Leadership for Academicians Programme (LEAP)

Organised by Tata Institute of Social Sciences

Supported by Ministry of Human Resource Development, Government of India

In Collaboration with Graduate School of Education, University of Pennsylvania
The Tata Institute of Social Sciences (TISS) was established in 1936 as the Sir Dorabji Tata Graduate School of Social Work. In 1944, it was renamed as the Tata Institute of Social Sciences. Since its inception, the Vision of the TISS has been to be an institution of excellence in higher education that continually responds to changing social realities through the development and application of knowledge, towards creating a people-centered, ecologically sustainable and just society that promotes and protects dignity, equality, social justice and human rights for all.

In pursuance of its vision and guiding principles, the Tata Institute of Social Sciences organises teaching programmes to facilitate the development of competent and committed professionals for practice, research and teaching; undertakes research; develops and disseminates knowledge; and reaches out to the larger community through extension, at the local, national, regional and international levels.
The University of Pennsylvania Graduate School of Education is one of the United States premier education schools. Penn GSE students and faculty learn and work in an Ivy League environment that supports both practical knowledge building and high-quality research. Penn GSE’s alumni are recognized as some of the world’s most influential education leaders, and Penn GSE’s distinguished professors are pioneers in their fields.

Penn GSE offers a vibrant array of high-quality degree programs in education research and practice. Renowned for expertise in urban education, policy research, quantitative methods, practitioner inquiry, developmental psychology, and qualitative analysis, Penn GSE provides rigorous academic training and professional mentoring to help students become effective leaders. Graduates of Penn GSE’s innovative and interdisciplinary programs are shaping the future of education.
TISS has been playing a pioneering role in supporting policy design, advocacy and professional development in the higher education space both at the government of India and with state governments. The Higher Education Leadership Academy (under RUSA) and Centre for Academic Leadership and Education Management (under PMMMNMTT) have successfully contributed to professional development and capacity building initiatives in the higher and school education space.

I am delighted that the Ministry of Human Resources Development has identified Tata Institute of Social Sciences (TISS) as one of the leading institutions to undertake professional development programme for academic administrators under the LEAP initiative. This initiative provides us with an excellent opportunity to further strengthen our ongoing work and give the much needed fillip to professional development activities in the field of higher education.
Higher education in India has undergone sea changes and rapid expansion over the last six decades. This sector has seen the rise of diverse set of institutions both in the public and the private space. The increase in the number of institutions is in keeping with the stated objectives of improving access and equal opportunities to a large young population. Given that higher education plays a very important role towards the construction of knowledge society, teaching, research and related functions are fundamental to social and economic activities. In an increasingly competitive and global era higher education institutions are today facing enormous amount of challenges.

While it is true that higher education institutions are in general complex enterprises, in case of India it is even more challenging given its scale, size and complexities. Their management requires deep understanding, knowledge, skills and experience in leading and managing 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. Therefore, Ministry of Human Resource Development has initiated the Leadership for Academicians Programme to build excellence in leadership in Higher Education institutions in the country through a pool of trained professionals. This will generate a decisive and holistic impact on the advancement of leadership of Higher Education institutions and the overall advancement of Higher Education in India.

Course Director’s Note

Dr. B. Venkatesh Kumar
Course Director,
Leadership for Academicians Programme
Professional Development Programmes for Higher Education Leaders: Higher Education Leadership Academy (HELA) and Centre for Academic Leadership and Education Management (CALEM)

Tata Institute of Social Sciences, with the support of Ministry of Human Resources Development, Government of India, conducted a needs assessment of leadership gap in Higher Education. Subsequently, a detailed nationwide hearing was organised and various forms of engagements were undertaken for over nine months, including consultations, workshops, pilot training programmes, focus group discussions, individual reflections of administrators and scholars, etc.

Based on this interaction with over 1000 academic leaders and administrators, a broad content framework was developed to address the gaps across multiple levels of leadership by building capacities of existing higher education administrators and by drawing fresh talent in the management of higher education systems.

As a result, the Higher Education Leadership Academy (HELA), under the aegis of Rashtriya Uchchatar Shiksha Abhiyan, and Centre for Academic Leadership and Education Management (CALEM) were set-up at Tata Institute of Social Sciences (TISS). Established with the goal of developing good leaders and administrators in the higher education sector, these centers have thus far trained 800 higher education leaders from across India.

