भारतीय प्रौद्योगिकी संस्थान जम्मू
INDIAN INSTITUTE OF TECHNOLOGY JAMMU
विद्याधनं सर्वधन प्रधानम्

MALAVIYA MISSION
TEACHER
TRAINING PROGRAMME

शिक्षा मंत्रालय
MINISTRY OF
EDUCATION
सत्यमेव जयते

Indian Institute of Technology Jammu

ABHYUTHANAM

Academic Leadership Engagement

A Ministry of Education, Government of India
Initiative for Directors and VCs of Centrally Funded Institutes Under the aegis of
Malaviya Mission Teacher Training Programme (MMTTP)

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Preamble

With the aim of achieving the goal set forth in NEP 2020 to foster the development of effective academic leaders, an Academic Leadership Program was conceptualized under the umbrella of the Malaviya Mission Teacher Training Programme (MMTTP). This initiative, known as Abhyuthanam, is designed to actively engage with leaders from 200 Centrally Funded Institutions (CFIs) over the course of the next two years, organized into eight cohorts

By providing a platform for collaborative learning and exchange of ideas, Abhyuthanam seeks to empower academic leaders with the knowledge, skills, and insights necessary to navigate the challenges of the ever-changing educational landscape. Through this program, participants will not only enhance their leadership abilities but also contribute positively to the advancement and innovation of the academic sector.

The Abhyuthanam program will offer a diverse range of activities and discussions aimed at enhancing the leadership skills and capabilities of participants. These engagements will include expert lectures, interactive panel discussions, impactful debates, and open forums. The themes covered will be carefully selected to address crucial issues in academia, focusing on themes that are both significant and subject to ongoing evolution, such as:

Themes Covered

- Global orientation while remaining rooted in Indian culture, emphasizing diverse and functional MoUs.
- Insights into 'Viksit Bharat@2047'.
- Campus and residential program envisioning, emphasizing flexibility and sustainability.
- Blended learning methodologies, utilizing online resources such as NPTEL, SWAYAM PRABHA, and others, alongside learning analytics.
- Societal and translational impact, leveraging governmental development schemes and policy interventions.
- Vision, values, and goals concerning all stakeholders of the institution.
- Resource generation, mobilization, and viability gap funding strategies.
- Onboarding, assessing, and promoting teaching skills.

Hosted by IIT Jammu on behalf of the Ministry of Education, Government of India, the inaugural cohort of the 'Abhyuthanam: Academic Leadership Program' was held from March 15th to March 19th, 2024.

The five-day program attracted directors from prestigious institutions such as IISERs, NITs, NITTTR, IIITs, and SPAs, as well as vice-chancellors of central universities. This diverse gathering of academic leaders provided a rich platform for exchange and collaboration. The program concluded successfully on March 19th, 2024, leaving a lasting impact on all participants. Through insightful discussions and interactive sessions, attendees shared their personal journeys and professional experiences, enriching the collective understanding of academic leadership.

A comprehensive report is compiled, offering a day-by-day summary of the deliberations. These summaries captured the essence of the discussions, highlighting key insights and recommendations put forth by subject experts and participants alike. Notably, panel discussions involving leaders from various Higher Educational Institutions (HEIs) stimulated constructive dialogue and fostered collaboration.

As a result of these deliberations, actionable points emerged, which are meticulously documented in the report. These actionable points represent tangible outcomes of the program, paving the way for the implementation of concrete strategies to enhance academic leadership across institutions.

Participating Leaders of HEIs

	Name of Institute/University	Name of the Director/Vice-chancellors
1	National Institute of Technology, Hamirpur	Prof. Hiralal Murlidhar Suryawanshi
2	Central University of Jammu	Prof. Sanjeev Jain
3	Central University of Andhra Pradesh	Prof. S A Kori
4	Indian Institute of Information Technology, Surat	Prof. J S Bhatt
5	Indian Institute of Science Education and Research, Tirupati	Prof. Santanu Bhattacharya
6	Indian Institute of Science Education and Research, Berhampur	Prof. Ashok Kumar Ganguli
7	National Institute of Technical Teachers Training and Research, Chennai	Prof. Usha Natesan
8	National Institute of Technology, Silchar	Prof. Dilip Kumar Baidya
9	National Institute of Technology, Meghalaya	Prof. Pinakeswar Mahanta
10	National Institute of Technology, Goa	Prof. Om Prakash Jaiswal
11	School of Planning and Architecture, Vijayawada	Prof. S Ramesh
12	Indian Institute of Information Technology, Kurnool	Prof. DVNL Somayajulu
13	National Institute of Technology, Trichy	Prof. G Aghila
14	Indian Institute of Information Technology, Agartala	Prof. Abhay Kumar
15	Indian Institute of Information Technology Design and Manufacturing, Jabalpur	Prof. Bhartendu K Singh
16	National Institute of Technology, Agartala	Prof. Sarat Kumar Patra
17	Central University South Bihar	Prof. Kameshwar Nath Singh
18	Indian Institute of Information Technology Bhopal, Madhya Pradesh	Prof. Ashutosh Kumar Singh
19	School of Planning and Architecture, Bhopal	Prof. M Kailasa Rao

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Session Experts

Prof. U B Desai

Prof. Uday B. Desai, a distinguished Indian academician, served as the founding director of the Indian Institute of Hyderabad, where he propelled it into the top echelons of engineering colleges in India. As a Chancellor at ICFAI Dehradun and Anurag University and an Honorary Distinguished Professor at Plaksha University, his influence extends across academia. With expertise in Cyber-Physical Systems, AI, IoT, and wireless communication, he has authored numerous papers and monographs, contributing significantly to research. Recognized with awards such as the Outstanding Alumni Award from the University of Buffalo and the Distinguished Alumni Award from IIT Kanpur, he is a Fellow of prestigious academies and societies. Prof. Desai's leadership extends beyond academia, shaping the landscape of industry and education through his roles on various boards and councils

Mr. G C Modgil

Mr. G C Modgil, a distinguished Mechanical Engineer, brings extensive expertise in HVAC, Electrical, and Building Management for large projects. As a Fellow ASHRAE member and former president of ISHRAE and ASHRAE India Chapter, he has significantly influenced industry standards. His role as a strategic advisor at the International Financial Corporation (IFC) underscores his global impact. Serving as CEO at Sterling India, he leads innovative projects such as the Facility for Low Carbon Technology Deployment by UNIDO and BEE. His achievements include being awarded the FELLOW ASHRAE title and the prestigious 2015 Emerson Cup for Excellence in New Project in a Metropolitan City, highlighting his pioneering work in innovative HVAC systems. Mr. Modgil's leadership and commitment to sustainability continue to drive impactful solutions in the engineering sector.

