

# राष्ट्रीय शैक्षिक योजना एवं प्रशासन संस्थान

(मानित विश्वविद्यालय)

17-बी, श्री अरविंद मार्ग, नई दिल्ली 110 016

## NATIONAL INSTITUTE OF EDUCATIONAL PLANNING AND ADMINISTRATION

(Deemed to be University)

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Professor N. V. Varghese  
Vice-Chancellor

No.F.20/2017/Edn.Fin/MK

December 19, 2017

To,  
The Vice Chancellor,  
Babasaheb Bhimrao Ambedkar University  
Vidya Vihar, Rae Bareilly Road, Lucknow  
Uttar Pradesh-226025

Dear Madam/Sir,

The Group of Secretaries on Education and Social Development have recommended Higher Education Leadership Development as an important step to improve the quality of Higher Education institutions. Subsequently, the Ministry of Human Resource Development, Department of Higher Education requested the National Institute of Educational Planning and Administration to conduct a Workshop on Leadership Development for Registrars/Deans/FO/Controller Examinations of Central Universities, State Universities and Institutions of National Importance.

NIEPA is planning to organize a 3-Day Workshop for the Administrative leaders of the institutions of higher education from 12<sup>th</sup>-14<sup>th</sup> Feb. 2018. A concept note for the programme is attached herewith for your perusal.

It is, therefore, requested to kindly nominate atleast two to three officers from your university/institution including the Registrar to participate and enrich the discussions with their experience and expertise. The other nominations may include Finance Officers, Deans Student welfare/campus placement/career-counseling, Controller examinations, Directors State and College Development Boards.

The purpose of the Workshop is to discuss challenges and strategies for facilitating institutional transformation in the light of current issues and future directions of higher education, globally. I can assure you of the high quality deliberations and sharing of experiences among the participating universities and institutions. We are aware of the busy and heavy engagement of these officers in university administration, but would request you to relieve them for this brief period as their active interventions in the deliberations of the workshop shall provide great insights on issues related to management and administration of Higher education institutions.

Travel assistance and local hospitality shall be provided to the participants as per NIEPA rules. TA is restricted to **Lowest Economy Air fare/ Apex fare by Air India only** (Private Airlines not admissible) in the shortest route, to the officers who are eligible for air travel. For those officers who are not eligible for air travel, NIEPA will pay train/State Road Transport Bus fare with receipt as per NIEPA rules.

Kindly send the nominations with all the details of the nominees, **latest by 05<sup>th</sup> January 2018** by mail to my colleague Prof. (Dr) Mona Khare, Head, Department of Educational Finance, NIEPA, 17-B, Sri Aurobindo Marg, New Delhi-110016 and at her e-mail address [hodedufinmk@nuepa.org](mailto:hodedufinmk@nuepa.org) and [rcmk2018@gmail.com](mailto:rcmk2018@gmail.com)

Thanking you in advance for your positive response and support.

With best regards,  
Yours sincerely,

(N. V. Varghese)

✓ Cc: Registrar, Babasaheb Bhimrao Ambedkar University

Registrar's Office

No. 5006 dt. 05/10/18 @ 1:20 PM

2646/yrs/18  
9/1/18

**Higher Education Leadership Programme (MHRD)**  
**National Institute of Educational Planning and Administration**  
**( For Officers in University Administration)**  
**( 12<sup>th</sup> to 14<sup>th</sup> February 2018 )**

**Introduction:**

The Higher Education systems across the world are undergoing transformation. The market oriented neo-liberal policies, the process of globalization and rising aspirations of the learners have contributed substantially to this transformation. The universities can no longer continue to play their traditional roles as new demands are being placed on higher education. One common feature across globe is the constraints imposed by declining share of the public resources and demand for job ready college graduates. Institutions of higher education are striving for resources -- physical, financial and human and are resorting to various means to meet these new challenges. The academic and administrative leaders are also struggling to improve operational efficiency of higher education institutions.