To know more about our existing work in higher education leadership training please visit the websites http://calem.tiss.edu/ and http://hela.tiss.edu
Higher education in India has undergone rapid expansion in the last six decades with a tremendous increase in the number of public and private institutions. Higher Education Institutions (HEIs) are complex enterprises given their scale, size and other intricacies. Management of HEIs is a challenging task requiring a deep understanding, knowledge, skills and experience in managing institutions.

Holistic efforts need to be initiated in order to train and develop the individuals presently holding leadership and administrative positions in the higher education sector. Leadership for Academicians Programme (LEAP) is a three week leadership development training programme (2 weeks domestic and one week foreign training) for second level academic functionaries in public funded higher education institutions.

The main objective is to prepare second tier academic heads who are potentially likely to assume leadership roles in the future. The programme would provide senior faculty, with high academic credentials, the required leadership and managerial skills including skills of problem-solving, handling stress, team building work, conflict management, developing communication skills, understanding and coping with the complexity and challenges of governance in HEIs, financial & general administration.
**Goals & Objectives**

01. Provide visionary leadership and strategic thrust to higher educational institutions leading to academic excellence

02. Lead and enable the academic as well as administrative teams, diverse workforce, through positive work culture and teamwork throughout the institution

03. Facilitate higher education leaders to competently deal with leadership challenges that arise in academic institutions

04. Facilitate innovation and creativity in teaching as well as learning, and overall effectiveness of the institutions

05. Explore technology for both deeper engagement and wider delivery

06. Bring in performance culture and efficiency

07. Inspire global thought leadership within Indian academia
## Overview

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<td>Key leadership strategies for improved institutional performance and better institutional governance</td>
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<td>High impact practices for student success (Students and student development)</td>
<td>Reinventing institutions and ushering in strategic thinking and developing blue print</td>
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Expected Outcomes

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.

Academic excellence, vibrant institutions, and higher academic performance.

System level outcomes: Creation of an expanded pool of capable and high thinking leaders and administrators; more focused and fruitful networking and mutual learning among Higher Education leaders across institutions and states.

Improved institutional governance and performance of Higher Education Institutions.

Fruitful networking and mutual learning among Higher Education leaders, thinkers and policy makers, across institutions and states.
The Resource Persons of the leadership training programme will be leading academics, scholars and academic administrators, motivational speakers, and management experts from India and abroad. These experts will bring to the training strong knowledge base on conceptual issues and practitioners’ perspective.

Collaborations with Foreign Universities

LEAP will collaborate with University of Pennsylvania for the training programme.
The leadership training sessions, imparted mainly in small groups, will have a practical focus and enable close networking among its participants, which in turn would promote mutual learning and exchange of lessons and insights among them.

The programmes 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 organizations both from within and outside the sector of education.

The focus will not be only on the conceptual or theoretical but also practical and participatory. Participants of the leadership development programmes will be required to apply the learnt skills in simulated situations and identify actual leadership and management problems in their respective institutions and come up with possible solutions to these problems, as part of the assessment and evaluation process in these programmes.
Programme Duration

The programme duration will be of three weeks, with two weeks in India and one week at higher education institutions abroad. Tentatively LEAP Training is scheduled from 15th March 2019-15th April 2019 (subject to change).

Eligibility Criteria

The Leadership for Academicians Program aims to equip second level functionaries such as Deans, Heads of Departments, and Directors of Divisions/Schools in public funded higher education institutions with the leadership skills necessary for governance roles in academic institutions. The three week programme will provide in-depth familiarisation with preparation of a vision & strategic plan, understand complexity of governance in higher education institutions, financial and general administration, handling conflict, promoting research etc. The mandatory eligibility conditions are:

1. At least 8 years of experience in the grade of Professor
2. At least 3 years experience in administrative positions
3. Impeccable Integrity
4. High academic standing (at least 30 publications in Scopus indexed journals/UGC peer reviewed journals)
5. Age below 55 years
How to Apply

Applications can be submitted online on leap.tiss.edu. Please refer to the website for more details.

All costs related to domestic and foreign training, including travel, food and accommodation will be covered by the programme.

For any queries or support, please write an email to leaptiss@gmail.com
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