LEADERSHIP FOR ACADEMICIANS PROGRAMME (LEAP)

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

16 December 2019 - 30 December 2019

15 February 2020 - 22 February 2019

Oraganized by
CALEM, Aligarh Muslim University, Aligarh
in partnership with
Monash University, Australia

TABLE OF **CONTENTS**

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

   16 December 2019 - 30 December 2019

2. Foreign Training for 8 days at Monash University, Australia

   15 February 2020 - 22 February 2019

Eminent academicians from both AMU and other institutions, including present and former Vice Chancellors served as Resource Persons. Likewise, distinguished scholars and representative of industry interacted with the participants at Monash University, Australia. 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 Monash University, Australia is included in order to give a fair idea of the main contours and parameters of the valuable Training at a premier Australian 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, Ms Christel Nikolajsen, Monash University, Australia 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.

March 2020

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

Time Table (Domestic Training)
(16th December 2019- 30th December, 2019)

Course Coordinator
       : Professor A.R. Kidwai, Project Coordinator CALEM
Co- Coordinators   **: Mr. Abdul Hamid (IPS)**, Registrar, Aligarh Muslim University
       : Dr. FaizaAbbasi, Co-coordinator CALEM
Venue   **:**CALEM, UGC HRDC Complex, Aligarh Muslim University

Day No.	Date	Session I (9:00-10:30 am)	Session II (10:45am-12:15 pm)	Session III (12:30-2:00pm)	Session IV (3:30-5:00 pm)
1.	16.12.2019 Monday	**Registration & Inaugural (9:30-10:30 am) Prof. A.R. Kidwai** Project Coordinator LeAP	**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. M. Muzammil** Former Vice Chancellor Dr. B.R. Ambedkar University, Agra (UP) and M.J.P. RohilkhandUniveristy, Bareilly (UP) **Quality Assurance and Accreditation**	**Dr. FaizaAbbasi** Project, Co-coordinator LeAP **Assessments and Evaluations**
2.	17.12.2019 Tuesday	**Prof. M. Muzammil** Former Vice Chancellor Dr. B.R. Ambedkar University, Agra (UP) and M.J.P. RohilkhandUniveristy, Bareilly (UP) **Developing Research Capacity in Higher Education**		**Emeritus Prof. Farhatullah Khan** Dept. of English, AMU **Effective Communication**	**Dr. RahatAbrar** Deputy MIC, PRO, AMU **University Campus Visit**
3.	18.12.2019 Wednesday	**Dr. FaizaAbbasi** Project, Co-coordinator LeAP **Review & Reflections**	**Prof. M. Asmer Beg** Dept. of Political Science, AMU **New Education Policy**	**Dr. Mohammad Yusuf** Librarian, M.A. Library AMU **M.A. Library Visit**	**Emeritus Prof. Farhatullah Khan** Dept. of English, AMU **Individual Presentation**
4.	19.12.2019 Thursday	**Prof. C.P.S. Chauhan** Former Chairman Dept. of Education, AMU **Evaluation of Presentations: "How I will take my Institution to new heights in the next 10 years"**			**Prof. Nadeem Khalil** Dept. of Civil Engineering, ZHCET, AMU **Visit to SWINGS Waste Water Treatment Plant, AMU**
5.	20.12.2019 Friday	**Padmashri Prof. S. Hakim ZillurRehman Visit to IbnSina Heritage Academy**	**Prof. A.R. Kidwai** Project Coordinator LeAP	**Emeritus Prof. Farhatullah Khan** Dept. of English, AMU **Individual Presentation**	

			Communication Strategies		
6.	21.12.2019 Saturday	**Prof. M.M. Sufiyan Beg** Chairman Alumni Affairs Committeeand Principal, Z.H. College of Engineering & Technology AMU **Managing Alumni Relations**	**Ms. Preeti Jhawar Maheshwari** Brand Ambassador Swachh Bharat Mission, Nagar Nigam, Aligarh **Demonstration on Composting for Green Campus**	**Prof. G. Mohan Ganesh** COE, VIT, Vellore (Participant) **Peer Group Presentation: Online Exams**	**Mr. Johny Foster Cultural Evening** (4:00-5:30 pm)
7.	22.12.2019 Sunday	**Peer Group Discussion and Field Work**			
8.	23.12.2019 Monday	**Prof. YogeshVelankar** Ph.D. Engineering Education, Purdue University, USA (Former Adjunct Faculty IIT, BHU) **Role Play: Overcoming Leadership Challenges**	**Prof. YogeshVelankar** Ph.D. Engineering Education, Purdue University, USA (Former Adjunct Faculty IIT, BHU) **Developing Leadership Insights through Gamification**	**Prof. Wazahat Husain** Former Chairman Dept. of Botany, AMU **Green Learning Spaces**	**Prof. Wazahat Husain** Former Chairman Dept. of Botany, AMU **Biodiversity Park Visit**
9.	24.12.2019 Tuesday	Prof. M. Rizwan Khan Director IQAC, AMU **Assessment and Accreditation**	**Prof. YogeshVelankar** Ph.D. Engineering Education, Purdue University, USA (Former Adjunct Faculty IIT, BHU) **Developing Leadership Insights through Gamification**	**Prof. YogeshVelankar** Ph.D. Engineering Education, Purdue University, USA (Former Adjunct Faculty IIT, BHU) **Role Play: Overcoming Leadership Challenges**	**Prof. Asad U Khan** Interdisciplinary Biotechnology Unit, AMU **Visit to University Sophisticated Instruments facility**
10.	25.12.2019 Wednesday	**Dr. K. Srinivas** NIEPA, New Delhi **MOOCs Delivery**			
11.	26.12.2019 Thursday	**Dr. V.S. Ravindran** Director General IRTRC, Delhi **Student Counselling**	**Dr. V.S. Ravindran** Director General IRTRC, Delhi **FacultyCounselling**	**Prof. A.R. Kidwai** Project Coordinator LeAP **How to use English Effectively**	**Dr. M. Rihan** Dept. of Electrical Engineering, ZHCET, AMU **Visit to AMU Solar Farm**
12.	27.12.2019 Friday	**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**	**Mr. Mohd. Usmani** Dept. of Mass Communication AMU **Technical Consultancy for Developing MOOCs: Hands on**	**Mr. Mohd. Usmani** Dept. of Mass Communication AMU **Technical Consultancy for Developing MOOCs: Hands**

