



LEADERSHIP FOR ACADEMICIANS PROGRAMME (LEAP)

(Under the Scheme of PMMMNMTT HRD Ministry, Govt. of India, New Delhi)

22 August 2019 - 5 September 2019

8 September 2019-15 September 2019

Organized by

CALEM, Aligarh Muslim University, Aligarh


in partnership with

Ohio State University, Columbus, OH, USA



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Opening Words

As part of the National Initiative for Leadership Development in Higher Education Institutions across the country launched by Ministry of Human Resource Development Government of India, it was our great privilege to organize the coveted Leadership for Academicians Programme (LEAP). The training programme aimed at honing the managerial skills, financial acumen, administrative expertise and academic excellence of senior faculty members drawn from higher education institutions across the country. The LEAP training participants were selected on the basis of rigorous criteria, while taking into account their teaching and administrative experience, publications and other academic distinctions.

The Training Programme was held in two phases:


1. Domestic Training for 15 days at CALEM, Aligarh Muslim University, Aligarh

22 August 2019 to 5 September 2019

2. Foreign Training for 8 days at Ohio State University, Columbus, Ohio, USA

8 September 2019 to 15 September 2019

Eminent academicians from both AMU and other institutions, including present and former Vice Chancellors served as Resource Persons. Likewise, distinguished scholars and representatives of industry interacted with the participants at OSU, USA. Since the Training Programme was essentially interactive, many classroom and assessment activities were carried out in order to broaden the mental horizon of participants and to sensitize them to a range of concepts and issues. HRD Ministry Content Framework document, included in this booklet, served as the focal point for planning and delivering the Training Programme. A detailed report on the Training at the OSU, USA is included in order to give a fair idea of the main contours and parameters of the valuable Training at a premier US University.



Apart from accruing many academic and pedagogic gains to the trainees, this Training Programme went a long way in achieving social cohesion, national integration and better human communications among the senior faculty members drawn from many educational institutions.

I take this opportunity to thank HRD Ministry officials, Professor Tariq Mansoor, Vice Chancellor, Aligarh Muslim University, members of the Academic Advisory Committee, CALEM, AMU, Professor Anil Pradhan, Coordinator, OSU, USA and the support staff at CALEM, AMU.

My worthy colleague, Dr Faiza Abbasi, Co-Coordinator LEAP, AMU was instrumental in making the Training Programme a huge success.

January 2020

Professor Abdur Raheem Kidwai
LEAP Project Coordinator
CALEM, AMU, Aligarh

Leadership for Academicians Programme (LeAP)

(Under the Scheme of PMMMNMTT HRD Ministry, Govt. of India, New Delhi)
Aligarh Muslim University, Aligarh – 202002 UP (India), Phone No. 0571-2400991

Time Table

(22nd August - 5th September, 2019)

Course Coordinator

: **Professor A.R. Kidwai**, Director, UGC HRDC, AMU

Co- Coordinator

: **Dr. FaizaAbbasi**, Assistant Professor, UGC HRDC, AMU

Venue

: CALEM, UGC HRDC Complex, Aligarh Muslim University

| Day No. | Date | Session I (9:00 a.m. – 10:30 a.m.) | Tea Break | Session II (10:45 a.m. – 12:15 p.m.) | Tea Break | Session III (12:30-2:00 pm) | Lunch Break | Session IV (3:00-4:30 pm) |
|---------|------------------------|---|-----------|--|-----------|--|-------------|--|
| 1. | 22.08.2019 Thursday | 10:00-10:15 Registration 10:15-10:45 Ice Breaking Prof. A.R. Kidwai | | Inaugural Prof. Tariq Mansoor Vice Chancellor, Aligarh Muslim University | | Prof. U.B. Desai Founder Director, Indian Institute of Technology Hyderabad (IITH) Strategic Planning | | Prof. U.B. Desai Founder Director, Indian Institute of Technology Hyderabad (IITH) Reforms and new initiatives in Higher Education |
| 2. | 23.08.2019 Friday | Mr. G. A. Kaleem Formerly Counsellor, Indian Police Academy, Hyderabad Conflict Resolution and Management: Group Work | | Mr. G. A. Kaleem Formerly Counsellor, Indian Police Academy, Hyderabad Transformational Leadership: Group Work | | (3:00-04:20 p.m.) Prof. Deepak K. Srivatsava IIM-Trichy, Tiruchirappalli Enhancement of Institutional Performance | | (4:35-06:00 p.m.) Prof. Deepak K. Srivatsava IIM-Trichy, Tiruchirappalli (TN) Industry 4.0 Collaboration |
| 3. | 24.08.2019 Saturday | Dr. ParvezMehmood Khan Director Computer Centre, AMU ICT Needs analysis for MOOCs Delivery Technical Expert | | Emeritus Prof. Farhatullah Khan Dept. of English, AMU & Prof. C.P.S. Chauhan Former Chairman Dept. of Education, AMU Individual Presentations | | Emeritus Prof. Farhatullah Khan Dept. of English, AMU & Prof. C.P.S. Chauhan Former Chairman Dept. of Education, AMU Individual Presentations | | Emeritus Prof. Farhatullah Khan Dept. of English, AMU & Prof. C.P.S. Chauhan Former Chairman Dept. of Education, AMU Individual Presentations |
| 4. | 25.08.2019 Sunday | Dr. Sanjay Medhavi Ex Head Dept. of Business Admin. Lucknow University, Lucknow Budgetary Process | | Dr. Sanjay Medhavi Ex Head Dept. of Business Admin. Lucknow University, Lucknow Strategies for Effective Resource Mobilization | | Professor SudhanshuBhushan HoD, Dept. of Higher Education and Professional Education, (NIEPA), New Delhi Balancing Accountability and Autonomy | | Professor SudhanshuBhushan HoD, Dept. of Higher Education and Professional Education, (NIEPA), New Delhi Succession Planning |

| | | | | | | | | |
|-----|-------------------------|--|------------------|---|------------------|--|--------------------|--|
| 5. | 26.08.2019 Monday | Prof. Amitabh Kundu Distinguished Fellow Research and Information System for Developing Countries (RISDC) New Delhi Developing Research Capacity in Higher Education-I | Tea Break | Prof. Amitabh Kundu Distinguished Fellow Research and Information System for Developing Countries (RISDC) New Delhi Developing Research Capacity in Higher Education-II | Tea Break | Prof. Girishwar Mishra Former Vice Chancellor, Mahatma Gandhi Antarrashtriya Hindi Vishwavidhyalay, Warda, Maharashtra Institutional Excellence: Case Study "School of Research" | Lunch Break | Prof. Girishwar Mishra Former Vice Chancellor, Mahatma Gandhi Antarrashtriya Hindi Vishwavidhyalay, Warda, Maharashtra Institutional Excellence: Case Study "School of Research" |
| 6. | 27.08.2019 Tuesday | Field Visit: AMU Campus | | Prof. A.R. Kidwai Director UGC HRDC, AMU Communication Skills | | Dr. ParvezMehmood Khan Director Computer Centre, AMU Hands on Design and Development of Video Lectures to deliver MOOCs on SWAYAM Platform | | Dr. ParvezMehmood Khan Director Computer Centre, AMU Hands on Design and Development of Video Lectures to deliver MOOCs on SWAYAM Platform |
| 7. | 28.08.2019 Wednesday | Field Visit: Maulana Azad Library | | DrKavita Sharma President South Asia University, New Delhi Education for sustainability | | DrKavita Sharma President South Asia University, New Delhi Education 4.0 | | Prof. Anwar JahanZuberi Former Vice Chancellor Calicut University Gender Issues In Higher Education (Moderated by Dr. FaizaAbbasi , UGC HRDC, AMU) |
| 8. | 29.08.2019 Thursday | Field Visit: SWINGS Waste Water Treatment Plant, AMU | | Dr. ParvezMehmood Khan Director Computer Centre, AMU Hands on ICT | | Prof. GovindanRangarajan Chair, Division of Interdisciplinary Research Indian Institute of Science Bangalore Institutional Ranking: Indian & International Perspectives | | Prof. GovindanRangarajan Chair, Division of Interdisciplinary Research Indian Institute of Science Bangalore Case Studies on Interdisciplinary Research |
| 9. | 30.08.2019 Friday | Field Visit: AMU Solar Farm and University Sophisticated Instruments Facility | | Emeritus Prof. Farhatullah Khan Dept. of English, AMU Effective Communication | Lunch | (3:00-04:20 p.m.) Mr. Tariq Hassan Correspondent, Press Trust of India (PTI) Aligarh Media Management | Tea Break | (4:35-06:00 p.m.) Cultural Program AMU Drama Club CEC, AMU |
| 10. | 31.08.2019 Saturday | Prof. M. Muzammil Former Vice Chancellor Dr. B.R. Ambedkar University, Agra (UP) and M.J.P.RohilkhandUniveristy, Bareilly (UP) Quality Assurance and Accreditation | | Prof. MirzaYawarBaig Management Consulting Specialist MBTI Master Trainer Hyderabad, Telangana Achieving the Purpose of Education for Student Care | | Prof. S.K. Singh D/o Physics, A.M.U., Aligarh Former Vice- Chancellor, HNBG Uni., Garhwal Internationalisation& Collaborations | | Prof. M. Muzammil Former Vice Chancellor Dr. B.R. Ambedkar University, Agra (UP) and M.J.P.RohilkhandUniveristy, Bareilly (UP) Enhancement of Institutional Performance |
| | | Prof. MirzaYawarBaig | | Prof. Ramakrishna | | Prof. YogeshVelankar | | Prof. YogeshVelankar |