Prof. K N Satyanarayan

Dr. Kalidindi N. Satyanarayana, currently Director of IIT Tirupati, previously served as Professor in Building Technology & Construction Management at IIT Madras. With a B. Tech from IIT Madras and MS/PhD from Clemson University, USA, he joined IIT Madras in 1991, also visiting Iowa State University in 2009. His expertise lies in project management, construction contracts, productivity, and waste management, reflected in extensive publications and awards like the PMI Distinguished Scholar Award (2011). At IIT Madras, he held various roles, including Advisor - Alumni Affairs and Chairman - Engineering Unit. He chairs the Implementation Committee for IIT Madras Research Park - Phase II and contributes to setting up new campuses like IIM Trichy and IIT Indore. Notably, he holds key positions in academic and industry advisory boards, showcasing his multifaceted contributions to education and research.

Dr. Amit Sen

Dr. Amit Sen, a pioneer in child mental health, co-founded Children First with a vision to establish a community-based center for effective and culturally resonant services. Over a decade, they've directly assisted 12,000+ children and families, offering personalized care through a multidisciplinary team of 75 professionals. They prioritize holistic support, initiating programs like Schools That Care and fostering partnerships with 30+ educational institutions. In 2022, their commitment expanded with a collaboration with Amaha, aiming to create a comprehensive ecosystem for child and adult mental health. Dr. Sen's dedication to nurturing environments for children and families underscores his impact on mental health care.

Prof. T Pradeep

Thalappil Pradeep, an Institute Professor and holder of the prestigious Deepak Parekh Chair at the Indian Institute of Technology Madras, is a distinguished scientist renowned for groundbreaking contributions to science and technology. Honored with the Padma Shri award in 2020, along with accolades like the Nikkei Asia Prize and The World Academy of Sciences (TWAS) Prize, his international recognition underscores his exceptional achievements. With a Ph.D. in chemical physics from the Indian Institute of Science, Bangalore, and post-doctoral experience at UC Berkeley and Purdue University, Pradeep's illustrious career spans diverse research interests in molecular materials and surfaces. Notably, his pioneering work revolutionized access to clean water globally through noble metal nanoparticle-based purification methods. Awarded the Shanti Swarup Bhatnagar award, among others, Pradeep continues to lead innovative research that impacts environmental sustainability and pushes technological boundaries.

Prof. Sandeep Sancheti

Prof. Sandeep Sancheti is an esteemed academician and leader in higher education. Currently, as Vice President of Research Relations & Academic Affairs at Elsevier (India), he spearheads transformative research and academic initiatives. With over three decades of experience, Prof. Sancheti held pivotal leadership roles at prestigious institutions, including SRMIST Chennai, Manipal University Jaipur, and the National Institute of Technology Delhi. Notably, he co-founded Edorer.com, an educational platform fostering learning and innovation. His influence extends globally as a Council Member of The Association of Commonwealth Universities, facilitating networking among institutions worldwide. Prof. Sancheti's diverse experience and unwavering commitment to excellence drive advancements in education and research, both nationally and internationally.

Prof. D B Phatak

Prof. Deepak B. Phatak, a prominent Indian computer scientist and academic, has left an indelible mark on science and technology. Honored with the prestigious Padma Shri Award in 2013, he is celebrated for his exceptional contributions. Prof. Phatak's diverse research interests span databases, software engineering, IT- enabled education, and system performance evaluation. He has led groundbreaking projects, including aircraft maintenance training simulators and surveillance systems for regulatory bodies like the Securities and Exchange Board of India. Recognized among the fifty most powerful Indians by Business Week in 2009, he has received esteemed awards, including the Lifetime Achievement Award from Skoch Foundation and IIT Bombay. Prof. Phatak's legacy inspires generations in computer science and engineering, reflecting his dedication and expertise.

Mr. Arvind M T

Mr. Arvind MT, a seasoned leader in technology and entrepreneurship, brings over two decades of experience to his diverse roles. Currently, as CEO at Ramaiah Evolute on a part-time basis, he provides strategic guidance for innovation and startup success. Additionally, he serves as a Business Mentor, supporting aspiring entrepreneurs, and as an Instructor & Mentor at the Gopalakrishnan-Deshpande Centre for Innovation and Entrepreneurship, nurturing the next generation of startup founders. Previously, Mr. Arvind held pivotal positions, including Director at Amplebit Energy Solutions Pvt Ltd and CEO at Amplebit Technologies Pvt. Ltd., driving growth and success.

His tenure as a Program Manager at Sasken Technologies Limited honed his project management skills. With a proven track record of innovation and fostering entrepreneurial spirit, Mr. Arvind continues to make significant contributions to the tech and startup ecosystem.

Prof. Vinay Nangia

Prof. Vinay Nangia, a distinguished academician with over two decades of experience, serves as a Distinguished Professor at BML Munjal University on a part-time basis. He also contributes as a Freelance Distinguished Professor in Gurugram. Prof. Nangia held significant positions, including Adjunct Faculty in Gurgaon and Professor of Eminence at Guru Nanak Dev University, Amritsar. His tenure as Professor Emeritus at NSUT saw him establish innovative business administration programs. With a rich academic background, he spent two decades as a full-time Professor at IIT Roorkee, initiating the Business School and leading as Head of the Department multiple times. His consultancy work at BRG showcased his management expertise. Prof. Nangia's diverse experience underscores his exemplary contributions to academia and the field of management.

Mr. Ravikant

Mr. Ravi Kant, a seasoned corporate leader with nearly 50 years of experience, notably served as the former Vice Chairman and Managing Director of Tata Motors for 15 years. Prior to Tata Motors, he held senior positions at Philips India, LML Ltd, Titan Watches, Kinetic Engineering, Hawkins, and Hindalco Industries Ltd. Beyond corporate roles, Mr. Kant actively contributes to the education and health sectors, having chaired IIM Rohtak and IIIT Allahabad. He advises prestigious business schools at IIT Bombay and Kharagpur and engages with institutions like the National Institute of Design in Ahmedabad and the Centre of Extractive Industry at the Earth Institute, Columbia University. Mr. Kant's diverse career and commitment to positive change underscore his exemplary leadership across corporate and societal domains.

