proposal to create a Khanoji Angre Chair in Seapower and Maritime Studies has been submitted to the Indian Navy) and India-Impacting Conflict Zones (proposal being prepared for submission to UGC).
- ESTABLISHING NEW SCHOOLS IN AREAS CURRENTLY NOT BEING TAUGHT ON CAMPUS
    - **School of Behavioural Sciences** to include Psychology, Education and Social Work.

- **School of Legal Studies** to offer Law at the postgraduate and research levels.
- **School of Film and Mass Media**
- **School of Vocational Studies**
- CONVERTING AFFILIATED COLLEGES OF GOA UNIVERSITY INTO SCHOOLS
  - **School of Planning and Architecture** out of Goa College of Architecture
  - **School of Pharmaceutical Science** out of Goa College of Pharmacy
  - **School of Visual and Performing Arts** out of Goa College of Art and Goa College of Music, to which a programme in theatre would be added later.

These schools, apart from continuing with present post-graduate programmes, will offer (a) new programmes in interdisciplinary areas cutting across schools at undergraduate and post graduate level like, Ph.D. (integrated) in Materials Science, Five year integrated programmes in existing subjects like Computer applications, , Electronics, Earth Sciences with focus on applied remote sensing and GIS, Economics, Physics and new subjects like Ocean studies, Life Sciences, Foreign Languages, Philosophy and Cognitive Sciences, etc. and M. Tech programmes in Computer Science and Electronics [0-5 years].

Since we also have to cater to our system of affiliated colleges, the six off-campus Faculties would be reorganized as below:
- FACULTIES THAT WOULD CONTINUE TO EXIST EVEN AFTER SCHOOLS ARE ESTABLISHED
  - **Faculty of Medicine**
  - **Faculty of Engineering**
- FACULTIES THAT WOULD BE REPLACED BY SCHOOLS:
  - Faculty of Law by the **School of Legal Studies**
  - Faculty of Performing, Fine Art and Music by the **School of Visual and Performing Arts**
  - Faculty of Design by the **School of Planning and Architecture**
  - Faculty of Education by the **School of Behavioural Sciences**
- FACULTIES THAT WOULD NEED TO BE ESTABLISHED
  - **Faculty of Undergraduate Studies** to ensure academic standards in all the undergraduate programmes of the collegiate system.

Special attention will be paid to initiating socially and Industrially relevant courses like, Biodiversity and molecular ecophysiology and bioprospecting with special focus on local ecosystems and Western Ghats, Inorganic chemistry in Pharmaceuticals, Bioinorganic and Biomimetic Chemistry, Petroleum Geology, Food Technology, Microbial Processes in Industry, Refugee studies, Business Ethics, Indian Culture, Corporate Social Responsibility, Sociology of market, ICT and Society, Computational Economics, etc. [5-10 years].

The schools will also provide continuous learning opportunities via conventional and distance learning mode. To achieve these objectives, programmes like Executive MBA, Various PG Diploma and Certificate courses for professionals in tourism business, Certificate course on Asian Culture and Society (One Asia Foundation, Japan), Certificate courses in Women's studies, PG Diploma in Women's studies and Social Work, Public Policy, Political Economy,

etc. as well as Distance learning courses in Indian and Foreign languages will be initiated [10-15 years].

The research Focus of these schools will be on (a) Strengthening core areas leading to establishment of full-fledged research centres capable of carrying out cutting edge research in frontier areas. For this research centres like,

1. Centre for Multifunctional and Bio-inspired materials for Energy and Environmental Research with a focus on research and development of new energy storage materials and understanding functional properties of these materials
2. Centre for Computational Science which will be built around the proposed supercomputing facility to handle the computational needs of new materials design, handling big data and informatics, natural language processing, etc.
3. Translation Cell with multimedia facilities focusing on translating literary works and technical documents from one Indian language to other as well as into foreign languages and from foreign to Indian languages especially Konkani and Marathi.
4. Centre of excellence in study of Western Ghats and marine ecosystems with a special emphasis on ecosystem services and bio-prospecting.