| | | | | | | | | |
|-----|-------------------------|--|------------------|---|------------------|---|--------------------|---|
| 11. | 01.09.2019 Sunday | Management Consulting Specialist MBTI Master Trainer Hyderabad, Telangana Leveraging Technology & Adding Value for Governance | | Ramaswamy Ex-VC University of Hyderabad Stories of Institutional excellence (International/Indian) | | Ph.D. Engineering Education, Purdue University, USA (Former Adjunct Faculty IIT, BHU) Developing Leadership Insights through Gamification- 1 | | Ph.D. Engineering Education, Purdue University, USA (Former Adjunct Faculty IIT, BHU) Developing Leadership Insights through Gamification- 2 |
| 12. | 02.09.2019 Monday | Prof. V. VenkataRamana Senior Professor, School of Management Studies, University of Hyderabad (UoH) Vice-Chairman-II, Telangana State Council for Higher Education Internationalisation & Collaborations | Tea Break | Prof. V. VenkataRamana Senior Professor, School of Management Studies, University of Hyderabad (UoH) Vice-Chairman-II, Telangana State Council for Higher Education Governance and Reforms in Higher Education | Tea Break | Prof. YogeshVelankar Ph.D. Engineering Education, Purdue University, USA (Former Adjunct Faculty IIT, BHU) Role Play: Overcoming Leadership Challenges | Lunch Break | Prof. YogeshVelankar Ph.D. Engineering Education, Purdue University, USA (Former Adjunct Faculty IIT, BHU) Role Play: Overcoming Leadership Challenges |
| 13. | 03.09.2019 Tuesday | Mr. NavedMasood IAS (Retd) Financial Rules (1) | | Mr. NavedMasood IAS (Retd.) Financial Rules (2) | | Prof. D.P. Agrawal Ex-Chairman, Union Public Service Commission Managing External Stakeholders | | Prof. D.P. Agrawal Ex-Chairman, Union Public Service Commission Nurturing Talent |
| 14. | 04.09.2019 Wednesday | Prof. Sahol Hamid VC, B.S.A.R. Crescent Institute of Science & Technology, Chennai Building the institutional brand: Leadership & Blue Ocean Strategy in HEIS | | Prof. Y. Narsimhulu & AMU official from Grievance cell Former Vice Chancellor Rayalaseema University, Kurnool, AP Grievance Redress: University Students & Faculty | | Prof. Sahol Hamid VC, B.S.A.R. Crescent Institute of Science & Technology, Chennai Emotional Intelligence and Mindfulness for Academic Leaders | | Prof. ParvaizTalib Former Dean, Faculty of Management Studies and Research, AMU Chairperson, Dept. of Business Administration, AMU Experience Sharing |
| 15. | 05.09.2019 Thursday | Prof. ParvaizTalib Former Dean, Faculty of Management Studies and Research, AMU Chairperson, Dept. of Business Administration, AMU Experience Sharing | | Dr. Nikhil Tambe Director, India Gateway OSU Office of International Affairs, Pune Follow up: What next in Ohio State University? | | Valedictory | | |

Subject to last minute rescheduling on account of unforeseen events.

Assessment template

Domestic Training 22nd August to 5th September 2019 (AMU)

| S. No. | Assessment | Activity | Weightage | Theme | Resource person/Evaluation |
|--------|--------------------------|--|-----------|--|--|
| 1 | Observation | Overall performance | 15% | Time management and result orientation | Course coordinator |
| 2 | Project work | Participants share their needs with technical experts. Each participant should record a 10 - 15 minutes video lecture displaying the teaching abilities and strategies. It is to be uploaded for online access and assessment before the completion of the course. | 20 | ICT for Education (MOOCs/Social media) | Professor M Muzammil Former Vice Chancellor, BRA University Agra and Rohilkhand University, Bareilly, UP |
| 3 | Role Play | In a given situation of academic leadership the participants perform their role on the theme | 15% | Institutional collaborations in academia and research | DrYogeshVekankar Former LeAP Advisor, IIT BHU, and Penn State University, USA |
| 4 | Individual presentations | 10 minutes presentation made by each participant using power point | 20% | Set target goals for the overall development of your dept/institutions for the next 10 years | Emeritus Prof F U Khan, D/o English and Prof C P S Chauhan (Retd.), D/o Education, AMU |

| S. No. | Assessment | Activity | Weightage | Theme | Resource person/Evaluation |
|--------|--|--|-----------|---|---|
| 5 | Written Assignments (To be submitted by 31st August 2019) | Every participant will submit a 3000 word original written assignment on the given theme | 10% | Financial planning National and International Funding agencies/sources: purpose of funding for your institution | Anonymous review |
| 6 | Group work | Participants divided into smaller sub groups will be asked to respond to a variety of situations such as conflict management related to students, support staff and Faculty. | 10% | Emotional resilience and problem solving | Mr G A Kaleem (Retd) Indian Police Academy, Hyderabad |
| 7 | Peer assessment | Presentation on the insights gained from the course and future leads to be assessed by fellow trainees and experts. | 10% | Experience sharing | Prof Parvaiz Talib Former Dean, Faculty of Management Studies and Research, AMU |

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(Under the Scheme of PMMMNMTT HRD Ministry, Govt. of India, New Delhi)
Aligarh Muslim University, Aligarh – 202002 UP (India), Phone No. 0571-2400991

List of Resource Person
(22nd August - 5th September, 2019)

| S. No. | Name of the Resource Person | Address | Contact Detail & Email |
|--------|---------------------------------|---|--|
| 1. | Prof. U.B. Desai | Founder Director, Indian Institute of Technology Hyderabad (IITH) | +91 9491040801 ubdesai@iith.ac.in |
| 2. | Mr. G.A. Kaleem | Formerly Counsellor, Indian Police Academy, Hyderabad | 9984448718 |
| 3. | Prof. Deepak K. Srivastava | IIM-Trichy, Tiruchirappalli | deepak@iimtrichy.ac.in 9879343446 |
| 4. | Dr. Parvez Mehmood Khan | Director, Computer Centre, AMU | 8004522246 |
| 5. | Emeritus Prof. Farhatullah Khan | Dept. of English, AMU | 9045660996 |
| 6. | Prof. C.P.S. Chauhan | Former Chairman, Dept. of Education, AMU | 9358204966 |
| 7. | Dr. Sanjay Medhavi | Ex Head Dept. of Business Admin. Lucknow University, Lucknow | 9455925500 9335911393 smedhavi@gmail.com |

| | | | |
|-----|-----------------------------|---|---|
| 8. | Professor Sudhanshu Bhushan | HoD, Dept. of Higher Education and Professional Education, (NIEPA), New Delhi | 9873535224 sudhanshu@nuepa.org |
| 9. | Prof. Amitabh Kundu | Distinguished Fellow, Research and Information System for Developing Countries (RISDC), New Delhi | amitab.kundu@ris.org.in 9582854871 |
| 10. | Prof. Girishwar Mishra | Former Vice Chancellor, Mahatma Gandhi Antarrashtriya Hindi Vishwavidhyalay, Warda, Maharashtra | misragirishwar@gmail.com 9922399666 |
| 11. | Prof. A.R. Kidwai | Director, UGC HRDC, AMU | 99 27 340410 |
| 12. | Dr. Kavita Sharma | President, South Asia University, New Delhi | 9871878484 |
| 13. | Prof. Anwar Jahan Zuberi | Former Vice Chancellor, Calicut University | 9410692868 |
| 14. | Prof. Govind Rangarajan | Chair, Division of Interdisciplinary Research Indian Institute of Science, Bangalore | +91 8023600373 +91 8022932478 +91 8023344736 govindan.rangarajan@gmail.com |
| 15. | Mr. Tariq Hassan | Correspondent, Press Trust of India (PTI), Aligarh | 9837021407 |

| | | | |
|-----|-------------------------|---|--|
| 16. | Prof. M. Muzammil | Former Vice Chancellor, Dr. B.R. Ambedkar University, Agra (UP) and M.J.P. Rohilkhand Univeristy, Bareilly (UP) | prof.muzammil@gmail.com 9450022135 |
| 17. | Prof. Mirza Yawar Baig | Management Consulting Specialist MBTI Master Trainer, Hyderabad, Telangana | yawarbaig@gmail.com 8978892927 |
| 18. | Prof. S.K. Singh | D/o Physics, A.M.U., Aligarh Former Vice- Chancellor, HNBBG Uni., Garhwal | 9759773737 |
| 19. | Prof. Ramakrishna | Ex-VC University of Hyderabad Ramaswamy | +91 7893093737 +91 11 26597969 ramakrishna.ramaswamy@chemistry.iiitd.ac.in |
| 20. | Prof. Yogesh Velankar | Ph.D. Engineering Education, Purdue University, USA (Former Adjunct Faculty IIT, BHU) | yogeshvelankar@yahoo.com 9769737255 |
| 21. | Prof. V. Venkata Ramana | Senior Professor, School of Management Studies, University of Hyderabad (UoH), Vice-Chairman-II, Telangana State Council for Higher Education | +91 040 23331116 vedulla@hotmail.com 8008985111 |
| 22. | Mr. Naved Masood | IAS (Retd) | 9899116444 |
| 23. | Prof. D.P. Agrawal | Ex-Chairman, Union Public Service Commission | devupsc@gmail.com 8860749316 |
| 24. | Prof. Sahol Hamid | VC, B.S.A.R. Crescent Institute of Science & Technology, Chennai | vc@crescent.education Ms. Haider Yasmeen: 9884380227 |

| | | | |
|-----|---------------------|--|--|
| 25. | Prof. Y. Narsimhulu | Former Vice Chancellor Rayalaseema University, Kurnool, AP | 04023132711 04023010834 9949093636 |
| 26. | Prof. Parvaiz Talib | Former Dean, Faculty of Management Studies and Research, AMU Chairperson, Dept. of Business Administration, AMU | 9412274252 |
| 27. | Dr. Nikhil Tambe | Director, India Gateway OSU Office of International Affairs, Pune | +91 9756401358 tambe.2@osu.edu |

LEAP Workshop
September 8-15, 2019, U.S. Portion
Leadership for Academicians Programme of India, "LEAP"



THE OHIO STATE UNIVERSITY

Coordinators: AMU: A.R. Kidwai, F. Abbasi, OSU: Anil K. Pradhan, Sultana N. Nahar

Web: AMU: http://www.calemhrdcamu.in/new_leap.php

OSU: <http://www.astronomy.ohio-state.edu/~nahar/leap-india.html>

The Ohio State University (OSU), long-time partner of Aligarh Muslim University (AMU), will hold the foreign workshop for training during September 8 - 15, 2019, and follow up with a year-long networking and research collaboration. The LEAP partnership is under an MOU between the AMU and OSU College of Arts and Sciences (ASC), and supported by the Indo-US A.P.J. Abdul Kalam STEM Education and Research Center of OSU-AMU, and the OSU Office of Global Strategies and International Affairs.

