



UNIVERSITY GRANTS COMMISSION
BAHARDUR SHAH ZAFAR MARG, NEW DELHI, 110002

F.No. 184-3/2019(IC)

Date: 26.02.2020

NOTIFICATION

**INVITATION OF APPLICATIONS FROM UNIVERSITIES
FOR
HIGHER EDUCATION LEADERSHIP DEVELOPMENT PROGRAMME FOR ADMINISTRATORS**

UK-India Education and Research Initiative (UKIERI) is a bilateral partnership between UK and India which aims to promote institutional excellence through academic/research linkages and leadership development programme.

University Grants Commission (UGC) and British Council under the auspices of UKIERI is going to deliver a Higher Education Leadership Development programme focusing on training of mid and senior level educational administrators in Universities in India.

In addition to leadership training being provided to top level leaders like Vice-chancellors and academic faculty, higher education sector also needs leadership development for mid and senior levels functionaries so as to bring about a professional transformation of our Universities.

British Council has identified Advanced HE, a UK based not-for-profit institution, specializing in governance and leadership development of higher education for delivering the programme. The programme will be jointly funded under UKIERI.

OBJECTIVES

- Train the academic administrators so as to enable them to bring about systemic changes with renewed approaches, capacity, tools and skills in the higher education institutions
- Identify and train potential future leadership development programme trainers in order to provide a framework for dissemination and cascading of leadership training to other HEIs
- Create and Strengthen sustainable relationship between UK and Indian Higher Education Institutions and utilize UK's expertise in the field of Higher Education Administration and leadership

WHO CAN APPLY

- Central Universities funded by University Grants Commission
- State Public Universities included under section 2(f) & 12B of the UGC Act

TARGET GROUP

- Administrative functionaries at the level of Registrar and Joint/Deputy/Assistant Registrar of the eligible Universities

HOW TO APPLY

- Eligible Universities shall apply in the prescribed format (Annexure I)
- Universities shall nominate 3-5 functionaries in order of preference at the level of Registrar and Joint/Deputy/Assistant Registrar of the eligible Universities
- To ensure gender diversity on the programme, at least one of the top three nominees should be a female.
- The application may be duly forwarded and signed by the Vice Chancellor/authorised signatory of the university.
- The filled in application in the form of **.pdf file** should be sent to heldpa.ugc@gmail.com
- **The last date for receipt of application is 16th March 2020.**

GUIDELINES FOR FILLING IN THE APPLICATION

- **Section A:** Provide basic information like Name, Address, Contact Person, Contact details of your institutions
- **Section B:** Provide details of 3-5 programme nominees at the level of Registrar and Joint/Deputy/Assistant Registrar. Please provide information about their designation, department, role, strength etc.
- **Section C:** Statement of support from Vice Chancellor duly signed and stamped and the preference of the nominees must be mentioned. Out of the first three nominees, one nominee should preferably be a female.
- **Section D:** A brief proposal identifying a real time change project which are strategically important to your university. Some of the project theme are mentioned, but are not in any way limited to the same. In case a change project is Not Yet Known please insert "NYK"
- **Section E:** Please indicate who according to you, among your nominees can be the potential leadership developer. If this is not yet known, please insert "NYK"

PROCEDURE FOR SELECTION

- The application shall be assessed on the basis of criteria such as Participating Institution's commitment to the programme; Experience, achievements and potential of the participants; Clarity of programme goals; Potential impact of the programme; and Sustainability and transferability beyond the programme.
- The names of the selected universities and participants along with the schedule of training shall be announced by the end of March 2020.

PROGRAMME DELIVERY

- Participants will attend two 5-day blocks of development workshops to be held between April and December 2020 in various locations in India. The dates and venues of workshops shall be communicated later on.
- 30 potential future leadership development programme trainers will be selected amongst the participants.
- The expenditure related to the travel, boarding and lodging of the Indian participants shall be borne by UGC.

For any further query, universities may write to heldpa.ugc@gmail.com or contact, Mr. Mriganka Sekhar Sarma, Education Officer, IC at mssarmaugc@gmail.com



Higher Education Leadership Development Programme for Administrator

1.1 Introduction

Thank you for your interest in the Higher Education Leadership Development Programme for Administrator.

This pack includes the application form for your institution, you should complete this form and include information for all applicants you wish to nominate for the programme.