Focus will also be on expanding into new cutting edge and socially and industrially relevant areas of research like Bioprospecting from Western Ghats, marine ecosystems and extreme environments, Agro Electronics and Biomedical Instrumentation, IoT, smart sensors, 5G, MIMO Technology, Optical computing, Tourism, Refugee studies, Cognitive Science, Tribal Studies, Maritime Studies, History and Archaeology, etc.

b.	**A faculty recruitment policy and plan to meet the academic plan requirements and to achieve 1:10 faculty-student ratio.**

Goa University presently has 193 sanctioned posts. In addition, we have 36 Visiting Research Professors, 14 faculty members on fixed tenures, 6 faculty members under UGC Faculty Recharge Programme and 2 Foreign faculty members under Memorandum of Understanding (MoU) in Departments of French and Portuguese and a Nehru-Fulbright teaching fellow in Department of English giving it a total faculty strength of 252.

Over the next five years, we propose to augment the strength of our teaching faculty from 252 to 525. The additional **273** teaching positions will be achieved through five modes:

- REQUESTING STATE GOVERNMENT TO CREATE NEW PERMANENT TEACHING POSITIONS
  - Goa University has projected/will be projecting the creation of **53** new permanent teaching positions over the next five years for the following disciplines:
    - Marine Microbiology – 2
    - Biochemistry – 2
    - Sanskrit – 6
    - Women's Studies – 2
    - Social Exclusion Studies – 2

- Education – 6
- Social Work – 6
- Psychology – 6
- Chinese – 1
- Film and Mass Media – 6
- Financial Services – 5
- Tourism Travel and Hospitality – 5
- Library and Information Science – 4
- PRE-EXISTING TEACHING POSTS TO BE ADDED DUE TO THE INCORPORATION OF AFFILIATED COLLEGES INTO THE UNIVERSITY
  - The faculty strength of Goa University would increase with the addition of **111** sanctioned faculty positions currently in the following affiliated colleges on their amalgamation in to schools
    - Goa College of Architecture – 20
    - Goa College of Pharmacy – 63
    - Goa College of Music – 09
    - Goa College of Art – 19
- NEW VISITING RESEARCH PROFESSOR APPOINTMENTS – **19**
- INCORPORATION OF RECOGNISED RESEARCH GUIDES IN RESEARCH CENTRES INTO THE TEACHING PROGRAMMES OF THE UNIVERSITY AS ADJUNCT FACULTY – **50**
- OTHER TENURE POSITIONS, ESPECIALLY PROFESSORS OF PRACTICE (several of these positions will be funded by industry and in public-private partnership mode)– **30**

With a total student strength of 5400, University will have a faculty student ratio of 1:10.3

c.	**Proposal, if any, to recruit faculty from industry, Government, Non-profit Organizations, etc. Including foreign faculty** In order to increase the faculty strength to achieve the faculty-student ratio of 1:10, University, apart from recruiting new faculty members, proposes to recognize as **visiting professors** all scientists from national laboratories like NIO, NCAOR, ICAR and industrial research centres, who are already recognized as Ph.D. guides of Goa University. Attempts are being made to recognize faculty members from BITS Pilani (Goa Campus) as adjunct faculty members of some departments. These efforts will also be extended to faculty members from NIT, Goa and IIT, Goa. University proposes to attract foreign faculty through MoU's and various teaching exchange programme with various top 500 Universities as well as re-invite faculty members who have visited us under GIAN programmes. For specialized certificate/diploma programmes, experts from Government, Industry and Nonprofit organizations will be invited.
d.	**Student admissions policy mentioning plan to select Indian and foreign students**

Goa University primarily caters to the higher education needs of State of Goa. A policy strictly based on merit is followed for admitting local students. All the admissions are through an online transparent and need blind process. About 10% of the total allotted seats are filled on All-India basis.

University has 15% of seats over and above the allotted number of seats reserved as supernumerary seats for overseas students. Presently, the campus strength of international students is about 1.18%. In addition, University has a Study India Programme with Nihon University, Japan since 2003.

University proposes to increase the strength of international students to 10% of its allotted number in 5 years and maintain it at 10% for the rest of the years. To achieve this target, University plans to tie up with Education Corporation of India Limited (EdCIL) to advertise/campaign in South Asian Countries. Active campaign will also be pursued in Nordic countries through Nordic Centre, New Delhi. University has signed an agreement with Science Po de Lyon for student and faculty exchange.

A supernumerary percentage of 10% will be also allocated for admissions on All India basis.

University is also in the process of improving its social media and internet presence.

| e. | **Plan to provide scholarship to meritorious Indian and foreign students** |

Several schemes of merit based scholarships and freeships for economically backward students and students from marginal sections of the society presently exist in the University. University also provides "Earn while you Learn" opportunities to needy students. In addition, a limited number of research student fellowships are available to Ph.D. students.