Summary of Day-wise Engagements

Day 1: 15/03/2024

Session 1:

Going Against the Grain
Speaker: Prof. U B Desai

Key Attributes of Academic Leadership

Vision: Demonstrating a shared hunger for long-term impact and fostering passion among faculty members by emphasizing vision over mere objectives.
Courage and Risk-taking: Displaying boldness in decision-making and supporting faculty members in their endeavors, while acknowledging the possibility of failure and the importance of resilience.
Capacity to Face Defeat and Stand Up Again: Taking ownership of failures and attributing success to the collective effort of the team.
Innovation: Encouraging out-of-the-box thinking and challenging traditional norms to promote progress.
Empathy and Process Innovation: Enhancing faculty motivation through administrative innovations that streamline processes and demonstrate empathy.
Handling Failure: Viewing failure as a catalyst for innovation and growth rather than a setback.
Leader vs Boss: Distinguishing between leadership and management by inspiring and empowering rather than simply making decisions.

Building the Institute: Faculty and Students

Key Assets: Recognizing faculty members and students as the most valuable assets of the institution.
Faculty Recruitment: Prioritizing faculty recruitment as a cornerstone of institution-building.

Actionable Points

Revenue Generation: Acknowledge the importance of revenue generation and consider executive programs as a viable option.
Innovative Curriculum: Introduce a partial-credit course (half or one credit) on academic success and incorporate extracurricular activities such as Dance, Drama, Music, Pottery, and Kabir Doha to enhance student engagement and continuity.
Empowering Faculty: Grant faculty members autonomy, avoid micromanagement, and support passionate educators and researchers to elevate the overall quality of teaching and research.
Engagement with Faculty and Students: Actively engaging with faculty and students to understand their perspectives firsthand, such as through informal interactions and town hall meetings.
Appreciating Students: Value and nurture the potential of students through attentive listening and support.

Panel Discussion 1:
Changing Context of Higher Education

Moderator: Prof. Ashok Ganguli
Panelists: Prof. S.M. Suryawanshi, Prof. Usha Natesan, Prof. D. Somayajulu

Context

The recent landscape of higher education in India has been significantly influenced by the post-COVID-19 impacts on teaching and learning, and the implications of the National Education Policy (NEP). This necessitates a global perspective, acknowledging the diversity of Indian institutions and addressing the evolving needs within higher education.

Key Points of Discussion

Industry Alignment & Skill Development: Addressing the existing skill gap between academia and industry by integrating technology-infused learning to bridge the divide between these sectors and promote community engagement.
Technology & Pedagogy: Recognizing the challenges and successes of blended learning, emphasizing the transition from fully online models to hybrid approaches based on stakeholder preferences.
Student Focus & Development: Viewing students as potential entrepreneurs and fostering an entrepreneurial mindset alongside traditional job-seeking approaches.
Challenges & Ethical Interventions: Addressing substance abuse and mental health challenges among students, particularly in premier institutions, and emphasizing the importance of ethical leadership and interventions.
Vital Considerations: Highlighting the significance of international accreditation, sustainability, ethical leadership, lifelong learning, personalized learning, and inclusion in shaping the future of higher education.

Actionable Points

Reach of Higher Education: Expand access to higher education, particularly in remote areas, while maintaining teaching quality and supporting teachers.
Mitigating Generational Gap: Address the gap between 21st-century students and traditional teaching methods through innovative pedagogical approaches.
Industry-Supported Projects: Integrate skill development initiatives within curricula to meet industry needs alongside traditional learning methods.
Reach of Higher Education: Expand access to higher education, particularly in remote areas, while maintaining teaching quality and supporting teachers.
Ethical Intervention: Foster student self-reliance and align with the vision of 'Atma Nirbhar Bharat' by addressing teacher mindsets and promoting ethical teaching practices.
Student Guidance: Balance India's need for a skilled workforce with a holistic approach to student guidance, including counseling and support services

Panel Discussion 2:

Vision, Values, and Goals Concerning All Stakeholders of the Institution

Moderator: Prof. Sanjeev Jain
Panelists: Prof. J S Bhat, Prof. D K Baidya, Prof. G Aghila, Prof. S A Kori

Context

There is a need to cultivate a comprehensive environment conducive to progress through instilling values, harmonizing vision and mission, effective stakeholder engagement, and tackling social issues for sustainable advancement.

Key Points of Discussion

Vision and Mission: Clarifying the distinction between vision (a futuristic mental image of organizational goals) and mission (the approach to fulfilling those objectives) while stressing the importance of aligning them for organizational clarity and cohesion.
Values for Teachers and Students: Emphasizing the importance of instilling values in both teachers and students as the foundation for organizational growth and development.
Sustainable Goals: Discussing the role of universities as economic engines and the significance of multidisciplinary courses, innovation, and technology in achieving sustainable objectives.
Faculty Selection and Infrastructure: Underscoring the criticality of faculty selection processes and the pivotal role of infrastructure in supporting educational endeavors.
Leadership and Capacity Building: Emphasizing the importance of effective leadership in driving institutional goals. Advocating for capacity-building initiatives that address societal needs and universal human values.

Actionable Points

Stakeholders Identification: Identify key stakeholders, including students, faculty, staff, society, parents, community, and industry, in the vision document and highlight their indispensable role in institutional success.
Local Relevance and Global Competence: Craft visions that are locally relevant while nurturing global competence among students.
Societal Relevance: Incorporate social issues such as gender equality, reducing inequalities, and promoting health and empowerment into the institutional vision, with a specific focus on digital education for girls.
Student Perspective: Address the importance of guiding students to explore their interests upon joining the institution and the necessity of skilled and engaging teachers to foster joyful learning experiences in the vision document.

Day 2: 16/03/2024

Session 2:

Role of Master Planning in Campus Design Towards Decarbonization of Built Environment

Speaker: Mr. G C Modgil

Key Attributes of Academic Leadership

Context: The Government of India aims to reduce carbon emissions by 50% by 2030 and achieve net zero by 2070. Institutes, directly and indirectly, contribute to land use, deforestation, use of construction materials, waste generation, etc. Technological campuses should address land and infrastructure sustainability considerations.

Vision: The campus design should create an inspiring vision, seize the imagination, and establish development objectives.

Master Plan: The master plan should include attractive, unique, secure, high-quality, and publicly accessible spaces with efficient land use, reduced travel, improved social integration, and the ability to expand with added investment value.

Local Aspiration: Campuses should address the needs and aspirations of the local community, understanding their issues and the climate of the campus site.

Mobility inside the Campus: Campuses should provide necessary amenities like electricity and water supply for daily life while being adaptable for future upgrades. For instance, Bhubaneswar is planned as India's first city not requiring air conditioning.

