

**Avinashilingam Institute for Home Science and Higher Education for Women**  
**Deemed to be University Estd. u/s 3 of UGC Act 1956, Category A by MHRD**  
**Re-accredited with 'A++' Grade by NAAC.CGPA 3.65/4, Category I by UGC**  
**Coimbatore-641 043, Tamil Nadu, India**



**AIU – Avinashilingam Institute –**  
**Academic and Administrative Development Centre**  
**(AIU-AI-AADC)**

**Organises**

**Short Term Capacity Building Programme**  
**on**  
**Academic Leadership 5.0**

**20.02.2023 to 28.02.2023**

**Mode : Online**

## **ABOUT THE INSTITUTE**

Avinashilingam Institute for Home Science and Higher Education for Women - the epitome of higher education is one of the premier institutions in India well known for its commitment towards the empowerment of women through value based and holistic education. The institute follows educational ideals of Sri Ramakrishna, Holy Mother Sri Saradamani Devi, Swami Vivekananda and Mahatma Gandhiji. The institute is one of the significant contributions of Padma Bhushan, Dr. T. S. Avinashilingam, an illustrious educationist, freedom-fighter and Gandhian and Dr. Rajammal P. Devadas, the world- renowned nutritionist.

The institute had its humble beginning in the year 1957 as Sri Avinashilingam Home Science College for Women and has been conferred the Deemed to be University by MHRD in 1988. Few of the recent accolades of the Institute includes: A++ with CGPA of 3.65/4 by NAAC; 84<sup>th</sup> Rank in NIRF, 5<sup>th</sup> Rank under the category of 'University & Deemed to be University (Govt. & Govt. Aided) Technical' in ARIIA – 2021.

Presently, the institution is progressing towards 'beyond-excellence' under the able guidance and leadership of Dr.T. S. K. Meenakshi Sundaram, Managing Trustee, Avinashilingam Trust, Professor S. P. Thyagarajan, Chancellor, Dr. V. Bharathi Harishankar, Vice Chancellor and Dr. S. Kowsalya, Registrar.

## **ASSOCIATION OF INDIAN UNIVERSITIES – A BRIEF INTRODUCTION**

Association of Indian Universities (AIU) is an apex inter university representative body of universities and other higher education institutions in the country. Established in 1925 as the Inter University Board (IUB) of India, it acquired its legal status as a registered society in 1967 under the Societies Registration Act 1860 and was rechristened as Association of Indian Universities (AIU) in 1973. AIU is the second oldest university association in the world next to the Association of Commonwealth Universities which was established in 1913.

It has the distinct feature of having the largest network of universities and other HEIs under its ambit with 926 members in India and 15 Associated members from foreign countries. The membership of AIU includes all types of universities e.g., Conventional Universities, Open Universities, Deemed to be Universities, State Universities, Central Universities, Private Universities and Institutes of National Importance.

In addition to Indian Universities, Universities / Institutes from Bangladesh, Bhutan, Republic of Kazakhstan, Malaysia, Mauritius, Nepal, Thailand, United Arab Emirates and United Kingdom are its Associate Members. Since its inception AIU has played a very significant role in the development of Education in the Country.

Some of the eminent scholars and visionary leaders like Dr Sarvepalli Radhakrishnan, Dr Shyama Prasad Mukherjee, Dr Zakir Hussain, Sir. A L. Mudaliar have given leadership to AIU. During such a long journey, AIU has carved a niche for itself by serving the Ministry of Education, Govt. of India as a research-based policy advisory body. Being an apex institution, it constitutes an integral part of all major decision-making committees and commissions in the country

As an academic ‘think tank’ organization, AIU supports the Government as research-based policy advisory body with the wider mandate of taking up research projects on higher education policy and capacity building. It also acts as a bureau of information on higher education; liaise with international bodies and universities for internationalization of Indian higher education among many others. The Vision of AIU is to emerge as a dynamic service and apex advisory organization in India by undertaking initiatives and programmes which could strengthen and popularize Indian higher education as leading-edge system in the world and promote greater national and international collaboration in Higher Education, Research, Extension, Sports, Youth and Cultural Activities.

It is bestowed with the mission of promoting and representing the Indian Universities and other higher education institutions through strong liaison with the government and National/International organizations, sister associations world over and establish liaison between/among universities through active support, cooperation and coordination among the member universities and all its stakeholders for quality education, research and other academics and extension activities.

## ABOUT THE CENTRE

AIU–Avinashilingam Institute - Academic and Administrative Development Centre (AIU-AI-AADC) has been initiated by the institute in association with Association of Indian Universities (AIU) as a step towards training the human resources of higher education institutions. The specific objectives of the centre are:

- Facilitate learning through Performance Improvement Programmes for different groups (Administrators/Teaching Faculty/Non-Teaching staff / Research Scholars/Technical Personnel) towards progression based on their career stages.
- Enable continuous learning through rigorous need-based training sessions
- Sensitize stakeholders on recent developments in higher education system in the country and across the world.
- Equip academic / administrative / technical / information personnel with the requisite skills on ICT to handle their work effectively.
- Develop integrity and professional ethics among higher education personnel.
- Strengthen the human capital of the country with right attitude, skills, and knowledge

## VISION

To facilitate value-based transition towards changing higher education ecosystem through continuous capacity building.

## MISSION

To impart ICT enabled training to human resources of higher education institutions thereby preparing themselves towards Education 5.0.



## ABOUT THE PROGRAMME

Academic leaders are those who motivate and steer faculties and students towards excellence and create appropriate environment for the improvement of the academic system in the campuses. When compared to business leaders, Academic leaders have more responsibilities as they are dealing with the future workforce of the Nation. Today Higher Education Institutions undergo significant changes due to government policies, globalization, demand for high level of educational attainments and credentials, tremendous technological advancements, integration of the same in HE sectors, emergence of knowledge economy for the growth and development of the Nation, and the increased need for skilled workforce with dynamism. In the context of changing scenarios in the academic sectors, it is imperative to address all the above issues completely.

Academic leaders must be trained and prepared for effective handling of vital issues through various themes like, transformational leadership, promotion of excellence to cope up with the changing scenario, managing diversities, conflict management and overcoming barriers, networking: fostering industry and social connect, health and well-being, spirituality, internationalization, stress and time management, financial planning and management and promotion of research. The capacity building programme on Academic Leadership 5.0 desires to address every aspect of academic leadership through invited lectures and activities conducted by leading professionals in the domain and build the necessary capacity to the team leaders to move forward along with their team members.

## OBJECTIVES

- To prepare academic leaders towards the path of 360° leadership
- To build competencies to handle the changing landscape in Academic leadership
- To design continuous professional development to manage material and human resources to support learning.
- To demonstrate an ethic of care and empathy that promotes academic success, social & emotional health along with moral connectedness

## TARGET PARTICIPANTS

Pro-Vice Chancellors, Registrars, Deans, Deputy Deans, Directors, College Principals, Heads of the Departments and other Administrative and Academic level officials.

<b>Registration Fee</b>	: Rs. 3,000/-
<b>Mode of delivery</b>	: Online
<b>Duration</b>	: 20.02.2023 to 28.02.2023

## TENTATIVE LIST OF RESOURCE PERSONS

- **Prof. PANKAJ MITTAL**, Secretary , General, AIU, New Delhi
- **SWAMI JAGADATMANANDA SARASWATI**, Chief Advisor of Vedanta, Coimbatore
- **Prof. S.P.THYGARAJAN**, Chancellor, Avinashilingam Institute
- **Prof. V. BHARATHI HARISHANKAR**, Vice Chancellor, Avinashilingam Institute
- **Prof. V N RAJASEKHARAN PILLAI**, Vice Chancellor, Somaiya Vidyavihar University
- **PROF. C. RAJKUMAR**, Founding Vice Chancellor, O.P. Jindal Global University, Sonapat, Haryana.
- **Dr P B SHARMA**, Vice Chancellor , Amity University, Gurgaon
- **Prof . P. SUBRAHMANYA YADAPADITHAYA**, Vice Chancellor , Mangalore University
- **Lt. Col. Dr. A RAVIKUMAR**, Pro Vice Chancellor, Medical and Health Sciences, SRM Institute of Science and Technology (Deemed to be University), Chennai
- **Prof. PANCHANATHAM**, Former Vice Chancellor, TNTEU – Chennai
- **Prof. CAVEN MCLOUGHLIN**, Lifespan Development, Kent University, Kent
- **Prof. DR.IR.MOCH.SASMITO DJATI**, Vice Rector, Brawijaya University, Malang
- **Prof. SUNDAR WILSON**, Director of Anugraha, Capuchin Institute of Psychotherapy, Dindigul
- **Mr. PARAMESWARAN**, Senior Officer, National Institute of Social Defence, New Delhi
- **Prof. KANNAN MOUDGALYA**, Dept of Chemical Engineering, IIT, Bombay
- **DR. SIVAKUMAR SRINIVASAN**, HoD, Department of Applied Mechanics, IIT Madras
- **Dr VENKATACHALAM**, Professor (RBI Chair), Madras Institute of Development Studies, Chennai
- **Prof. MANAS K MANDAL**, Distinguished Visiting Professor, IIT Kharagpur
- **Prof G. RAMESH**, Professor, IIM, Bangalore
- **Prof. G. JAYARAMAN**, Professor-Higher Academic Grade and Dean-Academics, VIT
- **PROF. SURESH PAUL ANTONY**, IIM, Trichy
- **Prof. KUMAR SURESH**, National Institute of Education Planning and Administration (NIEPA), New Delhi
- **Prof. SUDESH MUKHOPADHYAY**, Former Chairman, Rehabilitation Council of India
- **Prof. MADASWAMY MONI**, Retd. Director General, National Informatics Centre.
- **Mr. K.SEETHARAM**, Director, Silver Tongue, Coimbatore
- **MR. SIVASUBRAANIAM**, Founder-Director, Biomimicry
- **Prof.S.VENKATESH**, Persuasive Story Teller, Founder & Managing Director, Gene Macron Media Interactive India Pvt. Ltd.
- **Prof.MINI SHAJI THOMAS**, Dean,Faculty of Engineering and Technology, Jamia Millia Islamia, New Delhi
- **Prof. ROMATE JOHN**, Dean, School of Social and Behavioural Sciences, Central University of Karnataka
- **Prof. PAUL PRATHAP JAYARAJ**, Dean, AIMED, Bharathidasan University, Trichy
- **Prof. KAMALA SANKARAN**, Professor of Law, Ford Foundation Chair in Public Interest Law, National Law School of India University, Bengaluru
- **Prof.D.LAZAR**, Finance Officer (i/c), Pondicherry University

# PROGRAMME SCHEDULE

## Day: 1, Date: 20.02.2023

- 09.30 am to 11.00 am : Inauguration & Special Address
- 11.15 am to 12.45 pm : Academic Leadership and NEP 2020
- 02.00 pm to 03.15 pm : Research Leadership
- 03.30 pm to 05.00 pm : Activity – I: Leadership Assessment Test – 1 (Pre – Programme Assessment)

## Day: 2, Date: 21.02.2023

- 09.30 am to 11.00 am : Health and Wellness – A Psychologist's Reflection
- 11.15 am to 12.45 pm : Academic Leadership for New India
- 02.00 pm to 03.15 pm : Transformational Leadership
- 03.30 pm to 05.00 pm : Activity – II: Effective Communication Strategies

## Day: 3, Date: 22.02.2023

- 09.30 am to 11.00 am : Financial Planning and Management
- 11.15 am to 12.45 pm : Preparing for Institutional Assessment and Accreditation
- 02.00 pm to 03.15 pm : Conflict Management and Overcoming Barriers for Effective Leadership
- 03.30 pm to 05.00 pm : Activity – III: Sustainable Development of HEIs through Global Engagement

## Day: 4, Date: 23.02.2023

- 09.30 am to 11.00 am : Adapting to Changes in Academic Environment
- 11.15 am to 12.45 pm : Non-violent communication for effective leadership
- 02.00 pm to 03.15 pm : Branding of Higher Education Institutions
- 03.30 pm to 05.00 pm : Activity – IV: Four Quadrants of Leadership

## Day: 5, Date: 24.02.2023

- 09.30 am to 11.00 am : Women Leadership
- 11.15 am to 12.45 pm : Leadership to Build World Class HEIs
- 02.00 pm to 03.15 pm : Tools for Creative Thinking
- 03.30 pm to 05.00 pm : Activity – V: Assessment of Mental Health

## Day: 6, Date: 25.02.2023

- 09.30 am to 11.00 am : Teachers with Ears of Experience Create an Outstanding Ambience even Beyond Classroom
- 11.15 am to 12.45 pm : Human Resource Management
- 02.00 pm to 03.15 pm : Stress and Time Management
- 03.30 pm to 05.00 pm : Activity – VI: Story Telling as Management Tool

## Day: 7, Date: 27.02.2023

- 09.30 am to 11.00 am : Spirituality in the Context of Academic Leadership
- 11.15 am to 12.45 pm : Role of Technology in Academic Leadership
- 02.00 pm to 03.15 pm : Understanding & Being Responsive to Gender Intersectionality in Higher Education
- 03.30 pm to 05.00 pm : Sustainable Leadership

## Day: 8, Date: 28.02.2023

- 09.30 am to 11.00 am : Internationalization
- 11.15 am to 12.45 pm : Activity – VII: Leadership Assessment Test–1 (Post–Programme Assessment)
- 02.00 pm to 03.15 pm : Learning from Corporate Experience
- 03.30 pm to 05.00 pm : Valediction and Feedback

## REGISTRATION

**REGISTRATION LINK** : <https://forms.gle/YUXQ6FCYhwfLZ8Nn6>

**FEE** : Rs. 3,000

## PAYMENT DETAILS

### BANK ACCOUNT DETAILS

**Account Name** : Avinashilingam Institute for Home Science  
and Higher Education for Women

**Name of the Bank** : Indian Bank

**Bank Account Number** : 917248759

**IFSC Code** : IDIB000A005

## AI ADVISORS

**Dr. T. S. K. MEENAKSHISUNDARAM**, Managing Trustee

**Prof. S. P. THYAGARAJAN**, Chancellor

**Dr. V. BHARATHI HARISHANKAR**, Vice Chancellor

**Dr. S. KOWSALYA**, Registrar

## AIU ADVISORS

**Dr. PANKAJ MITTAL**, Secretary General, AIU

**Dr. AMARENDRA PANI**, Joint Director & Head, Research Division, AIU

## PROGRAMME COORDINATORS

**Dr. U. JERINABI**, Professor, Co-ordinator – IQAC

**Dr. G. PADMAVATHI**, Professor, Dean Physical Sciences and Computational  
Sciences and Dean Academics (i/c)

## REACH US AT:

**Dr. K. RAMYA**

Nodal Officer

AIU - Avinashilingam Institute- Academic &  
Administrative Development Centre (AIU-AI-AADC)  
Avinashilingam Institute for Home Science and  
Higher Education for Women, Coimbatore – 641 043,  
Tamil Nadu, INDIA.

**e-mail ID** : [aadc@avinuty.ac.in](mailto:aadc@avinuty.ac.in)

**Mobile** : 8072202927



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Programme Schedule**

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**Mode : Online**



# INAUGURATION

Day-1 (20.02.2023)

Prayer  
09.30 am

Welcome Address  
09.37 am



**Dr. U. JERINABI**  
IQAC Coordinator  
Avinashilingam Institute for Home Science and Higher Education  
for Women, Coimbatore

Presidential Address  
09.40 am



**Prof. S. P. THYAGARAJAN**  
Chancellor  
Avinashilingam Institute for Home Science and Higher Education  
for Women, Coimbatore

Event Brief  
09.50 am



**Dr. K. RAMYA**  
Nodal Officer,  
AIU-AI-AADC, Avinashilingam Institute for Home Science and  
Higher Education for Women, Coimbatore

Introduction to  
Chief Guest  
09.52 am



**Mrs. SUDHA,**  
Assistant Professor, Department of Psychology, Avinashilingam  
Institute for Home Science and Higher Education for Women

Inaugural & Special  
Address  
09.55 am



**Lt. Col. Dr. A RAVIKUMAR**  
Pro Vice Chancellor, Medical and Health Sciences  
SRM Institute of Science and Technology  
(Deemed to be University), Chennai

Greetings  
10.20 am



**Dr. V. BHARATHI HARISHANKAR**  
Vice Chancellor  
Avinashilingam Institute for Home Science and Higher Education  
for Women, Coimbatore

Vote of Thanks  
11.00 am



**Dr. G. PADMAVATHI**  
Dean, Academics  
Avinashilingam Institute for Home Science and Higher Education  
for Women, Coimbatore

## Day-1 (20.02.2023)

### Inauguration

**Lt. Col. Dr. A RAVIKUMAR**

Pro Vice Chancellor (Medical)

SRM Medical College Hospital and Research Centre



**Session- 1**  
**09.30am-11.00am**

### Academic Leadership and NEP 2020

**PROF. S.P THYGARAJAN**

Chancellor, Avinashilingam Institute for Home Science and  
Higher Education for Women, Coimbatore



**Session- 2**  
**11.15 am-12.45 pm**

### Research Leadership

**DR VENKATACHALAM**

Professor (RBI Chair)

Madras Institute of Development Studies  
Chennai



**Session- 3**  
**02.00pm-03.15pm**

### Activity-I Leadership Assessment Test-1 (Pre-Programme Assessment)

**MR.K.SEETHARAM**

Director, Silver Tongue  
Coimbatore



**Session- 4**  
**03.30pm-05.00pm**

## Day-2 (21.02.2023)

### Health and Wellness-A Psychologist's Reflection

**CAVEN S. MCLOUGHLIN,**

Ph.D., Emeritus Professor, Kent State University, Ohio USA  
Visiting professor, Avinashilingam University, Coimbatore



**Session- 5**  
**09.30am-11.00am**

### Academic Leadership for New India

**DR P B SHARMA**

Vice Chancellor, Amity University  
Gurgaon



**Session- 6**  
**11.15 am-12.45 pm**

### Transformational Leadership

**DR.V.BHARATHI HARISHANKAR**

Vice Chancellor

Avinashilingam Institute for Home Science and Higher Education  
for Women, Coimbatore



**Session- 7**  
**02.00pm-03.15pm**

### Activity-II Effective Communication Strategies

**DR G. RAMESH**

Professor, IIM Bangalore



**Session- 8**  
**03.30pm-05.00pm**

**Day-3 (22.02.2023)**

**Session- 9**  
**09.30am-11.00am**



**Financial Planning and Management**  
**PROF. D.LAZAR,**  
Finance Officer (i/c),  
Pondicherry University

**Session- 10**  
**11.15 am-12.45 pm**



**Preparing for Institutional Assessment and Accreditation**  
**DR G JAYARAMAN**  
Professor-Higher Academic Grade and Dean-Academics  
Vellore Institute of Technology

**Session- 11**  
**02.00pm-03.15pm**



**Conflict Management and Overcoming Barriers for effective Leadership**  
**PROF.KAMALA SANKARAN**  
Professor of Law, Ford Foundation Chair in Public Interest Law  
National Law School of India University, Bengaluru

**Session- 12**  
**03.30pm-05.00pm**



**Activity-III Sustainable Development of HEIs through Global Engagement**  
**PROF. DR.IR.MOCH.SASMITO DJATI,**  
Vice Rector, Brawijaya University, Malang

**Day-4 (23.02.2023)**

**Session- 13**  
**09.30am-11.00am**



**Adapting to Changes in Academic Environment**  
**MR. PARAMESWARAN**  
Senior Officer, National Institute of Social Defence  
New Delhi

**Session- 14**  
**11.15 am-12.45 pm**



**Non-violent Communication for Effective Leadership**  
**PROF. ROMATE JOHN**  
Dean of the School of Social and Behavioral Sciences  
Central University of Karnataka

**Session- 15**  
**02.00pm-03.15pm**



**Branding of Higher Education Institutions**  
**PROF. SURESH PAUL ANTONY**  
IIM, Trichy

**Session- 16**  
**03.30pm-05.00pm**



**Activity-IV Four Quadrants of Leadership**  
**DR PAUL PRATHAP JAYARAJ**  
Dean,  
AIMED, Bharathidasan University



**Day-5 (24.02.2023)**

**Women Leadership**

**PROF. MINI SHAJI THOMAS**

Dean-Faculty of Engineering and Technology  
Jamia Millia Islamia, New Delhi



**Session- 17**  
**09.30am-11.00am**

**Leadership to Build World Class HEIs**

**PROF. C.RAJKUMAR**

Founding Vice Chancellor, O.P. Jindal Global University  
Sonapat, Haryana.