In order to further attract international students to Goa University a plan is being formulated to offset the cost of tuition fees by providing scholarships and freeships to deserving students.

| f. | **A comprehensive plan to develop research laboratories with demonstrable progress towards it** |

It is proposed to develop following laboratories in the next 5 years to help research activities at Goa University
1. Bioanalytical laboratories with facilities for molecular biology, genetics, bioprospecting and bioinformatics. Focus will also be on developing field (mobile) labs. This laboratory will have liquid chromatography-mass spectrometry (LC-MS), Confocal microscope, Amino acid analyser, DNA sequencing machine, High throughput drug sequencing assay system, Glass house and Poly house, etc. This laboratory will be especially useful for bioprospecting research to be carried out in school of life sciences.

2. Materials Characterization laboratory will be a requirement for furthering research activities being carried out in Schools of Materials Science and Mathematics and School of Chemical Sciences. It will consist of highly sophisticated instruments like Physical Properties Measurement System in high magnetic fields and low temperature, SQUID magnetometer, X-ray Photoelectron Spectrometer, Wavelength dispersive X-ray fluorescence spectrometer, Transmission Electron microscope, Solid State Magic Angle Spinning NMR spectrometer, Raman spectrometer, scanning tunnelling and atomic force microscopes, I-V measurement setup with Potentiostat and Galvanostat, etc. To address the needs of materials engineering and device fabrication electron beam lithography instrument will also be added.

3. Supercomputer laboratory with GPU processors, high resolution graphics cards with independent graphics memory, 5Tb storage is proposed to take care of all computational needs of various schools in the University. It will not only address computational needs of faculty members working in the area of Computer Science and Mathematics in their requirement of big data handling, graphics and visualization and natural language processing but also the requirement of theoretical physicists and chemists in the schools of Materials Science and Chemical science. In addition, computational needs of members of school of life science, social scientists, commerce and management will also be provided for.

4. Language Laboratory and Multimedia Centre: The focus of School of languages will essentially be on teaching-learning in blended mode, interpretation and phonetics which require the use of a language laboratory. To this end a fully functional state of the art language lab and multimedia centre is required. The language lab would have multimedia computers with teacher controlled student booths containing a student's control mechanism. This is required in the teaching-learning process to provide enhanced acoustics, individual attention, interactivity, listening skills and model voices. It would be used for recording, oral testing, simulation, building student experience to thereby inculcate exportable skills. The multimedia centre will also be used by members of school of film and mass media.

The development of the above laboratories will be carried out in step wise manner. Firstly, attention will be on creation of adequate and proper infrastructure including building, power and safety requirements. The infrastructure requirements will be addressed in the corresponding school buildings that have been proposed.

Instrument purchase will be prioritized as per Research Plan and needs of the faculty members associated with these laboratories. The high priority equipment for which an expertise already exist in the University will be purchased in the first five years. New faculty appointments will be strategically done in new developing areas of research which will also create a demand for other proposed equipment and facilities. Skilled manpower requirement to operate many of these sophisticated instruments will be met through a two-pronged strategy. Instrument and facilities of general use will be operated by specially appointed technicians. For other sophisticated instruments, a set of research students will be trained to operate and maintain these instruments and provide service.

Maintenance of these instruments is proposed to be met through a special fund created out of charges for the instrument time. After exhausting the institutional time requirement which will also be charged at cost basis, the remaining time will be sold to other institutions and industries at premium rates.

g. **Plan for Teaching and Research Collaborations with Global Universities figuring in the most reputed global rankings**

   1. Goa University has memorandum of understanding (MoU) with University of Porto, University of Aveiro and University of Algarve, Portugal which has resulted in joint research projects, exchange of students and faculty members. University has also initiated an MoU with University of South Carolina, USA.
   2. Faculty members have active research collaborations with several foreign and Indian universities like Cornell University, USA, Paris Sciences et Letters (PSL) Research University, Paris, France, Kiel University, Kiel, Germany, Osaka University, Osaka, Japan, Université Grenoble Alpes, Grenoble, France, Indian Institute of Science, Bengaluru, India, etc. Efforts are being made to formalize these collaborations. Goa University faculty members have collaborated with their counterparts in 248 institutions listed in Annexure 38 as evidenced from publications in Web of Science database.
   3. It is also proposed to invite foreign faculty under GIAN programme leading to research collaborations and faculty and student Exchange Programmes.
   4. International faculty members of repute are being/ will be invited under VRPP programme. Two of our visiting research professors have been decorated with international awards, viz., Leontief Prize 2016 for Prof. Amit Bhaduri and Tyler Prize for Prof. Madhav Gadgil during their tenure at Goa University.