Actionable Points

- Adopt best practices in urban regeneration and sustainability goals, including a 5-star GRIHA rating.
- Consider solar diversity, occupant diversity, and energy management strategies.
- Utilize thermal energy over energy storage for cost-effectiveness.
- Implement water reuse and recycling through a water balance cycle.
- Develop plans for water supply, sewage, and low-energy sewage treatment.
- Implement sustainable stormwater management systems like detention ponds and detention basins.
- Implement waste management plans.
- Design pedestrian networks and vehicular zoning.
- Manage water to prevent soil erosion.

Question and Answer Round

Q: If one has to think about upgrading campuses that were designed earlier to be energy-efficient, what can we do about that?
A: Take a holistic approach that preserves heritage concepts while implementing necessary changes. Look to successful examples like Krishi Bhawan in Bhubaneswar for inspiration.

Q: How should one select a consultant when designing campus buildings?
A: Prioritize consultants with a focus on sustainable building practices and energy management over those emphasizing flashy designs. The primary purpose of campus buildings is to facilitate study and knowledge acquisition, not mere aesthetic display. Sustainable building principles and energy management should guide the design process to uphold the institution's values.

Q: Are new building technologies, although sustainable, suitable for the climate of Northeast India?
A: Before adopting new building technologies, carefully evaluate their compatibility with the region's thermal, climatic, and construction challenges. While cost and time are important considerations, they should not overshadow factors like thermal comfort, climate resilience, and construction feasibility. While steel may offer advantages, yet ensures a comprehensive assessment of all building components. Prioritize solutions that address local climate challenges alongside sustainability goals

Session 3:
Building an Institution (Goal setting, Stakeholders'Engagement, Sustainable Campus Building)
Speaker: Prof. K N Satyanarayan

Key Attributes of Campus Construction

Context: Constructing the institute building is one of the most important aspects of building an institution. The new IITs started in 2009 and 2016 and have incorporated several state-of-the-art concepts, practices, and technologies. To this end, the thrust areas of institute construction are materials and manufacturing, precision technologies, and smart infrastructure. It is incumbent that these initiatives require sharing and documenting with a larger group of Academic Leaders.

Stakeholders Involvement: The campus infrastructure building should involve stakeholders at all levels, including government policies and mandates, the local public, faculty and staff, students, industry, and government organizations.

Futuristic Planning: A forward-looking master plan should be in place to avoid any future implications. Area and budget are two sacrosanct considerations when making any changes.

Ecological Planning: Special attention should be paid to ecological planning when establishing ecology and ecological management plans. Tree plantation should align with the plan; otherwise, it will be a constraint when expanding the campus in the future. State-of-the-art technologies, such as stormwater storage that can hold water covering several months' requirements of the campus, environmentally friendly, lightweight, strong, high-speed construction, fire-resistant, and grid interactive rooftop solar, etc.

High-End Sustainability Initiatives: Campus construction should embrace courageous high-end sustainable initiatives, for example, polished concrete floorings, 48v DC fittings, 3D printing bus stops, PEB structure for labs, ponds built, grid-interactive rooftop solar, waffle slab technology, shear wall technology formwork, GRC jellies, 3D printed concrete bus stops, etc. Some of these technologies may have higher initial costs, but in the entire lifecycle, they are cost and environmentally efficient.

Empathetic and Inclusive Approach: Every small and big individual involved in campus construction is an equal stakeholder. For instance, IIT Tirupati constructed a Vishwakarma Awaas colony for 2000 construction workers, which was equipped with an RO water supply, sewage treatment plant, biogas plant, temple, school, community kitchen, etc.

Redesign: In the case of older buildings, setting the best example to redesign them as per modern requirements.

Question and Answer Round

Q: Is EPC mode better?

A: The engineering, procurement, and construction (EPC) mode involves the contractor handling all aspects. However, you do not need all tasks done by the contractor every time. Sometimes, doing some tasks yourself and leaving the rest to the contractor can solve some issues in EPC mode.

Q: The government suggests more than 30 m tall buildings, so how can we cross this parameter?

A: Ideally, one should avoid buildings above 7-8 levels. It's crucial to choose your contractor wisely and equip yourself with all the necessary technical knowledge or make a team of such experts.

Panel Discussion 3:
Global Orientation while Remaining Rooted in Indian Culture.

Moderator: Prof. Usha Natesan
Panelists: Prof. Santanu Bhattacharya, Prof. Pinakeshwar Mahanta, Prof. S K Patra, Prof. M Kailasa Rao.

Context

Two key aspects affecting our education system are globalization and skill development. In today's scenario, India is leading China in the economy. India needs to achieve a 13.5% increase in GDP every year to become the world's third-largest economy within the next 25 years. One of the major tasks for academic leadership is how we can preserve our values despite being immersed in globalization.

Key Points

Brain drain: We have approximately 15-18% of students who pursue higher studies abroad, with many intending to settle down permanently. Compared to 20 years ago, results from equipping students with ample knowledge, only to see them leave the country, posing a substantial loss to our nation.
Language issue: Foreign countries proudly promote their language, even in translations of classic Indian texts, which foreigners often author. We often rely on books authored by foreigners, highlighting the need to delve deeper into our history.
Retrospection: We must stay deeply rooted in our culture, traditions, and values. While the government is allowing foreign universities to establish campuses in India, it's crucial to ensure that this doesn't compromise Indian culture and traditions. Overall, India is heading in the right direction.
Deeper understanding: We need to deepen our understanding of our own heritage culture. Unfortunately, there is a lack of emphasis on this understanding from our side. By taking proactive initiatives, we can engage many students who are genuinely interested in these studies.
Inward Brian Drain: Attracting students is not a challenge if there's a clear target. For instance, many students from Europe visit India for short-term projects, particularly from countries like Romania and other East- European nations. They are drawn to explore Indian historical sites such as Rajasthan, Varanasi, and Karnataka. Interestingly, when researching Indian temple architecture

Actionable Points

Seamless Admission: Getting admission to Indian institutions is a time-consuming process, while it is quite smooth to get into any foreign country.
Attract students from outside: Identify individuals from any part of the globe, train them, nurture them, and then utilize them to help the country grow.
Knowledge share: Share knowledge of our Indian rootedness with our students.
Integration: Create integration within the students of India.
Linkage: Create a linkage between the languages of our students.

