



Leadership Development of Vice-Chancellors and Directors of North East Indian Institutions


(1- 2 March, 2024)



National Institute of Educational Planning and Administration

(Deemed to be University)

17-B, Sri Aurobindo Marg, New Delhi – 110016





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Leadership Development of Vice-Chancellors and Directors of North East Indian Institutions


Background

India experienced a massive expansion of its higher education system in this century. The massification of the sector accompanied by technological changes in the delivery of higher education opportunities provides a great impetus to shape the future of higher education as well as facilitate institutional transformation. It also poses challenges both at the national and institutional levels. The challenges vary depending upon the type of institutions. Some of the old and reputed Central universities need to find ways to compete at the international level while newer ones are struggling to develop infrastructure, recruit faculty and initiate new programmes of teaching and research so as to establish their credibility as high quality institutions. The challenges faced by the diverse set of state universities in India relate to the acute scarcity of resources that act as a major constraint to sustain efforts to improve quality and make use of the technological opportunities available.

India has an affiliating system, whereby several hundred colleges are affiliated to some of the state universities which makes it impossible for them to provide academic leadership and support. Institutions of national importance are another category of institutions in India which are diverse, and have specific goals and objectives in many disciplinary or interdisciplinary areas and over a decade governments have promoted them to prepare graduates and serve the country with specific areas of specialization. The emergence of private universities from the turn of this century adds another dimension to the complexity of governing the higher education system in India.

The move towards mass higher education also reflects a change in the public policies in the sector. It is important to note that massification in India does not entirely rely on public funding and resources. There are compulsions in a mass higher education system to shift the incidence of financial burden from the public sources to households and students. The move towards reduction, if not elimination, of subsidies is a good example of this shift. The introduction of cost recovery measures and self-financing courses help overcome the challenges posed by financial crunch.

The objective of raising resources at the institutional level also introduces competition among institutions of higher education. An institutional leader today needs to face the challenge of meeting the financial targets on the one hand and of devoting a part of the resources to achieve




distributive justice and inclusive agenda of higher education on the other. In other words, all institutions of higher education need to make efforts to raise resources from non- traditional and non-governmental sources and need to maintain an optimal balance between efficiency and sufficiency in resources - efficiency in its utilization without compromising the equity considerations. This indeed is a tight rope walking and calls for a new discourse on understanding issues of competitiveness, efficiency and equity considerations in governing and managing institutions. All the leaders of higher education institutions need to understand this complexity because their operational efficiency is constrained by social, economic and political factors. It is important to devise ways and means of mobilizing additional resources without commercializing institutions of higher education and to take the institutions to a high quality trajectory along with addressing equity concerns. The workshop will focus on such strategies through sharing of ideas, experiences, case studies and action plans at institutional and national levels.

The major challenge faced by most higher education institutions is on the quality front. There can be no disputing the fact that competent and committed faculty are the backbone of the system to build and sustain quality. Unfortunately, institutions of higher education in India are challenged by the serious shortage of faculty and that in turn affects teaching learning severely and adversely.

Can there be ways to deal with the shortage of teachers? The technological reliance may help at least partially to overcome the issue of teacher shortages. The digital India initiatives such as SWAYAM, E-paathshalas, etc. can be relied on by institutions in order to get connected to programmes offering good quality lectures, assignments and evaluations. Many institutions are moving towards combining traditional classroom strategies with digitalized and virtual classrooms.

Another challenge to the teaching learning process is the student diversity in the classrooms. Students come from diverse social, linguistic and economic backgrounds. The traditional methods of classroom practices may sound less effective. We need to deliberate upon ways to strengthen the faculty, enhance their competency to deal with managing the changed social and technological context of teaching and learning. Further, we need to understand the ways of providing incentives, developing teaching and research skills along with curriculum planning and assessment practices. Institutions need to prepare themselves for accreditation and Internal monitoring of quality on a continuous basis. Besides, the work environment has to be conducive so as to promote work culture among the faculty in teaching and research. The constituents of work environment need to be understood in terms of freedom, co- operation, effective communication among faculty members and between academia and administrative agencies. The workshop will have special focus on the role of Academic Leaders in creating incentive systems and capacity development of teachers and nurturing a work environment in institutions of higher education.



An important problem of governance at the institutional level is autonomy. At times, compliance of regulations issued by the government and regulatory councils creates conflicts due to a multiplicity of control under the federal structure. Some of these issues need to be highlighted and discussed to arrive at probable solutions to avoid conflicts and protect the autonomy of universities and institutions. The authorities of universities/institutions have decision making powers that guide the functioning and determine the directions of development. The academic leaders find it difficult to democratize the decision making processes in view of personal interests and whims of individual members which often hamper smooth governance. The real issues, challenges and ways of addressing them require discussion in the workshop.