h. **Networking plan outlining the teaching and research collaborations and partnerships**

   1. Goa University is one of the few Universities that has a current networking programme in teaching. Currently it is the only state university in India which is a partner of Indo-French Tutor Programme with the Institut Français and a partnership programme for Invited Faculty in Portuguese with Institut Camoes.
   2. University has Study India and Study Japan programmes with Nihon University, Japan.
   3. Discussions are underway to establish student exchange programmes with European and US universities such as University of South Carolina, USA; University Bordeaux, France; Parma University, Italy.
   4. With the establishment of Indian Institute of Technology (IIT) and National Institute of Technology (NIT) in Goa, University will seek possibilities to establish joint teaching and research programmes.
   5. Through the Goa State Resource Centre for Women, and exclusion and inclusion centre university will interact closely with the state and central government on women and tribal issues.

i. **Infrastructure development plan. (Existing and Proposed infrastructure with financial repercussion and time line for development)**

1. Presently six faculty blocks exist on campus which house all the academic departments. Some of these blocks are more than three decades old and cannot meet the growing space needs of the departments. With amalgamation of departments/faculties into schools, new space will have to be created to meet the requirements of increased number of students and increased number of courses on campus. To supplement the existing infrastructure, new buildings will be required which have provision to house the proposed increase in number of students, faculty members and courses on campus. These buildings will be erected on the open spaces (over 60%) on the campus.
2. New civil infrastructure will also be required for the new schools that will be created as a part of the proposed strategic plan.
3. A basic research infrastructure in terms of equipment and facilities exists on campus. This infrastructure has been created through sponsored research projects, UGC-SAP, UGC-Plan funds and DST-FIST programmes as well as direct funding from state and central government. To meet the goals listed in the strategic plan, new, state of the art, research infrastructure needs to be created especially in areas of Materials characterization, Supercomputing facility, Bioanalytical laboratory with a facility to conduct on-field analysis, upgradation of existing language laboratory with modern multimedia, translation facilities, etc.
4. A need will also arise to augment the present student and faculty residential facilities on campus. Presently the University has one Ladies hostel and one Men's hostel for students. With the student population set to increase more than twice in the first five years and eventually be more than 12000 over next 15 years, new hostels will have to be built for the students. With the increase in student numbers, number of faculty members will also increase. University plans to meet these numbers through direct regular appointments as well as through contractual appointments under VRPP type of programmes. Housing facilities will therefore have to be created for these increased number of faculty on campus.

Timelines:

Ser#	Infrastructure	Amount (in Crores)
1	**Five years**	
	a. New School Buildings	100
	b. New Laboratories	100
	c. Common Lecture Halls Block	80
	d. Hostels	100
	e. Administrative Block	100
	f. Equipment	150
	g. Faculty residence	100
	Sub-Total	630
2	**Ten Years**	

	a. New School Buildings	100
	b. New Laboratories	100
	c. Common Lecture Halls Block	020
	d. Hostels	100
	e. Exam Block	100
	f. Equipment	150
	g. Faculty Residence	100
	Sub-Total	670
3	**Fifteen Years**	
	a. New School Buildings	100
	b. New Laboratories	100
	c. Equipment	150
	d. Hostels	100
	e. Faculty residences	100
	Sub Total	550
	GRAND TOTAL	1850

1. **Tangible Action Plan**

VI a Timeline to achieve the expectations for each of the parameters as proposed in the fifteen year strategic plan.