				Practice	on Practice
13.	28.12.2019 Saturday	**Prof. AkhtarHaseeb** Pro Vice Chancellor, AMU (Former Vice Chancellor AcharyaNarendraDevKrishivishwaVidyalaya, Faizabad) **Grievance Mechanisms**		**Prof. VedPrakash** Former Chairman UGC, New Delhi **Higher Education Funding & Grants**	**Dr. FaizaAbbasi** Project, Co-coordinator LeAP **Feedback & Peer Assessment**
14.	29.12.2019 Sunday	**Prof. Parvaiz Talib** Chairperson Dept. of Business Administration, Frank & Debbie Islam Mangement Complex, AMU **Feedback Presentations**		**Mr. Mohd. Usmani** Dept. of Mass Communication AMU **Technical Consultancy for Developing MOOCs: Hands on Practice**	**Dr. FaizaAbbasi** Project, Co-coordinator LeAP **Assignments Preparation**
15.	30.12.2019 Monday	**Prof. Parvaiz Talib** Chairperson Dept. of Business Administration, Frank & Debbie Islam Mangement Complex, AMU **Feedback Presentations**		**Mr. Mohd. Usmani** Dept. of Mass Communication AMU **Technical Consultancy for Developing MOOCs: Hands on Practice**	**Valedictory Prof. A.R. Kidwai** Project Coordinator LeAP

*Last date to submit written assignment

Assessment template

Domestic Training 16th December to 30th December, 2019 (AMU)
Foreign training 17th February to 22nd February, 2020 Monash University, Australia

S. No.	Assessment & Date	Activity	Weightage	Theme	Resource person/Evaluation
1	Observation 16-30 Dec 2019	Overall performance	15%	Time management and result orientation	Course coordinator
2	Individual presentations 19 Dec 2019	10 minute 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**, Dept. of English and **Prof. C P S Chauhan** (Retd.), Dept. of Education, AMU
3	Group Work 21-22 Dec 2019	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
4	Role Play 23-24 Dec 2019	In a given situation of academic leadership the participants perform their role on the theme	15%	Institutional collaborations in academia and research	**Prof. Yogesh Vekankar** Former LeAP Advisor, IIT BHU and Penn State University, USA

S. No.	Assessment & Date	Activity	Weightage	Theme	Resource person/Evaluation
5	Project work 25 Dec 2019	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)	**Dr. Srinivas K.** NIEPA, New Delhi
6	Feedback Presentation 28-30 Dec 2019	Presentation on the insights gained from the course and future leads.	10%	Experience Sharing	**Prof. Parvaiz Talib** Former Dean, Faculty of Management Studies and Research, AMU
7	Written Assignments (To be submitted by 28th Feb 2020	Every participant will submit a 3000 word original written assignment on the given theme. Please email on calemhrdcamu@gmail.com	10%	You have completed the Academic leadership training program in Monash University which is a world class university. What you can do to make your HEI a high ranking institution.	Anonymous review

CENTRE FOR ACADEMIC LEADERSHIP AND EDUCATION MANAGEMENT (CALEM) PMMMNMTT

Aligarh Muslim University, Aligarh – 202002 UP (India), Phone No. 0571-2400991

Leadership Training Programme Programme Schedule

Training	Duration	Venue
02 Weeks	16 December To 30 December 2019	Centre for Academic Leadership (CALEM) , AMU, Aligarh

LIST OF COURSE RESOURCE PERSON

S. No.	Name	Institutional Address	E-mail ID/ Mobile No.
1.	**Prof. Yogesh Velankar**	Ph.D. Engineering Education, Purdue University, USA (Former Adjunct Faculty IIT, BHU)	yogeshvelankar@yahoo.com 9769737255
2.	**Prof. Wazahat Husain**	Former Chairman Dept. of Botany, AMU	9412593485
3.	**Prof. Ved Prakash**	Former Chairman UGC, New Delhi	profved@gmail.com 9818907778
4.	**Prof. Parvaiz Talib**	Chairperson Dept. of Business Administration, Frank & Debbie Islam Mangement Complex, AMU	parvaiztalib@gmail.com 941274252
5.	**Prof. Nadeem Khalil**	Dept. of Civil Engineering, ZHCET, AMU	nkhalil.cv@amu.ac.in, krnadeemkhalil@gmail.com 9358258350

