

## **Programme 2 Short Term capacity Building Programme on “Academic leadership 5.0”**

The Association of Indian Universities (AIU)—Academic and Administrative Development Centre (AADC) of Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore, Tamil Nadu organised the second Short Term Capacity Building Programme titled 'Academic Leadership 5.0' from February 20 to February 28, 2023. The program was targeted at Administrative Heads of HEIs namely Pro-Vice Chancellors, Registrars, Deans, Deputy Deans, Directors, College Principals, Heads of the Departments and other Administrative and Academic level officials. 29 participants across HEIs of the country attended the program.

Inaugurated by Lt. Col. Dr. A Ravikumar, Pro Vice Chancellor of SRM Medical College Hospital and Research Centre, the program aimed to enhance leadership, research, and management skills for academic leaders. The event featured a prayer song, welcome address by Dr. U. Jerinabi, and a presidential address by Prof. S.P. Thyagarajan. Dr. K. Ramya, Nodal Officer introduced the event, and the Chief Guest was introduced by Mrs. Sudha from the Dept. of Psychology.

In his special address, Lt. Col. Dr. A Ravikumar highlighted academic leadership's significance in today's rapidly evolving world. In his inaugural address, he emphasized leadership's innate nature, its role as a student model and mentor, and stressed ambitious, measurable goals. Dr. Ravikumar noted that leadership is 90% character and 10% professional skills, citing Dr. Thyagarajan's example for hard work. He emphasized team-building, courage, and conviction in effective leadership. He stressed on academic leader's role in constructive correction, praising publicly and motivating improvement.

In the second session of the day, Prof. S.P. Thyagarajan, Chancellor of Avinashilingam Institute, presented on 'Academic Leadership and NEP-2020.' He discussed the implications of the National Education Policy (NEP) for academic leadership, highlighting the importance of aligning strategies with the policy to enhance education quality. Prof. Thyagarajan emphasized how academic leadership empowers educational leaders to guide students toward multidimensional success. He distinguished between transformational and systemic leadership, detailing key attributes of effective academic leaders. He discussed influencing factors such as integrity, nurturing, faith, and empowering. He introduced five levels of leadership for institutional growth, emphasizing humility and commitment. Prof. Thyagarajan also addressed the traits of a level five leader and the evolution of higher education through generations, including traditional, modern, postmodern, and integrated approaches. He also referenced an article comparing teacher and administrator perspectives on professionalism and touched upon NEP-2020.

Dr. Venkatachalam, Professor at Madras Institute of Development Studies, led the session on 'Research Leadership.' He highlighted essential qualities and skills for effective research leadership, underlining research's significance in academia. He addressed challenges in Indian research, emphasizing the value of an ecosystem and innovative proposals. Strong and evidence-based proposals, along with teamwork, were stressed for promoting research. Encouraging students to read newspapers, stay updated, and engage with reputable journals was recommended for aspiring researchers.

Conducted by Mr. K. Seetharam, Director of Silver Tongue, the fourth session featured a pre-programme 'Leadership Assessment Test' The test aimed to evaluate participants' leadership strengths and weaknesses. Discussion points included the significance of leadership assessment and its parallels with medical check-ups. Four main reasons for taking the assessment were highlighted: self-awareness, career growth, goal development, and enhancing leadership capabilities. Mr. Seetharam emphasized essential skills for Academic Leaders namely Technical, Interpersonal, and Conceptual.

Dr. Caven S. Mcloughlin, an Emeritus Professor from Kent State University and visiting professor at Avinashilingam University, led the next session on 'Health and Wellness'. He underscored the importance of mental well-being, especially in the pandemic era. His holistic approach covered physical, emotional, social, and spiritual aspects. He discussed psychology's role in addressing mental health challenges and reducing stigma. He highlighted post-pandemic mental health struggles, differing experiences of American and South Asian students, and the need for on-campus counseling to stabilize emotions and address trauma. Dr. Mcloughlin also addressed issues like sexual violence, social anxiety, and college completion rates.

Dr. P B Sharma, Vice-Chancellor of Amity University, led the 6th session on Academic Leadership. He discussed modern challenges and opportunities for academic leaders, emphasizing proactive leadership, innovation, and collaboration. Building a strong team and nurturing talent were highlighted for sustained success. Dr. Sharma acknowledged the age of uncertainty brought by digital transformation and the pandemic. He stressed the need for research beyond career goals, advocating for solutions, development, sustainability, and social relevance. The session encompassed insights into future engineering and higher education's opportunities and challenges.