**Session- 18**  
**11.15 am-12.45pm**

**Tools for Creative Thinking**

**MR. SHIVA SIVASUBRAMANIAM**

Founder-Director  
Biomimicry



**Session- 19**  
**02.00pm-03.15pm**

**Activity – V : Assessment of Mental Health**

**PROF. SUNDAR WILSON**

Director of Anugraha, Capuchin Institute of Psychotherapy  
Dindigul



**Session- 20**  
**03.30pm-05.00pm**

**Day-6 (25.02.2023)**

**Teachers with Ears of Experience Create an outstanding Ambience even beyond Classroom**

**SIVAKUMAR SRINIVASAN**

HoD, Department of Applied Mechanics  
IIT Madras



**Session- 21**  
**09.30am-11.00am**

**Human Resource Management**

**PROF P SUBRAHMANYA YADAPADITHAYA**

VC, Mangalore University



**Session- 22**  
**11.15 am-12.45 pm**

**Stress and Time Management**

**PROF. MANAS K MANDAL**

Distinguished Visiting Professor  
IIT Kharagpur



**Session- 23**  
**02.00pm-03.15pm**

**Activity-VI Story telling as Management Tool**

**PROF. S VENKATESH**

Founder and Managing Director  
Gene Macron Media Interactive India Pvt. Ltd, Coimbatore



**Session- 24**  
**03.30pm-05.00pm**

**Day-7 (27.02.2023)**

**Session- 25**  
**09.30am-11.00am**



**Spirituality in the context of academic leadership**  
**SWAMI JAGADATMANANDA SARASWATI,**  
Arsha Vidya Gurukulam,  
Anaikatti

**Session- 26**  
**11.15 am-12.45 pm**



**Role of Technology in Academic Leadership**  
**PROF. KANNAN MOUDGALYA,**  
IIT, Bombay

**Session- 27**  
**02.00pm-03.15pm**



**Understanding & Being Responsive to Gender Intersectionality In Higher Education**  
**PROF. SUDESH MUKHOPADHYAY**  
Former Chairman  
Rehabilitation Council of India

**Session- 28**  
**03.30pm-05.00pm**



**Effective Leadership for Institutional Excellence**  
**PROF. PANCHANATHAM**  
Former Vice Chancellor  
Tamil Nadu Teacher's Education University  
Chennai

**Day-8 (28.02.2023)**

**Session- 29**  
**09.30 am-11.00 am**



**Internationalization**  
**PROF. KUMAR SURESH**  
National Institute of Educational Planning and Administration  
(NIEPA), New Delhi

**Session- 30**  
**11.15 am-12.30 pm**



**Activity-VII Leadership Assessment Test-2**  
**(Post - Programme Assessment )**  
**MR. K. SEETHARAM**  
Director, Silver Tongue  
Coimbatore

**Session- 31**  
**01.30 pm-03.00 pm**



**Learning from Corporate Experience**  
**PROF. MADASWAMY MONI**  
Retd. Director General, National Informatics Centre, Govt. of  
India.

**Session- 32**  
**03.00 pm-04.30 pm**



**Valediction**  
**DR. V.N RAJASEKHARAN PILLAI,**  
Vice Chancellor, Somaiya Vidyavihar University  
Mumbai



# VALEDICTION

Day-8 (28.02.2023)

**Prayer**  
**03.00 pm**

**Welcome Address**  
**03.02 pm**



**Dr. K. RAMYA**  
Nodal Officer,  
AIU-AI-AADC, Avinashilingam Institute for Home Science  
and Higher Education for Women, Coimbatore

**Presidential Address**  
**03.05 pm**



**Dr. V. BHARATHI HARISHANKAR**  
Vice Chancellor  
Avinashilingam Institute for Home Science and Higher  
Education for Women, Coimbatore

**Introduction of the  
Chief Guest**  
**03.15 pm**



**Dr. M. SATHYA,**  
Assistant Professor, Department of Psychology,  
Avinashilingam Institute for Home Science and Higher  
Education for Women

**Valedictory Address**  
**03.17 pm**



**DR. V. N RAJASEKHARAN PILLAI**  
Vice Chancellor, Somaiya Vidyavihar University  
Mumbai

**Event Report**  
**03.45 pm**



**Dr. G. PADMAVATHI**  
Dean, Academics  
Avinashilingam Institute for Home Science and Higher  
Education for Women, Coimbatore

**Feedback 04.00 pm**

**Vote of Thanks**  
**4.15 pm**



**Mrs. SUDHA,**  
Assistant Professor, Department of Psychology,  
Avinashilingam Institute for Home Science and Higher  
Education for Women



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**Prof.S.P.Thyagarajan**  
**Ph.D, M.D, D.Sc, FAMS, FNASC, FIMSA, FABMS, FFTM**  
**(Glasgow, UK)**  
**Chancellor**



### **FOREWORD BY THE CHANCELLOR**

**“There is nothing permanent except change” (Heraclitus).**

AIU-AI-AADU has organised Academic leadership 5.O from 20-02-2023 to 28-02-2023 for the administrators. As India is going for sweeping changes in Higher Education system, it is imperative that the administrators prepare themselves and prepare the Teaching faculty to effectively manage challenges and move forward. The role of leadership in creating Academic and Research eco system is very significant to make the university as one of the premier universities in the Globe. With the Introduction of New Education Policy, the new demands of the universities are increasing. Changes have to be made in organisational structure with greater specialization functions and also in other layers of management. Leadership roles keep changing when there is healthy competition among the universities. Lectures on leadership of various kinds: Academic, Research, Financial planning and Management would prove to be beneficial in enhancing leadership qualities. University administrators need to understand the current academic context and the demands and ways to fulfill the demands. This leadership training programme would certainly make the participants as potential leader in the universities. As the association of Indian Universities (AIU) recognised Academic Administrative Development Centre, the Avinashilingam University for women, Coimbatore, Tamilnadu takes the lead in creating young leaders for the developed India. **Let India arise; awake to the new challenges in Higher Education.**



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Coimbatore - 641 043, Tamil Nadu, India

**Dr. V. Bharathi Harishankar, Ph.D., FRSA**  
**Vice Chancellor**



### **FOREWORD BY THE VICE CHANCELLOR**

**Leadership is the capacity to translate vision into reality. (Warren G. Bennis)**

Reforms in the Higher Education system are utmost necessity in an India, which faces New Realities and New Imperatives. Education of Local Relevance and Global aspirations is the prime focus. With the rapid changes in the Educational Eco system and Employment landscape in India, it is essential to focus on not only on student's learning but how they learn. NEP is the first Education Policy in the 21<sup>st</sup> century to address our country's growing developmental aspects. In this context the role of the leader transforms from **Rule Based to Role Based: From Task Based to Relationship Based**.

Administrators and Academic Leaders of the Universities have to understand clearly their transformational roles as HEI in India undergo historically significant changes due to new policies, Globalization, paradigm shifts, incredible technological advancements and increasing demand for multiple skilled workforce. HEI in India concentrates intensely on **Holistic development** of students apart from imparting deep knowledge of the subject and Research potentialities. Academic Leadership 5.0 aims to prepare leaders effectively manage diversities, conflicts, industry and social connect, financial planning and management as well as promotion of research.

This leadership programme organized by AIU-AI-AADU would prove to be a fruitful one, creating agile leaders. **"Be the change you want to see."(Gandhiji)** Let us take the lead in implementing changes.



Avinashilingam Institute for Home Science and Higher Education for Women  
Deemed to be University Estd. W/S 3 of UGC Act 1956, Category A by MHRD,  
Re-accredited with A++ Grade CGPA 3.65/4 Category by VGC  
Coimbatore - 641 043, Tamil Nadu, India

**Dr. (Mrs.) S.Kowsalya**  
**Msc., M.Phil., Ph.D.**  
**Registrar**



#### **FOREWORD BY THE REGISTRAR**

**“It is not the strongest or the most intelligent who will survive but those who can best manage change”  
(Charles Darwin).**

As India is keen on reformation in Higher Education System with the aim of increasing employment opportunities, research potentialities, the changing leadership roles in Higher Education System are inevitable. Leaders must be ready to adapt to the new normal leadership style. New age leaders prepare themselves and prepare others for technological, transformational, agile and human-centred management. Discourses by eminent resource persons on the topics: Academic leadership for new India; transformational leadership; sustainable development of HEI through global engagement; Leadership to build world class HEI would have prepared the participants as agile leaders, equipped them effectively managing the new normal educational scenario.

**“The measure of intelligence is the ability to change”. – Albert Einstein.**

**Let us make changes for the New Normal.**

*S. Kowsalya*

# **Short Term Capacity Building Programme on ‘Academic Leadership 5.0’**

**Date: 20th February 2023 to 28th February 2023**

## **Introduction**

### **Report on Day 1- 20.02.2023**

The Short Term Capacity Building Programme on ‘Academic Leadership 5.0’ was conducted from 20th February 2023 to 28th February 2023. It was inaugurated on 20th February 2023 by Lt. Col. Dr. A Ravikumar, Pro Vice Chancellor (Medical), SRM Medical College Hospital and Research Centre. The programme aimed to provide a platform for academic leaders to enhance their skills and knowledge in leadership, research, and management. The programme was organized by Avinashilingam Institute for Home science and Higher education. The programme started with the Prayer song. The welcome address was by Dr.U.Jerinabi, IQAC coordinator, Avinashilingam University. The presidential address was presented by Prof.S.P.Thyagarajan, Chancellor, Avinashilingam University.



**The welcome address by Dr.U.Jerinabi, IQAC coordinator, Avinashilingam University.**





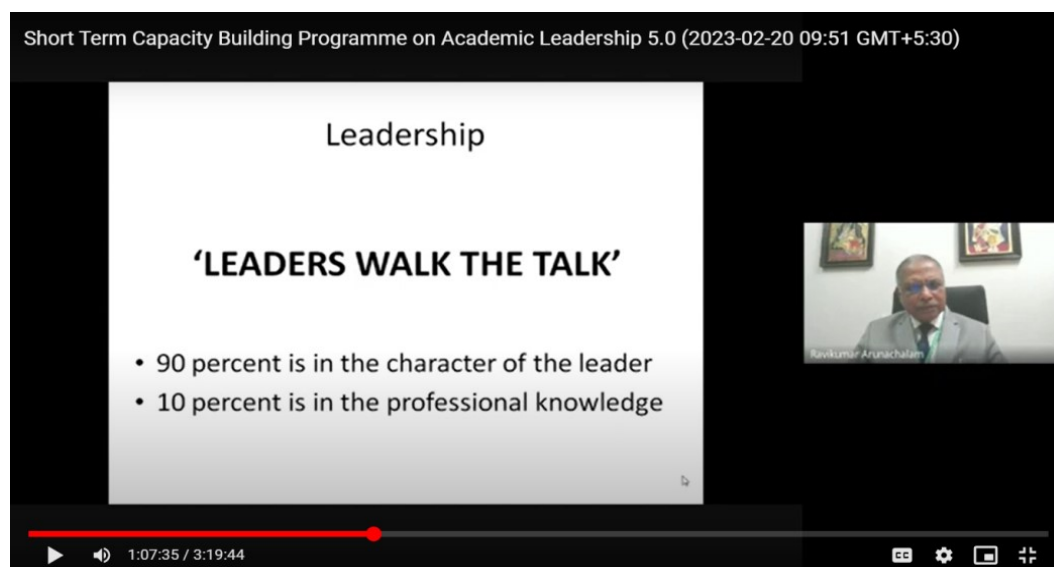
**The presidential address was presented by Prof.S.P.Thyagarajan, Chancellor,  
Avinashilingam University.**

The event brief was presented by Dr.K.Ramya, Nodal officer, AIU-AI-AADC, Avinashilingam University.  
The Chief Guest Introduction was given by Mrs.Sudha Asst.Prof., Dept.of.Psychology, Avinashilingam University.



**The event brief was presented by Dr.K.Ramya, Nodal officer, AIU-AI-AADC, Avinashilingam University**

The Inaugural and special address by Lt. Col. Dr. A Ravikumar, Pro Vice Chancellor (Medical), SRM Medical College Hospital and Research Centre. In his special address, he emphasized the importance of academic leadership in today's rapidly changing world.



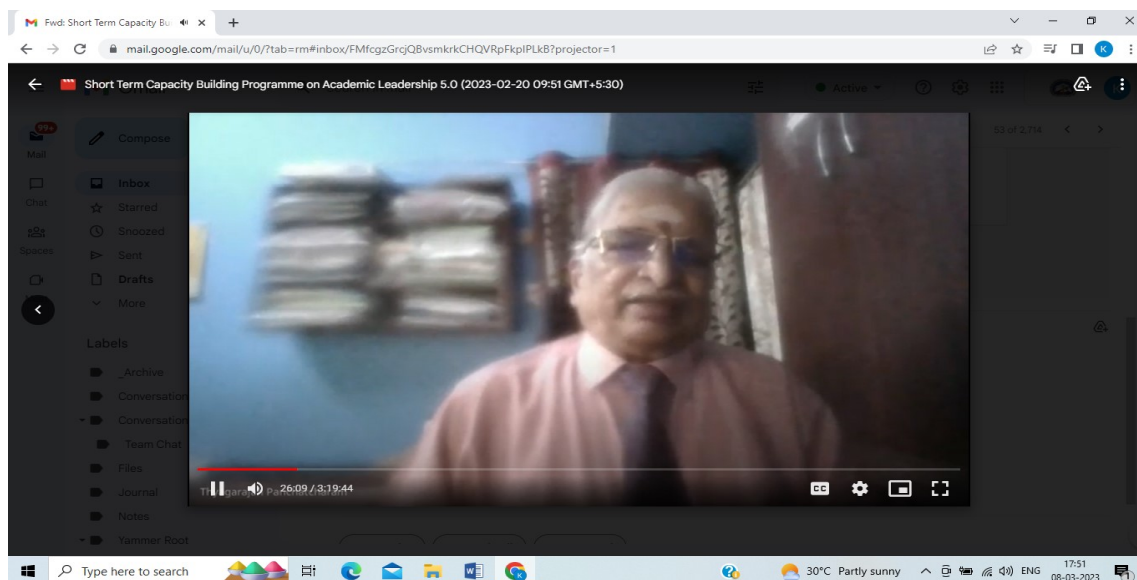
**The Inaugural and special address by Lt. Col. Dr. A Ravikumar, Pro Vice Chancellor (Medical), SRM Medical  
College Hospital and Research Centre.**

He highlighted the challenges faced by academic leaders and urged the participants to make the best use of the programme., in his inaugural address, presented his views on leadership and academic leadership. He insisted that Leadership is an innate quality and leaders are the role model and mentors for the students.

He stated that the goal of the leaders should be Ambitious and measurable. Leadership is 90% character of the leader & 10% professional qualities. Leaders are the one who builds team & team work would always bring success. Quoting the example of Dr.Thyagarajan, Avinashilingam University, and the one who relentlessly works hard. He shared his experience in SRM (Deemed to be University.) He said that world moves forward because of great Leaders and also courage and conviction are the hallmark of good leaders. He spoke about various traits of the leader and also highlighted that an academic leader, who can be able to focus and strives to correct the negative, will “praise in public, punish in private”. Moreover, he motivates others to become better teacher, better administrator.

## Session:2

The second session of the day was on ‘Academic Leadership and NEP-2020’ by Prof. S.P Thygarajan, Chancellor, Avinashilingam Institute. He spoke about the new National Education Policy and its implications for academic leadership. He emphasized the need for academic leaders to align their strategies with the policy to promote excellence in education. He stated that academic leadership is the trait which confers on the institutional leader, teacher, professor or other members of faculty of an academic institution, the ability to lead the students to their multi dimensional success. He focused on two types of leaderships which is transformational leadership and systemic leadership and also about the top qualities of an academic leader.



### **Academic Leadership and NEP-2020’ by Prof. S.P Thygarajan, Chancellor, Avinashilingam Institute.**

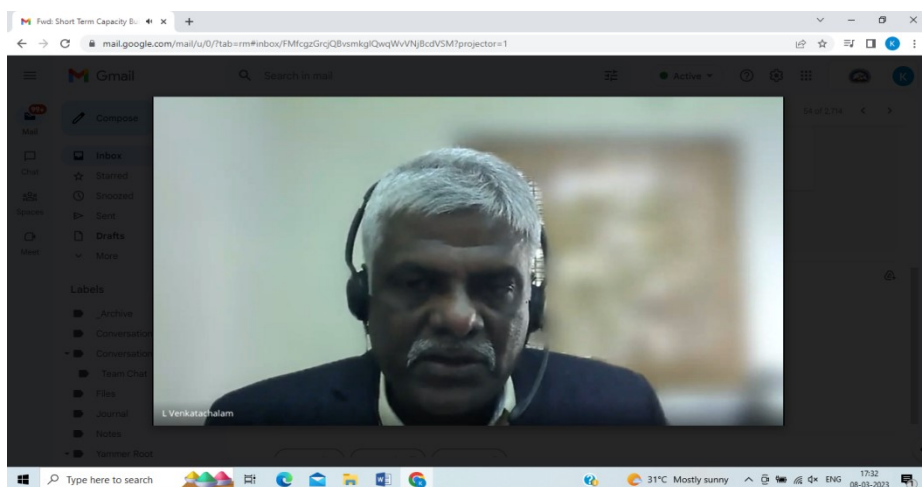
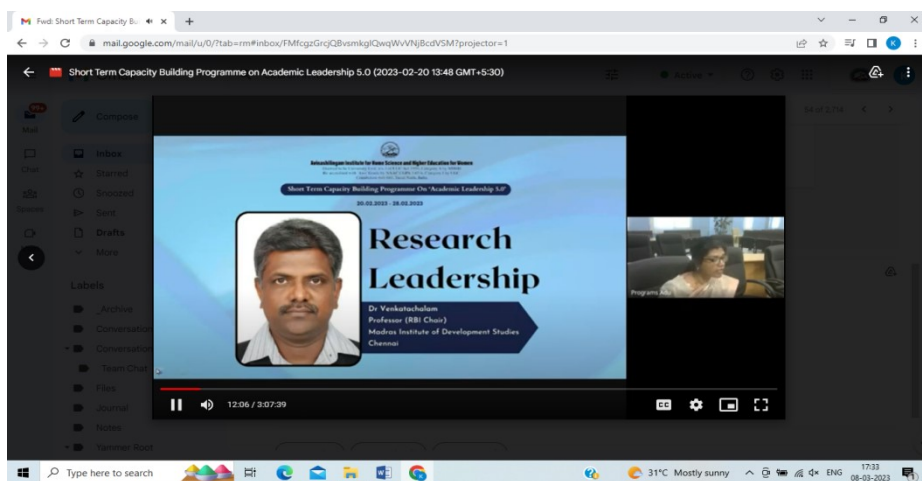
He also stated the attributes of academic leaderships which gives the vision on how to become a better leader. He discussed some of the influencing factors which include integrity, nurturing, faith, listening understanding, enlarging, navigating, connecting and empowering. He had spoken about five levels of leaderships, which will facilitate the growth of the institution. He also insisted that to build up a 5.0 leadership, we need to build the first tier

in a very careful and elegant manner. And one has to have lot of humility and professional commitment and will to execute it.

The level five leaders is the one who exhibits a combination of strong personal humility and professional will. He had spoken about the potentials of level five leaders. He defined four generations of higher education which is traditional, modern, postmodern, integrated. he had shared an article which came on 2009 about “ Comparing teacher and administrator perspectives on multiple dimensions of teacher professionalism”. As well he had spoken about the NEP-2020.

### Session:3

The Third session of the day was on ‘Research Leadership’ by Dr Venkatachalam, Professor (RBI Chair), Madras Institute of Development Studies, and Chennai. He discussed the qualities and skills required for effective research leadership. He also highlighted the importance of research in academic leadership. He focused about the difficulties in research especially in India. Also Eco system which is highly valued in 2017. He explained about the importance of research proposal and making the proposal more innovative.

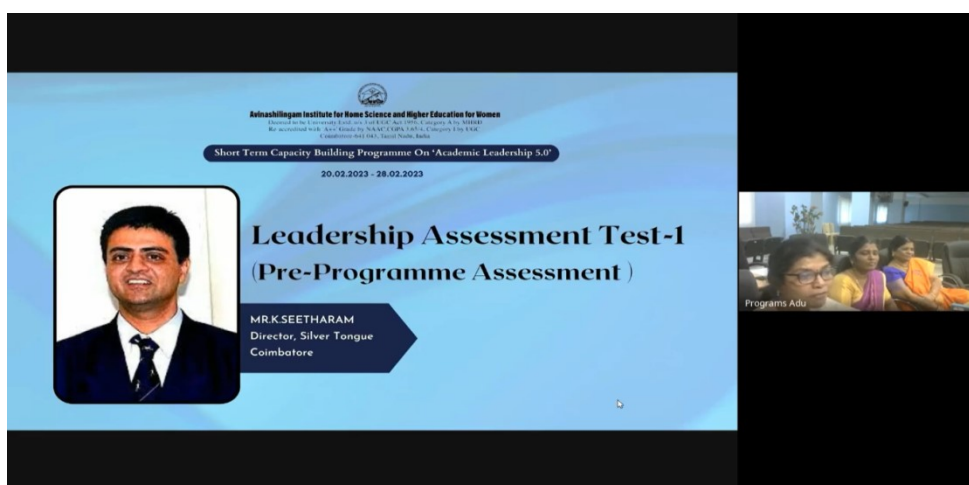


**‘Research Leadership’ by Dr Venkatachalam, Professor (RBI Chair), Madras Institute of Development Studies**

He stated that a research proposal will have to be very strong and useful as well he stated the importance of team work when submitting a proposal. All the government funding agencies are expecting an evidence based proposal. He had given an idea about funding agencies. He expressed his views on how to become a good researcher. He insisted that to become a good researcher, we should encourage the students to constantly read the news papers and update their knowledge. And also to read from standard journals.

