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1. Rationale and Significance

Higher education institutions are in general complex enterprises and in the case of India, it is even more challenging given its scale, size and complexities. The management of these higher education institutions requires deep understanding, knowledge, skills and experience in leading and managing institutions. To build capacities of existing higher education leaders and administrators and to draw fresh talent into the management of higher education systems, it is proposed to administer training programs for Higher Education (HE) leaders under PMMMNMTT.

2. Vision

Building excellence in Higher Education leadership for the nation

3. Mission

To develop the nation's Higher Education leaders, so that they contribute towards the advancement of Higher Education in India and the achievement of the goals of better access, equity and quality in the field of Higher Education.

4. Goals and Objectives

The main goal of the leadership development training would be to equip HE leaders and administrators to competently and efficiently handle the complex problems and leadership challenges that arise in the academic, financial and administrative aspects of the functioning of their respective institutions, so that they are able to lead and manage institutions of higher learning in a more effective manner.

The specific objectives of the leadership development programmes would be to:

1. To lead and support the diverse workforce, promote teamwork and create positive working relationship throughout the institution,
2. To improve staff performance and efficiency,
3. To improve work processes to enhance efficiency and effectiveness of the organization, use creativity and innovation to meet current and future leadership challenges.

4. Develop critical thinking, judgment and problem solving abilities.

5. Delivery Methods and Resource Persons

The leadership programmes are intended for individuals who either occupy/are about to occupy/are most likely to occupy leadership positions in academic affairs, student affairs, finance and administration, and who would like to make an impact on responsibilities in college/university administration.

The leadership training sessions, imparted mainly in small group sessions, would necessarily have a practical focus and enable close networking among its participants, which in turn would promote mutual learning and exchange of lessons and insights among them. The programmes are intended to cover six levels/types/groups of leaders. The training programmes will be broadly categorized into two templates as given below. The content emphasis and contextual coverage can be adapted to different categories of leaders within the same programme through group-activities. Examples used in the module can cater to the different types of trainee- leaders.

The Resource Persons / Experts of the leadership training programmes will be leading academics, scholars, academic administrators and leaders, motivational speakers, and management experts both from India and abroad. These experts will bring to the training strong knowledge base on conceptual issues and practitioners' perspective.

The programmes will be delivered through an integrated teaching and learning method involving case studies, group activities, field visits and online virtual sessions. In addition, immersion programmes and exposure visits will also form a part of the training. Additionally, a Professional Experience Plan, developed by the participant and his/her mentor, is to be carried out in their homes or conveniently located campus. The focus will not be only conceptual or theoretical but also practical and participatory: participants of leadership development programmes will be required to apply the learnt skills in simulated situations and also identify actual leadership and management problems in their respective institutions and come up with possible solutions to these problems, as part of the assignments in these

programmes. The content to be delivered in the programmes would be informed and shaped by cutting edge HE research. The programme to be offered is of 4 days and 6 days duration. Evaluation mechanisms will be built into the actual leadership development programmes. At the end of every programme, detailed questionnaires will be given to participants in order to obtain their feedback on the quality and relevance of the content and delivery of the programme. Such feedback, along with oral suggestions also gleaned from participants during the programme, will be used to refine and further develop the future content, structure and delivery of the leadership development programmes.

5.1 Training types and leadership clientele

Two types of training programmes are:

1.	4 Days training programme for Vice -Chancellors/Directors/ Pro-Vice- Chancellors / /Deans/Chairpersons and Heads of Departments
2.	6 Days training programme for Registrars and Finance Officers/Controller of Exams/Directors of Boards of University and College Development

The six types / levels/ groups of leaders that the training will cover are as follows:

Group-1	Vice Chancellors, Pro-Vice Chancellors
Group-2	Deans, Chairpersons, Heads of Departments
Group-3	College Principals and Vice –Principals
Group-4	Registrars, Finance Officers, Controller of Exams, Director of Board of University and College Development:
Group-5	Members of University Statutory Bodies (Executive Council, Academic Council, Senate, Board of Studies)
Group-6	Officials from State Higher Education Departments, State Higher Education Council, State Project Directorate, Chancellor's Office

Matrix indicating training template & groups covered.

4 Days training template	Groups 1, 2 & 3 covering Vice-Chancellors/Directors/ Pro-Vice-Chancellors / /Deans/Chairpersons and Heads of Departments etc.
6 Days training template	Groups 4, 5 & 6 covering Registrars, Finance Officers/Controller of Exams/Directors of Boards of University and College Development, members of Statutory bodies, State Govt. officials etc.