6.	**Prof. M.M. Sufiyan Beg**	Chairman Alumni Affairs Committee and Principal, Z.H. College of Engineering & Technology AMU	mmsbeg@hotmail.com 9999071406
7.	Prof. M. Rizwan Khan	Director IQAC, AMU	khanriz65@gmail.com 9760987076
8.	**Prof. M. Muzammil**	Former Vice Chancellor Dr. B.R. Ambedkar University, Agra (UP) and M.J.P. Rohilkhand University, Bareilly (UP)	prof.muzammil@gmail.com 9450022135
9.	**Prof. M. Asmer Beg**	Dept. of Political Science, AMU	asmerbeg@rediffmail.com 9997676664
10.	**Prof. D.P. Agrawal**	Ex-Chairman, Union Public Service Commission	devupsc@gmail.com 8860749316
11.	**Prof. C.P.S. Chauhan**	Former Chairman Dept. of Education, AMU	cps_chauhan@yahoo.com 9358304966
12.	**Prof. Asad U Khan**	Interdisciplinary Biotechnology Unit, AMU	asadukhan72@gmail.com 9837021912
13.	**Prof. Akhtar Haseeb**	Pro Vice Chancellor, AMU (Former Vice Chancellor Acharya Narendra Dev Krishi vishwa Vidyalaya, Faizabad)	akhtarhaseeb11@yahoo.in 9897199483
14.	**Prof. A.R. Kidwai**	Director UGC Human Resource Development Centre, AMU	sulaim_05@yahoo.co.in 9927340410

15.	**Padma shri Prof. S. Hakim Zillur Rehman**		9358259740
16.	**Ms. Preeti Jhawar Maheshwari**	Brand Ambassador Swachh Bharat Mission, Nagar Nigam, Aligarh	9959934300
17.	**Emeritus Prof. Farhatullah Khan**	Dept. of English, AMU	gulnumaaligarh@hotmail.com 9045660996
18.	**Dr. V.S. Ravindran**	Director General IRTRC, Delhi	vsravindran@rediffmail.com irtrc.rds@gmail.com 9811009227, 9811406207 9810566298
19.	**Dr. Rahat Abrar**	Deputy MIC, PRO, AMU	rahatabrar@gmail.com
20.	**Dr. Mohammad Yusuf**	Librarian M.A. Library AMU	ulamu@amu.ac.in 915712700512
21.	**Dr. M. Rihan**	Dept. of Electrical Engineering, ZHCET, AMU	mohd.rihan.ee@gmail.com 9219605655
22.	**Dr. K. Srinivasan**	NIEPA, New Delhi	drksvasu@gmail.com 9650880208
23.	**Dr. Faiza Abbasi**	Assistant Director UGC Human Resource Development Centre, AMU	faeza.abbasi@gmail.com 9760011520

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 it 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 enterprise 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%

******

Leadership Training Programme Programme Schedule

Training	Duration	Venue
02 Weeks	16 December To 30 December 2019	Centre for Academic Leadership (CALEM) , AMU, Aligarh
01 Week	16 February to 22 February 2020	Monash University, Melbourne, Australia

LIST OF COURSE PARTICIPANTS

S. No.	Name	Institutional Address	Residential Address	E-mail ID Mobile No.	Pasport No.	AADHAR No.	PAN No.	M/F SC/ST/ OBC/M /G
1.	Professor Suresh Kumar Gahlawat	Department of Biotechnology, Ch. Devi Lal University, Sirsa (Haryana)	F-3, University Campus, Ch. Devi Lal University, Sirsa-125055 (Haryana)	skgcdlu@gmail.com 9896342891	P3321102	920492079224	ABCPG8197K	M/G
2.	Professor Devendra Singh Negi	Department of Chemistry, HNB Garhwal University Srinagar, Garhwal (Uttarakhand)	P-14- Professor Colony, Teachers Residential Campus, HNB Garhwal University, Chauras Campus, ChaurasTehri Garhwal-249161 (Uttarakhand)	devendra_negi@yahoo.com 9719738317	K0101376	300543971903	AAUPN3606R	M/G
3.	Professor Kamal Kishore Kapoor	Department of Chemistry, University of Jammu, Jammu (J&K)	A-604, Royal Nest Apartments, Lane No. 7, AdarshVihar, Sainik Colony, Jammu-180011	kamalkka@gmail.com 9419134807	N6391938	922573185151	ADCPK6964G	M/G
4.	Professor G. Dhinakaran	Controller of Examinations, SASTRA Deemed University, Thanjavur (Tamil Nadu)	106, 10th Street, Abiramapuram Thanjavur-613007 (Tamil Nadu)	gd@civil.sastra.edu 9944082810	T2746565	528456306755	AAGPD6242B	M/OBC
5.	Professor G. Mohan Ganesh	Controller of Examinations, VIT University, Vellore (Tamil Nadu)	Plot No. 29, Vaibhav Nagar Phase-3, Opp. VIT University Petrol Bunk, Katpadi, Vellore-632014 (Tamil Nadu)	gmohanganesh@vit.ac.in 9894690073	K0038721	319794965374	AJAPG3055A	M/OBC

