



## Centre for Academic Leadership and Education Management (CALEM)

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

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

# Time Table

**THEME OF THE COURSE: 04 DAYS TRAINING PROGRAMME ON ACADEMIC LEADERSHIP**  
(Vice-Chancellors/Pro Vice Chancellors/ Directors/Deans/Chairpersons and Heads of the Department)

(From 9/04/2018 to 12/04/2018)

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

**Assistant Project Coordinator** : Dr. Faiza Abbasi, Assistant Professor, UGC HRDC, AMU, Aligarh

**Course Coordinator** : Prof. Syed Aqeel Ahmad, Director, HRDC, Integral University

**Venue** : Integral University, Lucknow (UP)

Day No.	Date	Session I (9:15 – 10:45 a.m.)	Session II (11:00 a.m. – 12:30 p.m.)	<b>Lunch Break</b>	Session III (1:15-2:45 pm)	Session IV (3:00-4:30 pm)
1.	09.04.2018 Monday	Inaugural	Use of ICT and process reforms for improved internal governance By Prof. Basheer A. Khan		Budgetary process and strategies for effective resource mobilization By Prof. Basheer A. Khan	Effective Leadership and strategic planning By Prof. A.K. Saxena
2.	10.04.2018 Tuesday	University Visit By Dr. Shahid Mazhar	Student support service and placement, grievance redressal and handling student issues By Prof. A.K. Saxena		Handling Student diversity and coping with stress By Dr. Zeba Aqeel	Institutional ranking: Indian and international perspectives/ strategies for academic excellence By Prof. M. A. Khalid & Prof. A.R. Khan
3.	11.04.2018 Wednesday	Curriculum, curricular development and pedagogy/improved teaching & learning & promoting research By Prof. Basheer A. Khan	Balancing accountability (Including financial) and autonomy for effective governance By Prof. Basheer A. Khan		Building terms and strengthening alliances & managing external stakeholders (Combined Theme) By Prof. A.K. Saxena	Conflict resolution and management / Distributed leadership and diffusion of authority/effective decision making By Dr. Mohd. Mohsin Khan Dy. SP, Agra

4.	12.04.2018 Thursday	<b>Reforms and new initiatives in Higher Education</b> By <b>Prof. A.P. Vijapur</b> <b>Dept. of Political Science, AMU</b>	<b>Internationalization &amp; collaborations</b> By <b>Prof. A.P. Vijapur</b> <b>Dept. of Political Science, AMU</b>		<b>Interface with regulatory bodies</b> By <b>Prof. A.P. Vijapur</b> <b>Dept. of Political Science, AMU</b>	<b>Feedback and Valedictory Session</b>
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**Venue** : Integral University, Lucknow (UP)

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SC		ST		OBC		Minorities		General		Local	Outstation	Total		Total Participants
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# Human Resource Development Center, Integral University Successfully Organized its Four-day Training Program on “Academic Leadership”

(April 9–12, 2018)

## Report

As is the month of April, a month of maples, scarlet flowers and transition, the transition of knowledge and information, Human Resource Development Center, Integral University, Lucknow under the aegis of UGC-HRDC Aligarh Muslim University, Aligarh successfully organized and transited the traits of the effective leadership in its four-day training program on “Academic Leadership” (April 9–12, 2018), under the scheme of Pandit Madan Mohan Malaviya National Mission on Teachers and Teaching, at its regional Center (HRDC Integral University, Lucknow), a Centre for Academic Leadership and Education Management (CALEM), Ministry of Human Resource Development, Government of India.

In the inaugural session, Dr. Syed Aqeel Ahmad, Director HRDC, Integral University welcomed the participants and wished them success in their course pursuit. In his welcome address, he said that leadership and learning are inseparable and the essence of leadership is to have a broader vision for greater future. Prof. A. R. Kidwai, Director HRDC AMU said that the teachers are the paramount pillars of any institution, the universities are known by their teachers and not anything else, and the teachers are the architects of community and biologists of culture. He further added that academic leadership depends on research and excellence in learning and teaching skills. He pointed out at social cohesion of the teachers during the program and also advised to develop a class-room culture en masse.