Your application period is open from **26th February 2020 and closes on 16th March 2020**. Your application form needs to be submitted by **23:59 (IST) on 16th March 2020**.

You will be informed whether you are successful in obtaining places on the Programme by 6th April 2020.

1.2 Purposes of the Programme

The purposes of the programme are to:

- increase the leadership capacity of HEIs in India
- create a return on investment through the implementation and execution of an institutional level change project
- provide long-term sustainability for HE leadership development capacity in India both within and across institutions
- create and strengthen sustainable relationships between the UK and India's HE institutions and people.

1.3 The Impact on Participants

Participants will:

- develop their leadership knowledge, skills and behaviours to enhance their effectiveness in supporting their institution's strategic ambitions
- engage with an institutional-level change project to allow them to practise their skills, share these skills with others, and make a real difference within their institution
- enhance their understanding of the leadership development role and, in the case of some participants, develop the knowledge, skills and behaviours to enable them to play this role in the future both within their own institution and more broadly.

During the programme participants will attend two 5-days blocks of development workshops which will explore leadership concepts and behaviours, especially leadership behaviours that support individuals and teams to embrace and lead change.

Between the 5-days blocks of development workshops, participants will work collaboratively and engage with colleagues on real-time change projects that are strategically important to their institution. Through the projects they will be challenged to identify clear actions and implementation plans. The projects will also allow participants to apply the learning gained from the development blocks.

1.4 The Sections of the Application Form

There are five sections to the application form:

Section A	About Your Institution	<ul style="list-style-type: none"> Please provide basic information about your institution and your contact person.
Section B	About Your Proposed Programme Participants	<ul style="list-style-type: none"> This asks for information about the proposed participants on the Programme. You may nominate up to five candidates and this section should be completed by each of them.
Section C	Statement of Support from Your Institution's Vice-Chancellor	<ul style="list-style-type: none"> Top-level commitment: to the development of your institution's participants; to the change project; and to leadership development is essential. This section requires a clear statement of support from your institution's Vice-Chancellor or equivalent
<p>Sections D and E of the application form relate to the Change Project and the potential Leadership Developers of the future. Although your thinking about these areas may be at a very early stage please provide as much information as you are able to.</p>		
Section D	Proposed Project	<ul style="list-style-type: none"> It would be helpful to identify a suitable project as soon as possible; however, we do not expect that all institutions will have identified their change project by the first workshop. If you have identified your project then please tell us. If not, please indicate the sort of change project that you have in mind.
Section E	Potential Leadership Developers	<ul style="list-style-type: none"> A key aspect to the programme is the identification and development of people who will play a role in developing the leadership capabilities of others in the future. Please tell us which of your nominees you think might be able to do this.



Application Form

SECTION A – ABOUT YOUR INSTITUTION

Name of institution	
Address	
University Website	
Name of institution's contact person	
Designation of contact person	
Role of contact person	
Email of contact person	
Phone number of contact person	
Brief description of your institution	
Total number of students	
Total number of administrative staff	
Number of academic staff	
Number of other staff	

SECTION B – ABOUT YOUR PROPOSED PROGRAMME PARTICIPANTS

Each institution can nominate **3 to 5 participants** for the programme. Please complete this section for **each** nominated candidate. We are keen to encourage gender diversity on the programme; therefore, we expect representation from both male and female participants. Please note that **at least one** of your nominees should be female.

We are looking for participants who meet the following criteria, in that they:

- will engage actively with all aspects of the programme
- are able to reflect upon their own leadership practice and behaviours
- have leadership potential and are keen to develop their leadership capabilities
- will contribute enthusiastically to their institution’s change project
- are able to apply their learning across the workplace.

Nominee 1

PARTICIPANT PERSONAL INFORMATION	
Title	
First name	
Family name	
ROLE DETAILS	
Role title/designation	
Department	
CONTACT DETAILS	
Email	
Telephone	
PARTICIPANT DETAILS	
Give a brief description of their role.	
What do you consider to be their leadership strengths?	
In which areas would the participant benefit from the workshop?	
What might the participant’s next institutional role be? What are their leadership career aspirations/options?	

How do you think their involvement in this programme would benefit the institution?

To what extent does this nominee match the criteria outlined above?

Are there any special requirements regarding this nominee which will require reasonable adjustments?