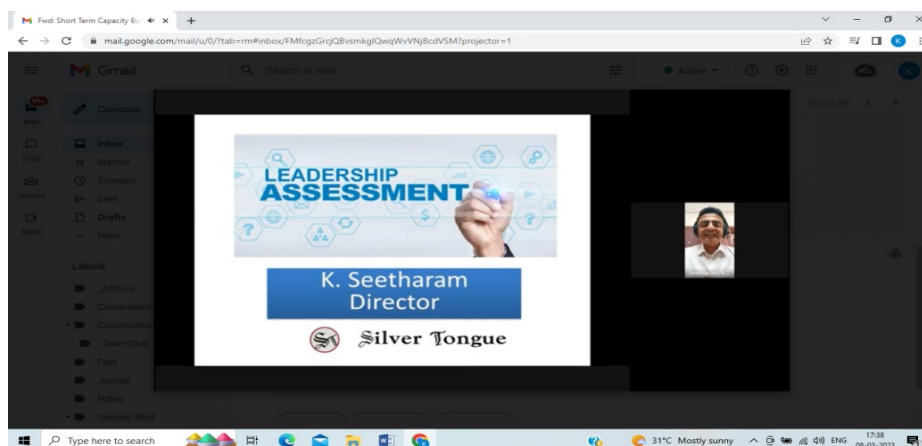
#### Session:4

The fourth session of the day was on ‘Leadership Assessment Test-1 (Pre-Programme)’ by Mr.K.Seetharam, Director, Silver Tongue, and Coimbatore. He administered a pre-programme leadership assessment test to the participants. The test aimed to identify the strengths and weaknesses of the participants in leadership. He started his session with some questions and collected their views from the participants. He discussed about the importance of taking a leadership assessment and listed top four reasons “why everyone tends to take a leadership”. He had compared leadership with annual medical assessment.



#### ‘Leadership Assessment Test-1 (Pre-Programme)’ by Mr.K.Seetharam, Director, Silver Tongue, Coimbatore.

The four reasons which he had discussed are increasing self-awareness, Driving career growth, Helping to develop career goals, And to create plan to become a stronger leader. He had assessed about three basic skills which are Technical skills, Interpersonal skills, and conceptual skills and also shared Google form that are need to be answered by the participants.







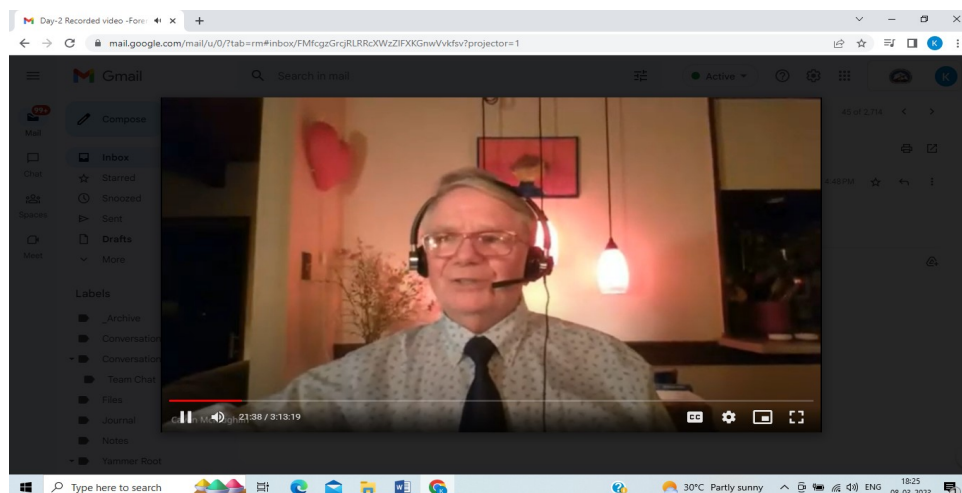
The first day of the Short Term Capacity Building Programme on ‘Academic Leadership 5.0’ was a success. The participants gained insights into the importance of academic leadership, the new National Education Policy, research leadership, and leadership assessment. The programme was well-organized and received positive feedback from the participants.

### Report on Day 2 - 21.02.2023

The second day of the programme started with four insightful sessions on various topics related to Health and Wellness, Academic Leadership, Transformational Leadership, and Effective Communication Strategies. Each session was led by renowned experts in their respective fields who shared their valuable insights and experiences with the attendees.

#### Session:5

The 5th session of the day was on Health and Wellness, led by Caven S. McLoughlin, Ph.D., an Emeritus Professor from Kent State University, Ohio USA, and a visiting professor at Avinashilingam University, Coimbatore. Dr. McLoughlin shared his reflections on the importance of mental health and well-being, especially in the current times of the pandemic. He emphasized the need for adopting a holistic approach to health and wellness that includes physical, emotional, social, and spiritual aspects. Dr. McLoughlin also discussed the role of psychology in promoting mental health and wellness and highlighted the need for creating awareness and reducing stigma around mental health issues.





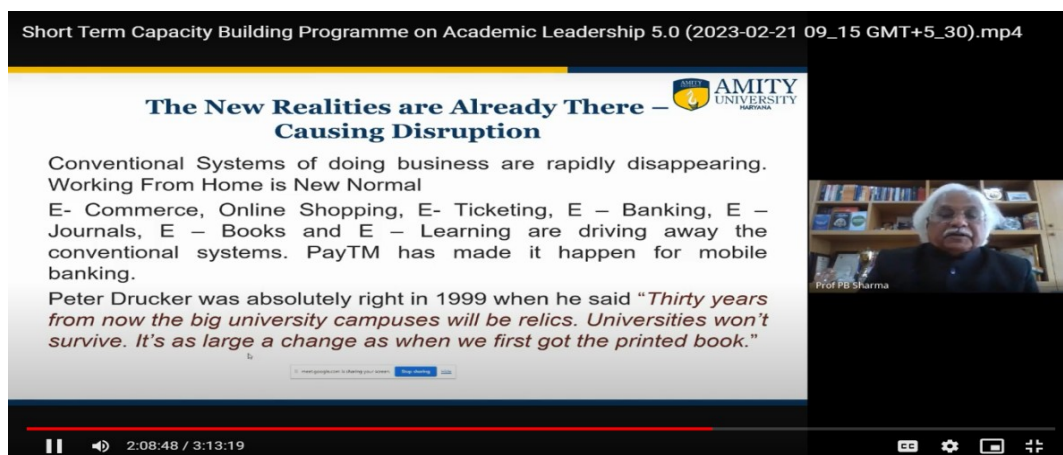
## Health and Wellness, led by Caven S. Mccloughlin, an Emeritus Professor from Kent State University, Ohio USA

He had spoken about the psychological barriers to success for the students and the instructional faculty in India. And also about the mental health challenges and the difference between American students And South Asian students. He addressed the post pandemic mental health trials that appeared to have a spark for Indian students by the experiences of loneliness, isolation and separation from the society. He also focused on pandemic outcomes for the Instructional faculty. In his research he founded that the students are still struggling. He had given a overview about students Increasing report of trauma. He suggested that the students should be given counseling inside the campus in order to stabilize their emotions. The severity of trauma as assessed by the counseling also increased for the past decade.

He also stated that sexual violence is hurtful for female students and the universities have also included their reporting systems for the traumatic incidents. He had discussed about the social anxiety which has increased significantly among the students. Social anxiety serves as the psychological symptom. He also stated about the students who fails to complete college.

### Session:6

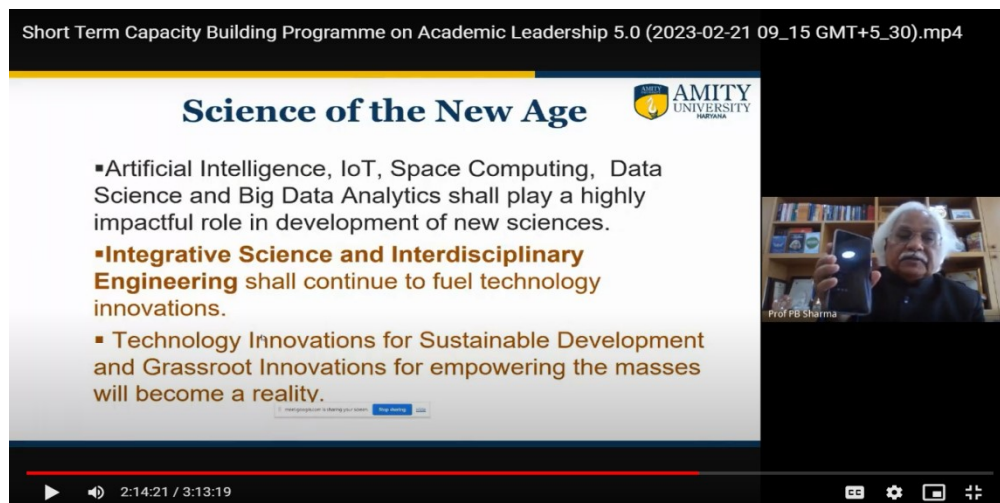
The 6th session of the day was on Academic Leadership, led by Dr. P B Sharma, the Vice-Chancellor of Amity University, Gurgaon, India. Dr. Sharma shared his insights on the challenges and opportunities faced by academic leaders in today's fast-paced and dynamic world. He discussed the need for academic leaders to adopt a proactive approach to leadership and to foster a culture of innovation, collaboration, and excellence in their institutions. Dr. Sharma also emphasized the importance of building a strong team and nurturing talent to achieve long-term success.



### Dr. P B Sharma, the Vice-Chancellor of Amity University, Gurgaon, India

He discussed about the age of uncertainty in which the digital transformation has rapidly descended in all sectors including education. COVID-19 pandemic has compelled us to revisit and re-imagine the entire canvas of

human endeavors. Digital learning, work from home, online education, business and governments are now reality. He had stated that conventional systems of doing business are rapidly disappearing.



He had spoken about the engineering tomorrow and engineering of the new age, major opportunities and challenges in higher education. He stated that Research should not be just for career pursuits but for solution Research, Research for development, inclusive and sustainable development and social relevance.

## Session: 7

The 7th session of the day was on Transformational Leadership, led by Dr. V. Bharathi Harishankar, the Vice-Chancellor of Avinashilingam Institute, Coimbatore. Dr. Harishankar shared her insights on the role of transformational leadership in bringing about positive change in organizations and communities. She discussed the key characteristics of transformational leaders, such as vision, inspiration, empowerment, and ethical leadership. Dr. Harishankar also highlighted the importance of creating a shared vision and engaging stakeholders in the change process to achieve sustainable outcomes.



**Transformational Leadership, led by Dr. V. Bharathi Harishankar, the Vice-Chancellor of Avinashilingam Institute,**

The presentation of Dr. Bharathi Harishankar was conversational and Inspirational for the participants. She stated that higher education system is an Organic system. Every Institution wants its name to be projected for right reasons in the media. Higher education system is a very complex web which requires nuanced way of all the state holders. The higher educational institution plays an Ideal role and practical role. They have to balance between them. She stated that ideal level teachers look themselves as leaders and they can spend all the time by thinking about the pedagogy and Research. They look for ideal students who are motivated, curious and have clear set goals.

She also had explained transformational leaders as agile leaders. The people who work with the transformational leaders are an agile work force. She had also stated about the qualities required for an agile leaders such as dynamic, context specific, people who are happy with the change and growth orientation. She had included the theories of Daniel Goleman, who introduced the concept of emotional intelligence. She quoted the example of Winston Churchill.



She listed four aspects of emotional intelligence such as self awareness, self control, social awareness, and social skill which helps to move forward as a transformational leader. An agile leader creates the processes, creates binding that would sustain even when he or she was not there. She insisted that a transformational leader should focus on the present, don't over step their boundaries. Over stepping will automatically drive them from the role they are trying to play.

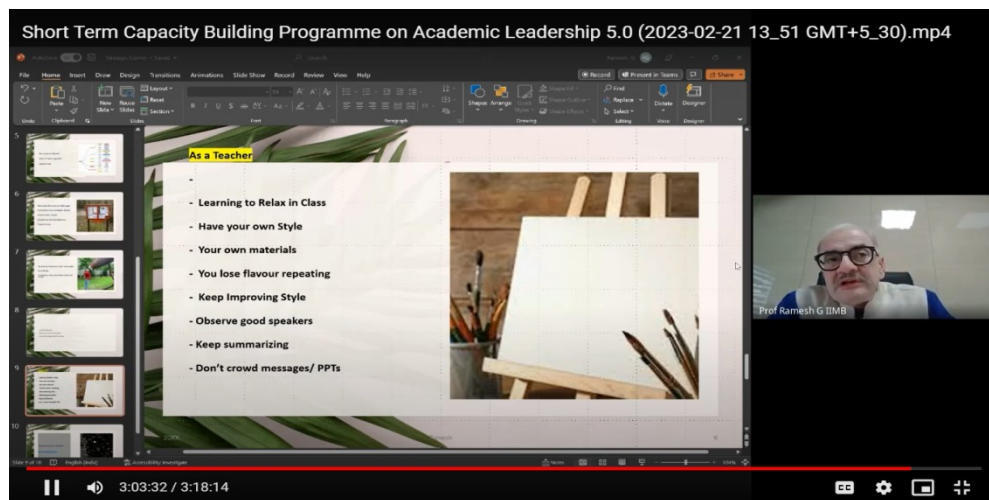
## **Session: 8**

The final session of the day was an activity-based session on Effective Communication Strategies, led by Dr. G. Ramesh, a Professor at IIM Bangalore. Dr. Ramesh engaged the attendees in a series of interactive activities that focused on improving communication skills, such as active listening, empathy, and assertiveness. He also discussed the different modes of communication, such as verbal, nonverbal, and written, and the importance of choosing the appropriate mode for different contexts and audiences.



### **Effective Communication Strategies, led by Dr. G. Ramesh, a Professor at IIM Bangalore**

He had shared some of his experiences and principles which he learned from communication leadership. He stated that communication strategy is actually manipulating people. He also made a bold statement that ‘Teachers are not good communicators’ and interacted with the participants about his statement. He explained about the communication cycle and how to convey a message in a strategic way.



In conclusion, the second day of the programme was a great success, with each session offering valuable insights and practical tips for attendees to enhance their knowledge and skills. The diverse range of topics covered in the sessions reflected the interdisciplinary nature of the programme and its relevance in today's world. Overall, the second day of the programme was an enriching and rewarding experience for all the attendees.

### **Report on Day 3 - 22.02.2023**

The 3<sup>rd</sup> day of the programme focused on Financial Planning and Management, Preparing for Institutional Assessment and Accreditation, Conflict Management and overcoming barriers for effective leadership, and Sustainable Development of HEIs through Global Engagement. Each session was led by experienced professionals who shared their knowledge and insights on the respective topics.



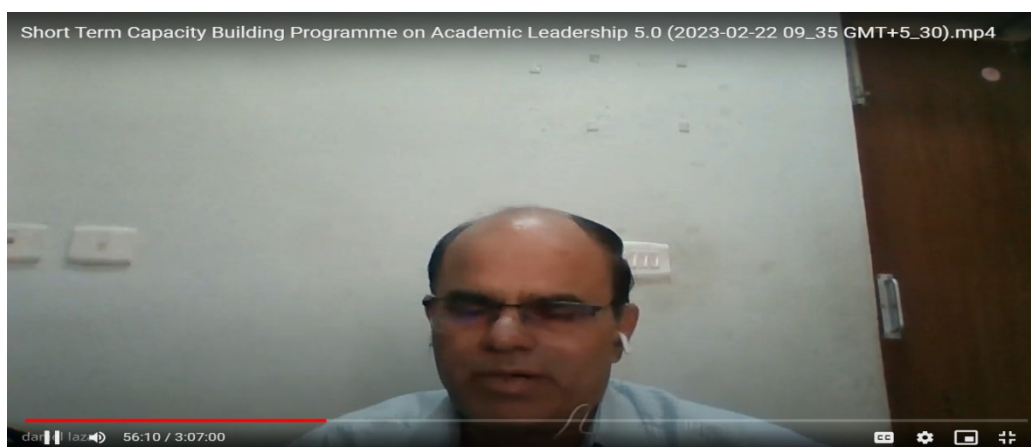


## **Financial Planning and Management, led by Prof. D. Lazar, Finance Officer of Pondicherry University.**

### **Session: 9**

The 9th session of the day was on Financial Planning and Management, led by Prof. D. Lazar, the Finance Officer of Pondicherry University. Prof. Lazar shared his insights on the importance of financial planning and management in higher education institutions. He discussed various financial management practices such as budgeting, financial analysis, and reporting, and emphasized the need for financial accountability and transparency. Prof. Lazar also highlighted the role of technology in financial management and the importance of adopting digital financial management tools.

He had given a introduction about some terms such as cash, money, finance, fund, capital, savings and Investments. He differentiated between financial management and financial planning. Financial management is about lot of financial activities that are undertaken. Financial –planning is making the money available. He stated that financial resources should be used carefully because it would affect the human. Also he had spoken about budgeting which is a tool used by an organization. He had listed some ideas about financial planning which is Gathering financial information, Analyzing the information, set goals, develop the plan, implementing the plan, review and monitor.

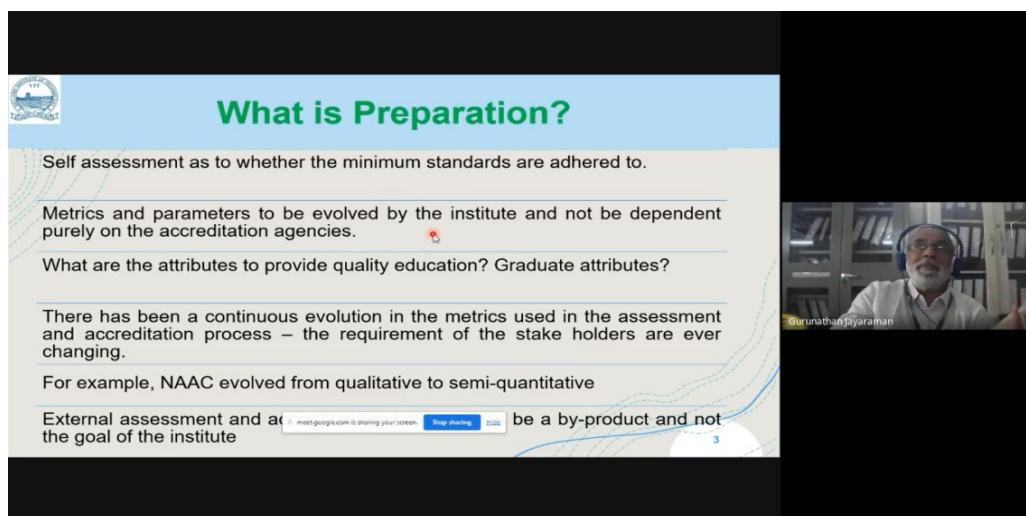


He had suggested some information regarding the question raised by IQAC coordinator on how to manage financial planning either recurring or non recurring. He insisted to divide their plans into academic activities and non

academic activities. The academic activities are to enrich the knowledge of the students and to supplement the syllabus. He also stated that they should ensure that the academic activities dominating the non academic activities. Non academic activities should supplement the academic activities where students and teachers will have more knowledge and utilities. He also had spoken about the budget committee.

### Session: 10

The 10<sup>th</sup> session of the day was on Preparing for Institutional Assessment and Accreditation, led by Dr. G Jayaraman, a Professor of Higher Academic Grade and Dean-Academics at Vellore Institute of Technology. Dr. Jayaraman shared his insights on the process of institutional assessment and accreditation, including the key criteria and standards used for evaluation.



**What is Preparation?**

- Self assessment as to whether the minimum standards are adhered to.
- Metrics and parameters to be evolved by the institute and not be dependent purely on the accreditation agencies.
- What are the attributes to provide quality education? Graduate attributes?
- There has been a continuous evolution in the metrics used in the assessment and accreditation process – the requirement of the stake holders are ever changing.
- For example, NAAC evolved from qualitative to semi-quantitative
- External assessment and accreditation should be a by-product and not the goal of the institute

Dr. G Jayaraman

### **Institutional Assessment and Accreditation, led by Dr. G Jayaraman, a Professor of Higher Academic Grade and Dean-Academics at Vellore Institute of Technology**

He discussed the importance of aligning institutional goals and objectives with accreditation standards and the need for continuous improvement and self-assessment to maintain accreditation status. He defined about assessment, accreditation and different parameters that are required for quality education. He stated that assessment is a systematic basis for making inferences. It can be both qualitative and quantitative. As well as accreditation as official recognition provided for adhering to a set of norms based on the assessment.

He insisted that we should ask our self a question of when to assess our self metrics and parameters to be evolved by the institute and not be dependent purely on the accreditation agencies. Assessment can be always perfect and realistic whereas accreditation should always be a byproduct and not the goal of the institution. He had stated about the institutional responsibility in which every institution has a vision, mission and quality policy. The policy statements should address all the state holders and ultimately towards the growth of the nation-a self reliant India. for accomplishing the mission, he want the academic leaders to take conscious efforts and the milestones to be reached should be clearly defined.

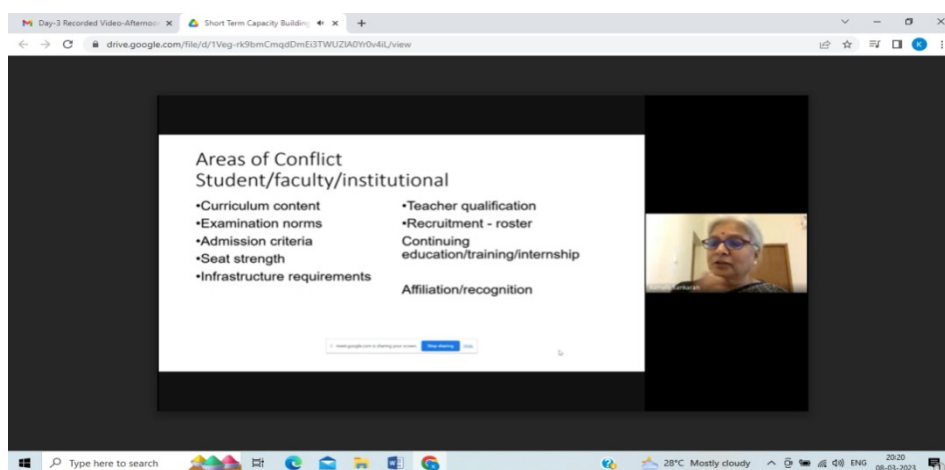


He had spoken about quality and effective education, attributes of quality education, flexibility and accountability he focused on transparency in process and procedures of the institution which brings sense ownership and increase the performance. Such kind of transparency creates trust among the state holders and also the students will learn this quality of not doing any unethical practices. He considered the faculty as human resource where no technology can replace. He expressed his views about the teacher who should always be optimist and the attitude should be helpful. He said teaching is not a profession and also a service which can create necessary environment for learning.