Sponsored by the Government of India, Ministry of Human Resource Development

Schedule:

Sunday, September 8th (Blackwell Inn)

14:00-15:30 Arrivals Begin

15:00 Airport Bus

18:00-20:00 Dinner at the Blackwell Inn, Lauren Faherty, banquet supervisor. The dinner will be at the top of the grand staircase in side Ballroom A.

Unless otherwise noted, each presentation is of 30-minute duration followed 15-min Q&A in each session.

Monday, September 9th (Sessions at the Ohio Union, Interfaith Room)

- 9:00-10:30 Orientation (Pradhan, Nahar, McClimans)
- 10:30-11:00 Tea
- 11:00-12:30 OSU Leaders Welcome Guests, Chaired by Anil Pradhan, Professor of Astronomy, Chemical Physics, and Biophysics
- President Michael Drake, President of the Ohio State University, welcomes participants (video)
 - Gil Latz, VP Global Strategies and International Affairs
- “University Leadership and the Rise of Global Cities”**
- David Weinberg, Chair, Dept. of Astronomy OSU
- “Perspectives on Being a Department Chair”**
- 12:30-13:45 Lunch, Italian Buffet
- 14:00-15:30 Campus Tour
- 18:00 Meet at Blackwell
- 18:30-21:00 Introduction and Reception, at the Agricultural Administration Building (Program Starts at 7pm)

Tuesday, September 10th (Sessions and Panel at the Science and Engineering Library, Research Commons)

- 9:00-10:30 Interdisciplinary Research, Chaired by Professor Karen Irving
- Anil Pradhan, Professor of Astronomy, Chemical Physics, and Biophysics
- “Rewards and Pitfalls of Interdisciplinary Scientific Programs”**
- Ardeshir Contractor, Founder and CEO, Kiran Energy, Executive in Residence with the Institute for Materials Research
- “Partnership between IIT Bombay and Ohio State University: Frontier Research Center”**
- 10:30-11:00 Tea
- 11:00-12:30 Disciplinary Research, Chaired by Professor Karen Irving
- Raghu Machiraju, Ph.D, Professor, Biomedical Informatics, Computer and Information Science, Pathology, Translational

- Data Analytics Institute,
“Fostering Team Science for Translation”,
- Altaf Wani, Faculty Emeritus, Research Program, Molecular Carcinogenesis and Chemoprevention,
“Essentials of running an active and successful research program”
- 12:30-13:45 Lunch, Buffet
- 14:00-15:30 International Perspectives, Chaired by Professor Karen Irving
- Payind, Alam, Director of the Middle East Studies Center,
“The Importance of India in Classical Persian Thought”
 - Rick Herrmann, Professor of Political Science
“Leadership in Internationalization of a University”
- 15:30-16:00 Tea
- 16:00-17:30 **Panel 1: U.S. and Indian Research Programs (OSU-OR: Moses, CST-India: Tiwary), Chaired by Professor Anil Pradhan**
- Co-Chair: Randy L. Moses, PhD, Senior Associate Vice President for Research Administration, Professor of Electrical and Computer Engineering
 - Co-Chair: Dr. D. Tiwary, Science and Education Minister, Indian Embassy, Washington DC
 - Co-Chair: Farukh Arjumand, Professor of Chemistry, Aligarh Muslim University
- 19:00-20:00 Planetarium Show Smith Lab, Dept. of Astronomy
- 20:00 - 22:00 Dinner at New Taj Restaurant, North High St.

Wednesday, September 11th (Sessions and Panel at the Ohio Union, Student-Alumni Council Room)

- 9:00-9:45 Digital Education, Chaired by Professor Altaf Wani
- Michael Hofherr, Vice President and Chief Information Officer
“Foundation, Innovation”

- 9:45-10:30 Space Policy, Chaired by Professor Altaf Wani
- John Horack, Professor, John Glenn Dean's Office; Armstrong Chair, Mechanical & Aerospace Engr; Asc Dir, Policy and Strategy,
Center for Aviation Studies; Senior Associate Dean, COE Dean's Office,
"US-India International Collaboration in Space: Possibilities and Precautions"
- 10:30-11:00 Tea
- 11:00-12:30 Public Policy, Chaired by Professor Altaf Wani
- Shariq I. Sherwani, MS, MBA, MACPR, MA, Doctoral Candidate, Ohio University, Scripps College of Communication, School of Communication Studies
"Developing transformational leadership among organizations: Making the case for emotional intelligence, crucial conversations, and interpersonal communication competencies"
 - Kay N.Wolf, Senior Vice Provost, Professor of Health Sciences and Medical Dietetics
"Leadership and Setting Policy at the University Level"
- 12:00-13:45 Lunch, Gourmet sandwich selection, fresh fruit
- 14:00-15:30 Recruiting and Retaining Women and Minorities, Chaired by Professor Altaf Wani
- Sultana Nahar, Research Professor, Department of Astronomy,
"Raise the bar of excellence, diversity, and recognition"
 - Wendy Smooth, Professor of Political Science, Women's Gender and Sexuality Studies, ASC Assoc. Dean, Diversity and Inclusion
"The Women's Moment in US Politics: Status, Barriers & Future Impact"
- 15:30-16:00 Tea
- 16:00-17:30 **Panel 2: OSU-LEAP matchup (USEIF advisors, LEAP participants, OSU students), Chaired by Professor Sultana Nahar**
- Christopher Jaroniec, Professor, Department of Chemistry and Biochemistry, Vice Chair, Research & Administration

- Altaf Wani, Faculty Emeritus, Research Program, Molecular Carcinogenesis and Chemoprevention
- Karen Irving, Professor of Education, Teaching and Learning
- Roland Kawakami, Professor of Physics

18:00 Meet at Blackwell

18:30-20:00 Chinese Dinner, followed by downtown bus tour

Thursday, September 12th (Sessions and Panel at the Ohio Union, Interfaith Room)

9:00-10:30 Business and Risk Management, Chaired by Professor Tariq Rizvi

- Anil K. Makhija, Dean, Fisher College of Business
“Product and Strategy in a University”
- Peter Ward, Senior Associate Dean for Academics, Richard M. Ross Chair in Management, Professor of Management Sciences, Director, Center for Operational Excellence

“Exploiting strategic strengths: Examples of research centers’ linkage to new academic and non-degree programming”

10:30-11:00 Tea

11:00-12:30 Teaching and Learning, Chaired by Professor Tariq Rizvi

- Karen Irving, Professor of Education, Teaching and Learning
“Preparing STEM Educators for 21st Century Classrooms”
- Monica Cox, Professor and Department Chair, College of Engineering Department of Engineering Education,
“Preparing Future STEM Faculty to Become Stewards of Their Disciplines”

12:30-13:45 Lunch, Italian Buffet

14:00-15:30 Nationalism, Race, Religion, and Politics, Chaired by Professor Tariq Rizvi

- Frank F. Islam, Owner and CEO, FI Investment Inc, Washington DC,
“Nationalism, Race, Politics, Religion, and the need to save democracy”
- Melinda McClimans, PhD, Assistant Director of the Middle East Studies Center, OSU
“The Importance of University Leadership in an Age of Identity Conflicts”

15:30-16:00

Tea

16:00-17:30

Panel 3: Indian Community Outreach, Chaired by Professor Tariq Rizvi

- Abdul Wase, Professor, Internal Medicine, Wright State University Boonshoft School of Medicine
- Frank F. Islam, Owner and CEO, FI Investment Inc, Washington DC
- Hasan Kamal, Global Business Corporation, Atlanta
- Neil Patel, Indian Community and political leader in Columbus
- Nirmal Sinha, Indian Community leader and liaison to OSU in Columbus

18:00

Meet at Blackwell

18:30-20:00

Lavash Middle Eastern Buffet followed by Folk Dance, Agricultural Administration Building

Friday, September 13th (Sessions at the Ohio Union Student-Alumni Council Room)

9:00-10:30

Global Issues: Climate and Agriculture

- Rafiq Islam, PhD, Soil & Bioenergy Program Leader
“Climate-smart Agriculture: Healthy Soils Make Healthy Food”
- Scott A. Shearer, Chair, Dept of Food, Agricultural and Biological Engineering

10:30-11:00

Tea

11:00-12:30

Wellness and Stress Management

- Sharon Saia MSW, LISW-S, Director, Ohio State Employee Assistance Program
“Supporting and Guiding Faculty and Staff: How the Employee Assistance Program Can help”
- Micky Sharma, Director, Office of Student Life Counseling and Consultation Service
“Stress management and counseling for students”

12:30-13:45

Lunch, Gourmet sandwich selection, fresh fruit

15:00

Meet at Blackwell



15:30-16:00 Polaris shopping

18:00-20:00 Brio Italian dinner

Saturday, September 14th (Sessions at the Ohio Union Student-Alumni Council Room)

9:00-10:30 Review in Groups and Capture Key Take-Aways

10:30-11:00 Tea

11:00-12:30 Submit Evaluations, Draft Reports

12:30-13:45 Pizza Lunch at the Department of Astronomy

14:00-18:00 Free

18:00 Meet at Blackwell

18:30-20:00 Ceremony and Reception, Cuisine by Café Istanbul, Agricultural Administration Building

Sunday, September 15th

Departures

Evaluation of the LEAP Workshop, U.S. Portion, Sept, 2019

Introduction


The Ohio State University (OSU), long-time partner of Aligarh Muslim University (AMU), partnered to offer the Leadership for Academicians Programme of India, or “LEAP,” to 26 faculty members of nine different universities in India¹. The program entails professional development for high performance faculty members expecting to take leadership roles at their universities and become leaders in their fields. This report focuses on the U.S.-based portion of the programming which was a workshop in at the Ohio State University in Columbus Ohio, September 8-15, 2019. The brief report which follows summarizes our evaluation of the participant learning (under “Learning Effectiveness”), response to subject matter (under “Workshop Topics”), their aspirations (under “Participant Aspirations”), and their overall satisfaction with the course (under “Participant Satisfaction”). The appendices provide the survey data this report is based upon. We also recorded comments shared verbally on the last day of the workshop which referenced certain speakers or topics and incorporated those into our calculations for the top speakers (Figure 1). The schedule in its entirety can be referenced in Appendix D.