Session 4:
Future Ready Governance for Operational Excellence
Speaker: Prof. Manoj S Gaur

Key Attributes of E-Governance

Context: The purpose of e-governance is to create governance systems that are prepared for the future, providing solutions that prioritize the needs and aspirations of citizens and office-bearers alike, with a focus on people-first approaches and efficient processes. Future-ready governance is characterized by digital transformation, continuous improvement, accountability at every level, agility, and technological enablement.

Future-Ready Governance: Basics

Basics in Place: Redefining, implementing, and optimizing processes while fostering ownership and ensuring top-class security and privacy practices.
Accountability at all Levels: Governance by, for, and of the people, with compliance as a central tenet and dynamic solutions that evolve.
Sustainability: Governance that extends beyond project limits, respects all stakeholders, and provides analysis for informed decision-making.
Institutional Memory: Maintaining a historical record of transactions for longitudinal analysis and continuous improvement.
Challenges in Governance:
Adoption: Overcoming resistance and ensuring buy-in from stakeholders at all levels.
Convergence: Streamlining workflows in paper-heavy environments through automation.
Training: Addressing resistance to change and fostering a culture of continuous learning.
Processing: Preventing shortcuts and ensuring adherence to established procedures.
Dynamic Requirements: Adapting to evolving regulations and institutional needs.

Verticals of E-Governance in HEIs

Academic Programs: Managing student life cycles and continuing education initiatives.
Human Resources: Handling staff life cycles and service records.
Accounting and Finance: Monitoring finances, analytics, and capacityplanning.
Syste m Administration: Curating workflows, access control, and help desk support.
Purchase and Inventory Control: Managing procurement, payments, and asset tracking.
Research and Consultancy: Overseeing sponsored projects and consulting activities.
Miscellaneous: Handling travel, guest management, and other administrative tasks.

An Example: Academics

End-to-End Student Life Cycle Management: From admissions to transcripts and fee reconciliation.
Online Fee Payment and Reconciliation: Streamlining payments and managing exemptions.
Course Feedback Systems: Gathering feedback from students, faculty, and stakeholders.
Integrated Admissions Management Portals: Simplifying admissions processes.
Scholarships and Project Salaries: Managing various types of financial assistance.
Grievance Management: Addressing student and academic concerns promptly.

Case Study: Transitioning to a Paperless Office through Digital Office Notes at IIT Jammu

In the first year alone, the adoption of digital Office Notes resulted in saving 142 reams of 500 pages each, equivalent to approximately 71,000 printed pages annually or approximately 10 trees per year. This calculation is based on an assumption of an average of five A4 size pages per Office Note that were not printed.

Key Benefits:

- Access to Information: Achieved radical transparency with a responsive system, facilitating seamless access to information.
- Work Flexibility: Staff experienced enhanced productivity with the ability to work from anywhere, supported by landing page alerts.
- Enhanced Synergy: Improved synergy in various operational aspects such as admissions, accounting (fees, donations), and external user management (vendor, CIF external researchers).
- Streamlined Processes: Significant improvements were observed in processes such as claims, reimbursement payments, medical reimbursement processing, and service delivery.

Day 3: 17/03/2024

Session 5

Mental Health and Well-being on Campuses
Speaker: Dr. Amit Sen

Key Attributes of Mental Health

Context: Higher education institutions (HEIs) need to prioritize mental health due to the increasing number of student suicides, which are also indicators of underlying issues within an institution rather than solely reflecting the mental health state of individual students. Statistics reveal alarming rates of depression among Indian youth, with 25% experiencing depression by the age of 18 and 35% diagnosed with clinical depression. The scale of mental health issues among young adults in India is comparable to half the population of Australia.

Disparity between Physical and Mental Health: While considerable attention is given to physical health, starting even before birth, mental health often receives insufficient consideration during a child's upbringing. Holistic development should encompass both physical and mental well-being.

Age of Maturity: Humans typically achieve full maturity around the age of 25, gaining a sense of identity, though traces of immaturity may persist. This is the time when students are in HEIs.

Social Media: Excessive engagement with social media, facilitated by modern mobile technology, can hinder interpersonal connections and trust-building, leading to an isolating environment for students.

Indigenous Approaches: Biomedical models, largely adopted from Western frameworks, are often resource- intensive and rely less on local expertise. In the realm of mental health, all nations face developmental challenges.

Actionable Points

- Initiate conversations with students to encourage the sharing of their ideas.
- Implement mechanisms to facilitate student sharing.
- Embrace collaborative models such as community-building and fostering student agency. Create emotionally safe spaces akin to mental health societies.
- Raise awareness among faculty and administrators and strive for attitudinal shifts. Cultivate empathy and establish personal connections with students.
- Educate students on the significance of life.
- Develop effective communication strategies with students.
- Acknowledge that while young people may not experience the same stigma regarding mental health, parents often hesitate to disclose their child's mental health issues.

Question and Answer Round

Q: How to get personalized, professional support in case of mental health?
A: Because of the workload, the government hospitals may not provide you with more than 10 minutes of their time. So, go for some private organizations or NGOs. Mentoring students in school also can help them.

Q: What can we do to identify the cause of mental health issues is some chemical reactions inside the body?
A: There is no linear relation between neurotransmitters and mental health; there is a circular relation. All things are related. There is not only one reason. Look for other developmental issues also. Medicine for mental health treatment need not be taken lifelong. Therapy can solve this problem by stopping taking medicine after sometime in a person's life.

Session 6 :
Empowering India
Speaker: Prof. T Pradeep

Key Attributes

Context: Science, Technology, and Innovation (STI) play a central role in ensuring a spectacular future for India by enabling holistic development. For instance, STI has provided solutions to mitigate the adverse effects of climate change. It is the responsibility of Higher Education Institutions (HEIs) to discover new solutions.

Multidisciplinarity: Indian research needs to be multidisciplinary, attracting the brightest students and faculty from around the world. There is a pressing need to embrace digital learning and innovative educational processes.

Skilling and Upskilling: There is a need for skilling and upskilling Indian talent. Historically, India has been viewed primarily through the lens of scientists and engineers, but there is a need also to recognize poets, artists, anthropologists, and sociologists.

Technology and Humanities: India has a rich history of engagement with science and technology dating back to ancient times, with numerous educational and technological institutions in princely states. Our students need to prioritize their humanity.

Investment in R&D: Research investments in India lag behind those of other countries.

Actionable Points

- Implement large-scale mission-mode programs in ICT, such as NM-ICPS and the National Quantum Mission.
- Prioritize R&D for full-stack IT hardware.
- Actively engage in global technology standard setting and design technology for social good and digital inclusion.
- Support initiatives in materials science research to address sustainability and water challenges.
- Reimagine water management using digital technologies.
- Foster interdisciplinary collaboration and establish institutional mechanisms for water research and governance.
- Develop innovative solutions for achieving net-zero carbon emissions.
- Expand the biosciences innovation ecosystem and support biotech startups.
- Adopt innovative models to enhance the quality and funding of institutional-level research.