6.	Professor IzharulHaqFarooqi	Department of Civil Engineering, ZHCET, Aligarh Muslim University, Aligarh (Uttar Pradesh)	"FAROOQI COTTAGE" House No. 4/196, Hamdard Nagar B, Aligarh-202002 (Uttar Pradesh)	farooqi_izhar@yahoo.com 9412176757	P7850813	544286143301	AABPF1209P	M/M
7.	Professor M. Chandra Sekhar	Head, Department of Civil Engineering, National Institute of Technology, Warangal (Telangana)	2-10-897 Bank Colony, Warangal	380mcs@gmail.com 9908132001 8639600208	Z2802114	934870547916	ACAPM9332P	M/G
8.	Professor HardeepChahal	Department of Commerce, University of Jammu, Jammu (J&K)	B-21, Teachers' Quarters, University of Jammu, Jammu-180006 (J&K)	drhardeepchahal@gmail.com 9419192877	N3499062	201820878013	ABIPC5116A	F/G
9.	Professor LakshmananKuppusamy	Head, School of Camputer Science & Engineering, VIT, Vellore (Tamil Nadu)	37, AnnaiFathima Nagar, Behind Don Bosco School, Thudiyalur- Saravanan Patti Road, Chinnavedampatti Coimbatore-641049	klakshma@vit.ac.in 8903988685	J2482306	383452942643	AOIPK9895K	M/G
10.	Professor Mohammad UbaidullahBokhari	Department of Computer Science, Aligarh Muslim University, Aligarh (Uttar Pradesh)	4/152 (K) A, Gulistan Colony, Badam Nagar, Near ShibliBagh, Aligarh- 202002 (Uttar Pradesh)	mubokhari@gmail.com 9412640294 8979625883	L9153825	436100393573	AHRPB3289J	M/M
11.	Professor MohdAfsharAlam	Dean, SEST, JamiaHamdard, Hamdard Nagar, New Delhi (Delhi)	A94, Ist Floor, Ashoka Enclave II, Sector 37, Faridabad-121003 (Haryana)	aalam@jamiahamdard.ac.in 9313971999 9891971999	Z4472357	211569801329	AJPPA0169C	M/M
12.	Professor Ekram Khan	Department of Electronics Engineering, ZHCET, Aligarh Muslim University, Aligarh (Uttar Pradesh)	A/B-34, Medical Colony, Aligarh Muslim University, Aligarh - 202002 (Uttar Pradesh)	ekhan.el@amu.ac.in 9457110112	P5046425	924885470432	AFFPK9577A	M/M
13.	Professor Suresh Kumar Agrawal	Head, Department of English, Maharaja Ganga Singh University, Bikaner-334004 (Rajasthan)	40, Aakar Complex Colony, Shanti Nagar, University RoopSagar Road, Udaipur-313001 (Rajasthan)	sureshagl1966@gmail.com 9460251734	T4109808	814338340294	ABAPA1208P	M/G

14.	Professor Asma Ali	Department of Mathematics, Aligarh Muslim University, Aligarh (Uttar Pradesh)	4/905 E, UjalaEkMinar Colony, Dodhpur, Aligarh-202002 (Uttar Pradesh)	asma_ali2@rediffmail.com 9456241519	N5253883	587651105865	ABGPA3344L	F/M
15.	Professor Mirza Faisal SayeedBaig	Department of Mechanical Engineering, ZHCET, Aligarh Muslim University, Aligarh (Uttar Pradesh)	22, Residential Roofs II, Anoopshahr Road, Aligarh -202002 (Uttar Pradesh)	drmfbaig@yahoo.co.uk 8791208584	Z2561945	398838189447	AAOPB5444R	M/M
16.	Professor N. Selvaraj	Head, Department of Mechanical Engineering, National Institute of Technology, Warangal (Telangana)	Flat No. 306, Karunya Homes, Sidhartha Nagar, Kazipet, Warangal-506004 (Telangana)	selva@nitw.ac.in 9989231847 8332969316	J2213405	290344640535	AANPN5190P	M/SC
17.	Professor S. SrinivasaRao	Department of Mechanical Engineering, National Institute of Technology, Warangal (Telangana)	1-1-859/S/301, Siddhartha Enclave, Street No. 3, Siddhartha Nagar, Kazipet, Warangal-506004 (Telangana)	sneni@nitw.ac.in 8332969313	R0137027	429543377119	ADVPS0820L	M/G
18.	Professor C.V. Tomy	Department of Physics, IIT Bombay, Powai, Mumbai (Maharashtra)	B-227, Aravali IIT Campus, Powai-400076 (Maharashtra)	tomy@phy.iitb.ac.in 9833707574	J1736082	999573113779	ADDPC5692A	M/G
19.	Professor Ravi R. Saxena	Directorate of Research Services, Indira Gandhi KrishiVishwavidyalaya, Krishak Nagar, Raipur, (Chhattisgarh)	D-1, ShubhamVihar, Behind KhanijBhawan, P.o- Ravi Gram, Raipur-492006 (Chhattisgarh)	drravirsaxena@gmail.com 9826161160 9406009400	H5310855	574352849229	AJJPS9443H	M/G
20.	Professor J.P. Singh Joorel	Director, INFLIBNET Centre (An Autonomous Inter University Centre of University Grants Commission, MHRD, Govt. of India) Info City, Gandhinagar-382007 (Gujrat)	Director's Residence, Information and Library Network Centre Infocity, Gandhinagar-387002 (Gujrat)	jpsjoorel@gmail.com 9419102714 7923268201 7006456740	J3788554	741181749896	ACMPJ2039E	M/G
21.	Professor Kamal Jaiswal	Department of Zoology, BabasahebBhimraoAmbedkar University, VidyaVihar, Rae Bareli Road, Lucknow-226025 (Uttar Pradesh)	HIG 138-B, Sector E, Aliganj-226024 Lucknow (Uttar Pradesh)	drkamaljaiswal@gmail.com 9415109611	N2545929	339100288901	ABSPJ4774D	M/OBC

PROJECT OFFICIALS

22.	Professor A.R. Kidwai	Project Coordinator Centre for Academic Leadership and Education Management (CALEM) AMU, Aligarh	ZahidaManzil, Friends Colony, Civil Lines, Aligarh	sulaim_05@yahoo.co.in 9927340410	Z5040418	433102155832	AFEPK5882R	M/M
23.	Dr. FaizaAbbasi	Project Co-Coordinator Centre for Academic Leadership and Education Management (CALEM) AMU, Aligarh						F/M