6. Broad Content Themes

The content of the leadership programmes will broadly cover the following themes:

- a. History of Higher Education in India
- b. Federal and State Systems of Higher Education in India and HE Laws, policies and regulations
- c. Key leadership strategies for improved institutional performance and better institutional governance: strategies for institutional excellence, rational decision making, balancing accountability and autonomy, distributed leadership and diffusion of authority/delegation and decentralization, key management skills, industry collaboration, using technology.
- d. Building Teams, nurturing staff and strengthening alliances (Managing interpersonal relations and managing conflict)
- e. Developing research capacity and Strategic Planning
- f. Renewing academic programmes (Curriculum and Curricular Development)
- g. High impact practices for student success (Students and student development)

7. Expected Outcomes/impacts

- 1) Improved institutional governance and performance of higher educational institutions
- 2) Individual level outcomes: Improved governance, managerial and leadership capacities of Higher Education leaders, improved inter-personal relationship management skills of leaders, leading to improved morale of staff.
- 3) System level outcomes: Creation of an expanded pool of capable and high thinking leaders and administrators; more intense, focused and more fruitful networking and mutual learning among HE leaders, thinkers and policy makers, across institutions and states

8. Detailed content framework

Course Modules (Curriculum of Leadership Development Programmes)

The courses have been designed to address the challenges of academic leaders and academic administrators in the highly competitive and ever-changing sector of higher education. The course modules have been customized taking into account the needs and requirements of various levels of leadership. A broad overview of the course modules for the two types of training programmes covering academic leaders is provided below.

**8.1 Type I: 4 Days training programme for Vice -
Chancellors/Directors/ Pro-Vice- Chancellors /
/Deans/Chairpersons and Heads of Departments**

This training programme will cover 8 major themes as follows:

Theme-I	History of Higher Education in India
Theme-II	Federal and State Systems of Higher Education in India
Theme III	Leadership strategies for better performance management, and governance functions/reforms of an Institution
Theme IV	Financing for Higher Education
Theme V	Developing research capacity and strategic planning
Theme VI	Curriculum, Curricular Development and Pedagogy
Theme VII	High Impact Practices For Student Success
Theme VIII	Internationalization of Higher Education

THEME-I HISTORY OF HIGHER EDUCATION IN INDIA (reading material/online resource only)

Overview:-

It is important to understand the history of the development of higher education in India so that we do not necessarily replicate the past but that we understand how institutions have evolved into the organizations we see today. Further, history allows one to see how the impact of the change in the environment of an institution affects its structure and functions over time.

THEME-II FEDERAL AND STATE SYSTEMS OF HIGHER EDUCATION IN INDIA

Sub -themes:

1. Salient features that characterize higher education institutions in India (reading material/online resource only)

Overview:-

- To discuss the concept of how higher education institutions are self-correcting and have developed organically like (for e.g. like Judiciary of India) with the changing needs.
 - In this context different maturity models developed/adopted by various Indian universities and colleges will be studied to understand the underlying principles and forces that have inspired and catalyzed the change and reform within these institutions.
 - Understand the role, functions and powers of Central and State Governments, State Higher Education Councils, and University bodies such as Senate, Executive Council and Academic Council.
2. Constitutional Provisions and Judicial Pronouncements relevant to higher education (reading material/online resource only)

Overview: -

- The constitutional provisions on role of central and state government vis-a-vis higher education institutions
3. Understanding of Higher Education Policy in India (reading material/online resource plus brief discussion)

Overview: -

- Major Higher Education related policies and reforms since India's independence – Radhakrishnan Commission on University Education (1948-9), Kothari Commission (1964-6), National Policy on Education (1986, modified in 1992) , Rashtriya Uchchatar Shiksha Abhiyan (RUSA) , PMMMNMTT, and others such as Yashpal Committee report 2009 and National Knowledge Commission Reports
- Improving efficiency through systems reforms
- Legal context of HE: University Act/Statutes, Relevant laws such as RTI

- Higher Education Financing Authority (HEFA)
4. Role and influence of Regulatory bodies on institutions: how to develop a more collaborative engagement (reading material/online resource plus discussion)

Overview:-

- To develop an understanding of the roles and functions of the regulatory bodies from the perspective of their influence and impact on institutions of higher learning.
- What are the current challenges faced by higher education systems with respect to financial, academic and administrative autonomy while working with the regulatory bodies?
- What would be the best strategies, models and mechanism to address some of the issues through interactive sessions and group work?
- Understanding of regulations formulated by regulatory bodies for maintenance, standard settings and quality assurance

THEME III- LEADERSHIP STRATEGIES FOR BETTER PERFORMANCE MANAGEMENT, AND GOVERNANCE FUNCTIONS/REFORMS OF AN INSTITUTION

Sub-themes:

1. Striking a balance between autonomy and accountability for effective governance

Overview:-

- To develop an understanding of the concepts of autonomy and accountability in the context of Indian higher education system.
- Distributed leadership and diffusion of authority/Decentralisation and delegation-why is it important for better governance?
- Concrete insights for decentralization and delegation from case studies
- Managing the affiliation system efficiently (state universities only)

- What are the existing challenges experienced by leaders in exercising their autonomy?
- What are the areas of conflict with respect to accountability while exercising autonomy?
- To understand the various dimensions of accountability of HE leaders (accountability to whom?)
- What leadership strategies can be/have been applied for effective exercise of autonomy while maintaining high standards of accountability-learning from case studies as well as own-experiences/experiments of participating leaders?
- How to engage with multiple levels of management to increase accountability and maximize transparency.
- How to synergize the autonomy in finance, administration and academics to avoid conflict of interests and for better student learning experience?
- Reducing challenges related to bureaucratic approach at the University
- Strategies for improving quality and efficiency in University administration.

2. Institutional performance- assessment and enhancement Research

Overview:-

- What do institutional performance and institutional excellence mean?
- Case studies of excellent/high performing institutions: TISS, IISER Pune, IIT Mumbai and IIT Chennai, IISC Bangalore, TIFR, ICT Mumbai, Center for Excellence in Basic Sciences University of Mumbai
- How to assess/measure institutional performance in qualitative and quantitative terms
- Understanding internal monitoring and evaluation of institutional performance. What are the various tools of monitoring and evaluation?
- Instituting best processes for Internal Quality Cell and Equal Opportunity Cell
- Re-designing and making relevant the appraisal system
- Performance based appointment and promotion
- Accreditation: NAAC and IQAC

- NIRF - How to participate in the process flow
- World class university and university ranking
- Academic Audit
- Culture of Excellence in Institutions
- Road to Academic Excellence
- Research Excellence : The Rise of Research Universities
- Concept of Research Park: Innovation and Excellence (for Institutions of National Importance only)
- Teaching Excellence in 21st Century
- Supporting innovation and entrepreneurship: creating ecosystems for innovation hubs and start up facility
- Promoting centres of excellence through creativity, innovation and transdisciplinary approach
- University role in community service

3. Role of technology for better governance and improving teaching learning processes

Overview:-

- To develop an understanding of how effective use of technology can help in improved governance (e-governance), maximizing transparency and quick decision making-learning from national and international models.
- To brainstorm on what are the current challenges in increasing the use of technology in day-to-day functioning of institutions and strategies to overcome them?
- Introduction to ERP (Enterprise Resource Planning): Using technology to manage internal governance
- Adoption of e-information management internal communications, communicating student and financial information to outsiders etc.,
- Website Management
- Technology enabled and blended learning
- MOOCs
- Swayam Platform

4. Key strategies and skills for effective leadership

Overview:-

- Fundamentals of strategic leadership: Meaning of strategic leadership (how it is different from operational leadership),

How to develop vision, goal, objectives and strategy, Components of strategic leadership (understanding institutional performance and capacity of institution and its personnel, using performance data in decision making exploiting strengths and overcoming constraints, putting resources to best use,) How to develop and apply different leadership styles and approaches for different contexts and situations, Understanding organizational culture and leading strategically in the context of prevalent organizational culture, Systems thinking, and being able to see big picture and system as a whole

- Fundamentals of Transformational leadership: Meaning and components of transformational leadership, Understand role of leader in transforming of institution, Realistically understand obstacles to change including psychological obstacles, Communication for change – How to change attitudes of staff towards change, motivate and inspire staff and develop own and staff members' capacity to cope with change, Changing workplace/ organizational culture, Taking tough and bold decisions, transforming institutions which perform sub-optimally.
- Developing organisation aspiration and strategy for growth
- Visionary leadership in HE: From vision to strategy : Strategic roadmap
- Different kinds of leadership – results-oriented leadership, creative leadership, leading for creative results
- Administrative leadership
- To focus on what are key leadership strategies such as effective and rational decision making, talent identification and recruitment, working with multiple levels of administration, distributed leadership and diffusion of authority/decentralization and delegation of power, developing effective public relations and media regulations, process mapping and re-engineering (key to governance reforms), how to replicate success and learn from failures, developing standard operating procedures, how to ring-fence institutions from external and internal disturbances, presentation skills, developing a culture of shared governance and collective wisdom, art of negotiation, time management, importance of outsourcing certain university functions to domain experts, building trust and confidence

among all stakeholders, developing industry collaboration, developing brand and visibility of the institution .

