

NURTURING FUTURE LEADERSHIP PROGRAM

I. Background

As India assumes an increasingly prominent role in the world, there is an urgent need to inculcate leadership development in higher educational institutions (HEI) both among students and faculty. Leadership development for faculty members will not only help prepare some of them for educational leadership roles, but also be of intrinsic benefit even to those faculty uninterested in assuming leadership roles, by helping them excel in their own research and teaching pursuits, and in enabling them to inculcate leadership skills amongst their students, bringing tangible and wide-ranging benefits to the nation.

This need for trained and experienced institutional leaders is also outlined in the National Education Policy (NEP) 2020. It inter-alia stipulates that:-

- (i) **Faculty excellence** will be **incentivised** by way of appropriate rewards, promotions, recognition and **movement** into **institutional leadership**
- (ii) **Presence of outstanding and enthusiastic institutional leaders that cultivate excellence** and innovation is the need of the hour
- (iii) **Excellent faculty** will be **identified early** and **trained** through **ladder** of leadership positions.
- (iv) **Outstanding leaders** will be **identified** and **developed early**, working their way through a ladder of leadership positions

II. About the Programme

In order to nurture faculty at different level particularly at the early stage of their career, thereby creating a pool of potential leaders for generational transition, the **Ministry of Education** has conceptualised faculty leadership development programme namely '**Nurturing Future Leadership Program**', under the aegis of Malaviya Mission Teacher Training Programme (MMTTP). This will be a **prestigious, selection-based** leadership development programme which would be open for **all levels of faculty** of public funded higher educational institutes. A **residential programme of 5 days** would be delivered by **top institutes** of the country in NIRF management ranking.

The objectives of the programme are:

- (i) To build **ecosystem to inculcate leadership skills in faculty members at levels early in their career** to advance both individual and organizational goals
- (ii) To be a **broad-based** leadership development programme (for all faculty across all levels)
- (iii) To **expand the pool of potential leaders** for the range of leadership positions
- (iv) To **prepare faculty** to contribute effectively and proactively in collective decision-making, shared governance, developing initiatives, problem solving
- (v) **Training the best faculty** through a **rigorous selection process**
- (vi) Enabling **institute administration to assess leadership quality** of their faculty through this program

The programme is envisioned to make “**Everyone a Leader**” to be able to create an empowered workforce with an open and participative culture.

III. Roles and Responsibilities of Stakeholders

The programme will be delivered by the **top management institutes** having expertise in running management / leadership courses. The National Institute of Educational Planning and Administration (**NIEPA**) would be the coordinating organisation for the programme.

The **roles and responsibilities of NIEPA** would include:

- (i) Coordination between MoE and host institutions
- (ii) Onboarding of the shortlisted institutions who would be host institutions

The **roles and responsibilities of the host institutions** would include:

- (i) Ensuring unique positioning of the program to attract and select best talent
- (ii) Develop programmes aligned to leadership modules and pedagogy
- (iii) Mobilization and selection of participants
- (iv) Programme delivery
- (v) Assessment and certification
- (vi) Boarding and lodging for the participants during the course of stay

The **roles and responsibilities of the participants' institutions** would include:

- (i) Nominating at least 2 faculty for the program, having high potential to benefit from the program
- (ii) Bearing the cost of travel arrangement for participants nominated for the program by them

IV. Implementation Framework for the Programme

All host institutes can exercise autonomy in creating a selection process for the programme, assigning facilitators, setting syllabi, and developing pedagogical approaches in accordance with the **following standardised programme modalities**:

- a. **Participants** – Faculty from centrally-funded institutes, Institutes of National Importance, as well as UGC and AICTE recognized universities, colleges, and standalone institutes
- b. **Eligibility for Nomination / Selection** – The participants must be permanent faculty at recognised institutes with at least 3 years of teaching experience
- c. **Batch size** – 30 participants. The first batch shall be completed before **31st March 2024**.
- d. **Mode of delivery** – 5 Days Residential Programme
- e. **Modules** – Host institutions will have full autonomy to design curriculum and pedagogy of the programme. An illustrative list of modules is as follows:
 - Teamwork
 - Communication
 - Professional Skills
 - Critical Thinking
 - Self-management
 - Conscientious Citizenship
- f. **Pedagogy** – Host institutions can develop their own pedagogical approaches in addition to the following list of suggested pedagogical approaches (based on the concept of learning while doing):

- International and national case studies
 - AV presentation
 - Group discussion
 - Role play
 - Management games
 - Debates
 - Interactions with Chairman, Board of Governors of the host institute, and suitable industry leaders
- g. **Assessment and certification** – The host institution shall conduct graded pedagogical activities and a final test developed by them. Upon successful completion of the programme, the participant shall be awarded with a **certificate from the host institution under the aegis of Malaviya Mission Teacher Training Programme (MMTTP)**.
- h. **Funding –INR 50,000/-** per participant (inclusive of food and boarding charges for 5 days)
- The **1st batch** of the programme shall be **funded entirely by the Ministry of Education**
 - The subsequent batches shall be **jointly funded** by the Ministry of Education and the participant’s institutions in the **ratio of 75:25 respectively**. In case of more than 2 participants nominated by the institutions, **the full cost shall be borne by the participant’s institutions for those additional participants**.
 - The **cost of travel** (to and from host institution) shall be **borne by the participants’ institutions**.

V. Expected Outcomes and Benefits

Upon successful completion of the programme, the following benefits are envisioned:

- Improvement in the team management, communication skills, and critical thinking of participants
- Dissemination of learnings from the programme to encourage other institutions to organise similar development programmes for their faculty
- Creation of a pool of trained institutional leaders
- Improvement in administration of higher education institutions

List of Identified Institutions

S. No	Name of the Institution
1.	IIM Ahmedabad
2.	IIM Bangalore
3.	IIM Kozhikode
4.	IIM Calcutta
5.	IIM Lucknow
6.	IIM Mumbai
7.	IIM Indore
8.	IIM Shillong
9.	IIM Trichy
10.	IIM Ranchi
11.	IIM Vishakhapatnam
12.	IIM Jammu
13.	IIM Nagpur
14.	IIM Sambalpur
15.	IIM Rohtak
16.	IIM Udaypur
17.	IIM Raipur
18.	IIT Delhi
19.	IIT Bombay
20.	IIT Kharagpur
21.	IIT Madras
22.	IIT Roorkee
23.	IIT Kanpur
24.	IIT Gandhinagar
25.	IIT Dhanbad (ISM)
26.	Banaras Hindu University