Learning Effectiveness

An important goal of the LEAP workshop was to challenge the participants with in-depth analyses of leadership topics. The participants found the workshop challenging and the majority claimed they either “learned a lot” or “a great deal” (see: Appendix A, Learning Effectiveness). None of the respondents to the survey reported that the workshop was not challenging or that they didn’t learn. The feedback we collected on speaker

The universities which sent faculty members were the following:

1. Aligarh Muslim University, Aligarh
2. Anna University, Tiruchirapalli
3. Annamalai University, Tamil Nadu
4. Babasaheb Bhimrao Ambedkar University, Lucknow
5. Banaras Hindu University, Varanasi
6. Bharthidasan University, Tiruchirapalli
7. Jamia Millia Islamia, New Delhi
8. Shri Guru Gobind Singhji Institute of Engineering and Technology, Nanded
9. University of Allahabad, Allahabad



presentations (complete quotes from the survey, Appendix A) indicated that faculty were interested in learning more about the topics in context. For example, field visits were requested, and one of the participants explicitly requested that “specific situational issues of US universities be discussed and how those issues were resolved.” We agree that additional contextual information and concrete examples would enhance the learning next time we offer the workshop. When we plan our next workshop we will incorporate more of those aspects.

Some of the participants gave specific feedback on the learning aspect of the workshop in their surveys (additional comments can be read in Appendix C):

“The speakers were great but I have a suggestion: if you already have research we can access on line to prepare ahead of time, then the speaker could focus mostly on what problems they faced in that research. That is what we would really learn from because that will show differences between here and India.” - Vinod Kumar Mishra, Professor, Dept. of Genetics and plant Breeding, BHU, Varanasi, Uttar Pradesh

“The distinct curricular aspects of functional learning vs. experiential learning and interpersonal skill development, from the Fisher College of Business presentations.” Subuhi Khan, Professor, Dept. of Mathematics, AMU, Aligarh

“I have a few ideas of things I would like to implement at my university: a development of office on international affairs to deal with issues related to international students, and the requirements of different communities. . . collaborating with industry.” Subuhi Khan, Professor, Dept. of Mathematics, AMU, Aligarh

“The presentation by Professor Monica Cox on the topic “Preparing Future STEM Faculty to Become Stewards of Their Disciplines”. Highlight: 1). Generating new knowledge and defending knowledge claims against challenges and criticism. 2). Conserving the most important ideas and findings that are a legacy of past and current work.3). Transforming knowledge that has been generated and conserved by teaching well to a variety of audiences, including those outside formal classrooms.” Subuhi Khan, Professor, Dept. of Mathematics, AMU, Aligarh

“one sentence I would like to share is from David Weinberg: ‘taking pride in what your department accomplishes’” Syed Ibrahim Rizvi, Professor, Dept of Biochemistry, University of Allahabad, Uttar Pradesh

“I realized that spectroscopy is a good instrument to consider. . . an excellent tool for monographic xray.” Khurshid Alam, Professor, Dept. of Biochemistry, J.N. Medical College, AMU

“The presentation of Prof. Wendy Smooth on Women Empowerment stood out among all due to the outstanding communication skills and the lucid content. However, there were few other talks which were impressive another talk by Prof. Nahar also revealed the power and grit required to serve the humanity while Prof. Pradhan provided very crucial information that leads to apt diagnosis of various types of cancerous growths.” - Qudsia Tahseen, Professor, Dept. of Zoology, AMU, Aligarh

“We learned how to manage an institution, to recruit faculty, to enhance funding, to promote international outreach. . . about space research and its relation to the development of society. The most important update was agriculture modernization with artificial intelligence. We familiarized ourselves (with the campus and infrastructure and enjoyed our stay at Ohio State University.” - Sartaj Tabassum, Professor, Department of Chemistry, Aligarh Muslim University

Workshop Topics

The selection of topics received overall positive ratings. Multiple participants expressed enthusiasm for three of the talks in particular: “Developing transformational leadership among organizations: Making the case for emotional intelligence, crucial conversations, and interpersonal communication competencies,” presented by Mr. Sherwani; cutting edge technology in agriculture, presented by Professor Shearer; and Vice Provost Latz’s presentation on on “University Leadership and the Rise of Global Cities.” They were the top three presentations of the workshop in terms of the number of comments in the surveys and in the final sharing session (see a sample of their comments in Fig. 1). There were also many comments about the presentations on:

- women’s impact on political systems (Smooth),
- how to innovate learning and instructional technology (Hofherr),
- how to chair a department (Weinberg).
- the critical role of soil and sustainable soil practices in our food systems (Rafiq Islam).

Additional comments can be read in Appendix A, “Learning Effectiveness,” and to some extent in Appendix C, “Participant Satisfaction.” Participants also expressed appreciation for topics of student support and especially stress management and mental health (Saia and Sharma), how to develop STEM faculty as a chair of a department (Cox), the importance of space research for society (Horack), how to prepare STEM faculty to be effective

educators (Irving), academic leadership as humanitarian work (Nahar), and “Rewards and Pitfalls of Interdisciplinary Scientific Programs” (Pradhan). See Appendix B, Schedule, for full list of speakers and topics.

Figure 1. Sample Comments on Top Speakers and Topics

| Speakers | Comment 1 | Comment 2 | Comment 3 |
|---|---|---|---|
| Shariq I. Sherwani, MS, MBA, MACPR, MA, Doctoral Candidate, Ohio University, Scripps College of Communication, School of Communication Studies. | "... elaborated the details of leadership qualities and what needs to be done." | "To develop transformational leadership. . . we have to develop emotional intelligence and crucial conversation." | "effective communication" |
| Scott A. Shearer, Chair, Dept of Food, Agricultural and Biological Engineering | "The most important update was agriculture modernization with artificial intelligence." | "Precision Agriculture" | "Agriculture technology" |
| Gil Latz, Vice Provost for Global Strategies and International Affairs | "...development of office on international affairs to deal with issues related to international students, and the requirements of different communities" [an idea she shared for implementation upon return to India] | "University Leadership and the rise of Global Cities" [cited as one of the best parts of the workshop] | "[I learned] "how to. . . promote international outreach" |

Participant Aspirations

The faculty members participating in the program were seeking a professional development opportunity that would develop their academic leadership skills while also contributing raising their university's profile. The vast majority of them states this explicitly in the survey (Appendix B) while also specifying interests such as "best practices," seeking a better understanding of "leadership qualities," and learning the most current development in university research and leadership. Exactly half of the participants (13) expressed their aspiration to become a university president. The rest cited a variety of positions or leadership qualities that they hope to obtain (Appendix B). Seventeen of the participants stated their intention to collaborate with faculty members at OSU and possibly other universities after the workshop was done. Many of them shared information about faculty members they had contact with or had identified for potential projects (Appendix B).

Participant Satisfaction

Half of participants (13 out of the 26) reported that they were "extremely satisfied" with the workshop and the remaining 12 responses indicated that they were "moderately satisfied" (Figure 2). Overall the workshop met their expectations either moderately well, very well, or extremely well, with 8 respondents stating "extremely well." They especially appreciated the content of the lectures (Appendix D), the ideas discussed in conversation, and the hospitality they received. As one participant expressed it, "a wide variety of topics of relevance" facilitated the workshop learning. The main dissatisfaction was the lack of time set aside to meet with peers at Ohio State University. Participants wanted more opportunities to discuss potential areas of collaboration with colleagues. There were some critiques of particular lectures which they didn't find relevant or appropriate. See above, under "Learning Effectiveness" for detailed information on their ratings of the topics and speakers. See appendix C "Participant Satisfaction" for more comments.

Figure 2. Overall Satisfaction Rating

Q4 - Overall, how satisfied or dissatisfied were you with this workshop?

25 Responses



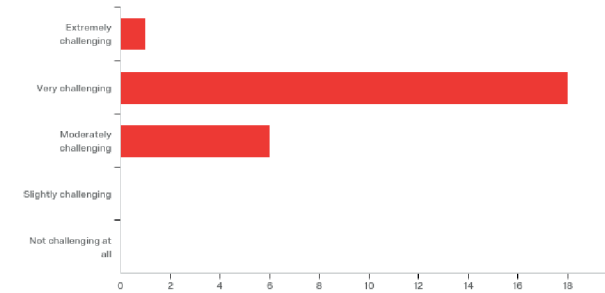


Conclusion

The LEAP organizers conclude that we achieved our goals of transformative professional development for the participants of the program. We define “transformative professional development” in terms of positive outcomes in faculty learning, aspirations, and career planning. It is clear from the ratings and comments that the participants found the lecture topics engaging and that they went away from the workshop with new ideas and a new knowledge base regarding what it means to be a leader in the academic context. Their intentions to collaborate with faculty at OSU and other institutions also satisfy one of the primary purposes of the LEAP project, which is to foster teamwork and cross-disciplinary achievements in research. We believe that these shifts in mentality, and the focus on specific career-enhancing skills abilities and aspirations, will allow these faculty members to increase their impact on the research eco-system of India, both individually and on collective bases.

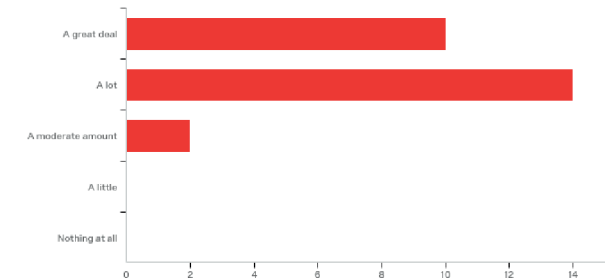
4. Babasaheb Bhimrao Ambedkar University, Lucknow
5. Banaras Hindu University, Varanasi
6. Bharthidasan University, Tiruchirapalli
7. Jamia Millia Islamia, New Delhi
8. Shri Guru Gobind Singhji Institute of Engineering and Technology, Nanded
9. University of Allahabad, Allahabad

Q6 - How challenging was this workshop?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|------------------------------------|---------|---------|------|---------------|----------|-------|
| 1 | How challenging was this workshop? | 1.00 | 3.00 | 2.20 | 0.49 | 0.24 | 25 |

Q7 - How much did you learn from this workshop?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | How much did you learn from this workshop? | 1.00 | 3.00 | 1.69 | 0.61 | 0.37 | 26 |

Q14 - How could this workshop be improved?

More lectures be included on stress management.

Leadership qualities were learnt

Some specific situational issues of US Universities be discussed and how those issues were resolved.