- Sharing and adoption of best practices of Academic, Administrative, Evaluation, Human Resources, Finance

5. Decentralization of power and delegation of responsibilities/Distributed leadership and diffusion of authority

Overview:-

- Significance of decentralization and delegation for better governance Challenges in decentralization of power and delegation of responsibilities-how to overcome them?
- Concrete insights for decentralization and delegation from case studies
- High trust and highly reliable organizations

6. Rational and effective decision making

- Components of rational decision making: Problem identification, Information gathering, Developing alternatives, Evaluating alternatives (pros and cons) and scenario building, Selecting preferred alternative
- Difference between incremental and rational decision making
- Challenges in rational decision making and how to overcome these

7. Effective communication strategies

Overview:-

- Skills for effective presentation??
- Strategies for effective internal communication
- Strategies for effective communication with external stakeholders
- How to build trust and confidence among various stakeholders?
- Art of negotiation
- Relevance of effective Public relations and knowledge of media regulations in a higher education institutional setting
- How to build institutional brand

8. Key Management skills

- Time management
- How to ensure effective documentation? What are the current challenges in documentation- participants will share experiences and how to overcome them?
- Standard operating procedures
- Need for outsourcing essential services- why, how and benefits of outsourcing?

9. Developing industry collaborations

- Need for industry collaborations.
- Strategies for industry collaboration
- Relevant skills for implementing the collaborations such as communication skills, branding skills etc.

10. Building Teams, nurturing staff and strengthening alliances (Managing Inter-personal Relationships, including Conflict Management, Consensus Building & Conflict Resolution)

Overview:-

- Fundamentals of managing people and interpersonal relations: the art and science of motivation, approaches and strategies to motivate faculty and support staff and bring about sustainable improvements in their performance, supporting and fostering staff autonomy, and balancing such autonomy with direction and accountability, Promoting and supporting productive collaboration and teamwork, enabling and supporting the upgradation and learning of colleagues, anticipating and dealing with conflict and resistance, cultivating EQ, empathy and listening skills
- Group dynamics and collaboration, power of dialogue to resolve conflicts and power of persuasion, power of story (how to motivate people with stories), interest-based negotiation, collaborative ability
- Ensuring better grievance redressal mechanisms. How to institutionalize feedback mechanism?
- Thinking like a leader, dealing with challenges of leading erstwhile peers/colleagues, creating a culture of courageous conversations
- Diversity management (faculty/staff)

- Inclusivity, diversity and excellence : lessons from case studies
- Gender sensitivity and inclusiveness (faculty/staff)
- Affirmative action (faculty/staff)
- Dealing with external stakeholders (government, funding agency etc.)
- Fundamentals of Communication (internal and external), art of negotiation and Communicate through Nudges
- Managing conflict, engaging conflict
- Understanding Organisational Culture, its components and customizing leadership strategies to organizational culture
- Vision to Action: Human Resource Implementation Action

11. Nurturing talent in conducive environment and succession planning

- How to appoint good quality staff?
- Identifying, attracting and nurturing talent
- How to nurture talent in an institutional structure and prepare them for leadership positions?
- How to apply concepts of incentivization and disincentivization in the context of Indian Higher Education system? How to deal with non-performers given the legal bindings and accountability issues?
- Understanding API (Academic Performance Index) and how to implement

THEME IV- FINANCING FOR HIGHER EDUCATION

Sub theme:

1. Adoption of better financial management practices

- Indicators of the financial health of universities/HEIs
- Strategic budgeting
- How to make realistic budgets as well as need to institutionalize better monitoring and implementation mechanisms/practices in financial management. The need for leaders and requisite skills to able to adjust to timelines.
- Need for resource mobilization and strategies to raise resources in the context of different institutions located in

different geo-politico-social circumstances. There will be sharing of best and innovative practices, various alternate sources of funding such as available grants, international agencies; scope of e-learning in this regard will also be discussed in the context of India. Leveraging CSR resources for institutional finances and excellence.

- Building a corpus
- Resource utilization- how to address the challenges in preparing budgets given the unpredictable timing of funds disbursement. Assessment of time lag in fund disbursement is important. Sometimes even leaders/academics make mistakes c.g. not approaching the government on time or not submitting Utilization Certificate on time.
- Orientation on principles of basic accounting and budgeting
- Audits and how to deal with audit queries/objections

THEME V- DEVELOPING RESEARCH CAPACITY AND STRATEGIC PLANNING

Sub- themes

1. Institutional Research, and data-based, rational decision-making

Overview:-

- Importance of data and institutional research to define the course of action for institution.
 - Methods and techniques of institutional research
 - Participatory Institutional Research
 - How to develop MIS?
 - Rational decision making
2. Strategic Planning
 - Creating and developing a shared vision
 - How to prepare vision/mission document?
 - How do define goals and objectives?
 - How to prepare strategic plans at state and institutional levels?
 - Meaning of bottom-up/decentralized planning, democratized planning and perspective planning and how to carry these out.