In the case of affiliating universities, the management of large numbers of colleges located in long distances from the university headquarters is yet another dimension of the problem. The varying and rich experiences need to be shared and good practices followed in one university may be followed by another set of universities. The technology up gradation for managing and administering universities are at varying levels. There is great scope for technology adaptation both in small and large universities. The conduct of examination and declaration of results may have time tested solutions in a unitary set up of university/institutions where internal assessment is the practice. However, in an affiliating university where there are lakhs of students, fair assessment practices and timely conduct of examination are challenges of governance. Management of student affairs, including admission, monitoring of student progress and conduct of student union elections in an increasingly political environment is also an important challenge for the leaders of universities.

There have been several initiatives by the government in the recent past to relax regulatory systems and enhance quality improvement measures. The proposal to establish 20 institutions of eminence, tiered autonomy, the ranking exercise and efforts to implement new policy on education are some examples of the new initiatives which the workshop will discuss .

Objectives of the Workshop were

- To familiarise the participants with the changing landscape in the governance and management of higher education in India
- To share experiences on innovative initiatives at the institutional levels; and
- To discuss challenges in bringing about institutional transformation

Workshop Methodology

The workshop will be based on presentations, lecture discussions and open discussions along with questions and answers Formulation of Research Objective and Questions



Workshop Date and Venue

The Workshop will be convened from 1st-2nd March, 2024 at Conference Hall - 2, Indian Institute of Technology, Guwahati , Assam.

Boarding for the Workshop

New Guest House, Indian Institute of Technology, Guwahati, Assam.

Resource Persons

Resource Persons for the programme consists of both NIEPA faculty as well as external experts.

Outcomes

The Workshop report will bring together the issues and challenges for institutional leaders of North East Indian Institutions as per the mandate of the National Education Policy 2020.

Detailed Programme

Day 1: March 1st, 2024	
9:00-9:30	Registration
9:30-11:00	Inaugural Chair : Prof. Sudhanshu Bhushan Inaugural address: Prof. Mahendra P. Lama (founding VC, Sikkim University) Introduction to the programme: Prof. Aarti Srivastava, NIEPA Guest of Honour: Prof. S K Srivastava (former VC, NEHU) Vote of Thanks: Prof. Aarti Srivastava
11:00-11:30	TEA
11:30-13:00	Chair: Prof. S K Srivastava Roundtable: Issues and Challenges of NEP Implementation in North East India
13:00-14:00	LUNCH
14:00-15:30	Multidisciplinary Higher Education and Curriculum Structure Speaker: Prof. Sudhanshu Bhushan, NIEPA
15:30-16:00	TEA
16:00-17:30	Resource Mobilisation in Higher Education Speaker: Prof. Mona Khare, NIEPA
Day 2: March 2nd, 2024	
9:30-11:00	Group work on the following themes <ul style="list-style-type: none"> • Faculty Development • Promotion of research culture • Student Diversity and Inclusion • Governance and Management Moderated by NIEPA team
11:00-11:30	TEA
11:30-13:00	Institution Building and Ethical Governance Speaker: Prof. Gautum Burua, Director, IIIT Guwahati
13:00-14:00	LUNCH



14:00-15:30	Group Work Presentation
15:30-16:00	TEA
16:00-17:30	Valedictory: Panel Discussion on Strategies for Improving Institutional performance Chair: Prof. Rajeev Ahuja (I/c Director IIT Guwahati) Speaker: Prof. Sudhanshu Bhushan , NIEPA Prof. Aarti Srivastava , NIEPA

Programme Core Team (NIEPA)



Professor Shashikala Wanjari
Vice-Chancellor, NIEPA

Professor Shashikala Wanjari is presently leading National Institute of Educational Planning and Administration (NIEPA), New Delhi as a Vice-Chancellor. She was also Vice-Chancellor of SNDT Women's University, Mumbai. The rank of Honorary Colonel in the National Cadet Corp was conferred in her in July 2018. Prior to this, she headed the Department of Education at RTM Nagpur University, Nagpur and led Nagpur Nagraj Sahkari Bank Pvt Ltd as Ex Vice-Chairperson. She has 29 years of teaching experience, 16 years of research experience and 05 years of experience of heading first women's university of South East Asia. 44 research papers and articles are on her credit. Attended several International and national conferences. Delivered more than 200 expert lectures in different academic programs. She is a Chairperson of Syllabus cum Textbook development for Foundational Stage committee. She is a member of different academic bodies. She also received award from Commonwealth Council for Educational Administration and Management (CCEAM) in 2014. She is recipient of Madam Marie Curie Award from Swadeshi Vidhyn, Bangalore. She is contributing in the capacity of Hon'ble visitor's nominee at Central University Punjab, Bhatinda and Ranchi. She has also guided 16 students for their Ph.D. in Education during her academic career.