The duration of lectures at AMU was about 1:30 h while that at OSU was 30 min. There could have been something of medium duration i.e., of 45 min. with 15 min devoted for discussion. Some lectures were more specialized and were not connected with the theme of leadership. There could have been an interactive session of the participants with different faculty of there area in one session to get familiarized and to initiate dialogue for collaboration.

MORE LECTURES ON GRANT GENERATION, INNOVATION, INCUBATION CENTRES, FINANCIAL MANAGEMENT

1.By increasing the duration. 2. By providing chance to visit and see the Departments, Hostels, Colleges and other Offices of Ohio State University. 3. By providing opportunity to explore more facts and working of Ohio State University.

Review the participants specialisation and make proper arrangements to meet faculty members of OSU for joint research projects .

administration practices should be included

MY KNOWLEDGE, WISDOM AND UNDERSTANDING HAS BEEN SIGNIFICANTLY



ENHANCED FOR THE ACADEMIC LEADERSHIP, INTERNATIONAL COLLABORATIONS AND FINANCIAL MANAGEMENT.

To identify the best and relevant resource persons

To make the programme fruitful in true sense, there must be some focus on the possible collaboration to strengthen the research activities. The potential collaborator must be identified depending on the expertise & experience of the Indian counter part.

We could have sent our research areas and communicated to researchers and administrators at OSO and a full day session could have been conducted. Visits to the individual department. Some more focus on the teaching process, innovation management and cases on academic could have been done. This workshop needed more time, and it should have been of two weeks.

Visit to Fisher or GLEn labs or to some industry-academecia venture could be arranged so that we could see how it operates and is functional

Well organized disciplinary match up session

By visiting departments for interaction with faculty for better collaboration in research.

Interaction arranged between USA experts related to the participants research area and participants could have improved the workshop.

The diversity of the lecture must be more broadened for the future program. The invited speakers must be selected in broad sense with respect to topic of the program and different aspect of leadership program. The time allotment for each lecture is not adequate and it can be improved by little increase of time. Campus tour must be more organised with pre-lecture and proper guidance. Time management may help for improvement of the program.

Having the research area of each of the scientists and give a full session to them and facilitate the interaction with the scientists of OSU.

Concern research person meeting with participant one day for each participant may be given to visit their respective departments for possible collaboration.

There should be more time in workshop to visit relevant laboratories to discuss and explore future collaborative research.

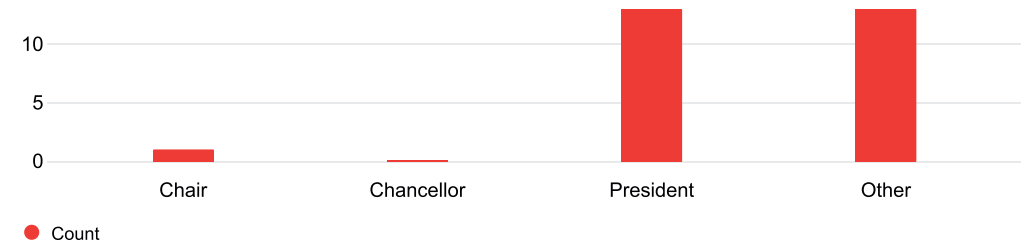
More field visit

More activities may be introduced.

Topics relevant to Indian Universities could have been arranged

Appendix B - Aspirations

Q1 - What is your career aspiration? - Selected Choice



Q1_4_TEXT - Other - Text

Other - Text

| | |
|--|--|
| N/A | A leader who inspires, motivates and grows others. |
| N/A | N/A |
| Director and Dean MHRD | N/A |
| To become a successful academician | N/A |
| I do not aspire to become any one of the above but my aspiration is to contribute through research in my area of research and thus emerge as a leader. | N/A |
| VICE CHANCELLOR | N/A |
| | Vice Chancellor |

N/A

N/A

N/A

N/A

N/A

N/A

Q2 - What led you to sign up for this workshop?

N/A

To be trained as a successful academic leader.

Interested

The objective of the joining the workshop was to get exposed to good practices in the Ohio State University and get ideas about international collaboration, communication skill, conflict management, interdisciplinary research, stress management, alumni outreach, funding etc.

The workshop theme is very important as while being engrossed and busy in my research I hardly get time to learn the leadership skills. I joined it to perform my task more efficiently and effectively. Another important factor was the hosting institute that was AMU which gave me a chance to be visit my lab after finishing the day's schedule.

TO KNOW THE BEST PRACTICES THEREBY TO BRING OUR INSTITUTION

IN THE GLOBAL MAP

To explore the horizons beyond my area and to learn from persons of other disciplines.

I wanted to learn more about effective leadership roles of educational system

Under LeAP program

N/A

N/A

Governance and management is the necessity of today's world for Leadership of HEIs

N/A

To develop an academic leadership quality for improving the overall ranking of an Institution.

With my experience and job profile, I needed some good training program that introduces to best global practices in academic leadership. LEAP at OSU seemed to help me with best international practices and help me groom for the role of academic leadership.

to learn more about the leadership skills .

To improve academic leadership qualities.

To have better understanding for working as a effective/promising Academic & Administrative Leader.

To contribute for the upliftment of the overall standard of the University

To learn and understand the academic, scientific and technological developments taking place in present and future aspects and how as an Academic Head to develop the Institution and make it more suitable for the Vice Chancellor

Q.10 - Was there a presentation which stood out to you? If so, would you please share a highlight from it?

N/A

Stay calm

Women in politics

N/A

The presentation of Prof. Wendy Smooth on Women Empowerment stood out among all due to the outstanding communication skills and the lucid content. However, there were few other talks which were impressive another talk by Prof. Nahar also revealed the power and grit required to serve the humanity while Prof. Pradhan provided very crucial information that leads to apt diagnosis of various types of cancerous growths.

ALREADY SUBMITTED IN SEPARATE SHEET

The presentation by Professor Monica Cox on the topic “Preparing Future STEM Faculty to Become Stewards of Their Disciplines”.

Highlight: 1). Generating new knowledge and defending knowledge claims against challenges and criticism. 2). Conserving the most important ideas and findings that are a legacy of past and current work. 3). Transforming knowledge that has been generated and conserved by teaching well to a variety of audiences, including those outside formal classrooms.

Talk given by Prof • • Gil Latz, VP Global Strategies and International Affairs “University Leadership and the Rise of Global Cities”

none

N/A

N/A

Yes there was a presentation, it was good

N/A

Perspectives on being a Departmental Chair: Decentralization of administrative & academic powers for enlistment of the Department Presentations were from different areas as required for understanding academic leadership, thus, it is not reasonable to rate among themselves.

1. Prof Islam on soil chemistry and healthy food 2. Karen Irving for STEM education and John Hofherr Digital education Data collection Precision Agriculture by Prof Scott

Foundation, Innovation by Michael Hofherr

There should have been a group of expert from research interest of the participants to have the personal interaction.

Lecture of Prof. Frank Islam is unethical and such lecture or such experts must be avoided in future. Few lectures are not most informative and may be avoided in the future

Q15 - Would you be interested in cooperating on a joint grant proposal or project with a colleague you met during the workshop? If so, what type of project would best suit your interests?

N/A

Yes. Using computational techniques on Biomedical Engineering

Yes

Yes, I have identified Prof Anne Co from the Dept of Chemistry and Biochemistry and would submit SPARC proposal with her.

My area of expertise is too specialized which is the bioecology of soil and freshwater nematodes. I could not find any participant working even in the broad subject area Zoology. However, it is heartening to reveal that the OSU visit definitely gave me an opportunity to meet and discuss the future collaboration opportunities with Prof. David Fitch at New York University who works in a related area. He invited me for a talk on 17 September and after the talk I interacted with his lab members and then we thoroughly discussed the future

prospects. For this proposed collaboration, I give this LeAP programme full credits.

I HAD DISCUSSION WITH DR. BALASUBRAMANAIN IN AGRICULTURE ENGINEERING DEPARTMENT REGARDING EFFECTIVE PROCESSING OF FOOD ITEMS, PROBABLY LOOK FOR OPPORTUNITIES IN SUBMITTING JOINT PROPOSAL.

Yes! I will be interested in working with Professor of Mathematics on the area Special Functions and Orthogonal Polynomials. I can also collaborate with Professors of Physics and Engineering.

LeAP Workshop at OSU, Columbus-Ohio, USA and the infrastructure has motivated me to collaborate with the active research Group at OSU matching with my research field. Fortunately Prof. Claudia Turro Dow Professor and Department Chair Director, Center for Chemical and Biophysical Dynamics (CCBD) Associate Editor, Journal of the American Chemical Society, Department of Chemistry and Biochemistry, The Ohio State University has accepted my proposal. We will work on on Organo- Ruthenium based anti cancer agents. I am sure that this joint research collaboration will yield good results.

Protein structure and function and Protein aggregation

N/A

RESEARCH COLLABORATIONS ON FOOD SCIENCES

Yes, I have many International collaboration with European

countries like UK, Germany, the Netherlands, I will discuss with some Faculty of OSU, Columbus in the School of Agriculture and Environmental Science for future collaboration

N/A

Crop Weather modelling & Climate change impacts on Agricultural production

Yes, I am looking for joint research with Fisher School of Management, with the help of Prof Makhija and Prof Peter in the areas of Supply Chain and Its Management, we can go for comparative studies and what we can do in India and USA. Secondly Mechanical engineering Chair did not responded to my request till date and I would like to do active collaborations on Additive Manufacturing yes, I have already strong collaboration with Prof James. Cowan department of chemistry and Biochemistry and we have a meeting on 13th sep and discussed our future research plans for sustained relations. We also had a meeting with department chair Claudio Turo who gave her consent for future collaboration.

1. Prf Scott - Deep learning architecture for Agricultural problem,
2. Prof Raghu Machiraju-Translational research

This could be possible if I had an personal visit to Dept./Research Labs. However, I will try to contact through internet for collaborative research.

I have identified few faculty members for collaoration and e-mailed them for future work. Prof. Ann Cook, Michael Durand and Derek Sawyer of School of Earth Sciences. We could not fix the meeting due to pre-occupied academic assignments. We will countinue our contact and look for the future collaborartion and exchange program. I met with Rafiq Islam of Soil, Water and Bioenergy of College of Food, Agriculture and Environmental Sciences for research in water and soil for improvement of agriculture. We will continue and try to collaborate and have exchange programe.