- How to include the special considerations from the perspective of low performing students, students with special needs, gender, caste, minority etc. as well as needs of backward areas in strategic planning?
- Envision Future - Developing Organization Aspiration and Strategy for growth,
- Roadmap of excellence: from vision strategy

3. Setting up a new Institution

- Deciding Vision, Mission, Goals, objectives and short term, medium term and long term strategies
- Case studies: IIM Udaipur, IISER Pune, IIT Hyderabad

THEME VI: CURRICULUM, CURRICULAR DEVELOPMENT AND PEDAGOGY

- Understanding the objectives of curriculum reform and strategies to achieve these :
 - a) To improve knowledge, skills, competencies, and employability of new generations learners
 - b) To stimulate and enhance the cognitive and intellectual capabilities of the learner and faculty.
 - c) To improve the domain knowledge and instructional capabilities of the faculty
 - d) Shift from knowledge acquisition to multidimensional education
 - e) Move away from rote learning to the learner being more active agent of learning
 - f) Strengthen institutional capacities and create a platform for sustainability of the curriculum reform project
 - g) To create an ecosystem conducive to research, knowledge creation and extension
 - h) Sensitization, preparation and capacity building of faculty of different institutional types.
- Managing curriculum reform through conversations and negotiations
- Science of Curriculum Development
- How to effectively implement CBCS
- Innovation and experimentation in pedagogy

- Institutional Leader's role to observe classroom proceedings and give feedback for improvement
- Research leadership
- Plagiarism, Issues in plagiarism and ways to deal with it (students and faculty)
- Benchmarking of curricula, pedagogy and use of technology in pedagogy
- Industry-academia partnership for curriculum enhancement

THEME VII: HIGH IMPACT PRACTICES FOR STUDENT SUCCESS (Students and student development)

Overview:-

The theme will cover aspects of student welfare, key issues for development with equity and access and excellence, helping students with access to information, building leadership qualities in students and mentoring, students' learning outcome.

- Students satisfaction
- Remedial teaching
- Equity related support (English language coaching etc.)
- Establishing and managing effective grievance redressal mechanisms
- Alumni Affairs, Involving alumni to support University development
- Vocational education and improving employability especially in context of NSQF
- Placement Services
- Diversity management (students)
- Inclusivity, diversity and excellence : lessons from case studies
- Gender sensitivity and inclusiveness (students)
- Affirmative action (students)
- Committee on Sexual harassment
- Prevention of Atrocities against SC/ST/OBC
- Student leadership, Unions. student representation and student politics and unrest (case study; Jadavpur University, JNU, University of Hyderabad, Plymouth University)
- Code of conduct for students and academic integrity

- Open/ Distance Learning (ODL)
- Psychology of young adults and teacher-student relationship
- Obligation of students, as educated citizens, to help less fortunate, to be an active participant in society and to be engaged with community

Theme VIII: Internationalization of Higher Education

- Issues around student and faculty mobility
- Building research collaboration with foreign universities
- Looking at talent enhancement through internationalization
- Strategies for developing international partnerships: Going beyond the MoU centric approach
- Understanding various policy initiatives: GIAN, Connect to India, Study India Programme
- Understanding internationalization practices abroad: Case studies of UK, USA, China, Australia, New Zealand, Europe, Brazil
- Developing a robust international partnership: Case Study approach

8.2 Type 2 : 6 Days training programme for Registrars and Finance Officers/Controller of Exams/Directors of Boards of University and College Development, members of Statutory bodies, State Govt. officials

This training programme will cover 8 major themes as follows:

Theme-I	Higher Education in India, Federal and State Systems of Higher Education in India
Theme-II	Law and Ethics of Indian Higher Education
Theme III	Leadership strategies for better performance management, governance functions/ reforms of an Institution Strategic Planning
Theme IV	Financing for Higher Education
Theme V	Examination reforms
Theme VI	Sustainability
Theme VII	Developing research capacity and High Impact Practices For Student Success
Theme VIII	Internationalization of Higher Education

THEME-I FEDERAL AND STATE SYSTEMS OF HIGHER EDUCATION IN INDIA

Sub -themes:

1. Higher Education in India

Overview:-

It is important to understand the history of the development of higher education in India so that we do not necessarily replicate the past but that we understand how institutions have evolved into the organizations we see today. Further, history allows one to see how the impact of the change in the environment of an institution affects its structure and functions over time.