He had discussed about the right learning ambience which has to be created by the institutions and the guidelines to be followed by them. He want the academic leaders to be focused on both academic and co curricular activities. He also wants everyone to be quality conscious and understand the requirements. He had oriented towards swoc analysis which helps to accomplish the mission. He defined some strategic plans which strive towards enhancement. And finally he had given a vision about the outcomes of quality education.

### Session: 11

The 11<sup>th</sup> session of the day was on Conflict Management and overcoming barriers for effective leadership, led by Prof. Kamala Sankaran, a Professor at the Campus Law Centre, Faculty of Law, University of Delhi. Prof. Sankaran shared her insights on the challenges and opportunities of leadership in higher education institutions, particularly in managing conflicts and overcoming barriers to effective leadership. She discussed the importance of building trust and fostering open communication to manage conflicts and achieve consensus.



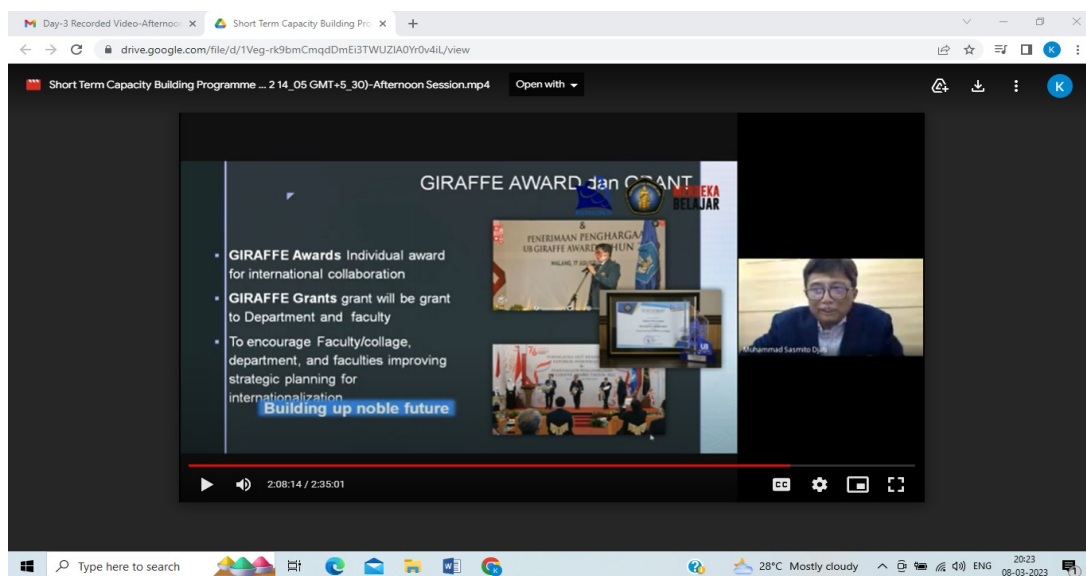


**Conflict Management and overcoming barriers for effective leadership, led by Prof. Kamala Sankaran, a Professor at the Campus Law Centre, Faculty of Law, University of Delhi.**

She had listed about the area of conflicts between the students with faculty, faculty with faculty in the institutional level. She had also on ragging and its act as well as explained how to deal with cases of sexual harassment. She continued the session based on that scenario.

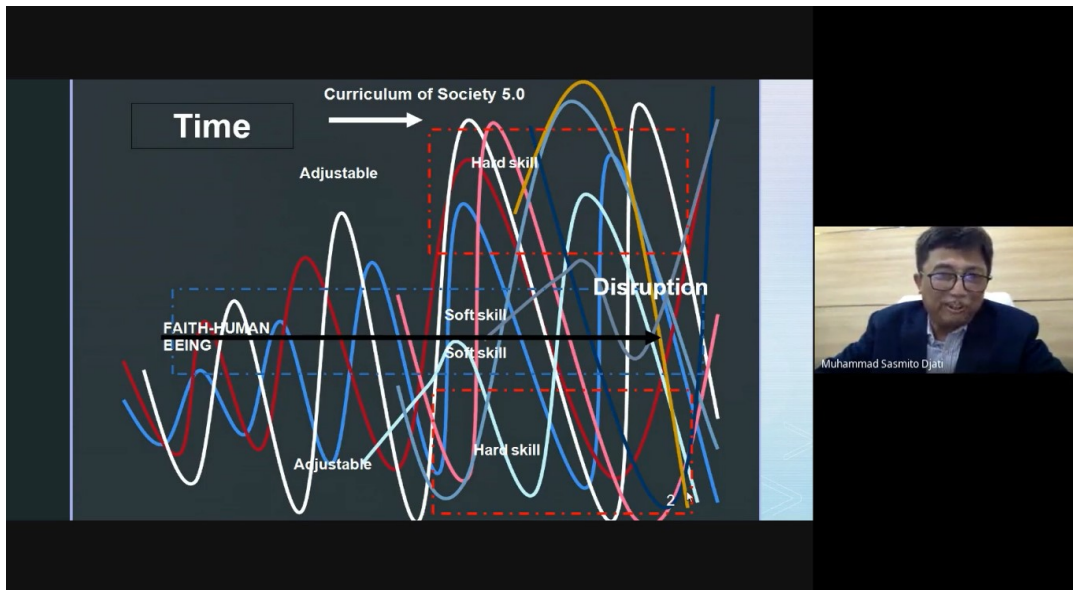
**Session: 12**

The 12th and final session was an activity-based session on Sustainable Development of HEIs through Global Engagement. The session was led by Prof. Dr.Ir.Moch.SasmitoDjati, ViceRector, Brawijaya University, Malang, who engaged the attendees in a series of interactive activities that focused on exploring the role of global engagement in promoting sustainable development in higher education institutions. The session highlighted the importance of building global partnerships and networks, promoting cross-cultural exchange and collaboration, and adopting sustainable practices in higher education institutions.



**Sustainable Development of HEIs through Global Engagement by Prof.Dr Ir.Moch.Sasmito Djati, Vice Rector, Brawijaya University, Malang,**





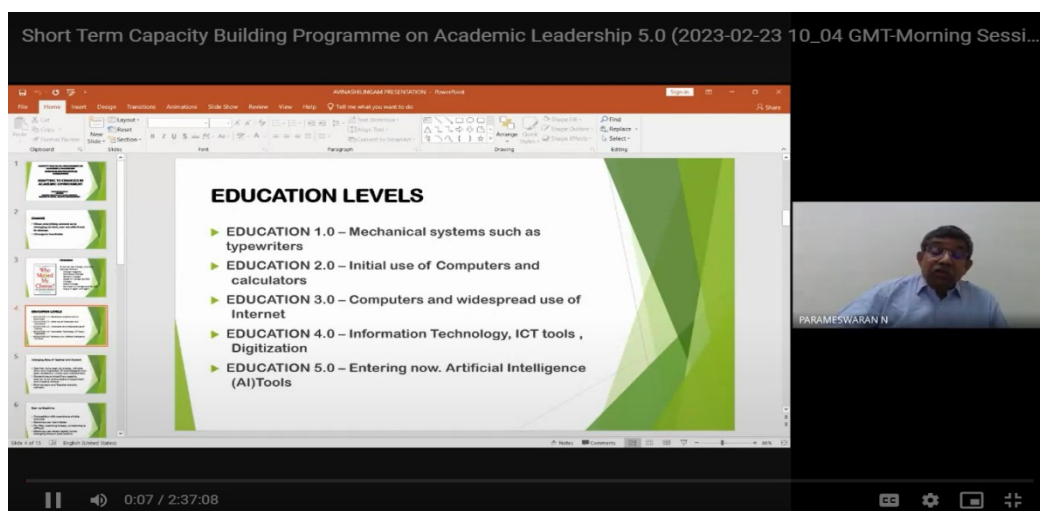
In conclusion, the third day of the programme provided attendees with valuable insights and practical tips on financial planning and management, preparing for institutional assessment and accreditation, conflict management, and sustainable development of Higher Education Institutions. The sessions were led by experienced professionals who shared their knowledge and expertise on the respective topics. Overall, attendees left with a deeper understanding of the challenges and opportunities of leadership in higher education institutions.

### Report on Day 4 - 23.02.2023

The fourth day of the programme started with an insightful session on Adapting to Changes in Academic Environment by Mr. Parameswaran, a Senior Officer at the National Institute of Social Defense, New Delhi.

#### Session:13

The 13<sup>th</sup> session discussed the challenges faced by the academic environment due to the rapid changes happening in the world. Mr. Parameswaran emphasized the need to adapt to change, and how it can be done by building a flexible mindset and being open to new ideas. He also highlighted the importance of digital literacy in the academic environment.



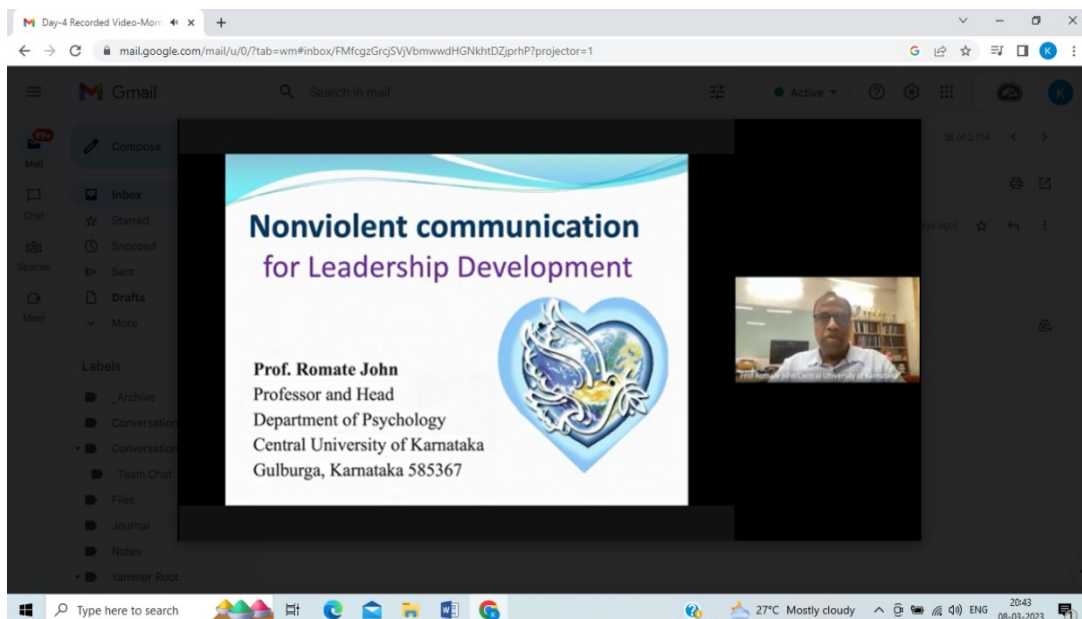
## **Adapting to Changes in Academic Environment by Mr. Parameswaran, a Senior Officer at the National Institute of Social Defense, New Delhi.**

He discussed about adapting to changes in academic environment and said that changes inevitable but how we adopt to the change is important. He referred a book 'who moved my cheese?' by Spencer Johnson. He wants everyone to accept the change. In case if they do not change, they become excluded. The people have to anticipate the change, monitor the change and adapt to the change quickly and enjoy the change whole heartedly. He focused on changes in the education sector and also about the educational levels.

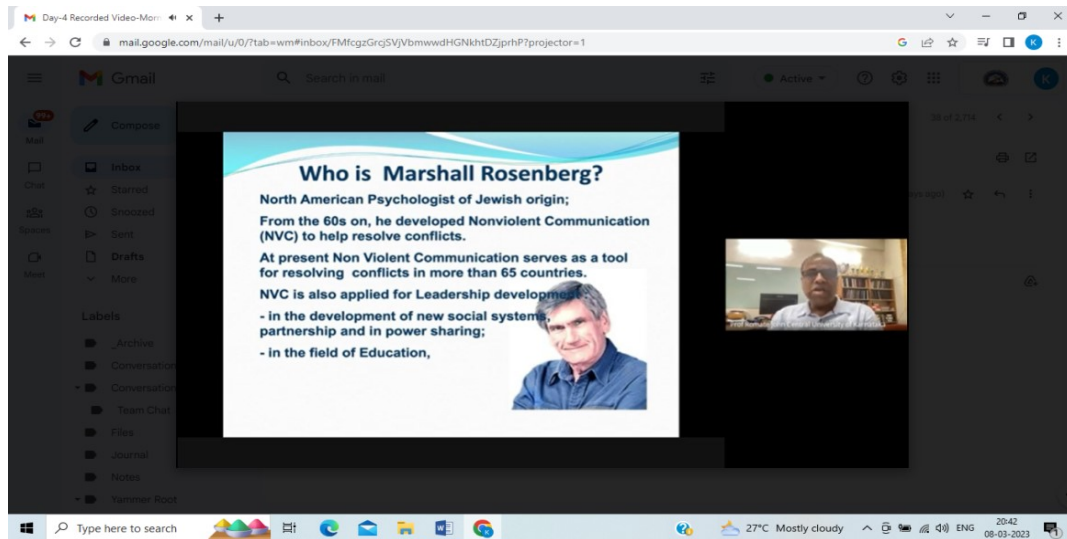
He talked about the changing the role of Teacher and student. He also uttered that students has evolved from passive learner to an active highly independent and creative thinker. He expressed that both student and teacher have to reinvent. Also the student is more intelligent than the teacher. He differentiated man and machine. Man cannot competent with the machine because it adapts quickly. He wants the academic leaders to be creative and innovative. He quoted that 'Everybody is a learner every day. Let us guide the technology and not the technology guide us or make us a servant of it. Keep on acquiring higher skills.' He had affirmed about NEP along with its implications, challenges as well as training. Finally about SWAYAM which spreads awareness among faculty and students.

### **Session:14**

The 14th session was conducted by Prof. Romate John, Dean of the School of Social and Behavioral Sciences, Central University of Karnataka. The topic of discussion was "Non-violent communication for effective leadership." Prof. John stressed the need for leaders to use non-violent communication to build a positive and productive work environment. He shared practical tips and techniques that can help leaders communicate more effectively and build strong relationships with their team members.



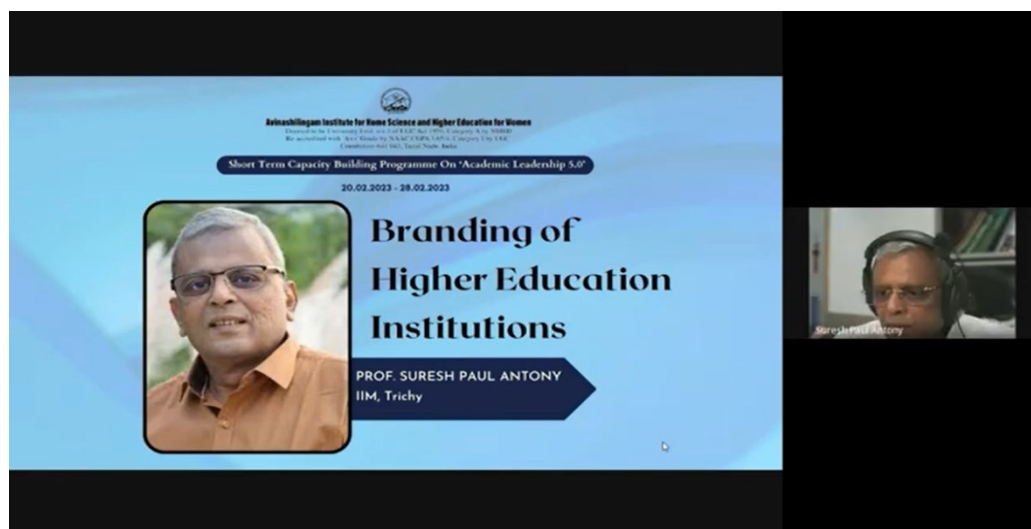
**Prof. Romate John, Dean of the School of Social and Behavioral Sciences, Central University of Karnataka.**



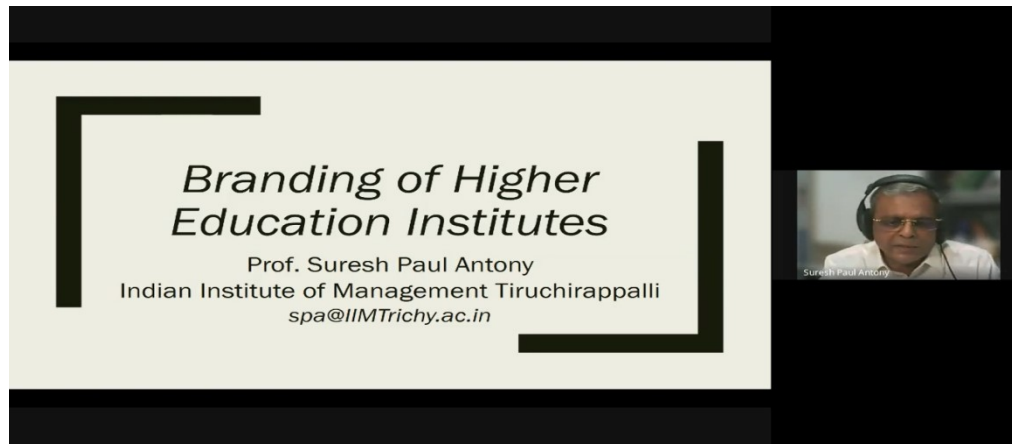
He defined non violent communication as a form of interpersonal communication inspired by compassion and solidarity which helps to improve relations. He recorded four steps process involved in non violent communication. He advised that if a person has to practice non violent communication, he should be biased. Most of the time they couldn't judge on what feelings going on in their mind. He wants them to understand the feeling of the persons which will make them to greater heights. Aggression and negativity will lead them to get diseases.

### Session: 15

In the 15th session, Prof. Suresh Paul Antony from IIM Trichy discussed the topic of Branding of higher education institutions. He emphasized the need for higher education institutions to focus on building their brand and reputation to attract more students and funding. Prof. Antony shared several case studies and examples of successful branding strategies adopted by higher education institutions around the world.



**Prof. Suresh Paul Antony from IIM Trichy discussed the topic of Branding of higher education institutions.**



He expressed his views about the purpose of marketing held in every Institution. The way he presented was like an interaction. He said that education space has become crowded. Many of the educational institutions resembles like hotels, resorts which has swimming pool, club, to attract right kind of faculty. The teacher's role is to make the students to lead them to find their answers. He had spoken about the expectations of the state holders.

### **Session: 16**

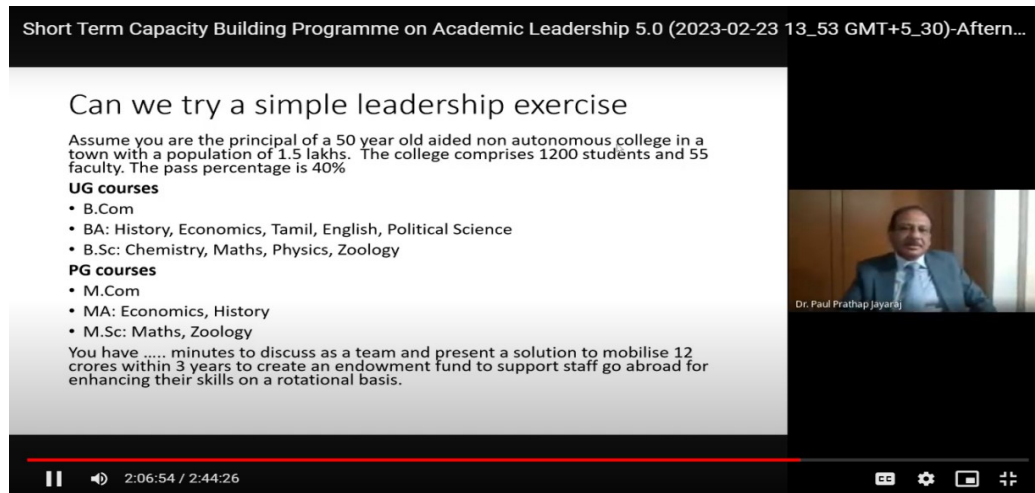
The 16th and final session of the day was an activity-based session on "Four Quadrants of Leadership" conducted by Dr. Paul PrathapJayaraj, Dean of AIMED, Bharathidasan University. The session was designed to help participants understand the four quadrants of leadership - self-awareness, relationship building, task management, and innovation. The participants were divided into groups, and each group was given a task related to one of the four quadrants of leadership. The activity helped participants understand the importance of each quadrant and how they are interconnected.



**"Four Quadrants of Leadership" conducted by Dr. Paul Prathap Jayaraj, Dean of AIMED, Bharathidasan University.**

He had narrated a general story and asked few questions to the participants. He had quoted Glen Martin's- words about leadership. 'Leadership is not founding position, it found in action and influences'. He had shared leadership styles and explained in detailed manner.