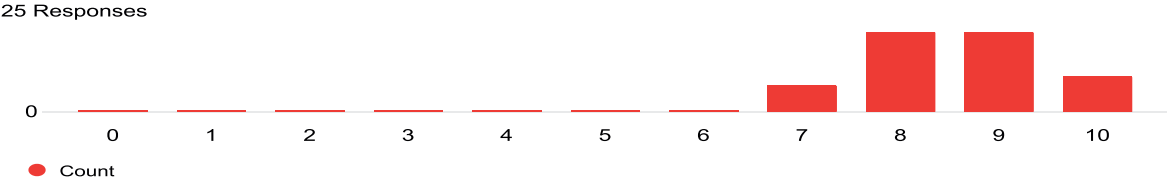
I initiated collaboration with the following experts in OSU : 1. Prof. Patrick Woodward, Chemical and Biomolecular Engineering and Chemistry, OSU 2) Mike Sumption Professor and Associate Director CSMM (Center for Superconducting and Magnetic Materials), MSE SuTC , Superconducting Technology Center, The Ohio State University 3) Prof. Roland Kawakami, Department of Physics, OSU. We plan to establish a collaboration with these experts and plan for a joint Indo-USA proposal very soon. We got some nice magnetic samples from Prof. Patric Woodward's group and hope to initiate the collaboration. Also, I planned to visit Prof. Zhiqiang Mao, Penn State University and proposed to visit his lab and establish a good collaboration with him. This trips helps a lot for establishing a good collaboration with many experts in USA and pave the way for good Indo-USA collaboration..

Appendix C - Participant Satisfaction

Q4 - Overall, how satisfied or dissatisfied were you with this workshop?



Q5 - How likely are you to recommend this workshop to a colleague?



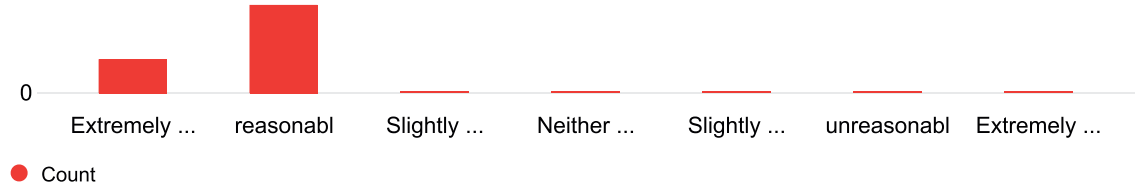
Q8 - How reasonable or unreasonable was the workload for this workshop?



Appendix C - Participant Satisfaction

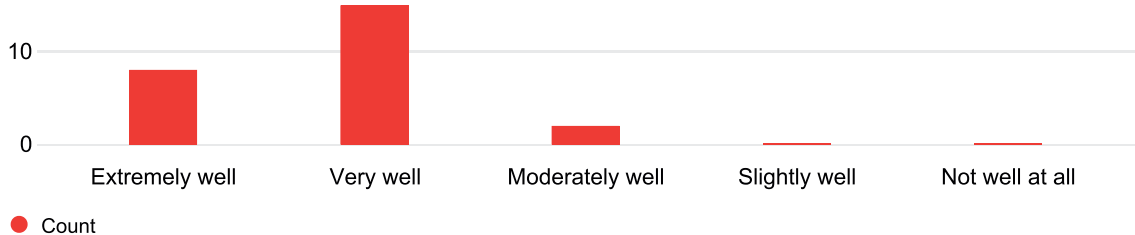
Q9 - How reasonable or unreasonable were the instructors' expectations of you for this workshop?

25 Responses



Q11 - How well did this workshop meet your expectations?

25 Responses



Q12 - What did you like most about this workshop overall?

N/A

Industry based curriculum

Good

The lectures were of 30 min duration and there was enough opportunity for interaction. Lectures were delivered on a wide variety of topics of relevance.

The workshop was a delight to attend. It was a unique blend of extreme hospitality (by the hosts Prof. Pradhan and Prof. Nahar) and academic excellence with a variety of lectures that were quite focused and presented leadership qualities in different walks of life. Further, the participants' close interaction with each other for more than three weeks was another opportunity to enhance emotional intelligence too.

HOSPITALITY, LECTURE TOPICS

Useful presentations related to the Theme of workshop.

The workshop was excellent and give full marks

Appendix C - Participant Satisfaction

How a successful collaboration between US and India could be lead.

N/A

DISCIPLINE

Like most of the Lectures by the resource persons, some were excellent.

N/A

Climate-smart Agriculture By Rafiq Islam & Scott A. Shearer
Developing transformational leadership among organizations by Shariq I. Sherwani
University Leadership and the rise of Global Cities as well as Perspective on being a Departmental Chair By Gil Latz and David Weinberg

It covered almost all areas of academic leadership: The communication; governance; ICT usage and knowledge resources; best practices; inclusive practices; new research areas and multidisciplinary research, futuristic approach, diversity & democratic values. The devotion and systematic approach in the management of the workshop are excellent.

It was meticulously designed in the perspectives of leadership roles. I liked the minute to minute planning of program and how well it was executed. Hotel accommodation, food venue for program and student volunteer help was perfect. Resource persons were very articulate and delivered excellent lectures.

Hospitality, active and committed faculty, well organized schedules, outreach Programme, a importance of emotional intelligence

Resource Personal/Speaker

The speakers have been from diversified area of university leadership/administration. Punctuation, time management and technology utilization is very impressive. It have been of immense informative for the development of our university.

Some of the lectures are very excellent and some of them are good. These lectures gives updated information on latest trends in curriculum development, future planning and keep up changes with the expected changes to be happening for the problems faced by Faculties, students and societies. Some light on thrown to improve the academic leadership qualities in the present and future context. What is happening at OSU is understood very clearly and whatever possible can be adopted in Indian institutions in future. The arrangements made by the organiser is good.

Q13 - What did you like least about this workshop overall?

N/A

Nothing

Appendix C - Participant Satisfaction

Hospitality

One lecture criticizing Indian and US governments could have been avoided. This was not a proper forum for that kind of lecture.

There could have been more time available between the national and International component and at least of three to four days could have

been there for making preparation for the visit.

BRINGING POLITICS AND CRITICISM ABOUT THE GOVERNMENT

The short duration of workshop. It should be of at least ten days.

Transportation

No financial dealing aspect was discuss

N/A

SOME PRESENTATIONS WERE IRRELEVANT

Some resource persons should not be called for this workshop.

N/A

The lecture delivered by Mr. Frank F. Islam was most undesirable & created confusion & hence such lectures should not be organized in future.

Lesser time to connect to respective areas and top researchers and administrators. Some more focus on the teaching process, innovation management and cases on academic management.

i cant figure out any in particular except one who discussed ISRO

Panel discussion OSU-LeAP matchup

Food

Collaboration among research groups and outreach program to the society.

I do not like the lecture given by Prof. Islam as a LEAP participant. The lecture was focused on purely politics and not academic leadership and it was unethical and not acceptable. Food quality may be improved overall.

Q14 - How could this workshop be improved?

N/A

More lectures be included on stress management.

Leadership qualities were learnt

Some specific situational issues of US Universities be discussed and how those issues were resolved.

The duration of lectures at AMU was about 1:30 h while that at OSU was 30 min. There could have been something of medium duration i.e., of 45 min. with 15 min devoted for discussion. Some lectures were more specialized and were not connected with the theme of leadership. There could have been an interactive session of the participants with different faculty of their area in one session to get familiarized and to initiate dialogue for collaboration.

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Review the participants specialisation and make proper arrangements to meet faculty members of OSU for joint research projects.

administration practices should be included

N/A


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To identify the best and relevant resource persons

N/A

To make the programme fruitful in true sense, there must be some focus on the possible collaboration to strengthen the research activities. The potential collaborator must be identified depending on the expertise & experience of the Indian counterpart.

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**NATIONAL INITIATIVE
FOR
LEADERSHIP DEVELOPMENT
IN
HIGHER EDUCATION INSTITUTIONS (HEIs)**

Content Framework for Leadership Development Programmes

for

**Central Universities, State Universities and
Institutes of National Importance**

**Department of Higher Education
MHRD**

1. Rationale and Significance

The exponential demand for higher education in developing countries had led to both - establishment of a large number of new educational institutions as well as towards restructuring of many existing institutions (by increasing their educational offerings and retaining their relevance in a globalized economy). Many of the new systems are clones of the older universities and have emerged out of a conventional educational policy and framework whereas today's new realities require new goals, modes, and methods of organization and management of education. However, this has not happened. Hence, despite exponential growth of higher education institutions in the country; whenever a new institution is started, it seems to face similar problems and commit mistakes as its predecessors as a result of uninformed decision making.

The prioritisation of goals, objectives, financing, human resource management, administrative law, new technologies, and quality assurance within a new establishment becomes tricky, and with changing times and technologies, the context within which educational systems need to respond needs to be revisited.

In India, institutions of higher learning are complex enterprises given its scale, size and other complexities. The management of such complex enterprises require both deeper knowledge and skills to manage and lead institutions.

While we have become the single largest system of higher education found anywhere in the world in terms of enrolment, faculty and number of higher educational institutions, it is matter of grave concern that very few Indian institutions find place in global top higher educational institutions. It is equally disquieting that even at the national level there are huge gaps between the best and the average higher educational institutions.

Urgent initiatives need to be taken not only to train and develop the individuals presently holding leadership and administrative positions in the higher education sector but concerted efforts will have to be mounted to prepare large number of people for taking over leadership roles in future at various levels in many different kinds of higher educational institutions. There is a dire need for building a pool of leadership in which can provide the professionals in academic administration needed for uplifting the educational institutions to next levels. To build higher managerial capabilities 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 second level functionaries in Higher Education (HE) who can be developed as educational leaders. A National initiative will be taken to design and deliver a structured scheme of leadership development for HEIs which addresses the leadership needs of central and state universities and colleges.

2.Vision and Mission

Vision: Building excellence in leadership in Higher Education institutions in the country through a pool of trained professionals.

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.