2. Salient features that characterize higher education institutions in India

Overview:-

- To discuss the concept of how higher education institutions are self-correcting and have developed organically like (for e.g. like Judiciary of India) with the changing needs.
- In this context different maturity models developed/adopted by various Indian universities and colleges will be studied to understand the underlying principles and forces that have inspired and catalyzed the change and reform within these institutions.
- Understanding role, powers and responsibilities of Central and state government, SHECs, VCs and university bodies such as Senate, Executive Council and Academic Council

3. Constitutional Provisions and Judicial Pronouncements on Higher Education (reading material/online resources)

Overview: -

- To discuss the constitutional provisions on role of central and state government vis-a-vis higher education institutions
- #### 4. Understanding of Higher Education Policy in India (reading material plus discussion) Overview:-

- Major Higher Education related policies and reforms since India's independence – Radhakrishnan Commission on University Education (1948-9) , Kothari Commission (1964-6), National Policy on Education (1986, modified in 1992) , and others, such as Yashpal Committee report 2009 and National Knowledge Commission Reports
 - Rashtriya Uchchar Shiksha Abhiyan (RUSA) , Pandit Madan Mohan Malaviya National Mission on Teachers and Teaching(PMMMNMSTT),
 - Improving efficiency through systems reforms
 - Higher Education Financing Authority (HEFA)
- #### 5. Role and influence of Statutory/ Regulatory bodies on institutions (reading material/online resource plus discussion)

Overview:-

- To develop an understanding of the roles and functions of the regulatory bodies from the perspective of their influence and impact on institutions of higher learning.
- What are the current challenges faced by higher education systems with respect to financial, academic and administrative autonomy while working with the regulatory bodies?
- What would be the best strategies, models and mechanism to address some of the issues through interactive sessions and group work?
- Understanding of regulations formulated by regulatory bodies for maintenance, standard settings and quality assurance
- Understanding the role, powers and responsibilities of each University Statutory Body
- Understanding own role, powers and responsibilities, and how to exercise these powers effectively and responsibly
- Understanding important statutes, court judgments, rules and regulations

THEME-II LAW AND ETHICS OF INDIAN HIGHER EDUCATION

Subthemes:

1. Legal and Policy Issues

Overview:-

- To develop an understanding of legal and policy issues in the sector of higher education such as RTI etc.
- Understanding University Act/Statute, also to discuss existing challenges while working within the purview of Acts and Statutes of Universities and how to deal with them.
- Strengthening Anti-ragging activities
- Orientation of laws/statutes/ordinances relevant to prepare administrators to better handle legal issues, court related matters, dealing with legal representatives etc.
- Orientation on rules related to basic administration, finances, conduct rules, classification control and appeal rules.

- Operational challenges in implementation of various laws or due to the existence of certain laws, how to overcome them and need for changes in legal frameworks will be discussed.

2. Institutional Ethics

- Setting up Institutional Ethics Committee to facilitate transparent and accountable governance.
- Need and relevance of developing ethical model within the organization with specific guidelines and limitations for each position.

THEME III- LEADERSHIP STRATEGIES FOR BETTER PERFORMANCE ADMINISTRATION, AND GOVERNANCE FUNCTIONS/REFORMS OF AN INSTITUTION, STRATEGIC PLANNING

Sub-themes:

1. Decentralization of power and delegation of responsibilities/Distributed leadership and diffusion of authority

Overview:-

- Need for decentralization of power and delegation for effective administration
- Challenges in decentralization of power and delegation of responsibilities-how to overcome them?
- Concrete insights for decentralization and delegation from case studies
- Fundamentals of administrative leadership
- Best practices in university governance and administration

2. Striking a balance between autonomy and accountability for effective governance

Overview:-

- To develop an understanding the concepts of autonomy and accountability in the context of Indian higher education system.
- What are the existing challenges experienced by leaders in exercising their autonomy?

- What are the areas of conflict with respect to accountability while exercising autonomy?
- What leadership strategies can be/have been applied for effective exercise of autonomy while maintaining high standards of accountability-learning from case studies as well as own-experiences/experiments of participating leaders?
- How to engage with multiple levels of management to increase accountability and maximize transparency-importance of shared governance and collective wisdom
- How to synergize the autonomy in finance, administration and academics to avoid conflict of interests and for better student learning experience?
- Process mapping and process re-engineering
- How to ring-fence institutions

3. Rational and effective decision making

Overview:

- Importance
- Importance of rational decision making
- Components of rational decision making: Problem identification, Information gathering, Developing alternatives, Evaluating alternatives (pros and cons) and scenario building, Selecting preferred alternative
- Difference between incremental and rational decision making
- Challenges in rational decision making and how to overcome these