Leap Training at Monash University

AGENDA — Leadership for Academicians Program (LEAP) — 15 February to 22 February 2020							
Sat.	**Sun.**	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Sat.**
		CAULFIELD	CLAYTON	CLAYTON	CAULFIELD	CAULFIELD	
		BUS: 8.15 am	BUS: 8.15 am	BUS: 8.15 am	BUS: 8.15 am	BUS: 8.15 am	
Arrival at Melbourne Airport – bus transfer arranged – Bus pick up at 9.15 am	Free Day	**9.00 am** **Room H8.13** **Welcome** Professor Edward Buckingham, Director, Engagement, Faculty of Business and Economics and Christel Nikolajsen	**9.00 am** **LTB331** **Review and reflection** Professor Edward Buckingham	**9.00 am** **New Horizons** **Woodside Innovation Centre and Cave2 Tours** **Base is New Horizons Building, 20 Research Way - G30**	**9.00 am** **Room H8.13** **Review and reflection** Professor Edward Buckingham	**9.00 am** **Room H8.13** **Final presentations** Professor Edward Buckingham	Departure – Pick up at hotel at 6.15 am for the airport
		9.15 am **Room H8.13** **Higher Education in Australia** Ben Apted	**9.30 am** **LTB331** **Field work preparation workshops** Professor Edward Buckingham		**9.15 am** **Room H8.13** Peter Marshall Chief Operating Officer & Senior Vice-President, Office of Chief Operating Officer		
		10.15 am **Room H8.15** **Morning Tea & Photo shoot for the Certificates**	**10.30 am** **LTB331** **Morning Tea**	**10.30 am** **LTB331** **Morning Tea**	**10.15 am** **Room H8.15** **Morning Tea**	**10.45 am** **Room H8.15** **Morning Tea**	
		11.00 am **Room H8.13** **Introduction and roadmap for the week ahead** Professor Edward Buckingham	**11.00 am** **LTB331** **Industry Engagement Tools** Professor Edward Buckingham	**11.00 am** **LTB331** **Global Engagement** Professor Abid Khan, Deputy Vice-Chancellor (Global Engagement), Office of the President and Vice-Chancellor	**10.30 – 11.45 am** **Building G** **Sensi Lab visit and Review** Dr. Thomas Chandler, Lecturer, Faculty of Information Technology	**11.00 am** **Room H8.13** **Final presentations (cont.) and presentation ceremony** Professor Edward Buckingham	
				12.00 pm **LTB331** **Q&A Global Engagement** Professor Abid Khan	**12.00 pm** **Room H8.13** Group Work		
		1.00 pm **Room H8.15** **Lunch**	**12.30 pm** **LTB331** **Lunch**	**12.30 pm** **LTB331** **Lunch**	**1.00 pm** **Room H9.14** **Lunch**	**1.00 pm** **Lunch at the Nepalese Restaurant** 156 Waverley Rd, Malvern East	
		2.00 pm **Room H8.13** **Strategy as a means to reach you** Professor Edward Buckingham	**1.30 pm** **LTB331** **Friends and field work** Professor Edward Buckingham	**1.30pm** **LTB331** **Internationalisation of Higher Education** Professor Edward Buckingham	**2.00 pm** **Room H8.13** **Friends and field work** Professor Edward Buckingham	**BUS TO THE HOTEL PICK UP 3.00 PM AT THE CAULFIELD CAMPUS**	
				2.00 pm **Building 69** **Maintenance Technology Institute** Dr. Dayawansa, Director, Research & Design, Maintenance Technology Institute	**3.00 pm** **Room H8.13** Professor Simon Willkie Dean, Faculty of Business and Economics		
		3.30 pm **Room H8.15** **Afternoon Tea**	**3.00 pm** **LTB331** **Afternoon Tea**	**3.30 pm** **LTB331** **Afternoon Tea**	**4.00 pm** **Room H8.15** **Afternoon Tea**		
		3.45 pm **Room H8.13** **Methods for Getting the most out of the Monash experience** Professor Edward Buckingham	**3.30 pm** **LTB331** **Friends and field work review session** Professor Edward Buckingham	**4.00 pm** **Building 31** **Institute of Railway Technology** Professor Ravi Ravitharan, Director, Institute of Railway Technology	**4.15 pm** **Room H8.13** **Group work** Professor Edward Buckingham		
		BUS TO THE HOTEL PICK UP 5.30 PM	**BUS TO THE RESTAURANT PICK UP 5.30 PM**	**BUS TO THE HOTEL PICK UP 5.30 PM**	**BUS TO THE HOTEL PICK UP 5.30 PM**		
		Evening: Free	**6.30 pm Group dinner** Bombay by Night	**Evening: Free**	**Evening: Free**		

Prayer rooms:

Gender	Monday CAULFIELD	Tuesday CLAYTON	Wednesday CLAYTON	Thursday CAULFIELD	Friday CAULFIELD
Male	H907	LTB 305	LTB 305	H907	H811 H824
Female	H905	LTB 302	LTB 302	H905	H905

Service Agreement

DETAILS

PARTIES	
Monash	Monash University (ABN 12 377 614 012), a body corporate constituted in accordance with the *Monash University Act 2009* (Vic) of Wellington Road, Clayton, Victoria 3800, acting through its Monash Business School
Client	Aligarh Muslim University, University Road, Aligarh, Uttar Pradesh, India

TERM	
Commencement Date	9 December 2020
Completion Date	22 February 2020

SERVICES	
Services	The services described in Annexure A.
Client Responsibilities	All travel expenses for participants to and from India and Melbourne, visas for each participant, travel and health insurance, ground and other transport not specified in Annexure A, any other expenses and costs not listed in Annexure A.