Ser#	Parameters	5 Year (%)	10 Year (%)	15 Year (%)
1	Amalgamations of existing departments into schools	100%		
2	Transforming existing departments into schools	100%		
3	Adding new programmes to existing departments to create schools (Cumulative)	50%	75%	100%
4	Establishing new schools in areas currently not being taught on campus (Cumulative)	50%	100%	
5	Converting affiliated colleges of Goa University into schools (Cumulative)	50%	100%	
6	Faculty recruitment (Cumulative)	45%	75%	100%
7	Faculty from industry, Government, Non-profit Organizations, etc. Including foreign faculty	100%		
8	Student admissions policy	100%		
9	Plan to provide scholarship to meritorious Indian and foreign students	100%		
10	Research Labs (Cumulative)	50%	75%	100%
11	Teaching and Research Collaborations with Global Universities (Cumulative)	33%	66%	100%
12	Networking plan outlining the teaching and research collaborations and partnerships (Cumulative)	33%	66%	100%
13	Infrastructure development plan (Cumulative)	50%	75%	100%

14	Getting accreditation from National and International Agencies as well as marketing and promotion	33%	33%	33%
15	Governance Reforms (Cumulative)	60%	80%	100%
16	Alumni involvement			
A	Alumni Representation in Statutory Bodies	100%		
B	Endowment	33%	66%	100%
C	Collaboration etc.	33%	66%	100%
17	World Ranking	Top 1000	Top 750	Top 500
18	Research Labs (Cumulative)	50%	75%	100%
19	Sustainability Plan (Cumulative)	25%	55%	100%
20	Accrediting other HEIs (Cumulative)	33%	66%	100%

Timeline	5 years	10 years	15 years
Faculty recruitment: Faculty from industry, Government, Non-profit Organizations, etc. Including foreign faculty	525	850	1200

Timeline	5 years
Multidisciplinary as well as integrated programmes will be introduced by establishing schools for seamless integration of disciplines. Goa University intends to establish Schools through five distinct strategies:	
· Amalgamating existing departments into schools	o School of Life Sciences and Biotechnology is envisaged by amalgamating the existing Life Science departments (with the exception of Marine Science). o School of Material Sciences and Mathematics would bring together the Departments of Physics, Electronics and Mathematics. o School of Entrepreneurship, Ethics and Technology would emerge from the merging of the Departments of Management Studies, Commerce, Economics, Philosophy and Computer Science and Technology.
· Transforming existing departments into schools	o School of Chemical Sciences would result from the renaming and reorganizing of the Department of Chemistry, which already has Organic, Inorganic, Physical and Analytical Chemistry as distinct streams.

· Adding new programmes to existing departments to create schools	o School of Planetary Sciences will be created out the Departments of Earth Science and Marine Science, to which a new programme of Atmospheric Science would be added. o School of Languages, Literature and Culture (Bhasha Bhavan) would bring together the three Indian language Departments (Konkani, Marathi and Hindi), the two Romance language Departments (French and Francophone Studies, Portuguese and Lusophone Studies) and English, to which would be added one classical language (Sanskrit), one Asian language (Mandarin Chinese), all tied together with new programmes in General Linguistics and Phonetics and Translation and Interpretation Studies. o School of Public Policy would be created around the Department of Women's Studies (and perhaps Political Science and Sociology) and will be expanded to include Equity and Exclusion Studies and Tribal Studies. o School of History and Archaeology would be formed by adding a programme in Archaeology to the existing Department of History. School of Strategic and International Studies would be formed around the UGC Centre for Latin American Studies to which would be added a programme in Maritime Studies (a proposal to create a Kanhoji Angre Chair in Seapower and Maritime Studies has been submitted to the Indian Navy) and India-Impacting Conflict Zones (proposal being prepared for submission to UGC).
· Converting affiliated colleges of Goa University into schools [will be completed in 5 years]	o School of Planning and Architecture out of Goa College of Architecture
	o School of Pharmaceutical Science out of Goa College of Pharmacy
	o School of Visual and Performing Arts out of Goa College of Art and Goa College of Music, to which a programme in theatre would be added later.
	10 years
· Establishing new schools in areas currently not being taught on campus	o School of Behavioural Sciences to include Psychology, Education and Social Work.

	o School of Legal Studies to offer Law at the postgraduate and research levels.
	o School of Film and Mass Media
	o School of Vocational Studies