The leadership challenges in Indian higher education institutions are even more complex given the recent phenomena of massification and the diverse landscape of higher education institutions, rising concerns of quality and world rankings, existing regional, social and economic disparities -- all of which have a critical impact on student learning and institutional performance. While the academic leadership may be regarded as the curator of the vision and mission of institutional transformation the custodian of strategizing its realization is certainly the task of administrative or operational leadership.

The role of strategic and operational leadership in improving internal and external efficiency of institutions can never be challenged. In fact, academic excellence has to be supported by and administrative excellence for institutional development. The basket of such administrative and managerial skills are extremely broad. They range from general managerial techniques of managing multiple Stake holders to multi-stage governance systems, from creating collegial learning environment to developing and maintaining infrastructure and support systems to more technical expertise in financial planning and budgeting exercises, legal and advisory services, making and executing processes, branding and networking for greater visibility, forging industry-academia linkages and many more.

Not to say, that this in any way overshadows the generic leadership skills of team building, time and file management, effective communication, critical thinking and analytical acumen to achieve the above. It is, therefore a wide ranging mix bag of personal, technical and professional competencies that define a true leader.

Also it is important to place these within the contemporary debates and policy dimensions of higher education in general. The programme is thus designed to deliberate upon deep understanding of practitioners' experiences to address the emerging issues and dimensions of operational management of higher education institutions. The importance of participative dialogue between leadership in improving quality and efficiency of higher education systems is well recognized all over the world. It is expected that the exercise shall help identify the challenges of effective administration in our Higher Education Institutions and help devise strategies for Better Performance Management aiding in academic excellence.

It is with this purpose that the three day long programme is proposed to be organized by NIEPA, New Delhi as per the following details.

### **Objectives of the Programme:**

- To facilitate systematic review of higher education system in the context of changing requirements.
- To discuss the issues and (new principles and) practices of management of higher education institutions across states.
- To enable the participants to appreciate, strategise and facilitate application of effective governance and innovative planning and management techniques in universities to improve functional and financial efficiency.

### **Thematic Discussions:**

The discussions shall revolve around a broad range of functional domains of large university systems covering three thematic areas in line with university administration departments of General administration, Finance and accounts, Academic and Personnel. The selected areas with proposed themes for discussion are as below:

#### ***Governance Structures and Functions:***

- Federal structure of Higher education – Collaborative engagement with Centre, State and Regulatory Authorities, RUSA, State Higher Education Councils etc.
- Multi-tier Governance Functions – Systems and Strategies for managing autonomy and accountability

#### ***Processes and Practices in Internal Administration and Financial Management:***

- Support systems for Student Engagement, Employability and campus Diversity.
- Internal Quality, Infrastructure and Sustainability
- Faculty Development, Staff Management, Research and Innovation
- Legal Frameworks and Institutional Ethics
- Examination Reforms and Evaluation Systems
- Strategies for Managing and Mobilising Financial Resources
- Auditing and Accounting – General, Financial, Gender and Social.

#### ***Strategic and Futuristic Planning and Functional Leadership Skills***

- Planning, Networking, Collaboration and Internationalisation
- Digital revolution and Technology for improved governance and student Learning
- Leadership Skills, Stress and Time management, Motivation and Communication.

**Mode of Transaction:** The programme shall be highly interactive and delivered in participatory mode with Group work, Case Studies, panel discussions and Participant presentations.

**Date and Venue:** 12<sup>th</sup>, 13<sup>th</sup> and 14<sup>th</sup> Feb. 2018 [to be informed later].

**Participants and Target Groups:** Universality administrators, Deans, Registrars, Controller of Examinations, Finance Officers, Directors of Boards and Senate etc.

**Resource Persons:** In addition to NIEPA Faculty, the programme shall draw upon expertise of senior academicians, administrators, Government officials within the higher education systems as also from professional management trainers, Industry and Civil Society Organisations engaged in HE research and training to provide for a wholesome learning from each others' best practices.

**Programme Director/Coordinator:** Professor Mona Khare, Head, Department of Educational Finance, NIEPA, New Delhi ( e-mail: [hodedufinmk@nuepa.org](mailto:hodedufinmk@nuepa.org) [mona\\_khare@rediffmail.com](mailto:mona_khare@rediffmail.com))

*1/c website*  
*MM*  
*8/1/18*