3. Goals and Objectives

The main goal of the leadership development training would be to equip HE leaders and educational 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 provide visionary leadership and strategic thrust to higher educational institutions leading to academic excellence.
2. To lead and enable the academic as well as administrative teams, diverse workforce, through positive work culture and teamwork throughout the institution,
3. To facilitate higher education leaders to competently deal with leadership challenges that arise in academic institutions.
- 4 .To bring in performance culture and efficiency,
5. To facilitate innovation and creativity in teaching as well as learning, and overall effectiveness of the Institutions. To explore technology for both deeper engagement and wider delivery

3.1 Guiding principles of Leadership development Strategy

The fundamental guiding principles which should inform the design of the leadership development strategy and its delivery are as follows:

- All leadership development activities should be designed to facilitate the achievement of national and state objectives for Higher Education.
- Training programmes should focus on the needs of institutions rather than just the personal leadership needs of individuals. Wherever possible, a small team of leaders from each institution (rather than a single individual) should participate in programmes to facilitate the transfer of learning from the programme into practice and to encourage team working within institutions.
- Training programmes should not be considered as a finite entity but should be designed with on-going support and development included.


- Advanced countries should be a source of evidence which might be a basis for stimulating reforms in India , in a way which enables it to inform developments in India.
- The scale of the leadership development requires a cascade model in which attention should be paid to training leaders who are able to train their peers as well as to reform their institutions.
- To make the cascade more effective, attention should first be paid to universities and their constituent colleges should be included subsequently.
- Each element of the leadership development provision should be evaluated in terms of its impact and the learning from it incorporated into subsequent programmes.

4. Details of the Training programme and Delivery Methods

The leadership programmes are intended for individuals who are about to occupy/are most likely to occupy leadership positions in higher education institutions.

The leadership training sessions, imparted mainly in small groups, 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 Resource Persons (trainers) of the leadership training programmes will be leading academics, scholars, academic administrators and leaders, motivational speakers, and management experts.

The programmes will be delivered through an integrated teaching and learning method involving role play, case studies, action based /group activities, best practices, field visits and online virtual sessions. In addition, immersion programmes and exposure visits will also form a part of the training. They will also be exposed to best run organization both from within and outside educational sector. 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. Evaluation mechanisms will be built into each session and for the entire programme of the 15 days leadership development programmes. The nature of assessment would be more to judge the leadership qualities as done in EDP programmes, which gauges the participants nuanced approaches to complex issues of managing educational institutions.



The training is intended to cover the second-tier academic heads who are potentially likely to assume leadership roles. The catchment clientele will be Deans, Heads of Departments/Divisions/Schools of Studies, Pro-Vice Chancellors, and other similarly positioned academics in HEIs. The duration of the Leadership Development programme will be 15 days.

5. Enriched Content Themes

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

- a. Visioning for institution building in higher education in general and for their institutions
- b. Reinventing institutions and ushering in strategic thinking and developing blue print
- c. Communication and consensus building skills
- d. Key leadership strategies for improved institutional performance and better institutional governance
- e. Building Teams, nurturing staff and strengthening alliances (Managing interpersonal relations and managing conflict)
- f. Designing systems for effectiveness
- g. Developing professional research resources and capabilities
- h. Understanding Financial codes, rules and regulations
- i. Handling stressful situations on academic campuses
- j. Developing Excellence through exploring global best practices (academic leadership models)
- k. High impact practices for student success (Students and student development)

6. Expected Outcomes/impacts

- 1) Academic Excellence, Vibrant Institutions, and higher academic performance,
- 2) Improved institutional governance and performance of higher educational institutions
- 3) 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.
- 4) 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

7. Detailed content outline

Course Outline (Curriculum of Leadership Development Programmes)

A broad overview of the course modules for the training programmes is provided below.

| | |
|------------|---|
| Theme I | Contextual Complexities of Managing Educational Institutions in India |
| Theme II | Organizational Complexities of Higher Educational Institutions that makes it different from other organizations |
| Theme III | Visioning and Framing Strategic Plan |
| Theme IV | Transformational Leadership |
| Theme V | Exploring Technology and Adoption |
| Theme VI | Financial Management of Higher Education |
| Theme V | Developing research capacity |
| Theme VI | Management Control and Performance Management System |
| Theme VII | High Impact Practices For Student Success |
| Theme VIII | Internationalization of Higher Education |
| Theme IX | Communication |

The following sub-themes will be appropriately incorporated within the major themes:

1. 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

2. 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

3. Governance Issues and Reforms:

- To develop an understanding of the concepts of Governance, autonomy and accountability in the context of Indian higher education system.
- Consensus leadership and delegation
- Managing the affiliation system for quality assurance and efficiently 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
- 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

4. Institutional performance management

- What do institutional performance and institutional excellence mean?
- Case studies of excellent/high performing institutions: IIMs, TISS, IISER Pune, IIT Mumbai and IIT Chennai, IISc Bangalore, TIFR, ICT Mumbai, Center for Excellence in Basic Sciences University of Mumbai
- International case studies
- How to assess/measure institutional performance in qualitative and quantitative terms
- Diagnostic control and control that enables performance
- Performance measurement systems : Various evaluation frameworks like KPAs, Balance Score Card, etc.
- Instituting best processes for Internal Quality Cell and Equal Opportunity Cell
- Selection and Talent Management

- Accreditation Frameworks: NAAC and IQAC
 - NIRF - How to participate in the process flow
 - World class university and university ranking
 - Academic Audit
 - Building Excellence in Research
 - Concept of Research Park: Innovation and Excellence
 - 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 trans-disciplinary approach
 - University role in community service
5. Technology Excellence and Adoption : In Academic as well as Support structures
- 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
 - Exposure to MOOC, online education and technology trends
6. Leadership Styles and strategies
- Leadership styles
 - Effective Leadership
 - 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.

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

- 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

8. Decision making Skills : Decision Making frameworks, systemic thinking, process mapping and conducting due diligence

9. Management Control

This will focus on responsibility centres, strategic planning, budget management, cost management, project management, performance evaluation and incentives, etc.

10. Communication Strategies and Styles

This will give exposure on different communication styles and strategies to be adopted in dealing with external and internal environments.

- 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

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

- 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
- Managing conflict, engaging conflict

12. 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

13. Developing industry collaborations


- Need for industry collaborations.
- Strategies for industry collaboration

14. Financing For Higher Education

- 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.
- Resource mobilization and strategies to raise resources in the context of different institutions located in different geo-politico-social circumstances.
- 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 e.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

15. Students and student development

- Students satisfaction
- Student stress and managing student conflict on campus
- Remedial teaching
- Equity related support (English language coaching etc.)
- Establishing and managing effective grievance redressal mechanisms
- Alumni Affairs, Involving alumni to support University development
- Improving employability
- 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
 - 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

8. Reading Resources – Appendix-I & II

9. Suggested Training Schedule

| Day | 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 | Leadership development – An overview | Strategic planning | Reforms and new initiatives In Higher Education | Effective communication |
| Day 2 | Quality assurance & accreditation | Enhancement of institutional performance | Student support services and placement | Grievance redressal |
| Day 3 | Interface with regulatory bodies | Building teams Conflict and strengthening alliances | Institutional resolution and management perspectives | ranking :Indian and international |
| Day 4 | Budgetary process | Strategies for effective resource mobilization | Effective decision making excellence | Strategies for academic |
| Day 5 | Gender issues in Higher Education | Handling student diversity and coping with stress | Transformational leadership and diffusion of authority | Balancing accountability and autonomy |

| | | | | |
|---------------|--|-------------------------------------|--|--|
| Day 6 | Developing Research Capacity in Higher Education | Technology for effective governance | Internationalisation & collaborations | Stories of Institutional excellence (international/Indian) |
| Day 7 | Case Studies | Case Studies | Field visit | Field Visit |
| Day 8 | Student development | Handling Student Conflict | Financial rules | Administrative codes |
| Day 9 | Panel discussion | Panel discussion | Emotional Intelligence for Academic Administrators | Hands on ICT |
| Day 10 | Managing effective public relations | Building the institutional brand | Gaming techniques in leadership??? | Hands on ICT |
| Day 11 | Group work | Group work | Presentations | Presentations |
| Day 12 | Nurturing talent Industry/ | Succession planning Industry/ | Self assessment | Self assessment |
| Day 13 | Corporate speakers | Corporate speakers | Role play | Role play |
| Day 14 | Managing external stakeholders | Industry collaborations | Experience sharing | |
| Day 15 | Feedback | Assessment | Valedictory | |

10 Critical attributes for LEAP Assessment

The potential leaders who are undergoing the LEAP must be evaluated for 10 critical attributes which are outlined below with key descriptors:

ATTRIBUTE I. VISIONING & STRATEGIZING

Key Descriptors:

- Understanding national priorities and international context,
- Ability to draw up a vision and strategic plan of action
- Ability to understand the internal /external environment (SWOT)
- Set targets/Goals for 5 to 10 years
- Ability to evolve and articulate strategies to all stakeholders
- Building Partnerships-joint facilities, outsourcing etc
- Measuring performance- Balanced Score Card and others

ATTRIBUTE II. COMMUNICATION SKILLS

Key Descriptors:

- ability to communicate efficiently and speak with impact
- acquire the confidence and skills to approach even the most powerful and intimidating people with ease
- presentation skills
- relationship and networking skills
- Community engagement

ATTRIBUTE III. PEOPLE MANAGEMENT

Key Descriptors:

- Understanding people- Aspirations, strengths and weakness
- Interpersonal relationship
- Coaching and mentoring
- Motivating and inspiring people
- ability to maintain faculty and staff morale;

ATTRIBUTE IV. CONFLICT MANAGEMENT AND HANDLING STRESS

Key Descriptors:

- skill in reducing, resolving, and preventing conflict;
- ability to deal with and provide feedback for unsatisfactory faculty & staff;
- knowledge of policies/procedures concerning faculty and staff grievances;
- knowledge of procedures for dealing with sexual harassment;
- ability to deal with unexpected crisis.