j.	**Administrative plan for getting accreditation from National and International Agencies as well as marketing and promotion** Goa University is an "A grade" University with a CGPA of 3.09 in the last accreditation cycle (2014-2019) by National Assessment and Accreditation Council (NAAC). It has been accredited by NAAC since 2004. National Institutional Ranking Framework (NIRF) has also ranked Goa University at 20 (2016) and 64 (2017) during the first two editions of its ranking. Goa University is placed in the 201-250 band in the QS 2018 BRICS University ranking. It has been consistently placed in this band since 2014-15. We aim to move into the higher band in the next five years and move into the ranks of the Times Higher Education and QS World University Ranking by a multi-pronged strategy. It is also planned to strengthen its internet and social media presence. Goa University is in a partnership with EdCIL to market its courses to international students. In the first five years, the focus will be on south Asian countries. From January – March 2018, University will participate in Education fairs in Bhutan, Sri Lanka, Bangladesh and Malaysia. University is strengthening its Study India programme with Nihon University, which has been running since 2003 as well as extending it to Nordic countries in 2018.
k.	**Governance plan elaborating the proposed Institutional structure and how it overlaps with ownership, decision-making process and social engagement** Goa University has adapted a comprehensive **University Management System**. All our admissions are now through an online process and the merit list are displayed on the website. 1. Decentralized Administration/ Administrative autonomy to Departments 2. Well informed website 3. EXAM reforms like Automated Exam Process is automated from online form filling to declaration of results. Bar Coding System. Online assessment of papers. Automated Storage System of question papers. Online Examinations held for Continuous Internal Assessment. Exams customized for students with special needs **Citizen Charter and Administrative Plan**

(A) WE ARE

Goa University is established under the Goa University Act of 1984 and commenced operations on 1st June 1985. The University provides higher education in various disciplines and is headed by the Vice-Chancellor. We are located at Taleigao Plateau. We have no branches here elsewhere in India.

(B) WE ARE RESPONSIBLE FOR

* Providing higher education under various faculties to the State of Goa.
* Providing facilities for research in various fields.
* Providing degrees in various faculties to all the successful candidates.

(C) WE STRIVE FOR

Providing prompt, efficient and all round service with respect to imparting higher education among the students in order to make them responsible citizen of this country.

(D) WHAT WE DO

* Receive applications and provide admissions for various post-graduate Courses in different faculties.
* Receive applications for transcripts to be issued to students.
* Receive applications and confer degrees to all meritorious students.
* Receive and confer Doctor of Philosophy degree in Research to the deserving students.
* Provide information and answer queries relating to various courses and related matters.

(E) HOW TO APPLY FOR ADMISSIONS AND ADMISSION PROCEDURE.

* The procedure for above is mentioned in detail in the Annual Handbook that is published and made available during the 1st week of June.
* More information on admission can also be directly obtained from Academic Sections/Concerned Departments/Colleges in person.
* All the admission forms are directly received by the concerned office of the various departments on the University campus.
* Members of the public can visit the office from 12.00 to 13.00 hrs. on all working days.

(F) REDRESSAL OF GRIEVANCE

* In most of the cases the grievance can be redressed by having personal meetings with the Dy. Registrar or concerned Asstt. Registrars/or the Registrar of Goa University.
* In case of dispute arising, the same needs to be done under the Jurisdiction of Courts in Panjim.

- IMPORTANT: In case of problems not resolved at the concerned departmental/sectional level within the stipulated period, formal complaints may be lodged with the following Officers:

Matter pertaining to	Officer

Administrative: admissions, scholarships, purchase and stores, security and maintenance, sports, hostels, sexual harassment, ragging	Registrar
Examinations and results	Controller of Examinations
Finance	Finance Officer
Teaching and research	Deans of the Faculty
In-case of failure of satisfaction at the above offices	Vice-Chancellor

SA-35 (i) Any student or any employee of the University or affiliated College/Institution shall first approach the competent authority of the University/College/Institution, mentioned in the relevant provisions of the Act, Statutes, Ordinances, Regulations or the Rules, as the case may be, for redressal of any grievances that he or she may have. It is only when the competent authority has not been able to redress the grievance that an Appeal shall lie with the Vice Chancellor who shall take appropriate action in keeping with the provisions of the Act, Statutes, Ordinances, Rules and regulations of the University.

SA-35 (ii) An Appeal against the decision of the Vice Chancellor shall lie with the Executive Council and the Executive Council shall take action as per the provisions of clause (12) of Statute SA-13 (vii) or sub-section 2 and 3 of section 28 or section 30 of the Goa University Act, 1984, as the case may be.

SA-35 (iii) Request for redressal of grievance shall be made to the competent authority within two weeks of its occurrence. An Appeal against the decision of the competent authority may be made to the Vice Chancellor within two weeks from the communication of the decision of the competent authority. An Appeal against the decision may be made to the Executive Council within four weeks from the date of the communication of the decision of the Vice Chancellor.