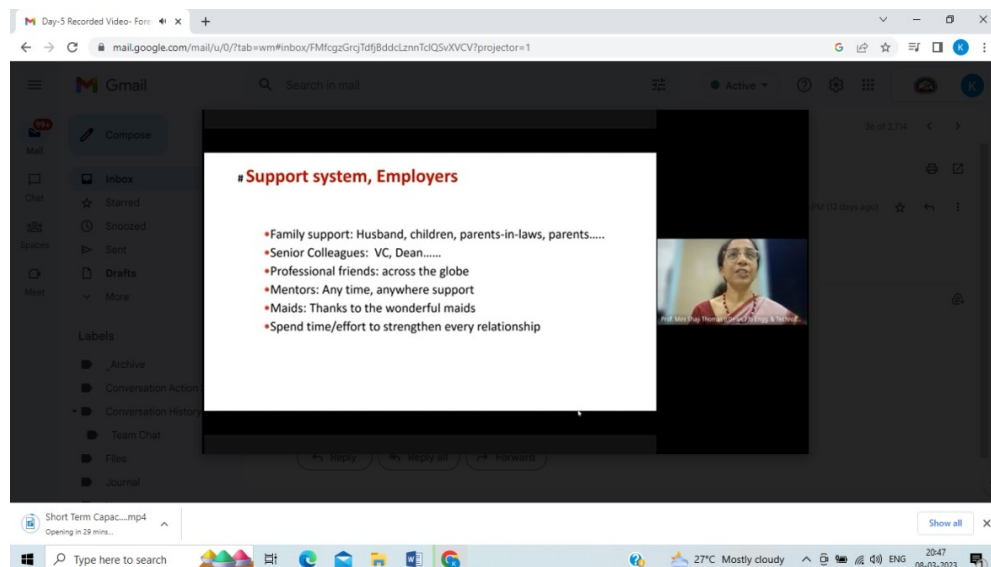


Overall, Day 4 of the programme was a success, with insightful sessions and engaging activities. The sessions focused on building skills that are essential for leaders in the academic environment, such as adaptability, communication, branding, and leadership. The activities helped participants apply the concepts discussed in the sessions and provided an opportunity to learn from each other's experiences.

## Report on Day 5 - 24-02-2023

### Session: 17

The fifth day of the programme began with a session on Women Leadership by Prof. Mini Shaji Thomas, Dean of the Faculty of Engineering and Technology at Jamia Millia Islamia in New Delhi. The 17<sup>th</sup> session focused on the challenges faced by women in leadership positions, and how to overcome them. Prof. Thomas shared her personal experiences and success stories of women leaders in various fields. She emphasized the importance of empowering women to take up leadership roles and creating a gender-balanced work environment.



She focused on the factors preventing women from leadership and the challenges faced by women working in male dominated environment. She wants women to work harder than men to achieve success and they have to prove themselves that, they can handle it. Developing a support system is very important. She had shared her experience in

facing the challenges overcoming the obstacles. In addition to that, women should have to fulfill their responsibilities at home. They have to spend time with parents, children, and husband at the right time.



### **Women Leadership by Prof. Mini Shaji Thomas, Dean of the Faculty of Engineering and Technology at Jamia Millia Islamia in New Delhi.**



She concentrated on how to bring more women as leaders. She advised them to grab opportunities, never claim 'Special treatment' being a woman. She wants them to be visible, Innovative and fix their priorities.

### **Session:18**

The 18th session was conducted by Dr. C Rajkumar, Founding Vice Chancellor of O P Jindal Global University in Sonipat, Haryana. The topic of discussion was "Leadership to build world-class HEIs." Dr. Rajkumar discussed the qualities of effective leadership that can help build world-class higher education institutions. He emphasized the importance of innovation, collaboration, and creating a student-centric learning environment. He shared examples of successful leadership practices from around the world.

Short Term Capacity Building Programme on Academic Leadership 5.0 (2023-02-24 09\_28 GMT+5\_30)-Mornin...

Avinashilingam Institute for Home Science and Higher Education for Women  
Deemed to be University Estd. u/s 3 of UGC Act 1956, Category A by MHRD  
Re-accredited with 'A++' Grade by NAAC, CGPA 3.65/4, Category I by UGC  
Coimbatore-641 043, Tamil Nadu, India

 **(AIU-AI-AADC)** 

AIU -Avinashilingam Institute -  
Academic and Administrative Development Centre  
Organises

**Short Term Capacity Building Programme  
on  
Academic Leadership 5.0**

20.02.2023 to 28.02.2023

Mode : Online

C. Raj Kumar

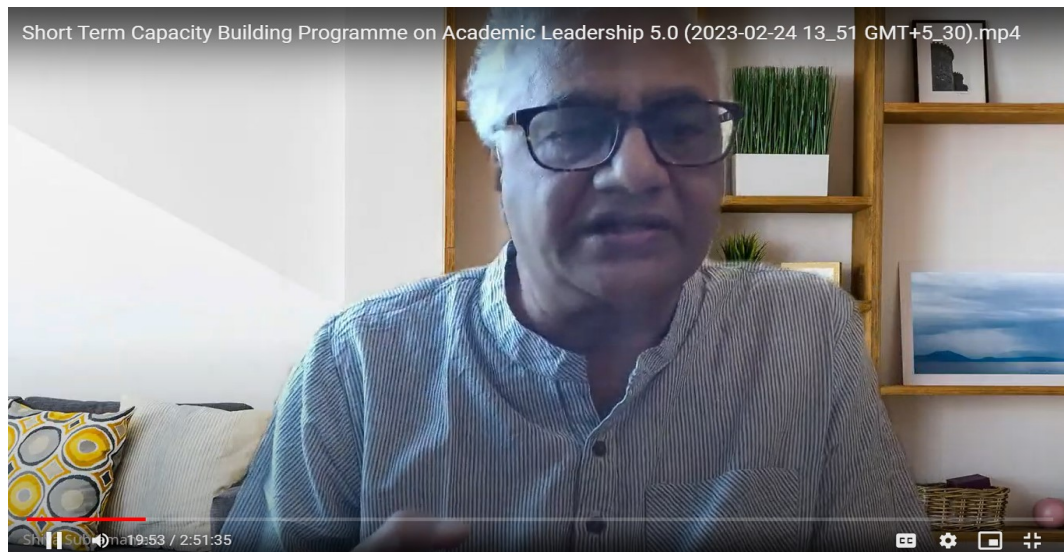
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**Dr. C Rajkumar, Founding Vice Chancellor of O P Jindal Global University in Sonipat, Haryana.**

### **Session:19**

The 19th session was on "Tools for Creative Thinking" by Mr. Shiva Sivasubramaniam, Founder-Director of Biomimicry at IIT Madras. The session focused on various tools and techniques that can be used to enhance creative thinking. Mr. Sivasubramaniam shared examples of how nature inspires creative solutions and how biomimicry can be used to develop sustainable solutions. He emphasized the need for leaders to encourage creative thinking and create a culture of innovation in their organizations.



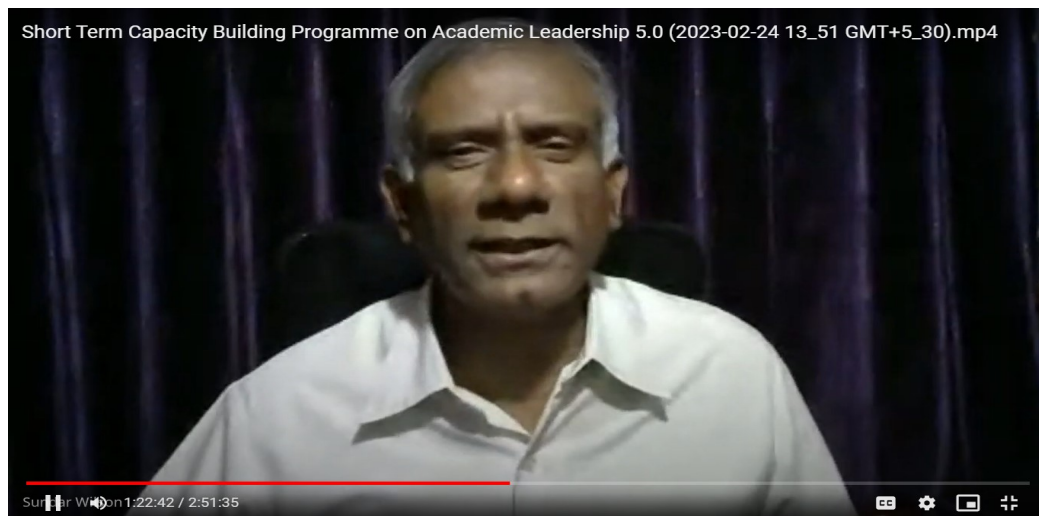
**"Tools for Creative Thinking" by Mr. Shiva Sivasubramaniam, Founder-Director of Biomimicry at IIT Madras.**

He made the session in interactive way and also activity oriented. It is a bridge program to help the participants understand the corporate world. He said that everyone is creative in this world. Making time for

something itself a creative act. Managing money, time is also a creative. Leaders need to believe in student's creativity. He expressed about canvas creativity. He also said that tools make our life easier. Also he raised a question on 'Why don't we have tools for thinking'. He explained about six thinking hats which was also given as an activity for the participants.

## **Session:20**

The 20th and final session of the day was an activity-based session on Assessment of Mental Health conducted by Prof. Sundar Wilson, Director of Anugraha, Capuchin Institute of Psychotherapy in Dindigul. The session was designed to help participants understand the importance of mental health and how to assess it. Participants were given a questionnaire to assess their mental health, and Prof. Wilson explained how to interpret the results. The session emphasized the need for leaders to prioritize mental health in their organizations and create a supportive environment for employees.



### **Assessment of Mental Health conducted by Prof. Sundar Wilson, Director of Anugraha, Capuchin Institute of Psychotherapy in Dindigul**

He defined about psycho-geometrics. He classified people into different shapes and conducted an activity based on the topic. He said that once a person can able to figure out their shape and other's shape, they can able to know what kind of personality they belong to and can easily deal with them. He divided people into circle, Triangle, square, rectangle, squiggle and discussed about their pessimistic and optimistic traits. He had also given an example for the shapes of the people as well as he expressed his views on how to handle people in a different way.

Overall, Day 5 of the programme was a success, with sessions that focused on building leadership qualities and skills that are essential for success in the academic environment. The sessions emphasized the need for gender equality, innovation, creative thinking, and mental health. The activities helped participants apply the concepts discussed in the sessions and provided an opportunity to learn from each other's experiences. The programme was a great learning opportunity for all the participants, and it is hoped that the lessons learned will be applied in their



organizations to create positive change.

## Report on Day 6 - 25-02-23

### Session:21

The sixth day of the programme began with a session on "Teachers with Ears of Experience Create an Outstanding Ambience even beyond Classroom" by Sivakumar Srinivasan, Head of the Department of Applied Mechanics at IIT Madras. The 21<sup>st</sup> session focused on the role of experienced teachers in creating a positive learning environment for students, both inside and outside the classroom. Mr. Srinivasan shared his own experiences and insights on how to engage students and make learning enjoyable. He emphasized the need for teachers to be open to feedback and constantly learn and improve.



**Sivakumar Srinivasan, Head of the Department of Applied Mechanics at IIT Madras.**

Day-6 Morning First Session by Zoom-video1370955840.mp4

### SELF ASSESSMENT TABLE

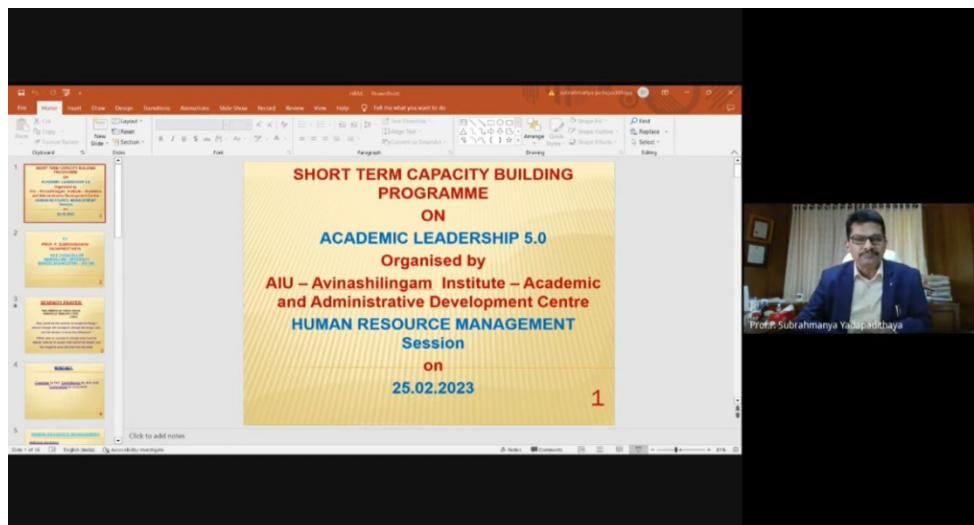
Person	
What kind of listening?	
Situation	
Conversation Highlights	
Analysis	
Learnings	
Rate your Listening	Scale: ? out of 10

1:31:55 / 1:40:47

Zoom interface showing a list of participants on the right side of the screen.

## Session:22

The 22<sup>nd</sup> session was conducted by Prof. P SubrahmanyaYadapadithaya, Vice-Chancellor of Mangalore University, on the topic of "Human Resource Management." Prof. Yadapadithaya discussed the challenges faced by educational institutions in managing their human resources and shared best practices in recruitment, training, and retention. He emphasized the importance of building a strong organizational culture and empowering employees to enhance their performance.

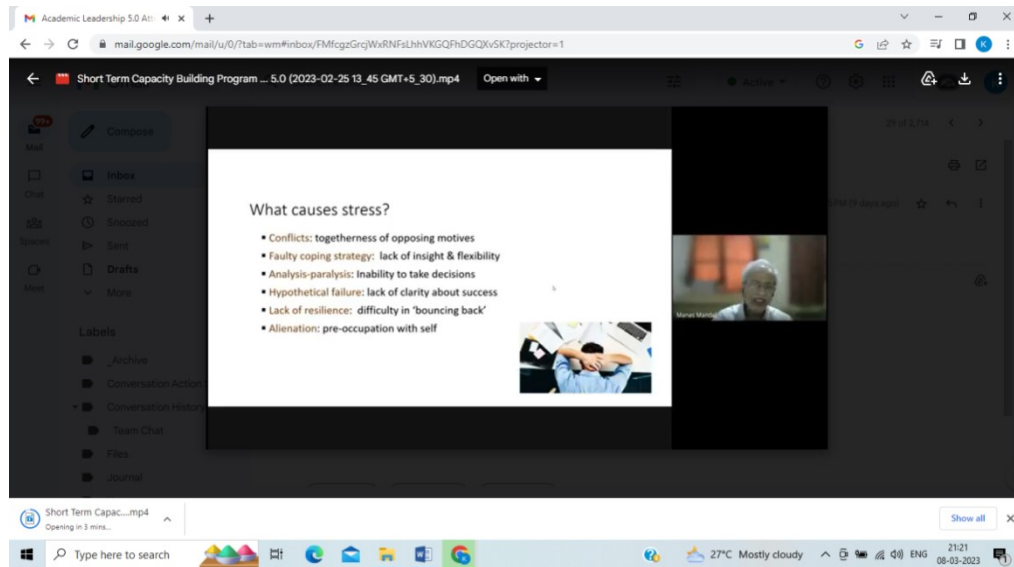


**Prof. P SubrahmanyaYadapadithaya, Vice-Chancellor of Mangalore University**

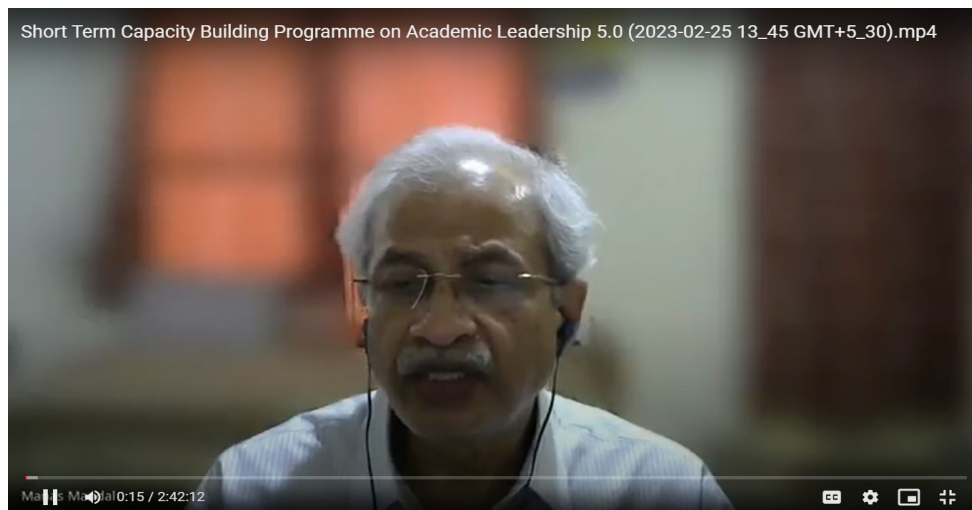
He had given a historical backdrop of Human Resource Management. He said that Human Resource Management is the process of planning, organizing, Directing and controlling. He had differentiated between Human Resource Management and Human Resource Development. He had concluded with formula fashion. There are 23 letters, which contains meaning for each letter in the word Human Resource Management. After he concluded, each 23 letters of the English makes some sense for him also for the audience. He stated that 'Human Resource Management is an applied science, not a pure science'. And also it is multidisciplinary, multicultural, and multinational.

## Session:23

The 23<sup>rd</sup> session was on "Stress and Time Management" by Prof. Manas K Mandal, Distinguished Visiting Professor at IIT Kharagpur. The session focused on the importance of managing stress and time effectively to achieve success in the academic environment. Prof. Mandal shared various techniques and strategies that can be used to manage stress and time, including mindfulness, prioritization, and delegation. He emphasized the need for leaders to create a supportive environment for employees to manage their stress and time effectively.



He had given some clarifications about stress and explained the causes of stress as well as conflicts at work place. He had shared some information about managing stress and some of the guidelines about it. Also he had explained managing daily stress. He concluded that the stress affects everyone and impacts our quality of life. In addition to that how tolerance to stressful situation results in poor decisions.



**"Stress and Time Management" by Prof. Manas K Mandal, Distinguished Visiting Professor at IIT Kharagpur.**

## Session:24

The final session of the programme was an activity-based session on Storytelling as a Management Tool conducted by Prof. S Venkatesh, Founder and Managing Director of Gene Macron Media Interactive India Pvt. Ltd in Coimbatore. The session focused on how storytelling can be used as a management tool to inspire and motivate employees. Prof. Venkatesh shared examples of successful storytelling techniques used by leaders in various industries and led the participants in a story telling activity.



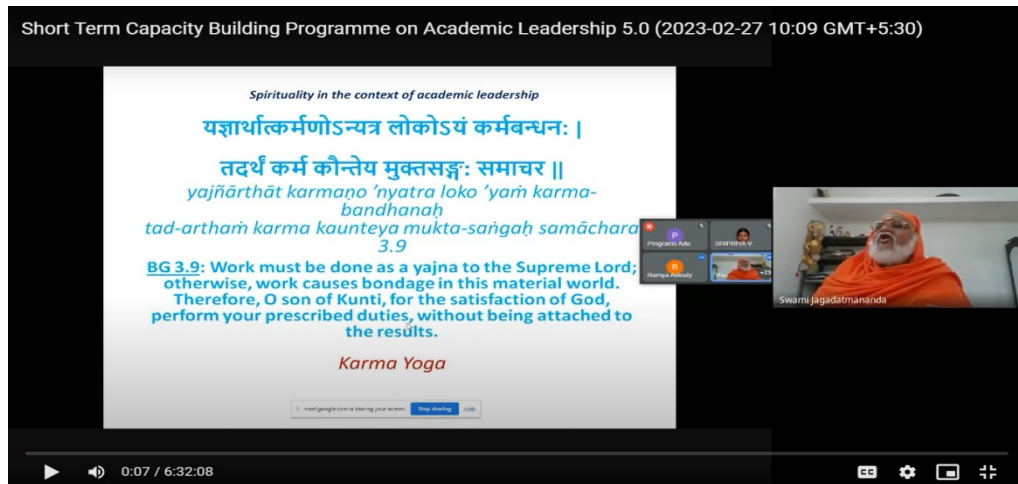
**Prof. S Venkatesh, Founder and Managing Director of Gene Macron Media Interactive India Pvt. Ltd  
in Coimbatore**

Overall, the programme was a great success, with a range of sessions that focused on building leadership qualities and skills essential for success in the academic environment. The sessions emphasized the importance of effective communication, innovation, creative thinking, mental health, stress and time management, and human resource management. The activities helped participants apply the concepts discussed in the sessions and provided an opportunity to learn from each other's experiences. The programme was a great learning opportunity for all the participants, and it is hoped that the lessons learned will be applied in their organizations to create positive change.

**Report on Day 7 - 27.02.2023**

**Session:25**

The seventh day of the programme started with a session on Spirituality in the Context of Academic Leadership by Swami JagadatmanandaSaraswati from Arsha Vidya Gurukulam in Anaikatti. The session focused on how spirituality can enhance the leadership qualities of academic leaders. Swami JagadatmanandaSaraswati discussed the importance of self-awareness, mindfulness, and ethical leadership in creating a positive and harmonious work environment.