4. Role of technology for better governance

Overview:-

- To develop an understanding of how effective use of technology can help in improved governance (e-governance), maximizing transparency and quick decision making-learning from national and international models.
- To brainstorm on what are the current challenges in increasing the use of technology in day-to-day functioning of institutions and strategies to overcome them?
- ERP (Enterprise Resource Planning) software for effective internal governance

- Adoption of e-information management internal communications, communicating student and financial information to outsiders etc.,
 - Website Management
5. Building teams, nurturing staff and strengthening alliances: Effective communication strategies and management of interpersonal relations

Overview:-

- Strategies for effective internal communication, establishing clear and sound pathways of communication among administrative actors
- Strategies for effective communication with external stakeholders
- How to build trust and confidence among various stakeholders?
- Art of negotiation
- Relevance of effective Public relations and knowledge of media regulations in a higher education institutional setting
- How to build institutional brand
- Fundamentals of managing people and interpersonal relations: the art and science of motivation, balancing staff autonomy with direction and accountability, Promoting and supporting productive collaboration and teamwork, anticipating and dealing with conflict and resistance, cultivating EQ, empathy and listening skills, managing conflict, engaging conflict
- Motivating and improving performance of support staff for better internal governance

6. Key Management skills

- Infrastructure Management
- Library Management
- Risk management
- Time management
- How to ensure effective documentation? What are the current challenges in documentation- participants will share experiences and how to overcome them?
- Standard operating procedures

- Need for uniform schedule of rates for official tours and travels etc.
- Transparent procurement and tendering
- Need for outsourcing essential services- why, how and benefits of outsourcing?

7. Conflict Management, Consensus Building & Conflict Resolution

Overview:-

- Ensuring better grievance redressal mechanisms. How to institutionalize feedback mechanism?
- How to avoid and manage conflicts with external stakeholders

8. Nurturing talent in conducive environment and succession planning

- How to appoint good quality staff? How to nurture talent in an institutional structure and prepare them for leadership positions?
- How to apply concepts of incentivization and disincentivization in the context of Indian Higher Education system? How to deal with non-performers given the legal bindings and accountability issues?
- Understanding API (Academic Performance Index) and how to implement

9. Strategic Planning

Overview:-

- How to include the special considerations from the perspective of low performing students, students with special needs, gender, caste, minority etc. as well as needs of backward areas in strategic planning?
- Evidence based decision making.

THEME IV: FINANCING HIGHER EDUCATION

Subthemes:

1. Standardization of financial rules specific to universities

Overview:-

- Is there a general financial framework that can be applied?
- To understand general financial rules and how they can be effectively used in the institutional context?
- General Financial Rules (GFR) and SF

2. Audit

Overview:-

The focus will be to orient the administrators and better prepare them to deal with various auditing exercises. How to address audit objections?

3. Adoption of better financial management practices from legal and ethical perspective

Overview:-

- Indicators of the financial health of universities/HEIs
- Strategic budgeting
- Context of Financial Management in HE Institutions
- How to make realistic budgets as well as need to institutionalize better monitoring and implementation mechanisms/practices in financial management. The need for leaders and requisite skills to able to adjust to timelines that has to be adhered to.
- Need for resource mobilization and strategies to raise resources in the context of different institutions located in different geo-politico-social circumstances. There will be sharing of best and innovative practices, various alternate sources of funding such as available grants, international agencies; scope of e-learning in this regard will also be discussed in the context of India.
- Building a corpus
- Control expenses and enhance financial reserves
- Resource utilization- how to address the challenges in preparing budgets given the unpredictable timing of funds disbursement. Assessment of time lag in fund disbursement is important. Sometimes even leaders/academics make

mistakes e.g. not approaching the government on time or not submitting Utilization Certificate on time.

- How to communicate effectively among the stakeholders the information regarding available funds for effective fund utilization and creation of opportunities?
- Orientation on principles of basic accounting and budgeting: Accounting basics and process; Financial Management Framework, Revenue, Cost and Value Analysis, Balance Score Card , Fixed Asset Management, Working Capital decision
- Understanding PFMS (Public Finance Management System) and how to operationalize it
- Decentralization and delegation of financial powers.