To provide a Coordinator whose responsibilities will include:

- providing participant details and other information required by Monash Business School
- communicating directly with participants on behalf of Monash Business School as requested
- securing participant visas
- organising flights
- working with the participants and Monash Business School regarding accommodation and meal requirements
- organising meals not provided for in the program
- organising transport and transfers not included in the program
- organising tourist touring and other activities not included in the program, and
- providing pastoral care for participants in the lead up to and throughout the duration of the program.

PAYMENT			
Fees	**Services**	**USD**	**Equivalent to AUD**†
	Accommodation, 25 people for 8 nights, and transport and meals as stipulated in Annexure A	$40,000	$58,445
	Course fees @ USD $865 per participant day for up to 23 participants	$99,475	$145,346
	Totals	$139,475	$203,791

† at an USD:AUD exchange rate of 0.684402 on 3 December 2019

† All above fees will be billed in Australian dollars.

Fees exclude:
* Air travel to and from India/Melbourne
* Any travel, activities or meals not stipulated as included in this agreement

(signature)

Project Coordinator
CALEM, AMU, Aligarh

33

Payment date	Amount (excl GST) $AUD	GST $AUD	Total Amount (incl GST) $AUD
1. 70% within 15 days of signing this Agreement	AUD $142,654	$0	AUD $142,654
2. Balance of Program due no later than 20 March 2020	AUD $61,137	$0	AUD $61,137
TOTAL FEES		$0	AUD $203,791

Cancellation Terms

Cancellation Date	Cancellation Amount
Less than 60 days, but more than 30 days before 17 February 2020	20% of Total Fees + all non-recoverable expenses (including but not limited to hotel expenses)
14 - 30 days before 17 February 2020	50% of Total Fees + all non-recoverable expenses (including but not limited to hotel expenses)
Less than 14 days before 17 February 2020	80% of Total Fees + all non-recoverable expenses (including but not limited to hotel expenses)

CONTACT DETAILS

Address for notices

Monash address:
Attention: Christel Nikolajsen
Address: Monash Business School, Monash University, Dandenong Road, Caulfield East Vic 3145
Phone: +61 3 9905 0757
Email: Christel.nikolajsen@monash.edu
Fax: n/a

Client address:
Attention: Professor Abdul Raheem Kidwai
Address: Aligarh Muslim University, University Road, Aligarh, Uttar Pradesh, India
Phone: 00919927340410
Email: Sukaim n...@...co.in
Fax: n/a

Address for invoices
As above

EXECUTED as an agreement

Project Coordinator
CALEM, AMU, Aligarh

SIGNED for and on behalf of **MONASH UNIVERSITY**
by its authorised officer in the presence of:

_____
(signature of witness)

CHRISTEL NIKOLAISSEN
(name of witness)

10/12 2019
(date)

_____
(signature of authorised officer)

PROF RICHARD HALL
(name of authorised officer)

DEPUTY DEAN, LEE
(position of authorised officer)

SIGNED for and on behalf of the **ALIGARH MUSLIM UNIVERSITY** by its authorised officer in the presence of:

A. R. Kidwai
(signature of witness)
5/12/2019.

Prof. A. R. Kidwai
(name of witness)

6th December 2019.
(date)

_____
(signature of authorised officer)
Registrar
Aligarh Muslim University
Aligarh (U.P.) INDIA

Abdul Hameed
(name of authorised officer)

Registrar AMU
(position of authorised officer)

Project Coordinator
CALEM, AMU, Aligarh

Services Agreement Terms and Conditions

Definitions

Agreement means the Details, these Terms and Conditions and any Annexures.

Australian Sanctions Law means any law prohibiting or restricting dealings with proscribed states, persons or entities or seeking to prevent the proliferation of weapons, including but not limited to laws implementing the sanctions imposed by the United Nations Security Council.

Background IP means Intellectual Property owned or controlled by a party, including Intellectual Property developed prior to or independently of this Agreement, which a party determines, in its sole discretion, to make available for the carrying out of the Services.

Client Responsibilities means the responsibilities of the Client as set out in the Details.

Confidential Information means information disclosed to a party (**Receiving Party**) in any form by the other party (**Disclosing Party**) in relation to the Services and marked as "confidential", or if disclosed orally then reduced to writing and forwarded to the Receiving Party within seven (7) days and marked as "confidential", but does not include information which: (a) is in the public domain at the time of disclosure; (b) is published or otherwise becomes part of the public domain through no fault of the Receiving Party; (c) was in the possession of the Receiving Party at the time of disclosure without an obligation of non-disclosure to the Disclosing Party; (d) is received from a third party without an obligation of non-disclosure; (e) is independently created by or on behalf of the Receiving Party by persons who had no knowledge of the disclosed information; or (f) is required to be disclosed by law.

Details mean the information set out in the table on the front page(s) of this Agreement.

GST means the tax imposed by the *A New Tax System (Goods and Services Tax) Act 1999 (Cth).*

Health Information has the same meaning as in the *Health Records Act 2001 (Vic).*

Intellectual Property means all rights resulting from intellectual activity whether capable of protection by statute, common law or in equity and including copyright, discoveries, inventions, patent rights, registered and unregistered trade marks, design rights, circuit layouts and plant varieties and all rights and interests of a like nature, together with any and all documentation and materials relating to such rights and interests, but excluding moral rights and similar non-assignable rights of any person.