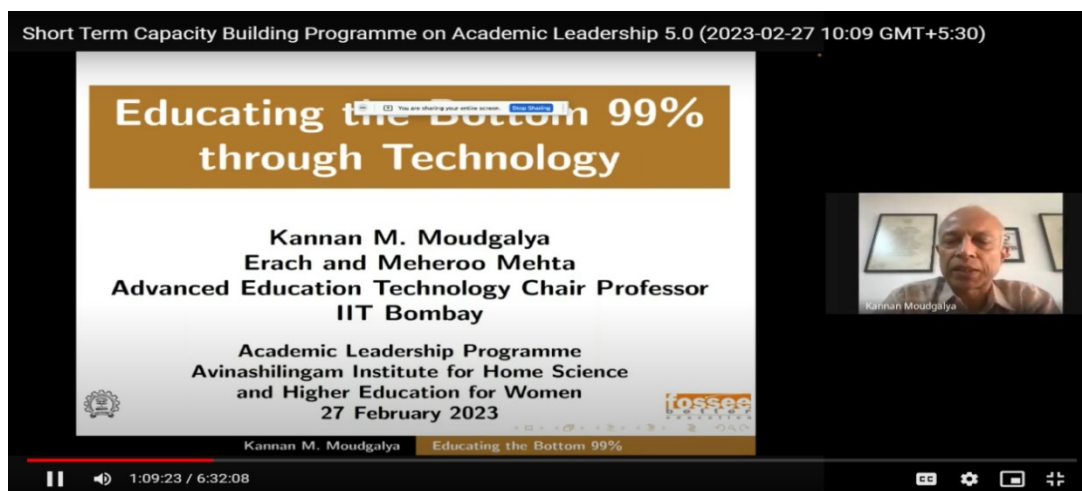
**Academic Leadership by Swami JagadatmanandaSaraswati from Arsha Vidya Gurukulam in Anaikatti**



He had spoken about spiritual Knowledge and said that when a work is done without selfishness, that is called Karma. He explained about spiritual value and listed few points which leads to transform a teacher as a status of a guru. He highlighted spirituality in the context of Academic Leadership in which the spiritual education leads to freedom. He also said that Educational Institutions should stand for tradition, loyalty to culture & have ideas of service to society. He mentioned that the entire world is passing through a critical stage of declinations of moral, social and spiritual human values. Consciousness based value education which leads to the greater heights of being encompasses ethical, social and spiritual values.

### **Session:26**

The 26<sup>th</sup> session was conducted by Prof. Kannan Moudgalya from IIT Bombay on the topic of Role of Technology in Academic Leadership. Prof. Moudgalya discussed how technology can be used to enhance teaching and learning, and how academic leaders can use technology to create a more efficient and effective educational environment. He shared examples of successful technology integration in education and discussed the importance of staying up-to-date with new technologies and trends.

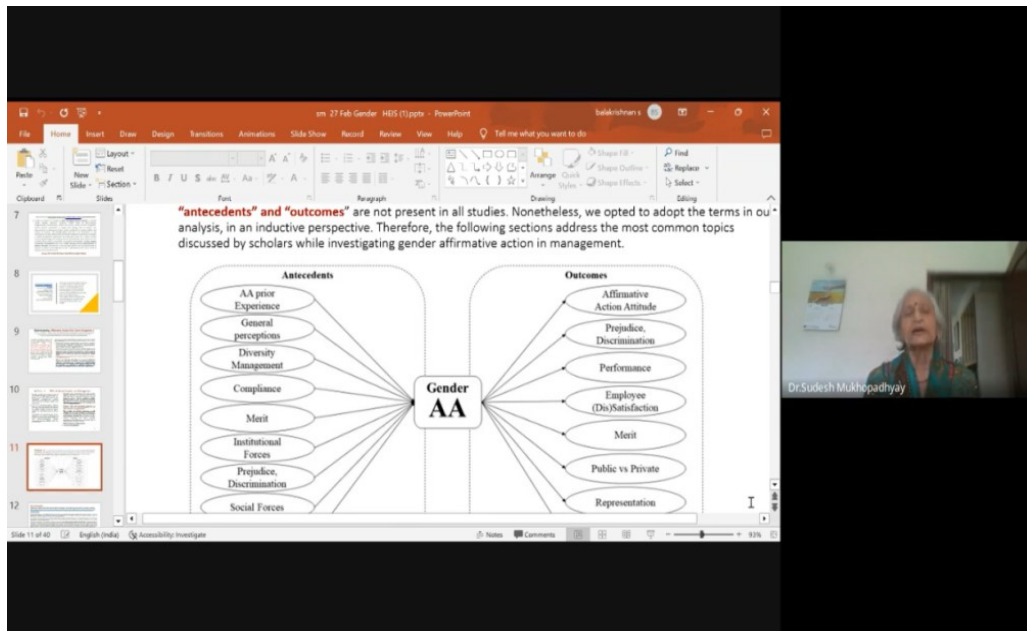


**Prof. Kannan Moudgalya from IIT Bombay**

He discussed about the issues of using technology and explained about the Live Course Delivery Procedure. He has shared about the Impact of Our Distance Education. He has shared some of the sample dubbings in to our language. He had displayed some sample dubbed tutorial videos in various languages. Finally, he concluded the session by Quoting the words of Mahatma Gandhi, Vivekananda, etc.

### **Session:27**

The 27<sup>th</sup> session was on Understanding and Being Responsive to Gender Intersectionality in Higher Education by Prof. Sudesh Mukhopadhyay, former Chairman of the Rehabilitation Council of India. The session focused on the importance of recognizing and addressing gender intersectionality in higher education. Prof. Mukhopadhyay discussed the challenges faced by women and marginalized groups in higher education and shared strategies for creating a more inclusive and supportive environment.



**Intersectionality in Higher Education by Prof. Sudesh Mukhopadhyay,**

## Session:28

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



**Prof. Panchanatham, former Vice Chancellor of Tamil Nadu Teacher's Education University in Chennai.**

Overall, the programme provided valuable insights and practical strategies for academic leaders to enhance their leadership skills and create a positive and successful work environment. The sessions covered a range of topics,

including effective communication, innovation, creative thinking, mental health, stress and time management, human resource management, spirituality, technology, and gender intersectionality. The programme also provided an opportunity for participants to network and learn from each other's experiences. It is hoped that the lessons learned at the programme will be applied in participants' organizations to create positive change and improve higher education.

### **Report on Day 8 - 28.02.2023**

The final day of the programme began with a thought-provoking discussion on Internationalization by Prof. Kumar Suresh from the National Institute of Educational Planning and Administration (NIEPA), New Delhi. He emphasized the importance of internationalization in higher education, highlighting how it can bring diversity and cultural enrichment to universities. Prof. Suresh discussed various strategies that universities can adopt to promote internationalization, such as faculty and student exchange programs, joint research projects, and collaborations with international universities. He also shared insights on the challenges that universities may face while implementing internationalization initiatives and provided suggestions to overcome them.

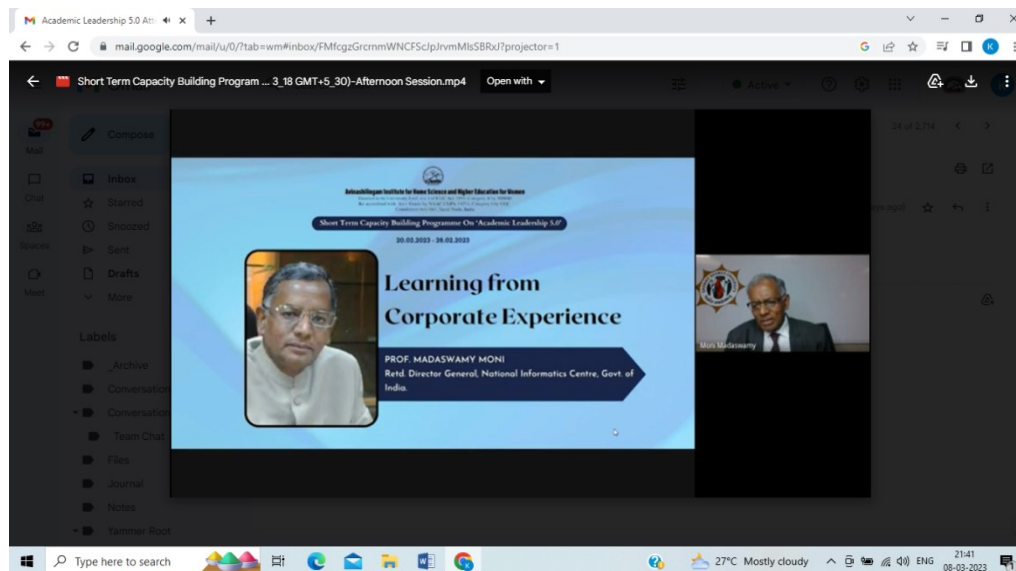
#### **Session:30**

The 30<sup>th</sup> topic of discussion was Activity VII- Leadership Assessment Test II by Mr. K. Setharaman, Director of Silver Tongue, and Coimbatore. Mr. Setharaman presented a comprehensive leadership assessment tool that can help individuals identify their strengths and weaknesses as leaders. He shared valuable insights on the different leadership styles and how they can be used to effectively manage teams. The session was interactive, with participants sharing their experiences and thoughts on leadership.

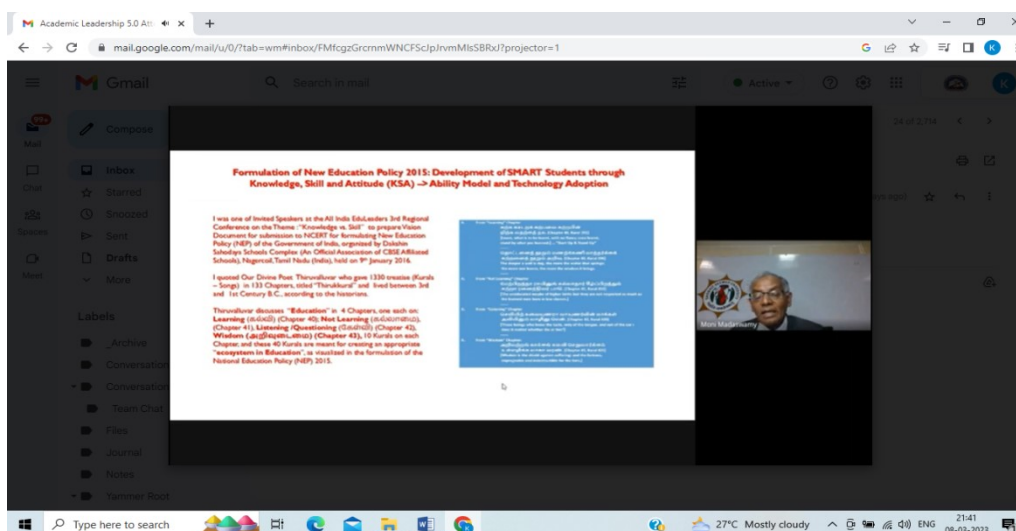
#### **Session:31**

The 31<sup>st</sup> session was on Learning from Corporate Experience by Prof. Madaswamy Moni, Retd. Director General of the National Informatics Centre, Government of India. Prof. Moni shared his experiences working in the corporate sector and highlighted the importance of adaptability, continuous learning, and teamwork in achieving success in any organization. He also discussed how technological advancements have transformed the corporate landscape, and the importance of keeping up with the latest trends and innovations.

He had discussed about the Mission & Vision of the AADC. He shared about his journey in his career and given the definition of Pedagogy and the role of Digital Pedagogy in education which is the study and use of contemporary digital technologies in teaching and learning. Digital Pedagogy may be applied to online, hybrid and face to face learning environments. He had spoken about the faculty development program. He emphasized knowledge and skills required for effective teaching and innovative Pedagogies of the future which will transform India into a land of opportunities through relevant education and vocational training.



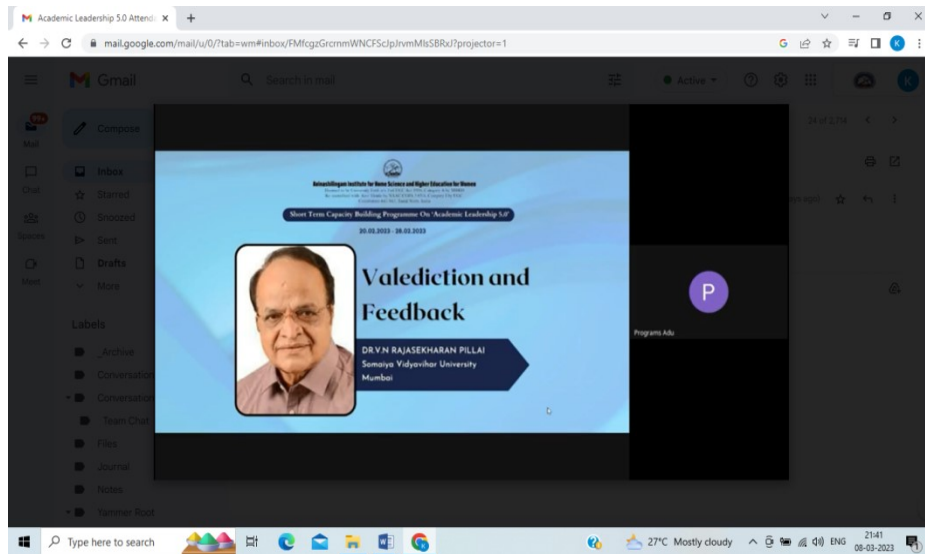
## Learning from Corporate Experience by Prof. Madaswamy Moni, Retd. Director General of the National Informatics Centre, Government of India



### Session:32

The 32<sup>nd</sup> session started with the welcome address by Dr.Ramya Nodal Officer, AIU-AI-AADC. The Presidential address by Dr.V.Bharathi Harishankar, Vice chancellor, Avinashilingam University. The chief guest Introduction by Dr.M.Sathya, Asst.prof, Dept.OfPsychology. The valedictory address , Feedback, and Review" by Dr. V.N Rajasekharan Pillai from Somaiya Vidyavihar University, Mumbai. Dr. Pillai summarized the key takeaways from the programme and encouraged participants to share their feedback on the sessions. The participants shared their thoughts and expressed their gratitude towards the organizers for conducting such an informative and insightful programme. The event report was presented by Dr.G.Padmavathi, Dean Academics, Avinashilingam University. Finally the vote of thanks was done by Mrs.Sudha , Assistant professor Dept.of.Psychology.





Overall, the programme provided a platform for educators, researchers, and industry professionals to exchange ideas and share their experiences. The sessions were informative, engaging, and interactive, and the participants gained valuable insights on various topics related to higher education. The organizers deserve appreciation for conducting such a well-organized and successful programme.

## Participants List and Details

S.no	Name	Designation	Institute /Organisation	Department
1.	Dr.P.Lalitha	Director R&D i.c	Avinashilingam Institute for Home Science and Hr.Ed for women	Chemistry
2.	Dr.P.Santhi	Professor and Head, Deputy Dean	Avinashilingam Institute for Home Science and Hr.Ed for women	Commerce
3.	Dr.S. Kowsalya	Registrar	Avinashilingam Institute for Home Science and Hr.Ed for women	Registrar Section
4.	Dr. J. Jaya	Principal	Hindusthan College Of Engineering And Technology	ECE
5.	Dr. S. Gandhimathi	Professor &Head	Avinashilingam Institute for Home Science and Hr.Ed for women	Economics
6.	Dr.T.R.Anandhi	Associate Professor	Theivanai Ammal College For Women Autonomous Villupuram	PG and Research Dept of Commerce
7.	Dr. Mrs. V. Raji Sugumar	Principal	Bharathidasan College for Women- affiliated to Pondicherry University	Research Dept of Home Science
8.	Dr. Swati Paliwal	IQAC Coordinator	Guru Nanak College (Autonomous), Velachery, Chennai	Internal Quality Assurance Cell
9.	Mrs R Gowri	Assistant Professor	D.K.M College for Women, Vellore	Commerce
10.	Dr.Shobhanakokkadan	Professor & Head,	Avinashilingam Institute for Home Science and Hr.Ed for women	Hindi
11.	Dr. R. Karpagam	Principal	Kathir College of Arts and Science	Nil
12.	Dr. N. Shani	Dean School of Management & Director IQAC	Nehru arts and science college	School of management
13.	Dr. K. Sivakumar	Associate Professor and Head	Kathir College of Arts and Science	PG Department of Computer Science
14.	Dr. B. Anirudhan	Principal	Nehru arts and science college	College
15.	Sr. Jainy Jacob M	Assistant Professor	Mercy College, Palakkad	Computer Applications
16.	Dr.Sr.Siji P D	Assistant Professor	St.Joseph's College (Autonomous), Irinjalakuda	Computer Science
17.	Dr. Shubashini K. Sripathi	Professor	Avinashilingam Institute for Home Science and Hr.Ed for women	Chemistry
18.	Mrs. K Geethalakshmi	Assistant Professor & Head	PSGR Krishnammal College for Women	BCA
19.	Dr M Amaravathi	Associate Professor and Head	PSG College of Arts & Science	Management Science - Hospital Administration
20.	Dr.B.Ramesh	Associate professor	PSG College of Arts and Science	Biochemistry
21.	L.Gopalakrishnan	Associate Professor & Head	PSG College of Arts & Science	BBA Logistics and PGDBM

22.	Dr.Sripriya V	Associate Professor & Head	PSG College of Arts & Science	BBAIS
23.	Dr.V.Premala Priyadharsini	Professor and Head	Avinashilingam Institute for Home Science and Hr.Ed for women	Food Service Management& Dietetics
24.	Dr.A.Vijayarani	Professor and Head	Avinashilingam Institute for Home Science and Hr.Ed for women	English
25.	Dr.J.J.Savithri	Principal	DJ Academy for Managerial Excellence	Management
26.	Dr. J. Arthi	Professor and Head	Avinashilingam Institute for Home Science and Hr.Ed for women	Business Administration
27.	Dr. V. T. Bindhu	Assistant Professor and Head	Avinashilingam Institute for Home Science and Hr.Ed for women	Tourism Management
28.	Dr.Deepa Mundekkad	Project Director	Nehru arts and science college	NIL
29.	Dr. J. J. Adri Jovin	Associate Professor	Sri Ramakrishna Institute of Technology	Information Technology

## Sample Certificate



**Avinashilingam Institute for Home Science and Higher Education For Women**

Deemed to be University Estd.u/s 3 of UGC Act 1956, Category A by MHRD  
Re-accredited with 'A++' Grade by NAAC. CGPA 3.65/4, Category I by UGC Coimbatore-  
641043, TamilNadu, India



**AIU-Avinashilingam Institute-Academic & Administrative Development Centre (AIU-AI-AADC)**

Certificate No: AIU - AI – AADC/ 2022 – 2023 / 02/ 001

**CERTIFICATE OF PARTICIPATION**

This is to certify that

**Dr. P. LALITHA**

Director R & D i/c

**Avinashilingam Institute for Home Science and Higher Education for Women**

has participated in the Second Short-Term Capacity Building Programme on

**ACADEMIC LEADERSHIP 5.0** conducted by

**AIU - Avinashilingam Institute – Academic & Administrative Development Centre (AIU - AI- AADC)** from **20/02/2023 to 28/02/2023** and his/her performance was excellent.

  
**Dr. K. Ramya**  
 Nodal Officer  
 AIU-AI-AADC

  
**Dr. G. Padmavathi**  
 Program  
 Coordinator

  
**Dr. U. Jerinabi**  
 Program  
 Coordinator

  
**Dr. Amarendra Pani**  
 Joint Director & Head,  
 Research Division, AIU

  
**Dr. Pankaj Mittal**  
 Secretary General  
 AIU

  
**Dr. V. Bharathi Harishankar**  
 Vice Chancellor  
 Avinashilingam Institute

## FEEDBACK REPORT – ACADEMIC LEADERSHIP PROGRAMME (ALP – 5.0)

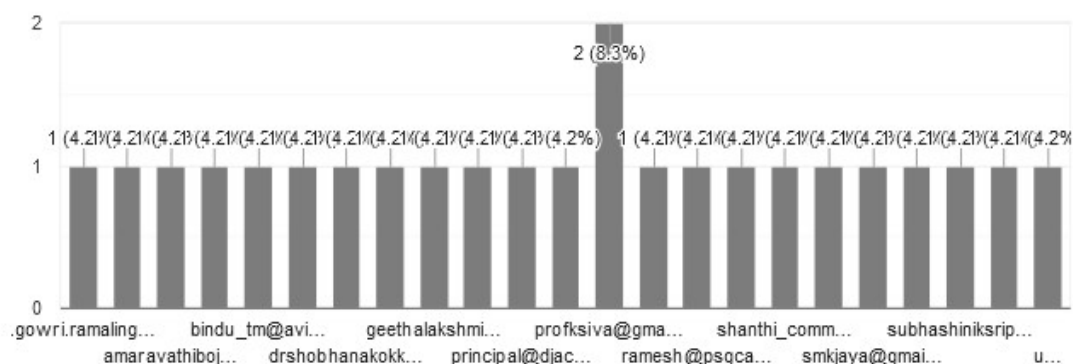
Second Short-Term Capacity Building Programme on ACADEMIC LEADERSHIP 5.0 conducted by AIU - Avinashilingam Institute – Academic & Administrative Development Centre (AIU - AI- AADC) from 20/02/2023 to 28/02/2023 in High-Tech Seminar Hall through On line Mode. There were totally 29 participants from various organization enthusiastically participated and gave their valuable feedback for all 30 sessions.

### I. Feedback Report for 20/02/2023

Inauguration & Special Address is given by Lt. Col. Dr. A Ravikumar Pro Vice Chancellor (Medical), SRM Medical College Hospital and Research Centre. Academic Leadership and NEP 2020 is discussed by Prof. S.P. Thygarajan, Chancellor, Avinashilingam Institute in the second session, Research Leadership is described by Dr Venkatachalam, Professor (RBI Chair), Madras Institute of Development Studies, Chennai, Activity I is conducted by Mr.K.Seetharam, Director, Silver tongue, Coimbatore.