ATTRIBUTE V. DECISION MAKING

Key Descriptors:

- Time management

- Emotionally Resilient
- Result oriented
- Problem solving

ATTRIBUTE VI. FINANCIAL PLANNING & MANAGEMENT

Key Descriptors:

- Sources of funds and its applications
- Capital and Revenue budgeting
- Productivity measurement
- Auditing and reporting
- Corpus management- investment decisions
- Project and facilities Management

ATTRIBUTE VII. TEACHING-LEARNING, RESEARCH AND INNOVATION

Key Descriptors:

- Understanding learner centeredness
- Managing Quality through outcome-based education
- Accreditation-national and international
- Use of ICT in education (MOOCs, Social Media, etc.)
- Promoting Creative thinking
- Promoting research & innovation

- Organizing brainstorming sessions
- Risk Experimentation

ATTRIBUTE VIII. UNDERSTANDING STUDENTS

Key Descriptors:

- ability to promote high quality teaching and research
- knowledge of policies and procedures concerning student grievances
- Enabling Gender Sensitivity- Procedural awareness

ATTRIBUTE IX. COLLABORATION

Key Descriptors:

- Models for internationalization
- Institutional collaborations in academia & research

ATTRIBUTE X. ADMINISTRATIVE SKILLS

Key Descriptors:

- Attitudinal attributes of positive thinking and emotional quotient
- knowledge of procedures pertaining to the recruitment, promotion and tenure of academic and administrative staff;
- Career planning and development of employees
- Policies and procedures for recruitment, promotion
- Use of IT in institutional administration

Assessment tools & strategies

The assessment and evaluation should help in rating of the participants on parameters of (a) ability to work in groups, (b) ability to handle crisis (c) Communication ability (d) problem solving ability and (d) organizational ability. So, innovative and psychometric observation & testing and other modern evaluation techniques need to be explored. The types of assessment activities can be decided by each institution and may be done with the assistance of psychometrician and other specialized experts. Some of the assessment tools could be: Flipped learning, Panel discussion, Case Studies, Report Writing, Project, Self Evaluation, Observation, Simulation, Peer Assessment, Assignments, Quizzes, Overall Participation in sessions, survey through Questionnaire, Psychometric Assessment, Role Play, Round Table Discussion, Brainstorming Exercises, Poster presentations etc.

Assessment template

1.The assessment should be based on the above mentioned ten attributes. Accordingly the implementing institution will design an assessment template for the set of the criteria/ activities as given below for the training programme

2.A dossier or portfolio of each LEAP participant will be maintained by the LEAP training Institution

3.The portfolio will contain comprehensive details of the trainee regarding participation in various in –house activities during the leadership training. It will also assign weightage to activities conducted during the program.

4.The evaluation can be on a 0-100 weightage which can be finally rated on a 0-10 scale:

Observation (by expert facilitators) 15%

Project Work 20%

Role Play 15%

Individual Presentations 20%

Assignments/ Quizzes 10%

Group /Panel/ Round Table Discussions,

/Other activities 10%

Peer Assessment 10%

LIST OF PARTICIPANTS FOR THE “LeAP TRAINING PROGRAMME”

| | |
|--|---|
| 02 weeks Training at CALEM Centre, Aligarh Muslim University, Aligarh (UP) | : From 22 August 2019 to 05 September 2019 |
| 01 week Training at the Ohio State University, Columbus (USA) | : from 08 September 2019 to 15 September 2019 |

| S No. | Name of the Applicant | Institutional Address | Residential Address | Mobile No/ Email ID | Passport No. | Aadhar No. | M/F SC/ST/ OBC/ M/G |
|-------|------------------------------|---|---|--|--------------|--------------|------------------------------|
| 1. | Prof. Sanjay Nilkanth Talbar | Department of Electronics and Telecommunication Engineering Shri Guru Gobind Singhji Institute of Engineering and Technology, Nanded (Maharashtra) (SRTM University, Nanded) | Plot No. 148 (Shrishailam), Vaishnavi Nagar, Via Parimal Nagar, Near Tiny Angles School, Nanded-431602 (MS) | sntalbar@sggs.ac.in sntalbar@yahoo.com 9850978050 8788165383 | J6011024 | 927575308941 | M/G |
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| | | | | | | | |
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| | | | | | | | |
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2017

25/06/2019

To: Professor A.R. Kidwai
Director, UGC Human Resource Development Center (HDRC)

From: Joanna Kukielka-Blaser
Program Director, International Partnerships, The Ohio State University

Date: June 19, 2019

Re: Memorandum of Understanding (MOU) between The Ohio State University,
College of Arts and Sciences, Department of Astronomy and Aligarh Muslim
University, India

Dear Professor A.R. Kidwai

Enclosed, please find the signed and fully executed Memorandum of Understanding between The Ohio State University College of Arts and Sciences, Department of Astronomy and Aligarh Muslim University.

We look forward to continuing the collaborative activities between our institutions.

Best regards,

Joanna Kukielka-Blaser
Program Director, International Partnerships

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ADDENDUM – BUDGETARY ITEMS

In accordance with the Budgetary Guideline issued by the Ministry of Human Resource Development (MHRD) of the Government of India (attached), and upon completion of this MOU between Ohio State and AMU, it is agreed that:

1. As the designated “Foreign University” partner, Ohio State will organize the LEAP workshop and related activities within the timeframes as mentioned in the MOU, following allocated budgetary items 5-7 under the title “Training in Foreign University”.
2. AMU will transfer the funds to Ohio State into an account set up for the LEAP program at Ohio State and that no Ohio State funds are involved.
3. Ohio State will adhere to the amounts below allocated to the foreign university as ascertained by MHRD at the exchange rate of 68 Indian Rupees per dollar as follows:
 - I. Accommodation/Food/Local Travel @ \$200/day/person for 30 persons for 7 days = \$42,000
 - II. International/Visa/Medical Insurance @ \$1600/person for 30 persons = \$48,000
 - III. Training expenses for foreign university for 30 persons @ \$1000/day/person x 30 = \$210,000
4. Actual arrangements related to these expenditures will be made by Ohio State in consultation with AMU and based on negotiations for optimum rates for hotel, meals, travel, insurance, etc.
5. Ohio State will submit an invoice to AMU for the items above prior to transfer of funds, following signing of the MOU and initiating expenditures, expected to commence before June 1, 2019.
6. Following the workshop Ohio State will submit a receipt for the expenditures incurred.

MEMORANDUM OF UNDERSTANDING

Between
THE ALIGARH MUSLIM UNIVERSITY (AMU)
And
THE OHIO STATE UNIVERSITY (OHIO STATE), COLUMBUS, OHIO


UNITED STATES OF AMERICA (USA)
On Participation In The

“LEADERSHIP IN ACADEMICIANS PROGRAMME (LEAP)”

Of The HUMAN RESOURCES DEVELOPMENT (HRD) MINISTRY OF THE GOVERNMENT OF INDIA (GOI)

The LEAP program has been initiated and supported by the HRD ministry of GOI and comprises of partnership between Indian universities and Foreign universities to advance academic excellence of senior faculty members. In accordance with the announcement and guidelines (attached herewith), AMU has selected Ohio State, on behalf of its Department of Astronomy in the College of Arts and Sciences, as the foreign partner to organize a one-week foreign training workshop. This MOU stipulates the respective tasks to be undertaken by AMU and Ohio State.

1. AMU will select up to 30 participants through an internal selection process to participate in the one-week training workshop, taking place September 8-15, 2019 in Columbus, Ohio on The Ohio State University campus. Participants are senior faculty members from Indian universities.
2. AMU will provide the names of each participant, their institution and their contact information to Ohio State at least 60 days in advance of the start of the workshop.
3. AMU will coordinate with Ohio State the timeframe, agenda and scope of the LEAP workshop.
4. Ohio State will organize the workshop and provide assistance for travel, visa, accommodation, subsistence, local transportation and other facilities. Ohio State will provide invitation letters to participants, but cannot guarantee issuance of a visa.
5. AMU and Ohio State will set up a financial mechanism for transfer of funds and expenditure for the LEAP workshop, subject to HRD LEAP Guidelines, before May 31, 2019. See addendum for specifications on budgetary items and the agreed upon financial mechanism. No party is required to incur any financial obligation or take any action or provide any service under this agreement until establishment of this written agreement.
6. Ohio State will coordinate participation by faculty members in the workshop from departments and colleges based on (i) disciplinary distribution of participants, (ii) interdisciplinary exposure, (iii) Ohio State faculty mentors, (iv) long-term AMU-Ohio State collaborations, etc. General topics may include, but are not limited to, business, law, medicine, public policy and STEM fields.
7. Ohio State and AMU will prepare and organize activities prior to and following the workshop in support of these items.
8. With the aim of lasting impact initiated during the workshop and with mutual consent and subject to availability of funds, Ohio State and AMU will engage in modalities for


Registrar
Aligarh Muslim University
- Aligarh

continued academic commitment for one year, with follow-up courses and long-term collaborations. All specific arrangements will require separate written agreements.

9. Cognizant officers at Ohio State responsible for execution of this MOU are the co-directors of the joint Ohio State-AMU Indo-US APJ Abdul Kalam Center for STEM Education and Research:


For AMU: Professor A.R. Kidwai, Project Coordinator, LEAP
Dr. Faiza Abbasi, Assistant Project Coordinator, LEAP

For Ohio State: Professor Anil Pradhan, Department of Astronomy
Professor Sultana Nahar, Department of Astronomy


10. This agreement will be in force for a period of one year from the latest date appearing below and may be renewed for additional periods if if both institutions, acting independently agree in writing to renew it at least six (6) months before it expires.
11. It is recognized and understood that this agreement is subject to all applicable U.S. export control laws and regulations controlling the transfer of technical information or items out of the U.S. The transfer of certain technical information or items may require a license from the U.S. Government. All parties must comply with all applicable export control laws and regulations and no party may export or allow the export or reexport of any information or item when to do so would constitute a violation of those laws or regulations.


Signatures



The Ohio State University


Janet M. Box-Steffensmeier Date 6-3-19
Interim Executive Dean and Vice Provost
College of Arts and Sciences
The Ohio State University

The Aligarh Muslim University


Mr Abdul Hamid Date
Registrar Registrar
The Aligarh Muslim University
Aligarh


Michael Papadakis Date 6/1/19
Senior Vice President of Business
and Finance & Chief Financial Officer
The Ohio State University


1 Professor A.R. Kidwai, Date 4/5/2019
Project Coordinator, LEAP
The Aligarh Muslim University

2 Dr. Faiza Abbasi Date 4/5/2019
Project Coordinator, LEAP
The Aligarh Muslim University