Prof. Basheer A. Khan, advisor to the hon'ble Chancellor, Integral University and former Vice-Chancellor, Sido Kanhu Murmu University (SKMU), Dumka (Jharkhand) said that the other part of the world has gone a long way in science and technology with innumerable discoveries. He insisted on research, teaching and excellence and spoke on "Use of ICT and Process Reforms for Improved Internal Governance." Prof. Basheer said that information and communication technologies (ICTs) can help to sustain this process in three ways i.e. (i) they can support tasks that involve complex decision making, communication and decision implementation, (ii) they can automate tedious tasks done by humans, and (iii) they can support new tasks and processes that did not exist before. Speaking on efficacy, he added that selecting the most suitable things and performing is of paramount importance. The difference between effectiveness and efficiency can be summed up shortly, sweetly and succinctly. Being effective is about doing the right things, while being efficient is about doing things right way. In the next interaction with the participants, Professor Basheer reflected on "Budgetary Process and Strategies for Resources Mobilization" especially on Vision, Budget, Mission, Goals and Values. He said that the master budget is the aggregation of all lower-level budgets produced by a company's various functional areas, and also includes budgeted financial statements, cash forecast, and a financing plan. The master budget is typically presented in either a monthly or quarterly format, or usually covers a company's entire fiscal year. Operating Budget is about the known expenses, expected future costs and forecasted income over the course of the year. It requires estimate of revenue and expenditure.

Professor Basheer also mentioned various types of budgets i.e. Cash Flow Budget that is about estimate of all cash receipts and all cash expenditures expected during a certain time period. Financial Budget is a financial plan for a defined period of time. Static Budget anticipates values of inputs and outputs that are conceived before the period in question begins. The actual results and the anticipated values may differ substantially.

Speaking on "Effective Leadership and Strategic Planning", Professor A. K. Saxena said to the participants that Effective Leadership and Strategic Planning is the ability to positively influence people and systems to have a meaningful impact and achieve result, the process of envisioning an organization's future and developing the necessary procedures and operations to achieve that future. Effectiveness of leadership in a system depends in part on its organizational structure. He also said that according to Stephen Blum "planning is the



organization of hope”, “usually, the main problem with life conundrums is that we don’t bring to them enough imagination” (Thomas Moore).

Next day on April 10, 2018 again Prof. A. K. Saxena initiated the session on “Student Support service, grievance redressal and handling student issues,” “Handling Students and coping with issues” asked to promote the development of a “system” of student support and introduced to the “Summit Initiative” including available resources. He said that a “Grievance / Complaint” is defined as any communication that expresses dissatisfaction about an action or lack of action, about the standard of service / deficiency of service of an institute and the complainant asks for remedial action and Grievance Redress—Grievance Redress Mechanism is part and parcel of the machinery of any good and growing administration. No administration can claim to be accountable, responsive and user-friendly unless they establish an efficient and effective grievance redress mechanism. The grievance must be redressed depending on the nature of grievances on department level counseling, college / institutional level counseling where the matter can be resolved through these efforts. Most of the academic / internal evaluation (grievances related to internal assessment) shall be redressed at individual faculty level, HoD or Dean / Principal or CoE level. For other grievances that require review can well be redressed by receiving written and signed application.

In the last session of the day the participants enjoyed à deux presentation on “Institutional Ranking: Indian and International Perspectives / Strategies for Academic Excellence” by Prof. M. A. Khalid and Prof. A. R. Khan said that the Higher education system in India is large and complex. India has the third largest higher education system in the world. They discussed the strategies and techniques of growing the institution in terms of its ranking and status by top national educational bodies.

Speaking on “Curriculum, Curricular Development and Pedagogy / Improved Teaching and Learning & Promotion of Research and Balancing Accountability and Autonomy for Effective Governance” on April 11, 2018, Professor Basheer said that curriculum is crux of the whole educational process. The curriculum revision and modification must be au courant. Without curriculum, we cannot conceive any educational endeavor and this is the right pathway towards an achievement. He said that there are three facets of curriculum i.e. goals and purposes of education, process of curriculum and evaluation of the products. He also added that twenty first century universities are responding to an ever-increasing number of demands from policy makers and society. The universities

must meet a growth in student demand without reducing their quality of teaching and learning.