Nominee 2

PARTICIPANT PERSONAL INFORMATION

Title

First name

Family name

ROLE DETAILS

Role title/designation

Department

CONTACT DETAILS

Email

Telephone

PARTICIPANT DETAILS

Give a brief description of their role.

What do you consider to be their leadership strengths?

In which areas would the participant benefit from the workshop?

What might the participant's next institutional role be? What are their leadership career aspirations/options?

How do you think their involvement in this programme would benefit the institution?

To what extent does this nominee match the criteria outlined above?

Are there any special requirements regarding this nominee which will require reasonable adjustments?

Nominee 3

PARTICIPANT PERSONAL INFORMATION

Title

First name

Family name

ROLE DETAILS

Role title/designation

Department

CONTACT DETAILS

Email

Telephone

PARTICIPANT DETAILS

Give a brief description of their role.

What do you consider to be their leadership strengths?

In which areas would the participant benefit from the workshop?

What might the participant's next institutional role be? What are their leadership career aspirations/options?

How do you think their involvement in this programme would benefit the institution?

To what extent does this nominee match the criteria outlined above?



Are there any special requirements regarding this nominee which will require reasonable adjustments?

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Nominee 4

PARTICIPANT PERSONAL INFORMATION	
Title	
First name	
Family name	
ROLE DETAILS	
Role title/designation	
Department	
CONTACT DETAILS	
Email	
Telephone	
PARTICIPANT DETAILS	
Give a brief description of their role.	
What do you consider to be their leadership strengths?	
In which areas would the participant benefit from the workshop?	
What might the participant's next institutional role be? What are their leadership career aspirations/options?	
How do you think their involvement in this programme would benefit the institution?	
To what extent does this nominee match the criteria outlined above?	
Are there any special requirements regarding this nominee which will require reasonable adjustments?	



Nominee 5

PARTICIPANT PERSONAL INFORMATION	
Title	
First name	
Family name	
ROLE DETAILS	
Role title/designation	
Department	
CONTACT DETAILS	
Email	
Telephone	
PARTICIPANT DETAILS	
Give a brief description of their role.	
What do you consider to be their leadership strengths?	
In which areas would the participant benefit from the workshop?	
What might the participant's next institutional role be? What are their leadership career aspirations/options?	
How do you think their involvement in this programme would benefit the institution?	
To what extent does this nominee match the criteria outlined above?	
Are there any special requirements regarding this nominee which will require reasonable adjustments?	



SECTION C – STATEMENT OF SUPPORT

DETAILS OF VICE-CHANCELLOR	
Name	
Position	
Institution	
E mail address	
In the space below, please indicate why you are supporting this application for participation in the Higher Education Leadership Development Programme.	
DIVERSITY	
Please comment on the diversity of your proposed participants	
PRIORITY	
It may not be possible to offer all your nominated participants a place on the programme. Please list your candidates in priority order. To ensure gender diversity on the programme, at least one of the top three participants should be a woman.	
<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	
COMMITMENT	
Please share your commitment to:	
<ul style="list-style-type: none"> • the development of your institution’s participants • the change project • ongoing leadership development both within your institution and more broadly 	

Signature		Date

SECTION D – ABOUT YOUR PROPOSED PROJECT

A key part of the programme is a change project that has strategic impact and will enable participants to apply their learning from the programme. The project should actively involve other colleagues and stakeholders. Not all institutions may have identified their change project by the first workshop but we welcome what information you can provide regarding a proposed project. If not yet known, please insert “NYK”.

Possible change project themes include, but are not in any way limited to:

- charter and governance arrangements
- institutional vision and strategy
- administrative functions
- research strategy
- student employability
- international strategy
- community engagement
- industrial linkage, partnership/collaborations, knowledge transfer
- use of information and communication technology
- Performance Management
- Talent Acquisition and Management
- Staff Engagement and Development
- Risk Register and Mitigation Actions
- Review and Revise Recruitment, Selection, Induction and Training
- Integration of Student-facing Services
- Introducing Business Partnering Models
- On boarding New Employees
- Digitisation and Self Service/Enterprise Resource Planning
- Data Warehousing

PROJECT TITLE(S)	
What is the status of this/these proposal(s)?	
Why have you chosen to prioritise in this way?	
LINKS TO INSTITUTIONAL STRATEGY	
Which aspect(s) of your institutional strategy is/are addressed by your project(s)?	