- Adopt innovative models to enhance the quality and funding of institutional-level research.
- Cultivate an entrepreneurship ecosystem focused on deep-tech.
- Support social entrepreneurship by establishing societal platforms and infrastructure.
- Encourage continuous learning and skill development.
- Engage alums for their contributions in Time, Talent, and Treasure (3Ts).
- Embrace innovations in online education platforms such as NPTEL and SWAYAM.

Question and Answer Round

Q: What could be the major challenges and mechanisms to bridge this gap?

A: There is a significant disparity in the quality of human resources, indicating a deficiency in human quality within our institutions. The primary challenge lies in cultivating individuals of high caliber within our institutions, who can then contribute to the development of others within these institutions.

Day 4: 18/03/2024

Session 7

Building Institutional Leadership: Organizational & Academic Resilience

Speaker: Dr. Sandeep Sancheti

Key Attributes of Dynamic Leadership

Context: The pivotal role of mentorship and early exposure to leadership experiences is crucial in the formative journey of effective leaders. Cultivating assertiveness, honing decision-making abilities, and fostering confidence are paramount, integral traits essential for dynamic leadership in today's complex educational landscape.

Cultivating Cohesive Teams: Inclusivity and collaboration are essential components in decision-making processes, aiming to foster unity and collaboration among team members.

Transparent Communication Channels: Transparent communication ensures clarity of purpose and alignment of goals throughout the organization, aiming to establish trust and understanding among all stakeholders. 360-Degree View in Leadership: A holistic approach to leadership involves considering the viewpoints of all stakeholders, including faculty, staff, students, and external partners, to make informed decisions and foster inclusive practices.

Precision and Continuity: Timely agenda circulation, understanding the difference between precise and concise minutes and proceedings, and maintaining continuity by reviewing actions taken are essential for general administration.

Impact of Technology and Validated Data: Technology and validated data facilitate informed decision-making processes, enhancing efficiency and effectiveness in leadership. This empowers leaders to make data-driven decisions aligned with institutional goals.

Conducting Inclusive Meetings: Inclusive meetings foster a sense of ownership and commitment among team members. All voices must be heard, respected, and diverse perspectives valued and integrated.

Leadership is meant to:

- Strive for excellence rather than perfection.
- Continuously improve.
- Be humble but firm in communication.
- Differentiate between important and urgent.
- Honor the time.
- Develop experience by engaging in a variety of activities Reform, perform, and transform.

Use of Autonomy in Leadership:

- Empower, enable, understand, and create a proper structure of autonomy.
- Trickle down to all stakeholders, even at the lowest level.
- It comes with both responsibility and accountability and requires deeper involvement. Be cautious while handling special situations and special powers.
- Report all important decisions and directions.

Complexities of Team Dynamics:

- Identifying suitable team members and effectively assigning responsibilities.
- Delegating tasks, recognizing achievements, providing guidance, and seeking opportunities for team training.
- Engaging the workforce through involvement in decision-making processes.
- Managing the workforce effectively during crucial times.
- Assisting the team in maintaining a healthy work-life balance.
- Separating personal issues from official work matters.
- Adapting to changing roles or personnel within the team.
- Recognizing and remembering every team member, individuals have an inherent desire to excel and receive acknowledgment.

Actionable Points

- Use technology and validated data to facilitate informed decision-making processes.
- Adopt a mindset of making data-driven decisions that align with institutional priorities.

Session 8

Some experiences in Institutional Leadership; A Dialogue with Participants of Abhyuthanam Speaker: Deepak B Phatak

Leadership Yesterday

Context: Great institutions were established, but two mistakes were made:
a) Isolation of fields of study (Building Silos), and
b) Separation of education and research.
Inadequate stress was placed on Science in India, and the IIT/NIT system did not duly emphasize Science, though IISERs were established only recently.

Leadership Today

- There is a much better understanding of leadership.
- Leadership exists at multiple levels.
- Stern but sensitive handling of issues is emphasized.
- There is an emphasis on due diligence and a sense of urgency in addressing delays and improving effectiveness.
- Individual academic units are empowered to coordinate activities.
- Novel academic mechanisms like Micro Credit, Research at the UG level, and Credits for external activities are introduced.

Today's Key Issues:

- Bringing back emphasis on research and extending the institutional coverage of Life sciences and social sciences.
- Procedures and forms are rarely reviewed, and rules need constant evolution.
- Leadership in handling exceptional situations needs to keep eyes, ears, and minds open.
- There is a need to keep our eyes, ears, and minds open.

Leadership Tomorrow

Leadership will face greater opportunities but also many more difficulties. Challenges will include:

- The evolving scenario in the digital era and unprecedented inroads of AI in all walks of life.
- The increasing use of technologies, such as machine intelligence and data analytics, will be integral to life, leadership, and administration.
- AI will play a major role in education, skill development, and ethical and regulatory frameworks.
- There is a need to build academics for tomorrow to adapt to the changing landscape.
- Loss of conventional jobs: New jobs will be fewer in numbers, and existing jobs will require new skills.

Session 9

Building Vibrant Entrepreneurial Ecosystems in an Academic Environment
Speaker: Mr. Arvind MT

Key Attributes of Dynamic Leadership

Context: In the changing scenario of Innovation, Entrepreneurship, and Startups, it is incumbent upon the HEIs to develop and include these Features in their policy and actions. The ultimate goal of having incubators become funds that stand on their own feet.

Innovation: Innovation stems from creativity and transforms ideas into tangible solutions that address real-world problems and generate commercial value. Enterprise plays a critical role in scaling innovation, ensuring wider adoption, and maximizing revenue, thereby promoting societal and economic growth.

Commercialization Process: Research-centric institutes often prioritize generating papers over patents, highlighting the need for an entrepreneurial outlook to commercialize research effectively. The journey from lab to market involves evaluating innovations' feasibility and commercial potential.

Support for Startups: Feasible technologies undergo tech transfers, licensing, or joint ventures to maximize returns. Incubation and grants provide vital resources like space, funding, and mentorship to nurture startup growth.

NITI Aayog's TCRM Matrix Framework: The framework bridges the gap between academic-focused Technology Readiness Level (TRL) and commercial/market readiness level (CRL/MRL). It combines technology and commercial readiness evaluations, providing a comprehensive perspective of innovation readiness.