Dr. V. Bharathi Harishankar, Vice-Chancellor of Avinashilingam Institute, led the session on Transformational Leadership. She emphasized the transformative impact of leadership on organizations and communities, highlighting qualities like vision, empowerment, and ethics. Dr. Harishankar stressed the significance of shared vision and stakeholder engagement for lasting change. She discussed the complexities of higher education, balancing ideal and practical roles, and the importance of motivated students. Describing transformational leaders as agile, she explored qualities like dynamism, adaptability, and growth orientation. Quoting Daniel Goleman's emotional intelligence theories, she linked emotional awareness, control, and social skills to effective transformational leadership. She advised agile leaders to focus on the present and maintain boundaries for success.

Dr. G. Ramesh from IIM Bangalore led the activity-based session on Effective Communication Strategies. Through interactive activities, he emphasized communication skills, including active listening, empathy, and assertiveness. Verbal, nonverbal, and written communication modes were discussed in context selection. Dr. Ramesh shared personal experiences and principles, addressing the manipulation aspect of communication strategy. He engaged participants on the assertion that 'Teachers are not good communicators' and delved into the strategic communication cycle.

Prof. D. Lazar, Finance Officer of Pondicherry University, led the next session on Financial Planning and Management. He highlighted the significance of financial planning and management in higher education. Topics covered included budgeting, financial analysis, and transparency. Prof. Lazar stressed on careful resource utilization, differentiating between financial management and planning. He discussed the importance of academic activities over non-academic ones, shared steps for financial planning, and emphasized the role of technology and digital tools in financial management.

Dr. G Jayaraman, Dean-Academics at Vellore Institute of Technology, led the session on Institutional Assessment and Accreditation. He discussed aligning institutional goals with accreditation standards, emphasizing self-assessment and continuous improvement. Defining assessment and accreditation, he stressed the importance of evolving institute-specific metrics. Transparent procedures were deemed vital for trust and ethical practices. He highlighted the role of optimistic, helpful faculty in creating a conducive learning environment. The session covered quality education attributes, flexibility, accountability, and SWOC analysis for mission accomplishment.

Prof. Kamala Sankaran, from University of Delhi, led the session on Conflict Management and Leadership Barriers. She addressed challenges in higher education leadership, focusing on conflict resolution and overcoming obstacles. Importance of trust, open communication, and consensus was discussed. Prof. Sankaran highlighted conflicts among students, faculty, and institutional issues, covering topics like ragging, sexual harassment, and practical solutions.

Prof. Dr. Moch. Sasmito Djati, Vice Rector of Brawijaya University, conducted the session on Sustainable Development through Global Engagement. Attendees participated in interactive activities, emphasizing global partnerships, cross-cultural exchange, and sustainable practices for higher education institutions' growth and development.

In the subsequent session, Mr. Parameswaran from National Institute of Social Defense, New Delhi addressed challenges posed by rapid changes in the academic realm. Adaptation to change, fostering flexibility, and embracing new ideas were highlighted. He stressed digital literacy's significance and urged acceptance of change using insights from 'Who Moved My Cheese?' by Spencer Johnson. Changes in education, roles of teachers and students, and the importance of creativity and innovation were discussed. The session covered the impact of technology, NEP 2020, its challenges, and SWAYAM's role in promoting awareness and skill acquisition.

Prof. Romate John, Dean at Central University of Karnataka, delivered a session on "Non-violent Communication for Effective Leadership." He emphasized using compassionate communication for a positive work environment. He outlined non-violent communication as compassion-inspired interpersonal interaction, outlining its four-step process. Prof. John advised understanding others' feelings to enhance leadership and avoid negative outcomes associated with aggression.

Prof. Suresh Paul Antony from IIM Trichy focused on Branding of higher education institutions. He highlighted the importance of building a strong brand and reputation to attract students and funding. Prof. Antony used interactive presentation style, discussing successful branding strategies worldwide and addressing stakeholder expectations.

In the next session, Dr. Paul Prathap Jayaraj, Dean of AIMED, Bharathidasan University, led an interactive activity on the "Four Quadrants of Leadership." Divided into groups, participants engaged in tasks related to self-awareness, relationship building, task management, and innovation. The session emphasized the interconnectedness of these leadership aspects and included storytelling, participant engagement, and leadership style discussions.

Prof. Mini Shaji Thomas, Dean at Jamia Millia Islamia, led the session on Women Leadership. Addressing challenges faced by women in leadership, she shared personal experiences and success stories, emphasizing empowerment and gender balance. She discussed factors hindering women's progress, the importance of a support system, and the need for hard work and seizing opportunities. Prof. Thomas urged women to be visible, innovative, and prioritize effectively.

Dr. C Rajkumar, Founding Vice Chancellor of O P Jindal Global University, delivered a session on "Leadership for World-Class HEIs." He highlighted qualities for effective leadership in building exceptional higher education institutions, focusing on innovation, collaboration, and student-centered learning. Global examples of successful leadership practices were shared.