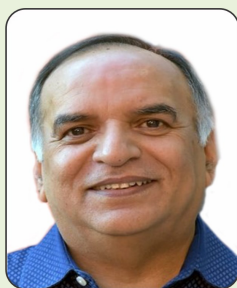
Prof. Aarti Srivastava

Professor

Department of Higher and Professional Education, NIEPA

Professor Aarti Srivastava works in the Department of Higher and Professional Education, National Institute of Educational Planning and Administration (NIEPA). Doctorate from Jawaharlal Nehru University and masters in both Economics and Education, she has worked in premier Research Institutes i.e. Institute of Applied Manpower Research (Planning Commission) and V.V. Giri National Labour Institute (Ministry of Labour), University of Delhi and Banaras Hindu University. While at BHU, she was associated with the Wisconsin University USA, centre in Varanasi. She has closely contributed to the NCF2005, (NCERT), World Social Science Curriculum (CBSE), Rockefeller funded project on South Asia, as well as been trained at IIEP, UNESCO, Paris. Currently she coordinates the National Resource Centre for Education and LEAP- Leadership programme in collaboration with Oxford University UK and Harvard University USA. Professor Srivastava led the inter-ministerial project with the Australian Government and was a special invitee at the BRICs President Forum in China. Professor Srivastava is on the editorial board of several indexed Journals apart from having published widely on Employability, Gender, Teaching- Learning and Leadership in Higher Education.

Project Core Team (IIT Guwahati)



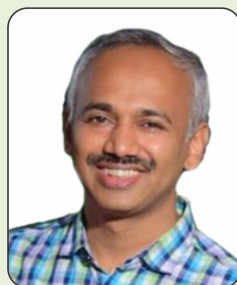
Prof. Rajeev Ahuja

In charge Director,

IIT Guwahati

Prof. Rajeev Ahuja has joined Indian Institute of Technology (IIT) Ropar as director from April 1st, 2021. He is also professor of computational Materials science at Uppsala University, Sweden. He is one of the most highly cited researchers in Sweden & India. He is in the top 5 materials scientists in India & Sweden. He has done his Ph.D. from I.I.T. Roorkee in India in 1992. Same year he joined Uppsala University, Sweden as a postdoctoral fellow. He became Assistant Professor in 1996, Associate Professor in 2002 and Professor in 2007 at Uppsala University, Sweden.

His main area of interest is computational materials science with focus on energy such Batteries, Hydrogen Storage & production, sensors as well high pressure physics. He has published 1083 scientific papers in peer reviewed journals H-Index of 92, i-10 index 695 & no. of citations more than 41000, of which more than 100 are in high profile journals (like Science, Nature, Nature Materials, PRL, etc.).



Dr. A. S. Achalkumar

Dean (OEP)

IIT Guwahati

A. S. Achalkumar completed his MSc at Mangalore University in 2001 and worked in Syngene International, Biocon Ltd, Bengaluru, for two years. Later he obtained his PhD in 2007 at CENS, Bengaluru, on LCs. He did his postdoctoral research at the University of Leeds, U.K., and at RIKEN Advanced Science Institute, Japan. In 2011, he joined the Department of Chemistry at IIT-Guwahati, and he is a full professor from 2019. His research interests include supramolecular chemistry, self-assembly, sensors, liquid crystals, SAMs, organogels, organic electronics, and polymers. He is also serving as a Dean of Outreach Education Program at IIT Guwahati, where is working to popularize science and maths among school children.

List of Resource Persons



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Professor Aarti Srivastava works in the Department of Higher and Professional Education, National Institute of Educational Planning and Administration (NIEPA). Doctorate from Jawaharlal Nehru University and masters in both Economics and Education, she has worked in premier Research Institutes i.e. Institute of Applied Manpower Research (Planning Commission) and V.V.Giri National Labour Institute (Ministry of Labour), University of Delhi and Banaras Hindu University. While at BHU, she was associated with the Wisconsin University USA, centre in Varanasi. She has closely contributed to the NCF2005, (NCERT), World Social Science Curriculum (CBSE), Rockefeller funded project on South Asia, as well as been trained at IIEP, UNESCO, Paris. Currently she coordinates the National Resource Centre for Education and LEAP- Leadership programme in collaboration with Oxford University UK and Harvard University USA. Professor Srivastava led the inter-ministerial project with the Australian Government and was a special invitee at the BRICs President Forum in China. Professor Srivastava is on the editorial board of several indexed Journals apart from having published widely on Employability, Gender, Teaching- Learning and Leadership in Higher Education.