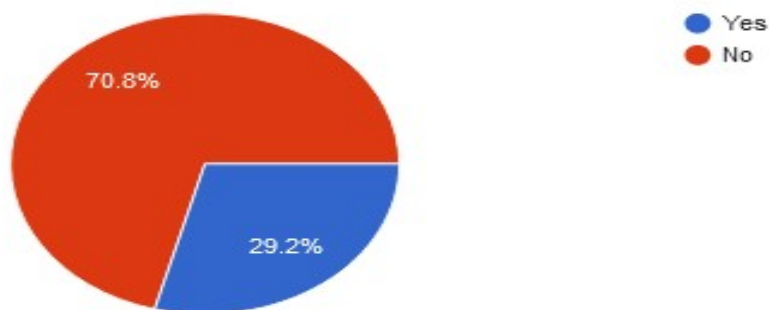
### SESSION:1

24 responses



Whether the session of this type was attended earlier by you?

24 responses

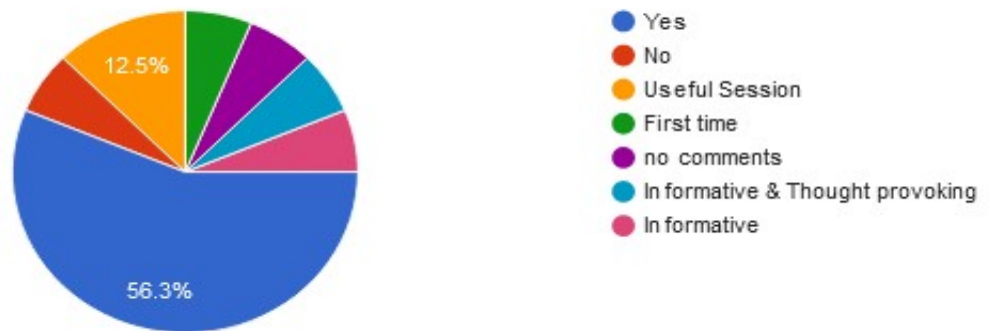




If Yes, whether this session is better than the previous one



16 responses



**What did you most appreciate/enjoy/think was best about the Session?**

NEP

Very informative

Holistic input

Leadership levels

NEP components

Very systematic flow of thoughts on the theme

More examples were cited.

Qualities of leaders

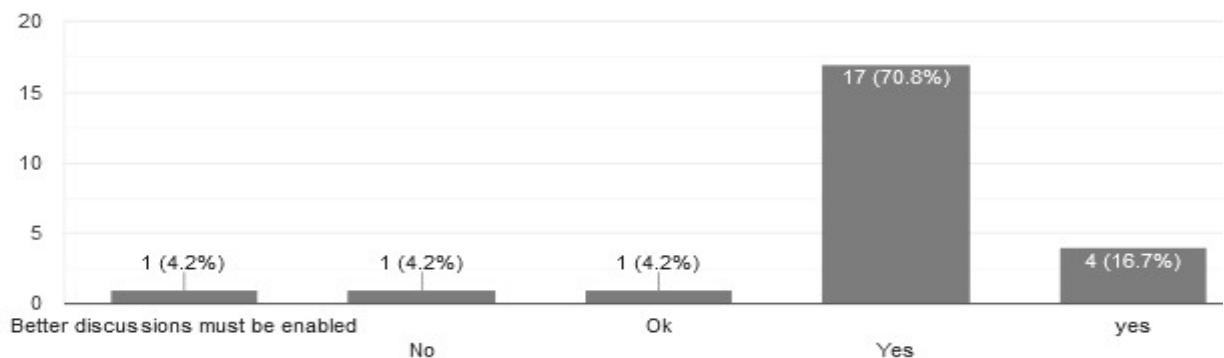
Enjoy

**The above outcomes received from the Participants**

Do you want any similar session in future?

Copy

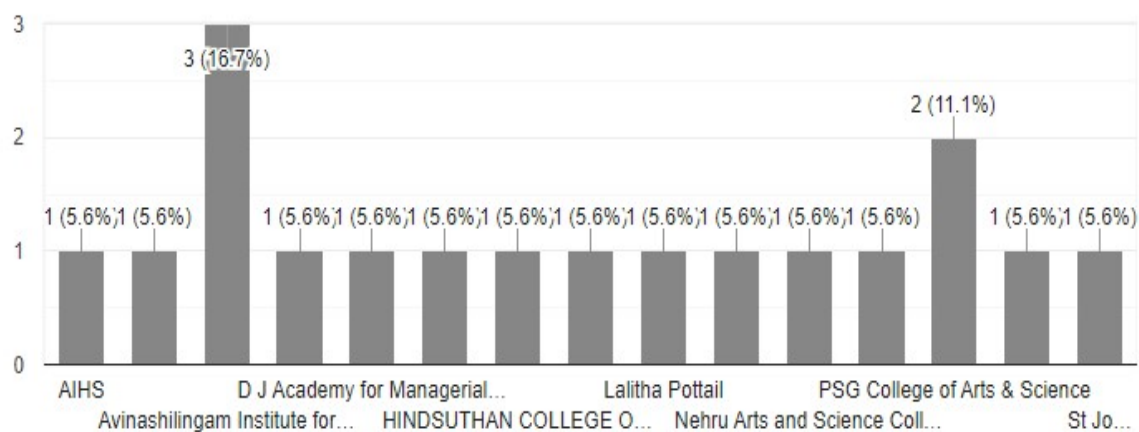
24 responses



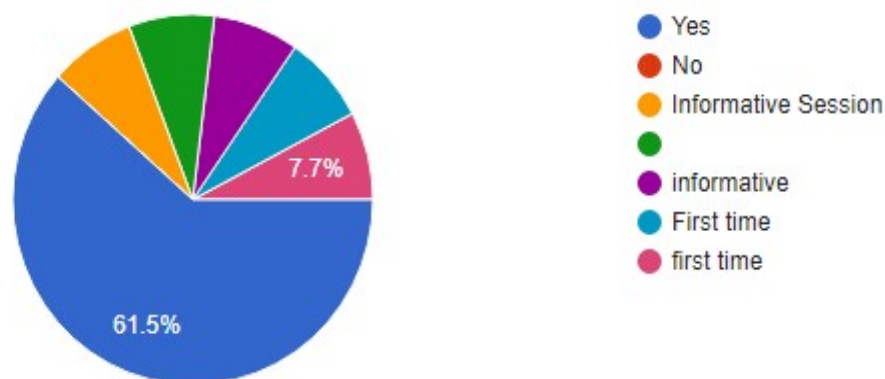
**Most of the participants want to participate in the upcoming sessions. It shows from the above statistics.**

**SESSION:2**

18 responses

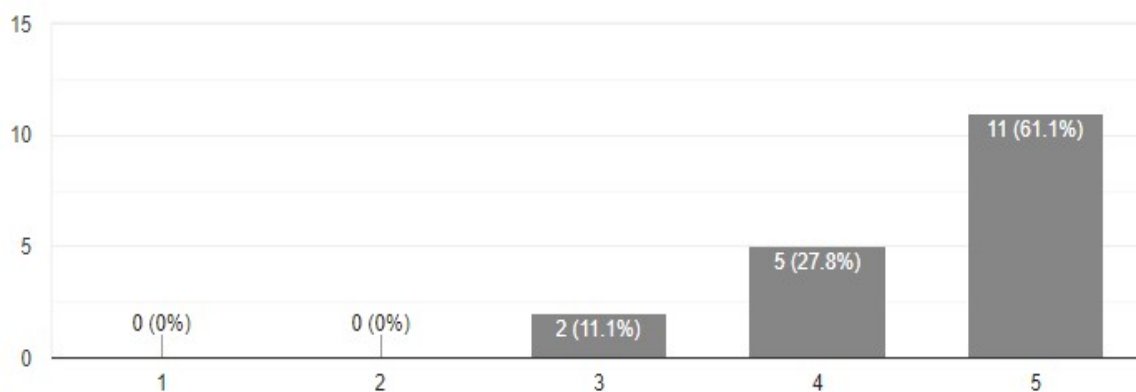


13 responses



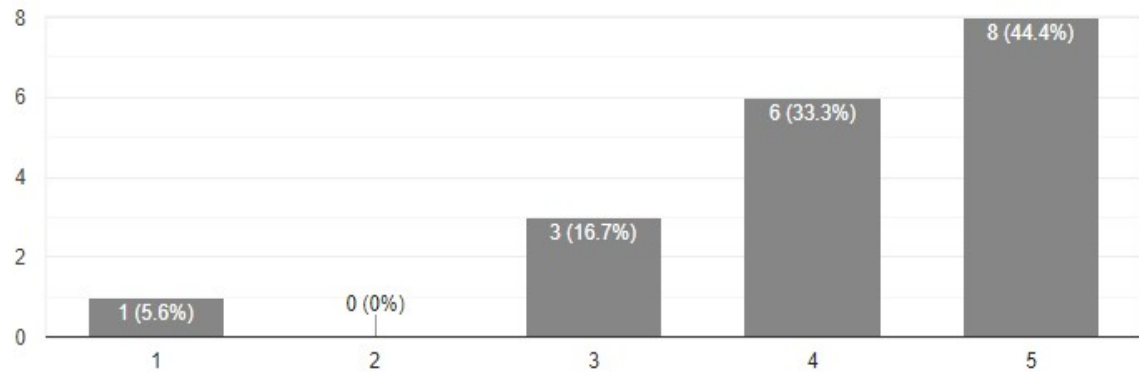
The subject expert was a good communicator

18 responses



The material was presented in an organized manner

18 responses



For the topic, this session is

18 responses



**What did you most appreciate/enjoy/think was best about the Session?**

Research process and research ethics

Explanation

All information

Enjoy

Research attributes detailed by the speaker

Funding agencies

About Research publications

Insightful and informative

The entire session was interesting.

Publication inputs

Insights on the quality of research and clarification regarding open access publication was beneficial

Publication aspects

Without ppt the speaker was able to keep the attendees engaged throughout the talk

Question answer session and the way the questions were answered

Publication ethics

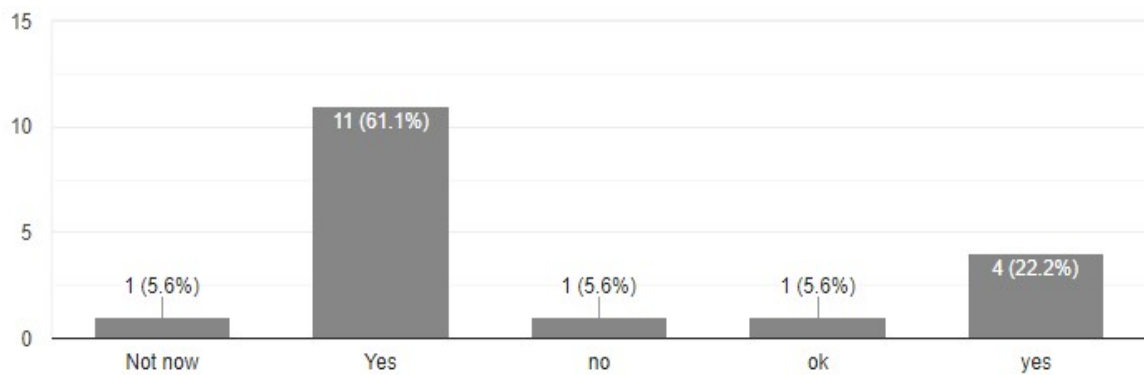
Role of government in implementing projects

Research Proposal with live examples and challenges

Simplified version of resource person

Do you want any similar session in future?

18 responses



### Any suggestions for improvement

Nil

Good session with excellent speaker

Good

Good going

Interesting Session

nil

no

No.

no suggestions

The session was highly informative

Feedback form is given in few minutes. May be given during the question hour

All good

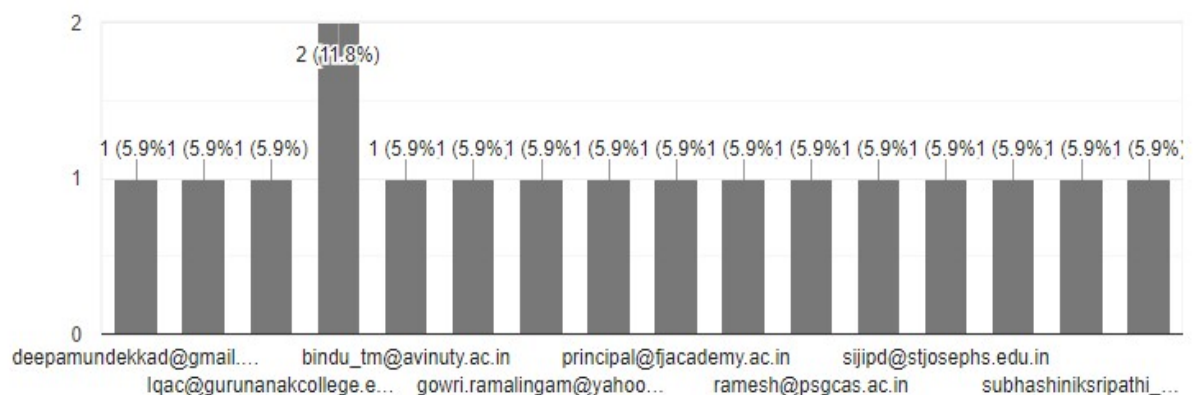
Link with industries could be focused

No

Can have more in depth sessions

### SESSION:3

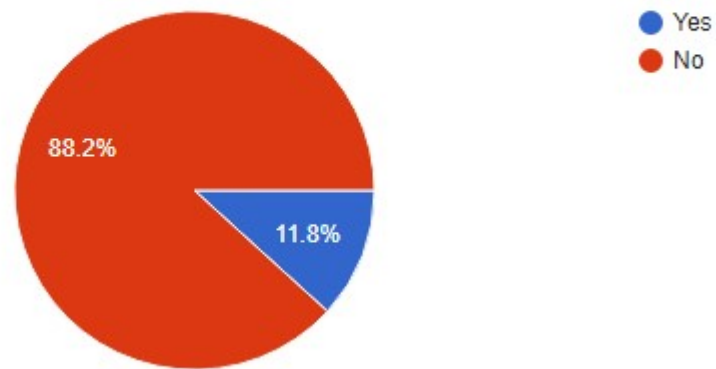
17 responses



Whether the session of this type was attended earlier by you?

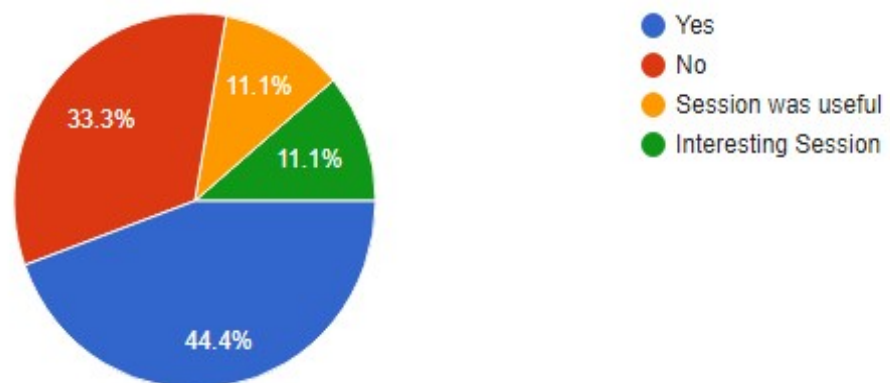


17 responses



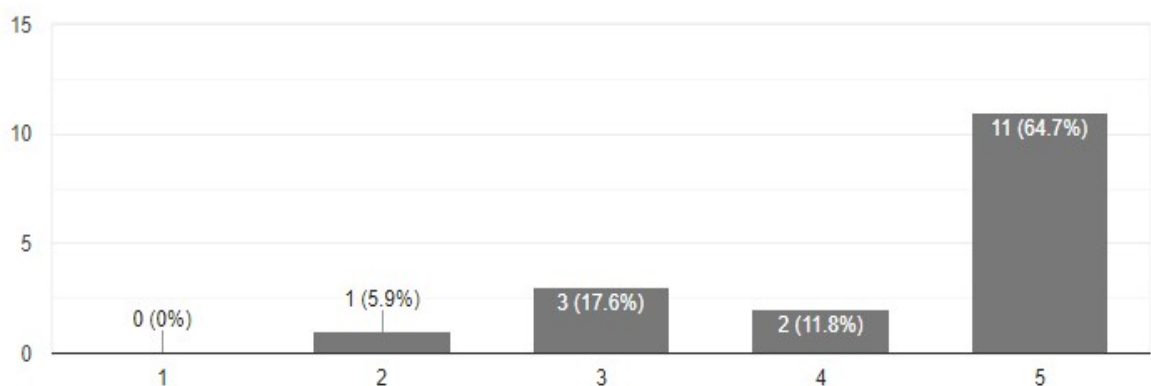
If Yes, whether this session is better than the previous one

9 responses



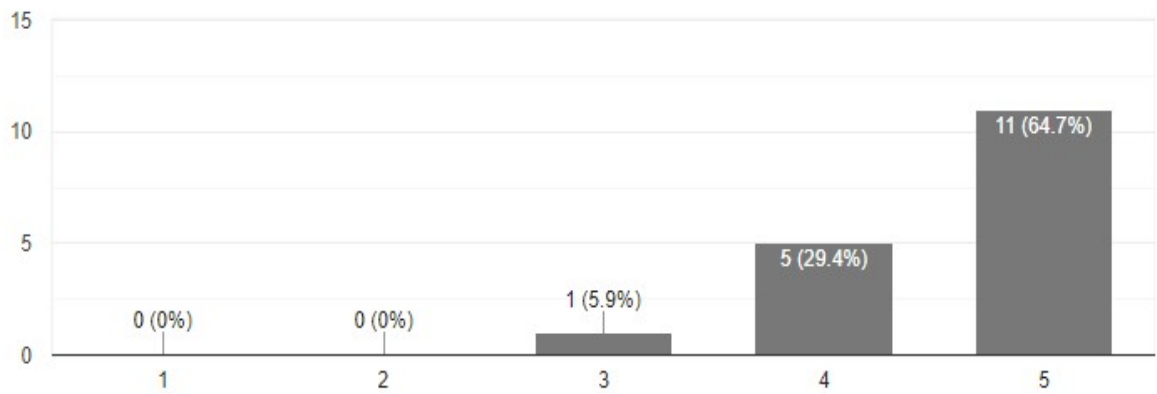
The subject expert delivered the content well

17 responses



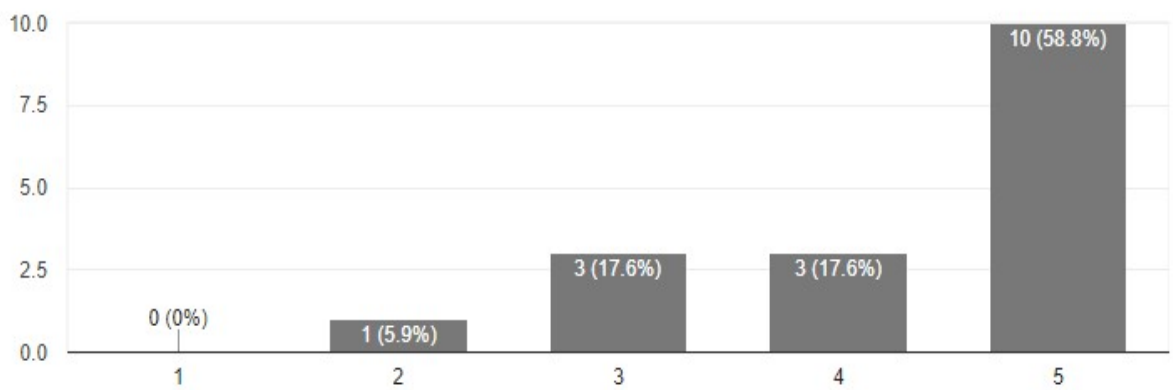
The subject expert was a good communicator

17 responses



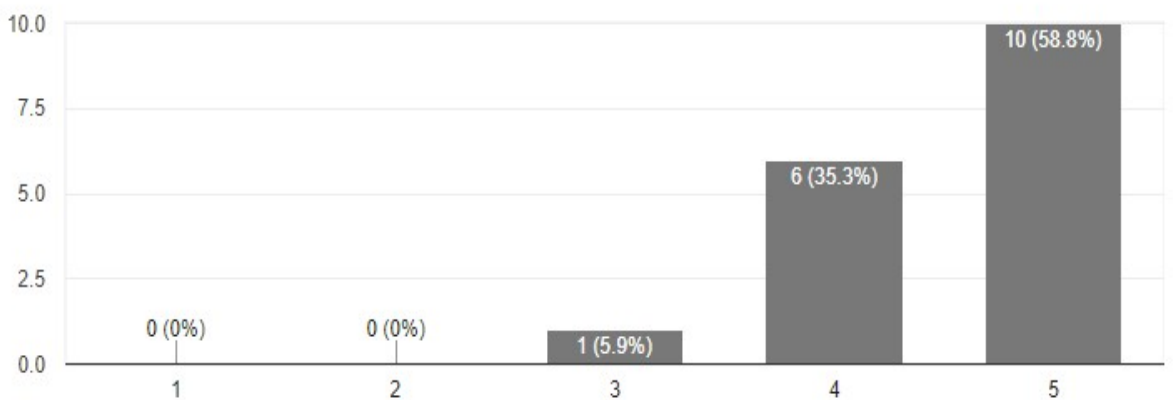
The material was presented in an organized manner