Prof. A. K. Saxena spoke on “Building Terms and Strengthening Alliances and Managing External Stakeholders” and said that the universities react to changing conditions and external challenges. More institutional autonomy implies less state control but also a more professionalised institutional management with more efficiency, effectiveness and public accountability. The environment and stakeholders want to see more market-like behaviour. He also said that no national government has completely opted out of being responsible for higher education. The universities have become organisations and with these more autonomous actors on markets, the state is still responsible for protecting them from market failure. Higher education institutions are specific or incomplete organisations lacking hierarchy, identity, and rationality.

Mr. Mohd Mohsin Khan, Dy. SP Agra reflected on “Conflict Resolution and management / Distributed leadership and diffusion of authority / effective decision making.” He stated that conflict management and resolution is a challenge that leaders face in the entire world and it is a friction between individuals due to differences of opinions, ideas, beliefs, values, needs or objectives. He also said that knowledge is needed in all areas of the needs of the institution. A decision is a means to an end where in the objectives play a central role. He stressed that if you don’t care, you don’t have a problem. If you don’t know where you’re going, you might end up somewhere else. In all the institutions and organizations conflict is a cause célèbre, it is just an inter alia and that is not a problem but a sign of healthy atmosphere. At the closure of his lectures, he asked the participants to be creative and think without constraints.

Last day of the program on April 12, 2018, Prof. AP Vijapur held three sessions on “Reforms and New Initiatives in Higher Education,” “Internalization and Collaboration” and “Interface with Regulatory Bodies” India has emerged as a global leader and a strong nation. Education is the key to the task of nation building as well as to provide requisite knowledge and skills required for sustained growth of the economy and to ensure overall progress, said the Professor. He talked in detail about Vision 2030 towards a brave new world of higher education in the country. He also mentioned that reforms are inevitable in any vibrant system of higher education. Reforms are propelled by a variety of compulsions such as economic, social, cultural, political, and strategic and so on.

In the Valedictory Session, Prof. Syed Aqeel Ahmad, Director HRDC, Integral University said that teaching across the globe has for some time been a less vital business

than research and we have to realize the humane and noble aspirations envisioned by our nation's founding fathers. Dr. Aqeel congratulated the participants and wished them good luck for their ad infinitum future endeavors.

Dr. Sayed Nadeem Akhtar, Director Planning and Research distinguished between intrinsic and extrinsic motivation within the educational institutions. He also added that leaders must not wait to have an official designation. They must act like a leader and there should be volunteered leadership as well. He highly stressed on demonstration of excellence. Prof. AP Vijapur, Chairperson Department of Political Science, AMU described the traits of effective leadership and also gave expert opinion on teaching and learning process, especially the e-ways of knowledge hunt.

The guest of the honor of the session, Prof. Aqil Ahmad, Controller of Examinations, Integral University mesmerized the audience by his poetic, jovial and short interaction. The participants came from more than 17 institutions. At the end of the event, Mr. Zishan Raza Khan, Dy. Director, HRDC proposed the vote of thanks. The entire training program was hosted by Dr. Tariq Faraz. The participants came from the following educational institutions to participate in the program:

Integral University, Lucknow

MRSM, Lucknow

Charak Institute of Education, Lucknow

Sherwood College of Management, Lucknow

Sacred Heart Degree College, Lucknow

Amity University, Lucknow

BBDNIIT, Lucknow

Azad Institute of Engg. & Technology, Lucknow

Integral Institute of Agricultural Science & Technology, Lucknow

Suruchi Uchcha Shiksha Santhan, Lucknow

Charak Institute of Education, Lucknow

University Polytechnic, Integral University Lucknow

Lucknow Christian Degree College

IILM Higher Education, Lucknow

Bora Institute of Technology & Management, Lucknow

Heera Lal Yadav Balika Degree College, Lucknow