Professor Gautum Barua

Former Director

IIIT Guwahati

He is the former Director of Indian Institute of Information Technology Guwahati. This is an Institute set up in public -private-partnership (PPP) mode. Govt of India has the majority stake of 57.5%, followed by the State Govt of Assam with 35%, with corporation with the rest 7.5% (TCS, Oil India, Shrei Finance, and Amtron). B.Tech programmes in CSE and ECE started in Aug 2013. The Institute moved to its campus in 2018. Currently there are close to 1000 students, including about 100 PhD students, and 46 faculty. He was earlier the Director of IIT Guwahati for ten years from 2003 to 2013. He works in the areas of Operating Systems, Networks, and DBMS. He is currently working on Storage on Non-Volatile Main memory, Network Function Virtualisation and Software Defined Networks, and Concurrency Control problems in various settings. He is an Alumnus of Scindia School, IIT Bombay, and UCSB.



Professor Mahendra P. Lama

Professor

School of International Studies, Jawaharlal Nehru University

Mahendra P. Lama is an Indian professor and a development economist who was the pro-vice chancellor of IGNOU and the founding vice chancellor of Sikkim University in India. At the age of 45, he became the youngest vice chancellor of a National Central University in India. He is presently a senior Professor in the School of International Studies, Jawaharlal Nehru University, New Delhi; Chief Economic Adviser in the Government of Sikkim (Cabinet Minister Rank) and Member of the Eminent Persons Group on Nepal-India Relations appointed by the Prime Ministers of India and Nepal.



Professor Mona Khare

Professor and Head

Department of Educational Finance, NIEPA

Dr. Mona Khare is Professor & Head, Department of Educational Finance and Director of University Grants Commission – MMTTC at National Institute of Educational Planning and Administration, New Delhi, India. Member 15th Finance Commission for Education sector funds estimation, Govt. of India. Consultant and expert with various international forums like UNESCO, UNICEF, Asian Productivity Organisation, British Council, Commonwealth, SAARC, World Bank and Govt. bodies. She was member of the Commonwealth Education Ministers Drafting Committee of post secondary forum for SDGs and Member signatory to the Declaration of Research between India and Germany. Invited speaker and Policy Analyst across the world. Technical Expert for Child Budget Committee, Gender Budgeting, Govt. of Karnataka among many others. Twice been conferred with the ‘Young Economist Award’ by the Indian Economic Association and awarded by Madhya Pradesh Govt. for their Distance Education Programme (EDUSAT).

She has many publications to her credit being author, reviewer and editor for renowned publishers like Routledge, Emerald, Springers, Sage, Cambridge, Oxford etc. Her latest book on “Sustainable and Dynamic Graduate Employability: A comparative overview across geographies” is being published by Routledge. She is co-author of The INDIA HIGHER EDUCATION REPORT 2020 on Employment and Employability

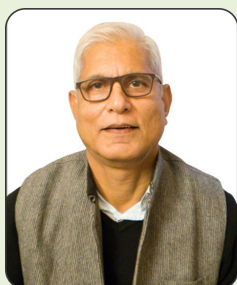


Professor S K Srivastava

Former Vice-Chancellor

NEHU

Prof S K Srivastava, the former Vice-Chancellor of NEHU, has obtained his MSc and PhD degree from IIT Kanpur. He joined the Department of Chemistry, Manipur University, in 1983 and served as Professor since 1995 till his appointment as Vice-Chancellor, NEHU on 24th September 2015. Prof. Srivastava's field of specialization is Physical Chemistry, and the research areas include: Nanomaterials, Surfactants and their applications. He has done his post-doctoral research work at the University of Bristol, U.K and is a recipient of the Commonwealth Academic Staff Fellowship. Prof. Srivastava has also been awarded the Chemical Research Society of India (CRSI) Bronze Medal 2015 in recognition of contributions to research in Chemistry.



Professor Sudhanshu Bhushan

Professor and Head

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Dr. Sudhanshu Bhushan is Professor and Head of the Department of Higher & Professional Education in the National Institute of Educational Planning and Administration (NIEPA). He specializes in Internationalisation of Higher Education, Policy issues in Higher Education and Educational Planning. His recent contributions include Quality Assurance of Transnational Higher Education: Australia and India Experiences, Public Financing and Deregulated Fees in Indian Higher Education, and Restructuring Higher Education in India. He is the co-editor of a book on Teaching and Learning in Higher Education in India and Australia published by Routledge in 2018. His book on the Future of Higher Education in India has been published by Springer in 2019. Book on Governance of Higher Education in Bihar: Influence of Power Centers is published by Routledge in 2021. His present responsibility is to conduct and guide research and to provide policy support to the Government. He is the recipient of Amartya Sen Award 2012 for distinguished Social Scientist, an award instituted by Indian Council of Social Science Research, New Delhi. He is the Managing Editor of Indian Economic Journal. He is also the Academic Editor of Pariprekshya, Hindi journal of NIEPA.

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