Personal Information has the same meaning as in the *Privacy and Data Protection Act 2014 (Vic).*

Relevant Privacy Laws mean the *Privacy and Data Protection Act 2014 (Vic),* the *Health Records Act 2001 (Vic)* and any other legislation, code or guideline which applies in the jurisdiction in which the Services are being undertaken and which relates to the protection of Personal or Health Information.

Services mean the services Monash is providing under this Agreement, as described in the Details.

Services Material means all material, including but not limited to documents, computer software, equipment, reports, information and data produced and stored by any means whatsoever (and any copies made of such material) which are created for the purpose, or as a result, of performing the Services.

2. **Term**

This Agreement commences on the Commencement Date and continues until the Completion Date, unless otherwise agreed by the parties in writing or until the Agreement is terminated in accordance with its terms.

3. **Services**

3.1. Monash will provide the Services on the terms of this Agreement.

3.2. The parties agree that if there is a change in the scope, timing or order of the Services or there is a change in the circumstances outside Monash's control that would normally pertain to carrying out that work such that there is an increase in that work, then Monash will be entitled to an additional payment of an amount that is agreed by the parties. If the parties are unable to agree on the amount payable for the increased work, the Agreement will be terminated on a date agreed between the parties (both acting reasonably) and Monash will be entitled to payment for work done up to the date of termination.

3.3. Monash will use reasonable endeavours to complete the Services by the Completion Date.

4. **Client's obligations**

4.1. **Client Responsibilities**

The Client will comply with or perform the Client Responsibilities at the Client's sole expense and will promptly provide all information and assistance reasonably required to enable Monash to provide the Services.

4.2. **Sanctions**

The Client undertakes not to engage in any act which may result in Monash contravening an Australian Sanctions Law

5. **Payment**

5.1. **Fees**

(a) The Client will pay Monash the Fees at the rate or amount and in the manner specified in the Details.

(b) Monash will submit a tax invoice to the Client in accordance with the Details and the Client must pay such amounts within thirty (30) days of receipt of the tax invoice.

5.2. **Overdue payments**

Monash may suspend performance of the Services or its other obligations under this Agreement until all overdue amounts are paid. The Client will pay, if demanded, interest at a rate 2% higher than the rate fixed from time to time under the *Penalty Interest Rates Act 1983 (Vic)* on any amounts which the Client has not paid to Monash by the due date. Interest is to be calculated daily from

Project Coordinator
CALEM, AMU, Aligarh

LEAP 19/4596 Service Agreement December 2019

the due date and will continue until the overdue amounts are paid.

5.3. Taxes

Any amount payable for anything supplied under this Agreement is expressed inclusive of GST, unless otherwise indicated.

6. Intellectual Property

6.1. Ownership of rights in any Background IP will remain with the contributing party. Where the Background IP is contributed by the Client, Monash is licensed to use, modify or adapt that Background IP for the provision of the Services.

6.2. Monash owns all Services Material and the Intellectual Property therein. The program participants are permitted to use any materials distributed to them during the program solely for their own learning and development purposes. For the avoidance of any doubt, such material may not be published (such as on the Client's intranet or website), distributed electronically, or provided to anyone other than the program participants.

7. Confidential Information

The Receiving Party undertakes to keep the Confidential Information confidential and to disclose it to its employees, agents and subcontractors only on a need to know basis as required for the Services, and under the same obligations of confidence as set out under this Agreement.

8. Privacy

Each party must ensure that any Personal Information or Health Information relating to the Services or under this Agreement, is collected, stored, used and disclosed in accordance with the Relevant Privacy Laws, and must do all things reasonably necessary to comply with the Relevant Privacy Laws to the fullest extent.

9. Publications

9.1. Neither party will use the other party's name or the name of any employee of the other party in any publication or promotional material without the other party's written consent.

9.2. The Client will not represent that Monash or any Monash employee in any way endorses, supports or approves of any product, service, intellectual property or business of the Client without Monash's prior written consent.

10. Liability, Warranties and Indemnity

10.1. Monash will exercise all reasonable care and diligence in carrying out the Services but where permitted by law, specifically excludes any condition, guarantee or warranty either express or implied as to the standard or timeliness of work, the accuracy of, or fitness for a particular purpose of any Services Materials and shall not be liable for any damage, direct or consequential, howsoever arising under this Agreement (except to the extent that such damage arises as a result of Monash's fraud, negligence, breach of contract or wilful misconduct).

10.2. To the fullest extent permitted by law (including, without limitation, the *Competition and Consumer Act*

2010), Monash's liability under any condition, guarantee or warranty which cannot legally be excluded, at the option of Monash to:

(a) in the case of goods: the replacement of the goods or the supply of equivalent goods; the repair of the goods; the payment of the cost of replacing the goods or of acquiring equivalent goods; or the payment of the cost of having the goods repaired;

(b) in the case of services: supplying the Services again or paying the cost of having the Services supplied again.

10.3. To the fullest extent permitted by law, Monash will not be liable to the Client or any third party for any special, indirect or consequential loss or damage, or loss of anticipated profits, revenue, data or opportunity, arising from or in any way relating to this Agreement, whether in tort (including negligence), contract, statute, equity or otherwise.

10.4. Notwithstanding any other clause in this Agreement and to the fullest extent permitted by law, Monash's liability arising from its obligations under this Agreement or in any other manner related to this Agreement, whether in tort (including negligence), contract, statute, equity or otherwise, will not in the aggregate exceed the Fees paid in any one calendar year.