Actionable Points

- The measurement of faculty performance will include entrepreneurial metrics.
- Enhance the capabilities of the existing set-up to facilitate CRL, MRL, and TRL.
- Reorienting the thinking of the existing set-up to think of innovations delivered at scale.
- Raise awareness about innovation readiness assessments.
- Address institutional limitations and cultivate an innovative and entrepreneurial culture within academic institutions.
- By implementing these recommendations, academic institutions can better promote the creation and commercialization of new ideas, resulting in economic growth and societal welfare.

Question and Answer Round

Q: How can academic leaders improve the existing entrepreneurial ecosystem?

A: Flexible thoughts, entrepreneurial mindset, summer internships, and the ability to be entrepreneurially inclined. The flexible way is to complete a course, not to mandate a course, courses without an exam, and elective courses. Create awareness among all stakeholders, adopt technology, and implement it.

Panel Discussion 4:

Resource Generation, Mobilization, and Viability Gap Funding Strategies

Moderator: Prof. Vinay Nangia
Panelists: Prof. S Ramesh, Prof. Abhay Kumar, Prof. Bhartendu Singh, Prof. Sanjeev Jain

Key Attributes

Context: The agenda for the panel discussion focuses on themes and issues associated with resource generation, mobilization, and viability gap funding strategies. Resource generation, mobilization, and viability gap funding are crucial aspects of project financing, particularly in sectors where projects may not be financially self-sustainable. This panel discussion explores various strategies employed for resource generation and mobilization and the concept of viability gap funding (VGF), analyzing their significance in ensuring the successful implementation of projects across different sectors.

Resource Generation and Mobilization Strategies: Public-Private Partnerships (PPPs), Foreign Direct Investment (FDI), Debt Financing, Equity Financing, Grants and Subsidies

Viability Gap Funding: Viability gap funding refers to financial support from the government or other stakeholders to make projects economically viable, especially in sectors where returns may not cover costs adequately. The primary objective of VGF is to attract private investment and participation in public infrastructure projects by mitigating financial risks and enhancing project bankability.

Changing landscape and challenges

- Significant increase in private sector participation .
- Projects are now subject to assessment by private and public stakeholders, needing proof of commercial value.
- Delivering excellence for Institutes goes beyond teaching and learning.
- Necessitates a robust funding support system emphasizing the importance of creative finance solutions.
- Funding inequities through innovative funding strategies to support the long-term viability.

Challenges:

- Funding and Forgetting: Sustainability beyond initial cash commitments.
- Guaranteeing appropriate finance to meet National Education Policy (NEP) criteria.
- Difficulties in obtaining Corporate Social Responsibility (CSR) funding.

Actionable Points

- Structural reforms to meet NEP.
- Establishment of HEI clusters and income generation measures.
- Adjusting organizational structures to meet NEP standards.
- Creation of HEI clusters based on the existing NIT council concept, encouraging collaboration and resource sharing while increasing efficiency and effectiveness.
- Leveraging viability gap funds to enhance current funding sources and meet the institution's financial needs.
- Alternative funding sources and collaborations to supplement the institution's financial resources.
- INIs should be reevaluated after a given period, emphasizing the significance of ongoing growth and development to keep their status.
- Clusterization, where universities are placed together to promote collaboration and resource sharing.
- MOOC courses in extending course offerings.

Day 5: 19/03/2024

Session 10

Making of NEP 2020

Speaker: Prof. Vinay K Nangia

Key Attributes

Context: The National Education Policy (NEP) 2020 was formulated to revamp India's education system with a focus on holistic development and inclusivity. It emphasizes four key components: Learning to know, Learning to do, Learning to live together, and Learning to be.

Learning to know: Emphasizes acquisition of knowledge and understanding.
Learning to do: Focuses on the application of acquired knowledge and skills.
Learning to live together: Promotes social cohesion, empathy, and collaboration.
Learning to be: Encourages personal development, self-awareness, and values.

Salient Features

Shift from Pedagogy to Heutagogy: Emphasis on self-directed learning and personal responsibility.
Application of Skills: Focus on practical application of knowledge and skills in real-world scenarios.
Contribution to Society: Encouragement for students to contribute positively to society.
Integration of Values: Incorporation of ethical and moral values into education.
Inclusion of SDG4: Commitment to inclusive and equitable quality education, aligned with Sustainable Development Goal 4.
Introduction of "Quality" and "Accountability": Ensuring standards and responsibility in education.

Principles for Implementation of NEP

Spirit and Intent: Implementation aligned with the core values and objectives of the policy.
Phased Implementation: Gradual rollout to ensure smooth transition and adaptation.
Prioritization: Identification and focus on key areas for immediate attention.
Comprehensiveness: Addressing all aspects of the education system comprehensively.
Building on Existing Structures: Utilizing and improving upon current infrastructure and systems.
Joint Monitoring and Cohesive Implementation: Collaborative efforts to ensure consistent **implementation. Appropriate Resourcing:** Allocation of adequate resources for effective implementation.
Analysis and Review: Continuous evaluation and refinement based on feedback and data.
Introduction of Annual Report: New mechanism for accountability and transparency.

Guidelines for NEP 2020 by UGC:

- **Multiple Entry and Exit:** Flexibility in academic progression.
- **Academic Bank of Credits:** Accumulation and transfer of academic credits.
- **Transformation of HEIs into Multidisciplinary Institutions:** Broadening academic scope and opportunities.
- **Curriculum and Credit Framework for UG Programs:** Standardization and flexibility in undergraduate education.
- **Fostering Social Responsibility and Community Engagement:** Integration of societal concerns into education.
- **Training of Faculty on IKS:** Enhancing awareness and integration of Indigenous Knowledge Systems.
- **National Credit Framework and HE Qualifications Framework**: Standardization and recognition of qualifications.

Implementation of NEP 2020

- **Vision for Education System:** Clear vision for the future of education in India.
- **Incorporation of Heritage:** Drawing from India's rich cultural and educational heritage.
- **Alignment with Global SDGs:** Contribution towards global education goals.
- **Integrated yet Flexible Approach:** Balancing uniformity with adaptability to local contexts.
- **Liberal Arts Approach:** Emphasis on interdisciplinary and holistic education.
- **Focus on High-Quality Research:** Promoting research culture and innovation.
- **Facilitating Transformation:** Initiatives to modernize and improve the education system.
- **Facilitating National Development:** Education as a driver for national progress.
- **Ensuring Implementation in Spirit and Intent:** Commitment to fulfilling the objectives of NEP.