THEME V : EXAMINATION REFORMS

- Use of technologies to improve efficiency of examinations
- Decentralised examination systems
- Semester Systems
- Managing Comprehensive and Continuous Evaluation

THEME VI: HIGH IMPACT PRACTICES FOR STUDENT SUCCESS (STUDENTS AND STUDENT DEVELOPMENT)

Sub-themes

1. Students and student development

Overview:-

The theme will cover aspects of student welfare, key issues for development with equity and access and excellence, helping students with access to information, building leadership qualities in students

- Students satisfaction
- Establishing and managing effective grievance redressal mechanisms
- Alumni Affairs, Involving alumni to support University development
- Committee on Sexual harassment
- Prevention of Atrocities against SC/ST/OBC

- Student leadership, student Unions. student representation and student politics and unrest (case study: Jadavpur University, University of Hyderabad, JNU, University of Plymouth)
- Code of conduct for students and implementation of the same

2. Institutional Research: data and systematic decision-making

Overview:-

- How to prepare vision/mission document?
- How do define goals and objectives?
- Global and Indian best practices in curriculum development and pedagogy
- Global and Indian best practices in advancing standard of research
- Improvement, assessment and planning
- How to prepare strategic plans at state and institutional levels?
- Importance of data and institutional research to define the course of action for institution.
- How to develop MIS?
- Meaning of bottom-up/decentralized planning, democratized planning and perspective planning and how to carry these out.

THEME VII: SUSTAINABILITY

Subthemes:

1. Environmental Sustainability

Overview:-

- The focus will be on making institution environment friendly, greener through focus on various environment related issues such as energy management, biodiversity, plantation, waste management, better health and hygiene, sanitation, maintenance of campus etc.
- Case study: Sultan Qaboos University Oman (international case)

2. Disaster Preparedness and Disaster Management

Overview:-

- Sharing of ideas and developing an understanding of disaster preparedness and disaster management. The focus will be on both man-made and natural disasters.
- Case study: Virginia Tech (international case)

Theme VIII: Internationalization of Higher Education

- Issues around student and faculty mobility
- Building research collaboration with foreign universities
- Looking at talent enhancement through internationalization
- Strategies for developing international partnerships: Going beyond the MoU centric approach
- Understanding various policy initiatives: GIAN, Connect to India, Study India Programme
- Understanding internationalization practices abroad: Case studies of UK, USA, China, Australia, New Zealand, Europe, Brazil
- Developing a robust international partnership: Case Study approach

9. Suggested training programme templates

4 Days Vice -Chancellors/Directors/ Pro Vice chancellors/Deans/Chairpersons and Heads of Departments					
	9.30 AM-11.00 AM	11.30 AM-1.00 PM	Lunch	2.00 PM-3.30 PM	4.00 PM-5.30 PM
Day 1	Quality assurance, accreditation and enhancement of institutional performance	Interface with regulatory bodies		Use of ICT and process reforms for improved internal governance	Curriculum, Curricular development and Pedagogy/ improved teaching & learning & promoting research
Day 2	Budgetary process and strategies for effective resource mobilization	Balancing accountability(including financial accountability) and autonomy for effective governance		Student support services and placement, grievance redressal and handling student issues.	Handling student diversity and coping with stress
Day 3	Effective leadership and strategic planning	Building teams and strengthening alliances / Managing external stakeholders (parallel sessions or combined theme)		Conflict resolution and management / Distributed leadership and diffusion of authority/ Effective decision making (parallel sessions or combined theme)	Institutional ranking :Indian and international perspectives/ Strategies for academic excellence (parallel sessions or combined theme)
Day 4	Reforms and new initiatives in Higher Education	Internationalisation & collaborations		Experience sharing ,Group work and Take aways/key learnings/implementation ideas	

6 Days Registrars and Finance Officers/Controller of exams/directors of board of university and college development/ State govt. officials/ members of Statutory Bodies

	9.30 AM -11.00 AM	11.30 AM-1.00 PM		2.00 PM-3.30 PM	4.00 PM-5.30 PM
Day 1	Stories of Institutional excellence(international/Indian): A Governance perspective	Distributed leadership and diffusion of authority for effective governance	Lunch	The art and science of motivation	Effective communication with key external stakeholders
Day 2	Internationalization of Higher Education: Case study based insights for effective collaboration	Financial management and resource mobilization - 1		Financial management and resource mobilization - 2	Transparent procurement and tendering
Day 3	Emotional Intelligence for Academic Administrators	Technology for effective governance		Infrastructure and establishment Management in universities: Experiential Insights and lessons	Establishing and running effective grievance redressal systems
Day 4	Managing effective public relations and building the institutional brand	Improving Accountability of university support staff		Efficient and transparent management of examinations	Creating a Green Campus: Experiential Lessons and insights
Day 5	Understanding UGC regulations: A discussion	Managing student activism: learnings from case studies		Field visit	
Day 6	Experience sharing	Group work-1		Group work-2	Take aways/key learnings/implementation ideas