11. Default or Termination

11.1. Either party may terminate this Agreement immediately by written notice if:

(a) the other commits a material breach of this Agreement which it fails to remedy within thirty (30) days of being notified of the breach;

(b) the Client breaches clause 4.2; or

(c) the other party becomes the subject of any insolvency administration.

11.2. Clauses 5, 7, 8, 9, 10 and 13 survive the expiration or termination of this Agreement.

12. Force Majeure

Neither party will be liable for any delay or failure to perform its obligations under this Agreement where such delay or failure is due to any event beyond that party's reasonable control. This clause does not apply to the Client's obligation to pay the Fees.

13. Dispute Resolution

13.1. If any dispute arises between the parties out of or in relation to this Agreement, the parties will endeavour to resolve that dispute by negotiation in good faith.

13.2. If the dispute is not mutually resolved within thirty (30) days of a party serving on the other a written dispute notice, each party must nominate one senior representative who will meet as soon as practicable for the purpose of endeavouring to resolve the dispute.

13.3. If, after submitting the dispute to the senior representatives, the Parties fail to resolve the dispute, the Parties will have the right to seek the determination

ISAP 19/ 4556 Service Agreement December 2019

Project Coordinator
CALEM, AMU, Aligarh

- of the dispute in a court or tribunal exercising jurisdiction over such matters in Victoria, Australia.

13.4. The provisions of this clause will not preclude a party from seeking urgent interlocutory relief in a court of competent jurisdiction.

14. **General**

14.1. This Agreement will prevail over any terms and conditions attached to a purchase order, scope of work or other similar document provided by the Client.

14.2. This Agreement is governed by and must be construed in accordance with the laws of Victoria, Australia. The parties submit to the exclusive jurisdiction of the courts of Victoria and the courts competent to determine appeals from those courts with respect to any proceedings which may be brought at any time relating in any way to this Agreement.

14.3. This Agreement may only be varied in writing by the parties.

14.4. This Agreement may be executed in counterparts, which taken together will constitute one document. Counterparts may be exchanged by digital scan which may be relied upon by the receiving party as having the same legal force and effect as the original signed counterpart.

14.5. The relationship established by this Agreement between Monash and the Client is one of principal and independent contractor and not one of employment, partnership or joint venture.

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ANNEXURE A

The Services

Provision of a program comprising five days of coursework, delivered over five days from 17 – 21 February 2020. The program focus will be on exploring and understanding the models, principles and practices associated with securing a spot in the Top 100 world university rankings. Learning methods will include a combination of lectures, interactive discussions, group work, journaling of learnings, and site visits to Monash University's centres of excellence and research platforms. Students will engage with academics, researchers and professional services staff from many disciplines across Monash University.

DAY	DATE	LOCATION	ACTIVITY	ACCOMMODATION INCLUDED (TOTAL 7 NIGHTS)	TRANSPORT INCLUDED	MEALS INCLUDED
1	Saturday, 15 February, 2020	Melbourne	Early arrival in Melbourne	Yes – single accommodation	Airport to Hotel	Dinner at the hotel only
2	Sunday, 16 February, 2020	Melbourne	Unstructured, Free time	Yes – single accommodation	none	Breakfast; dinner at the hotel only
3	Monday, 17 February, 2020	Melbourne	Day 1 - Workshop	Yes – single accommodation	Hotel - Monash - Hotel	Breakfast, morning and afternoon tea; lunch; dinner at the hotel
4	Tuesday, 18 February, 2020	Melbourne	Day 2 - Workshop	Yes – single accommodation	Hotel - Monash - Hotel	Breakfast, morning and afternoon tea; lunch; dinner at the hotel
5	Wednesday, 19 February, 2020	Melbourne	Day 3 - Workshop	Yes – single accommodation	Hotel - Monash – Restaurant - Hotel	Breakfast, morning and afternoon tea; lunch; team **dinner** *(can be moved to another night if desired)*
6	Thursday, 20 February, 2020	Melbourne	Day 4 - Workshop	Yes – single accommodation	Hotel - Monash - Hotel	Breakfast, morning and afternoon tea; lunch; dinner at the hotel
7	Friday, 21 February, 2020	Melbourne	Day 5 - Working session, final presentations and action planning	Yes – single accommodation	Hotel - Monash - Hotel	Breakfast, morning and afternoon tea; lunch; dinner at the hotel
8	Saturday, 22 February, 2020	Melbourne	Participant departure	Yes – single accommodation	Hotel to Airport	Breakfast only (included in accommodation)

LEAP 19/ 4586 Service Agreement December 2019

Project Coordinator
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The Services includes:

- Design and delivery of the program
- Training program for 23 people
- Provision of materials and relevant learning resources for program participants including workbooks and other materials
- Site visits to Monash Caulfield Campus and Monash Clayton Campus and research facilities/platforms
- Ground transportation to and from Tullamarine Airport on arrival and departure – assumes delegates arrive on one flight; one bus will be provided to transport delegates to the hotel
- Ground transportation to and from the hotel and program venue each day, and one return transfer to local restaurant for the team dinner.
- Provision of letters from Monash University Visitors' program validating upcoming program participation in support of the visa application
- Venue hire and catering (lunch, morning and afternoon tea each day during the training program)
- Dinner at the hotel each night
- One team dinner
- Single accommodation for 25 people with breakfast for 8 nights at The Olsen Hotel from Saturday, 15 February to Saturday, 22 February 2020.
- Certificate of completion on the last day of the workshop for each participant
- A training report, which includes a brief outline of each session, timeline, and an assessment of the cohort's overall satisfactory completion of the workshop.

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