Mr. Shiva Sivasubramaniam, Founder-Director of Biomimicry at IIT Madras, led the session on "Tools for Creative Thinking." He discussed techniques to enhance creative thinking, using nature as an inspiration for innovative solutions. The session was interactive and activity-oriented, emphasizing the role of leaders in fostering innovation. Mr. Sivasubramaniam introduced the concept of "canvas creativity" and proposed the idea of creating tools for thinking, using the example of "six thinking hats."

The subsequent session, led by Prof. Sundar Wilson of Anugraha, addressed Mental Health Assessment through activities. Participants evaluated their mental health using questionnaires, guided by Prof. Wilson's interpretation. The session highlighted mental health's significance, emphasized leaders' role in prioritizing it, and introduced psycho-geometrics for understanding personalities through shapes.

Dr. Sivakumar Srinivasan, Head of Applied Mechanics at IIT Madras, discussed the impact of experienced teachers on the learning atmosphere. He highlighted engaging students beyond the

classroom, shared personal insights, and stressed feedback openness, continuous learning, and improvement for effective teaching.

Prof. P Subrahmanya Yadapadithaya, Vice-Chancellor of Mangalore University, led the session on "Human Resource Management." He discussed challenges in educational HR management, focusing on recruitment, training, and retention. Emphasizing organizational culture and employee empowerment, he differentiated HRM and HRD and concluded with a formulaic explanation of "Human Resource Management" using its letters. He characterized HRM as applied, multidisciplinary, multicultural, and multinational.

Prof. Manas K Mandal, Distinguished Visiting Professor at IIT Kharagpur, led the session on "Stress and Time Management." Addressing academic success, he discussed stress causes, conflicts, and management techniques. Prof. Mandal emphasized mindfulness, prioritization, and delegation. He highlighted leaders' role in creating a supportive environment for effective stress and time management, ultimately impacting quality of life and decision-making.

The concluding session of the day featured an interactive activity on "Storytelling as a Management Tool," led by Prof. S Venkatesh, Founder of Gene Macron Media Interactive India Pvt. Ltd. The session highlighted storytelling's role in employee inspiration and motivation. Successful industry examples were discussed, followed by a participant-led story activity, marking the end of the program.

The seventh day commenced with a session on "Spirituality in Academic Leadership" by Swami Jagadatmananda Saraswati from Arsha Vidya Gurukulam. The session explored how spirituality enhances leadership qualities. Focus areas included self-awareness, mindfulness, ethical leadership, and fostering a positive work environment. Swami emphasized selfless action (Karma) and discussed spiritual values' transformative impact, particularly in the context of academic leadership's ethical, social, and spiritual values.

Prof. Kannan Moudgalya's from IIT Bombay highlighted the "Role of Technology in Academic Leadership." He emphasized technology's potential in teaching, learning, and efficiency. Examples of technology integration were shared, along with the importance of staying updated. Live course delivery, distance education, and multilingual tutorials were discussed. Prof. Sudesh Mukhopadhyay, Former Chairman of the Rehabilitation Council of India, delved into "Gender Intersectionality in Higher Education." The session emphasized acknowledging and addressing challenges faced by women and marginalized groups. Strategies for fostering inclusivity were shared.

The subsequent session of the programme was on Effective Leadership for Institutional Excellence by Prof. Panchanatham, Former Vice Chancellor of Tamil Nadu Teacher's Education University in Chennai. The session focused on the qualities and skills required for effective leadership in higher education. Prof. Panchanatham discussed the importance of vision, strategy, communication, and accountability in creating a culture of excellence in academic institutions.

Mr. K. Setharaman from Silver Tongue, Coimbatore conducted the "Leadership Assessment Test II". He introduced a thorough leadership assessment tool, discussing diverse leadership styles and encouraging interactive participant engagement.

Prof. Madaswamy Moni, Retd. Director General of the National Informatics Centre, Government of India deliberated on the topic "Learning from Corporate Experience." He stressed adaptability, continuous learning, and teamwork's significance for organizational success. Technological advancements' impact on the corporate landscape was highlighted, along with the importance of staying updated with trends and innovations.

The valedictory session featured a warm welcome by Dr. Ramya, Nodal Officer followed by a Presidential address by Dr. V. Bharathi Harishankar. Dr. M. Sathya introduced the chief guest, and Dr. V. N. Rajasekharan Pillai from Somaiya Vidyavihar University delivered the valedictory

address, highlighting program takeaways and encouraging participant feedback. Attendees expressed gratitude for the enriching program, as Dr. G. Padmavathi presented the event report, and Mrs. Sudha delivered the vote of thanks. The well-organized and informative sessions facilitated valuable exchange of ideas and experiences among educators, researchers, and industry professionals.