SENIOR MANAGEMENT COMMITMENT	
Who within your institution's senior management team will act as project sponsor*? Please give their name and role.	<i>*The role of the sponsor is to champion and support the project across the institution</i>
How will you both ensure and demonstrate senior management commitment to the success of the project(s)?	
How will you ensure that project team members have adequate time and energy to devote to the project?	
How will project team members be supported in balancing the needs of the project with their substantive role in the institution?	
PROJECT BENEFITS AND SUCCESS CRITERIA	
What tangible benefits will the project(s) generate?	
For whom and to what extent?	
Are there any disbenefits?	
How will you know that the project has been a success?	
What metrics will you use?	
STAKEHOLDERS AND PARTNERS	
Who are the internal stakeholders?	
Who are the external stakeholders?	
Will any external partners be involved?	
How can you ensure their continuing commitment to the project?	
RISKS	
What risks may be associated with the project(s)?	

How will you manage these risks?	
SUSTAINABILITY	
How sustainable is/are the project(s) beyond the end of the Programme?	
If it is sustainable, how will you ensure that the project(s) will continue	
And that the benefits will be sustained?	
TRANSFERABILITY	
What is the potential of the project(s) for transferability to other parts of the institution?	
Or to other institutions nationally?	
Or internationally?	
LEARNING AND REVIEW	
How will you review the outcomes of the project(s)?	
How will you capture the learning from the project(s)?	
How will you ensure that your institution benefits from this learning?	
How might you disseminate this learning more widely?	
EQUALITY, DIVERSITY AND INCLUSION	
How can the diversity of those involved with the project(s) be ensured?	
How will under-represented groups be involved in the project(s)?	
What thought has been given to involving students in the project(s)?	

PROJECT GOVERNANCE	
What is the project's governance structure?	
How will progress be monitored and reported to stakeholders?	
DEVELOPMENT NEEDS	
What development needs do the project team have in relation to this project?	
How could these needs be met?	

SECTION E – FUTURE LEADERSHIP DEVELOPMENT WITHIN THE INSTITUTION AND THE WIDER HIGHER EDUCATION SECTOR

One of the key aims of the programme is to ensure that the leadership development capacity across institutions is enhanced and sustained. Please indicate below which of those participants who have been put forward have the potential to become a Leadership Developer. If this is not yet known, please enter NYK.

We are looking for people who meet the following criteria, in that they:

- can lead group sessions in an interactive and engaging way
- are able to reflect upon their own practice in relation to leadership development
- are committed to their own development and that of others
- have, or can quickly develop, a sound understanding of the internal workings of HEIs

LEADERSHIP DEVELOPMENT ROLES		
Who have you identified as a potential Leadership Developer? Please consider gender diversity when making your selection.		
Name	Job role	Main Reason for Selection
DEVELOPING LEADERSHIP DEVELOPMENT CAPACITY AND CAPABILITY		
To what extent do your nominees match the criteria outlined above?		
How will those identified as future leadership developers capture the learning from the programme?		
How will this learning be disseminated?		
How will the leadership developers be supported in their role across the institution?		
What opportunities may there be for cross-institutional collaboration?		
How can leadership development be supported across the institution?		



What would successful leadership development look like?

Privacy Statement

British Council complies with data protection law in the UK and laws in other countries that meet internationally accepted standards. You have the right to ask for a copy of the information we hold on you, and the right to ask us to correct any inaccuracies in that information. If you have concerns about how we have used your personal information, you also have the right to complain to a privacy regulator. For detailed information, please refer to the privacy section of our website, www.britishcouncil.org/privacy or contact your local British Council office.

Advance HE will process the information you provide strictly in accordance with data processor requirements, only for the purposes specified by the British Council. The data will not be retained for any longer than is necessary to fulfil that purpose and comply with any legal requirements. For more information on how Advance HE use and protect your data, please read this Privacy Notice: <https://www.advance-he.ac.uk/privacy/privacy-notice-surveys-Advance-HE-Data-Processor>.

In addition, please note that your name and email address may be shared with other participants in this project, for ease of communication and professional networking purposes.

I have read and understood the privacy information and I consent to the use of my personal data as described.

Signature