Actionable Points

Offering Liberal Education Programs: Multidisciplinary approach with specialization and multiple exit options.
Integration of Professional and Vocational Studies: Harmonizing vocational education with liberal education principles.
Designing Innovative Curricula: Rigorous and responsive curricula based on NFHEQ.
Structuring and Restructuring: Adaptation of programs to meet changing needs.
Recognizing and rewarding holistic development: Give credits for engaging in co- curricular activities.
Strengthening ODL Programs: Enhancing quality and accessibility of Open and Distance Learning.
Provision of Student Support: Ensuring student well-being and academic success.
In conclusion, NEP 2020 represents a comprehensive overhaul of India's education system, with a focus on holistic development, inclusivity, and quality. Implementation guided by principles, supported by UGC guidelines, and enacted through actions by higher education institutes aims to realize the vision of a modern, equitable, and globally competitive education system.

Session 11

Leading from Back - Experiences from Corporate Leadership

Speaker: Mr. Ravikant

Context

Leadership is a dynamic concept influenced by historical contexts, economic shifts, and societal changes. Modern leadership requires a contextual understanding, adaptability, and a shift towards leading from the back. Emphasizing collaboration, revenue orientation, and innovation are essential for navigating the complexities of today's organizational landscape. Leaders must embrace change and continuously evolve to meet the demands of the modern world.

Key Attributes

Dual Nature of Leadership: Leaders can either build or destroy an organization, highlighting the significant impact they wield. Leadership is not static; it must evolve according to changing contexts.

Dramatic Contextual Changes: Context has dramatically changed in the last 20 to 50 years, marked by unpredictability and rapid technological advancements. Previous stability and predictability have given way to uncertainty.

Need for Multi-Routed Leadership: Multi-routed leadership, involving several people's leadership and a collaborative approach, is essential in the current context. Flexibility and adaptability are crucial traits for modern leaders.

Impact of Information and Data: Information and data play a significant role in modern leadership. However, the challenge lies in effectively utilizing large amounts of data.

Leading from the Back

Leading from the back emphasizes assuming company ownership while maintaining a sense of detachment. Open-mindedness, trust-building, collaboration, and leveraging strengths within the team are crucial. Identifying organizational relevance and uniqueness is essential for effective leadership. Leaders must capitalize on strengths and pursue innovation in relevant areas.

Question and Answer Round

Q: Why would somebody give you money?

A: People will not give you money because you are associated with a prestigious institution. Emotional connections play a significant role in securing funding. Having uniqueness and relevance increases the likelihood of attracting investment.

Q: How do rewards differ in the private sector?

A: In the private sector, rewards are often swift, and hierarchies are less rigid. However, the pursuit of money isn't always the primary motivation. Many seek experiences and learning opportunities over monetary gains.

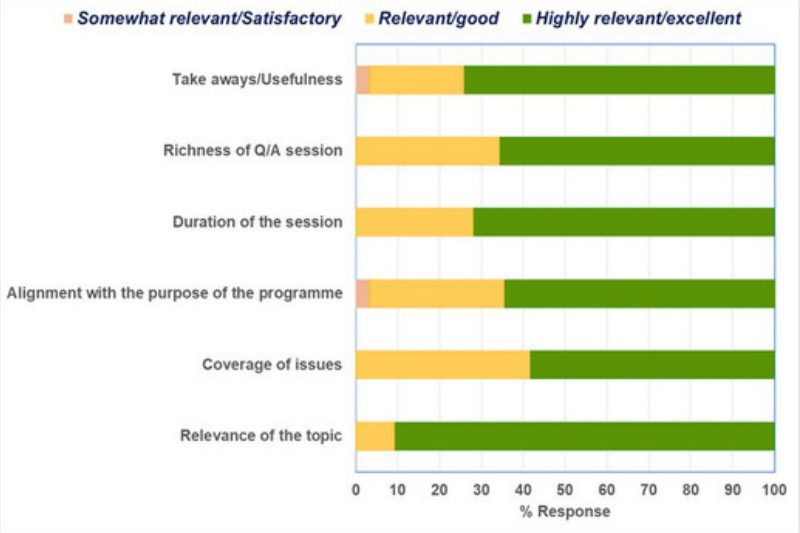
Q: What if your decisions become unsuitable for the present context?
A: Flexibility is key; rigid adherence to decisions can be detrimental. The most challenging aspect is deciding what you truly want to achieve. Once you establish your goals, adapting becomes easier. Problems arise from lack of adaptability, not a lack of discipline.

Key Takeaways from the session:

- Emotional connections and uniqueness are crucial for securing funding.
- Startups should embrace collaboration and remain open to opportunities.
- Rewards in the private sector often prioritize experiences and learning.
- Flexibility and adaptability are essential for navigating changing contexts.
- Trust is paramount when adopting a leadership approach from behind.

Feedback

The program received overwhelmingly positive feedback from participants, indicating its significant value. A striking 75% of participants found the sessions highly relevant, with an additional 22% recognizing its importance for their leadership journey. Participants commended the Ministry of Education for its proactive approach to professional development. Engaging question and answer sessions enriched participants' knowledge and fueled their interest, as evidenced by 65% finding them information-rich. Moreover, participants expressed satisfaction with the session durations, with approximately 80% finding them appropriately timed. The program's discussions were thoughtfully aligned with its objectives, ensuring their relevance to participants' professional growth. Covering essential leadership aspects for roles in esteemed institutions like IITs, IIITs, IISERs, and NITs, the program fulfilled expectations. This comprehensive approach instilled confidence in participants, as reflected in the graph's responses.



The success of the first cohort of "Abhyuthanam: Academic Leadership engagement" program can be measured by the transformative impact it has had on participants' leadership capabilities and the broader academic community. Through insightful discussions and interactive expert sessions, participants gained invaluable insights into strategic planning, data-driven decision-making, and fostering innovation in their respective educational institutions. The program's emphasis on fostering a culture of collaboration and inclusion has not only enriched participants' leadership skills but has also contributed to building stronger networks and partnerships within the academic community. The feedback from participants overwhelmingly highlights the program's effectiveness in equipping them with practical tools and strategies to address the evolving challenges and opportunities in education.
Moreover, the sense of inspiration and motivation instilled in participants has ignited a ripple effect, with many expressing a renewed commitment to driving positive change and excellence in their roles as academic leaders. Overall, "Abhyuthanam" has undoubtedly left a lasting impact, empowering academic leaders to chart a course towards a brighter future for education in India.

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