SA-35 (iv) Grievances against the Vice Chancellor and/or the Executive Council shall be referred to the Visitor directly for further action as per the provisions of the Act.

Normative period required for execution of public services:

Sr No	Public Service	Designated Officers	Time Schedule (in working days)
1	Duplicate certificates/ Mark sheets	i) Assistant Registrar Examinations (Professional); ii) Assistant Registrar Examinations (PG); iii) Assistant Registrar Examinations (UG)	10 days
2	Correction in name and such other documents	i) Assistant Registrar Examinations (Professional); ii) Assistant Registrar	15 days

		Examinations (PG); iii) Assistant Registrar Examinations (UG)	
3	Authentication/ verification of documents	i) Assistant Registrar Examinations (Professional); ii) Assistant Registrar Examinations (PG); iii) Assistant Registrar Examinations (UG)	10 days
4	Provisional degree certificate	i) Assistant Registrar Examinations (Professional); ii) Assistant Registrar Examinations (PG); iii) Assistant Registrar Examinations (UG)	15 days
5	Attestation of documents	i) Assistant Registrar Examinations (Professional); ii) Assistant Registrar Examinations (PG); iii) Assistant Registrar Examinations (UG)	15 days
6	Refund of examination fees	i) Assistant Registrar Examinations (Professional); ii) Assistant Registrar Examinations (PG); iii) Assistant Registrar Examinations (UG)	20 days
7	Verification of marks	i) Assistant Registrar Examinations (Professional); ii) Assistant Registrar Examinations (PG); iii) Assistant Registrar Examinations (UG)	20 days
8	Revaluation and declaration of results	i) Assistant Registrar Examinations (Professional); ii) Assistant Registrar Examinations (PG); iii) Assistant Registrar Examinations (UG)	60 days
9	Convocation/degree certificate (eligible candidates who have been conferred degrees)	i) Assistant Registrar Examinations (Professional); ii) Assistant Registrar Examinations (PG); iii) Assistant Registrar Examinations (UG)	20 days
10	Passing Certificate	i) Assistant Registrar Examinations (Professional); ii) Assistant Registrar Examinations (PG); iii) Assistant Registrar Examinations (UG)	7 days
11	Payment of remuneration to paper setters and the examiners	i) Assistant Registrar Examinations (Professional); ii) Assistant Registrar Examinations (PG); iii) Assistant Registrar Examinations (UG)	45 days after declaration of result
12	Provisional eligibility certificate	Assistant Registrar- Academic (Colleges)	5 days from the date of receipt of application

13	Migration certificate	Assistant Registrar- Academic (Colleges)	10 days from the date of receipt of application
14	Scholarship disbursement	Assistant Registrar- Academic (PG)	60 days from the date of receipt of application
15	Refund of deposits	Assistant Registrar- Academic (PG)	15 days from the date of the receipt of complete documents from respective department

l. **Clarify as to how Governance plan will be committed to the highest global standards of transparency, accountability and efficiency**

EXAM reforms like Automated Exam Process is automated from online form filling to declaration of results. Bar Coding System. Online assessment of papers. Automated Storage System of question papers. Online Examinations held for Continuous Internal Assessment. Exams will be customized for students with special needs.

The citizen's charter allows us to establish the efficiency of services, accountability and transperacy in delivery of services.

m. **Plan for involving the alumni in the management of the Institution and leveraging alumni financial resources**

- Alumni representation in BoS and higher statutory bodies
- Financial assistance to economically backward students through Alumni association
- Alumni in training/teaching/mentoring/ collaborations and placement

n. **Intended target on possible world ranking after five, eight, ten, thirteen and fifteen years**

- Five years – top 1000
- Eight years – top 900
- Ten years – top 750
- Fifteen years – top 500

o. **A research plan indicting the research laboratories and other facilities proposed to be established. In case of humanities, social sciences and other interdisciplinary faculties,**

the research plan should indicate the broad areas and nature of field work and research sought to be done

1. Materials Characterization Laboratory which will be a part of Centre for Multifunctional and Bio-inspired materials for Energy and Environmental Research will have state of the art instrument and address the research needs of Schools of Materials Science and Mathematics and Chemical Sciences. The main focus of research will be on (a) preparation and characterization of energy harvesting materials like solar cells, energy storage, luminescence especially plasmonics, fast ion conductors, multicaloric materials; (b) research on increasing efficiency of industrial catalytic processes with novel inorganic synthesis procedures and biomimiking; (c) materials engineering and development of sensors and biomedical instrumentation for noninvasive procedures (lab on chip).

2. Supercomputing Laboratory will be the core of Centre of Computational Science and will cater to the computational needs of new materials design, handling big data and informatics, 3-D printing abilities, natural language processing, etc. In addition, computational needs of members of School of Life Science, social scientists, Commerce and Management will also be provided for.

3. Bioanalytical laboratory with facilities for molecular biology, molecular genetics, and bioinformatics will focus on Bioprospecting from Western Ghats, marine ecosystems and extreme environments. Focus will also be on developing on-field or mobile laboratories. Centre of excellence in study of Western Ghats and marine ecosystems.

4. Research will also be initiated in new cutting edge and socially and industrially relevant areas like, Agro Electronics and Biomedical Instrumentation, IoT, smart sensors, 5G, MIMO Technology, Optical computing etc.

5. Incubators- IT and Bio-Incubator to promote Innovation and Entrepreneurship: With the current impetus on Innovation, entrepreneurship and skill development by central and state government, Goa University is setting up an exclusive built up ready spaces for Bio-incubators (300 sq.m.) and IT Incubator (4000 sq.m.). This facility will provide opportunity to our campus students to work on innovative solutions and market the research ideas. It will also attract local and global entrepreneurs to set up their start ups providing placement to our students. We will be able to compete for funding from NITI Aayog, Department of Science & Technology and DBT for incubators.

6. Language laboratory with state of the art language lab with a multimedia centre will be the heart of the proposed Translation Cell. The cell will focus on translating literary works from one Indian language to other as well as into foreign languages and from foreign to Indian languages especially Konkani and Marathi. The multimedia centre will also be used by members of school of film and mass media.

7. Goa is nestled between the Arabian Sea and the Western Ghats on India's West Coast and biological mega-diversity of our state has provided the physical setting for a unique culture that attracts tourists from across the world. Therefore, tourism and its socioeconomic effects are important topics for study in our University. The Social Science and Management Departments are already involved in researching the above aspects of tourism and its impact on Goan society. Furthermore, it is

proposed to conduct in-depth research on effects of tourism on "Goan identity", the development of tourism infrastructure versus environment, cultural changes, etc. GU has already responded to this ever growing tourism sector by starting an integrated MBA in tourism and hospitality management. Plans are already in motion to start Certificate Courses in Foreign Languages.

8. As a part of starting new schools, research in some new areas will be initiated. These include Refugee studies, Maritime History, Archaeology, etc. Research in cognitive studies will be initiated through the School of Behaviourial Science and discipline of Philosophy.

9. Goa University has recently established the Goa State Resource Centre for Women (SRCW) under the National Mission for Empowerment of Women (NMEW) to work for the holistic empowerment of women in the state across all sectors. SRCW will regularly review and evaluate existing policies, programs and legislations impacting women, especially tribal women and suggest suitable recommendations to the concerned state and central governmental agencies. As part of MHRD action plan of 17x17, Goa University is adopting five underdeveloped villages in the state for their development and also as a model for our research.

| p. | **Sustainability plan for the period when the additional public funding ceases** |

University will employ a multipronged strategy to raise financial resources and meet its additional expenditure. Some of the steps that would be put in place are as follows:
1. Self-financing certificate courses and PG Diploma courses
2. Tuition fees from supernumerary seats from domestic and international students
3. Setting up of translation cell to generate financial resources
4. Selling instrument time to Industry and other institutions use
5. Bio and IT incubators
6. Industrial Research
7. Creation of Alumni fund for paying research scholarship
8. Industry centric research and consultancy
9. Executive Development Programmes for Corporates, Government officials and NGOs
10. Consultancy services
11. Sponsored projects
12. Endowment from Alumni and Corporate donors

| q. | **Plan for affiliating any other HEI, if act permits (please refer guidelines 6.4.3(e)(i)** |

Goa University ordinances (OA-18.3.6) recognize credit transfer programme from other HEIs. The Ordinance provides "Permission to transfer Credits in case of Institutions not affiliated to Goa University, may be allowed on a case to case basis, following the Credit recognition procedure. Such Courses, when opted for by the students of a Department, may be approved provisionally by the Departmental Council and placed for ratification before the Board of Studies at its subsequent meeting."