17 responses



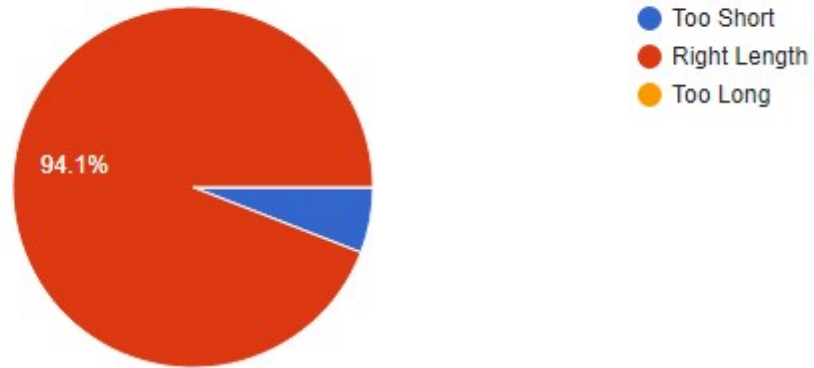
The subject expert was knowledgeable on the topic

17 responses



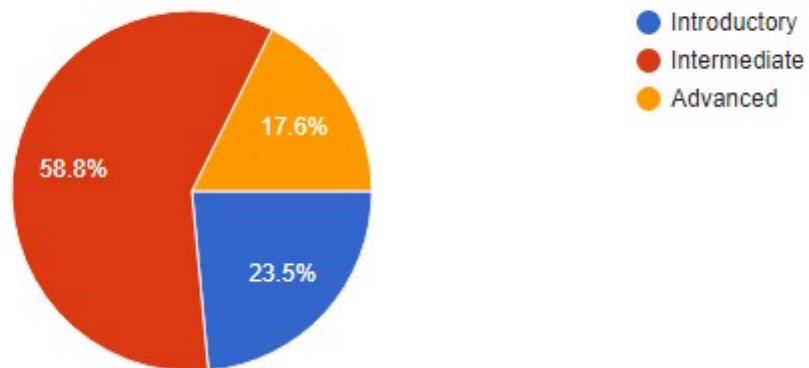
For the topic, this session is

17 responses



In your opinion, this session is

17 responses

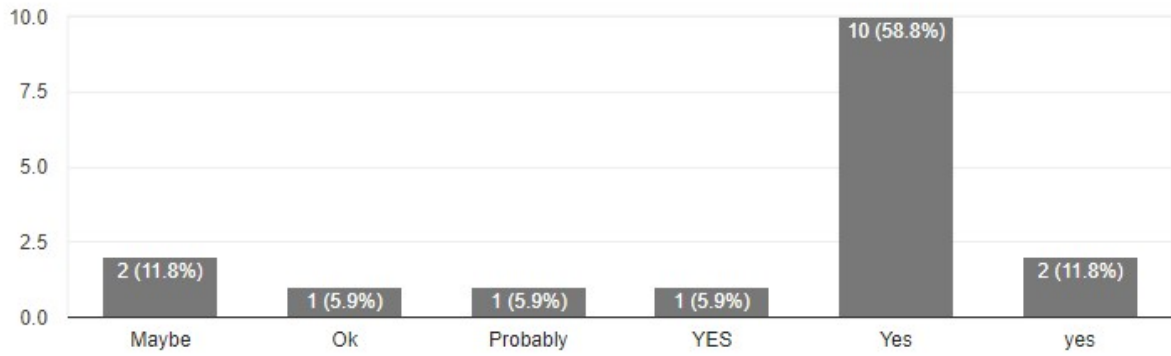


**What did you most appreciate/enjoy/think was best about the Session?**

Ever  
It was informative and learning  
Excellent Organization  
Everything  
Think  
activities and self analysis  
Assessment  
Very good  
Assessment activities  
The activity sessions  
Inclusive talk  
Interaction  
Enjoy  
Assessment session  
Assessments  
More self testing  
INFORMATIVE

Do you want any similar session in future?

17 responses

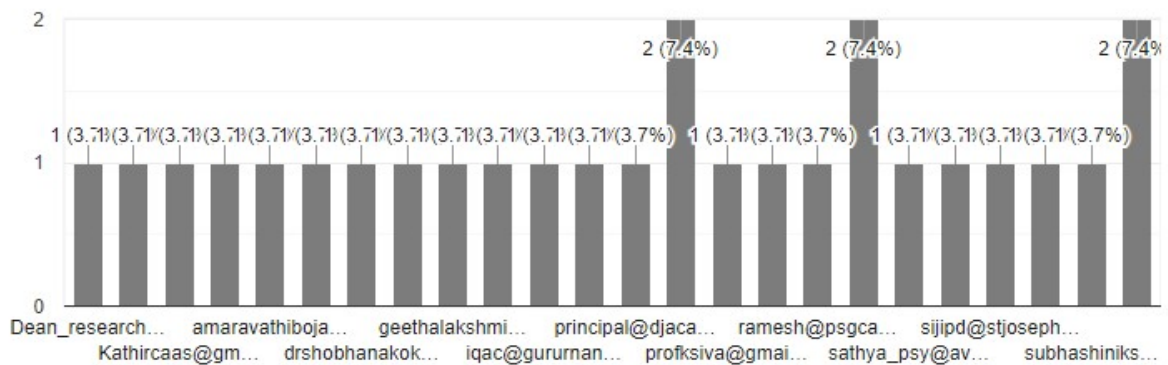


## II. Feedback Report for 21/02/2023

Inauguration & Special Address Health and Wellness-A Psychologist's Reflection is given by Caven S. McLoughlin, Ph.D., Emeritus Professor, Kent State University, Ohio USA Visiting professor, Avinashilingam University, Coimbatore Academic Leadership and NEP 2020 Academic Leadership for New India Dr P B Sharma Vice Chancellor Amity University Gurgaon Research Leadership Transformational Leadership Dr.V.Bharathi Harishankar Vice Chancellor Avinashilingam Institute Activity-II Effective Communication Strategies

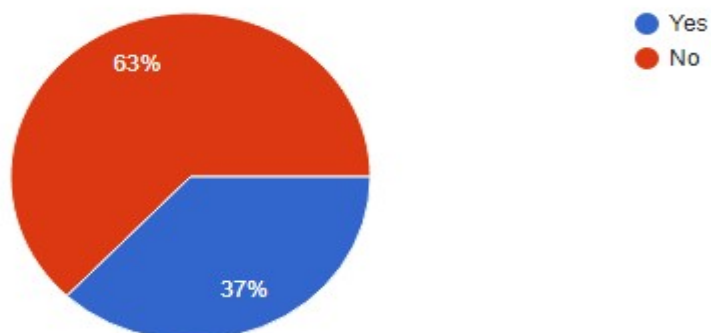
### SESSION:4

27 responses



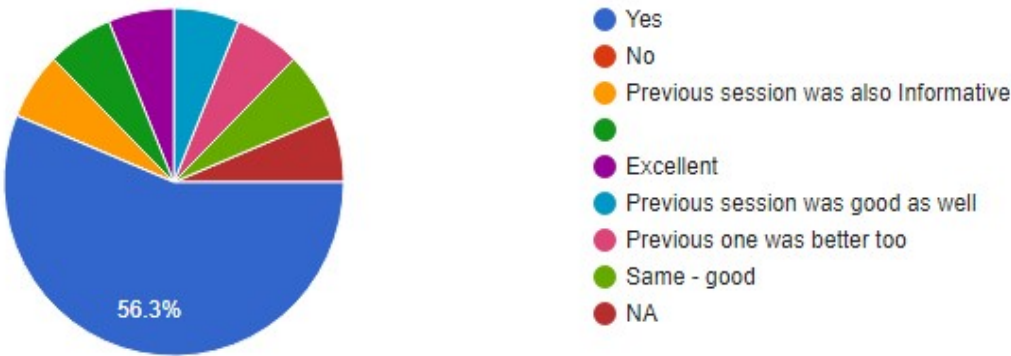
Whether the session of this type was attended earlier by you?

27 responses



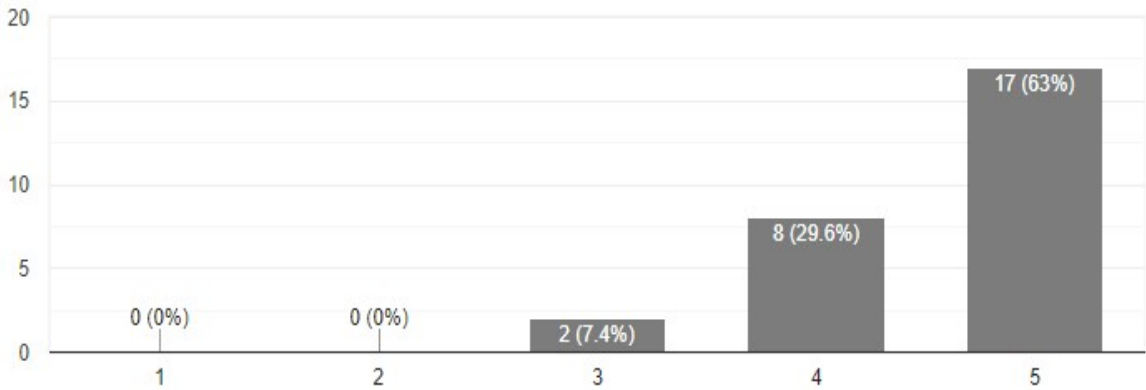
If Yes, whether this session is better than the previous one

16 responses



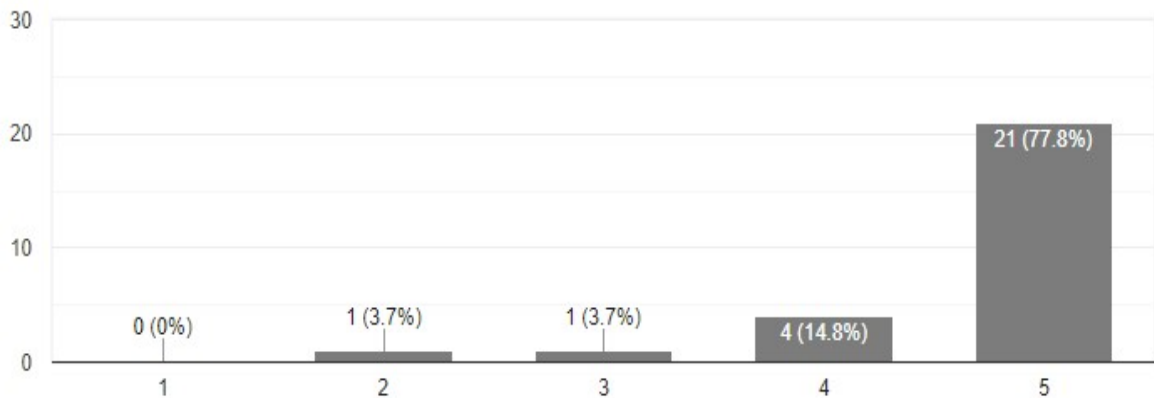
The subject expert delivered the content well

27 responses



The subject expert was a good communicator

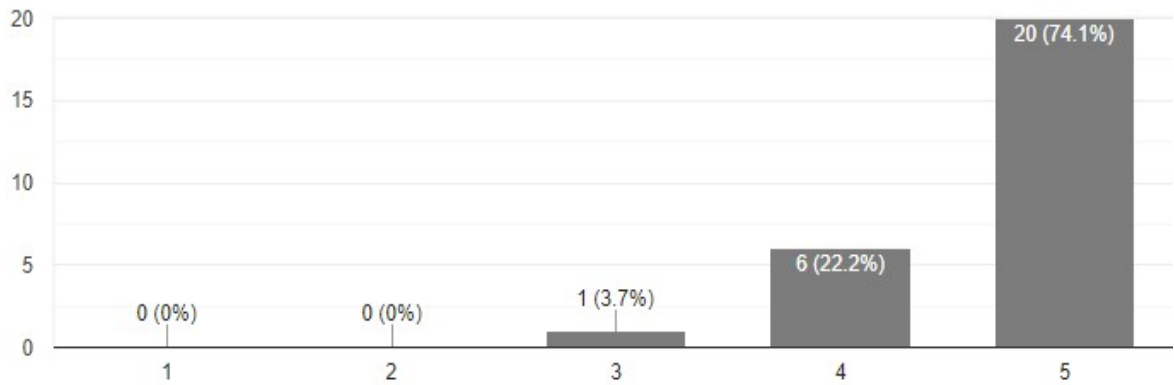
27 responses





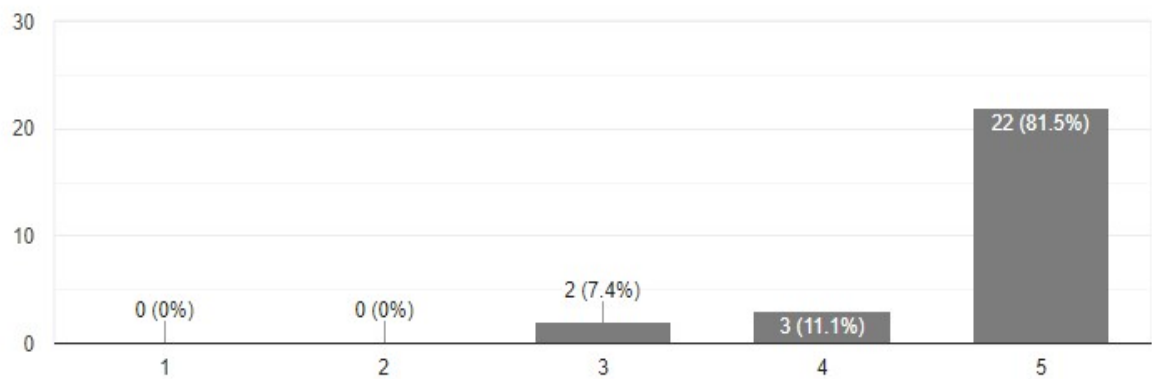
The material was presented in an organized manner

27 responses



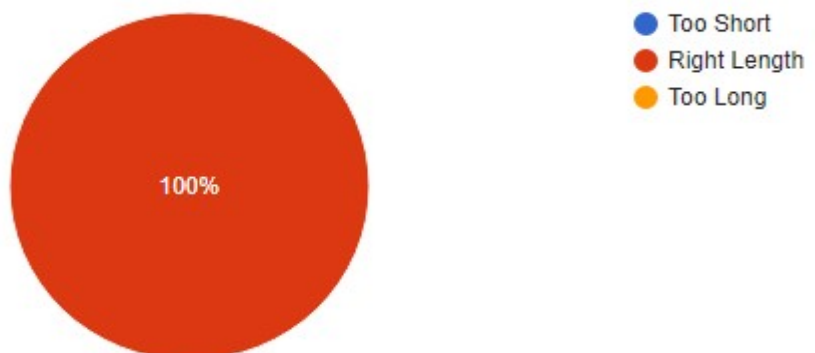
The subject expert was knowledgeable on the topic

27 responses



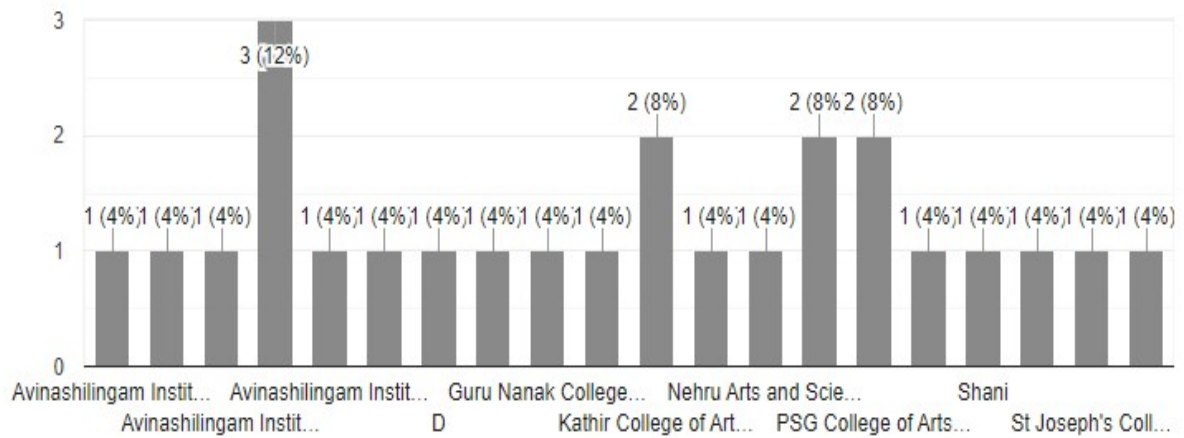
For the topic, this session is

27 responses



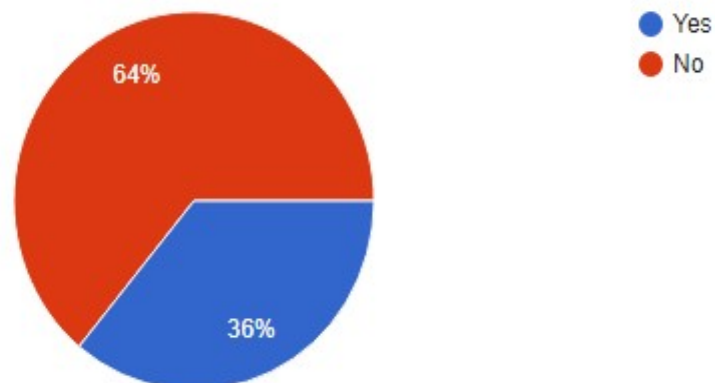
SESSION:5

25 responses



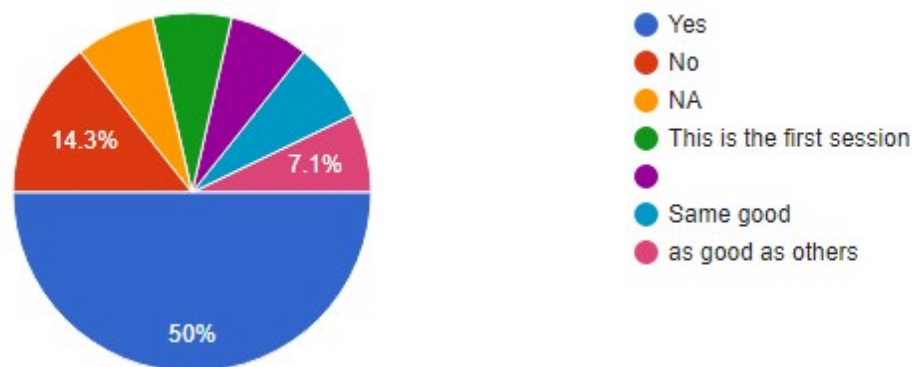
Whether the session of this type was attended earlier by you?

25 responses



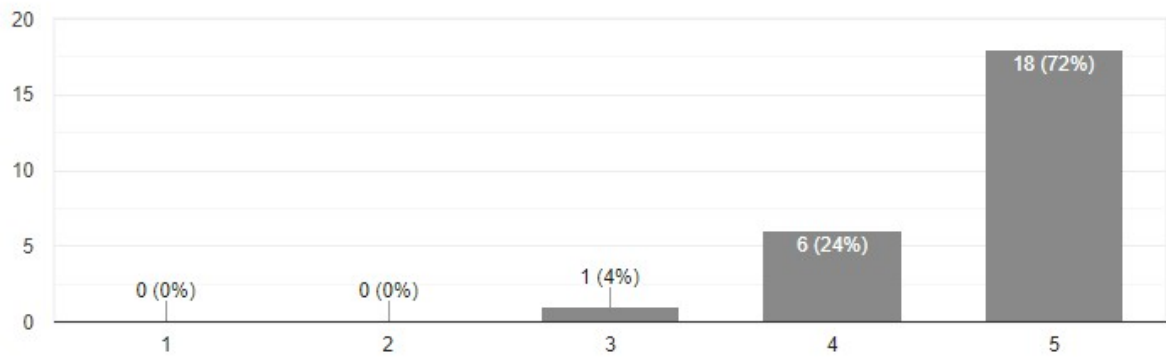
If Yes, whether this session is better than the previous one

14 responses



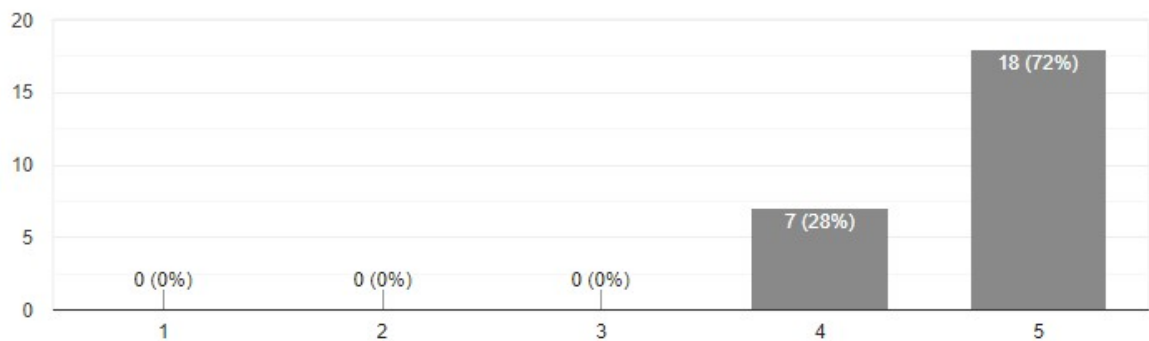
The subject expert delivered the content well

25 responses



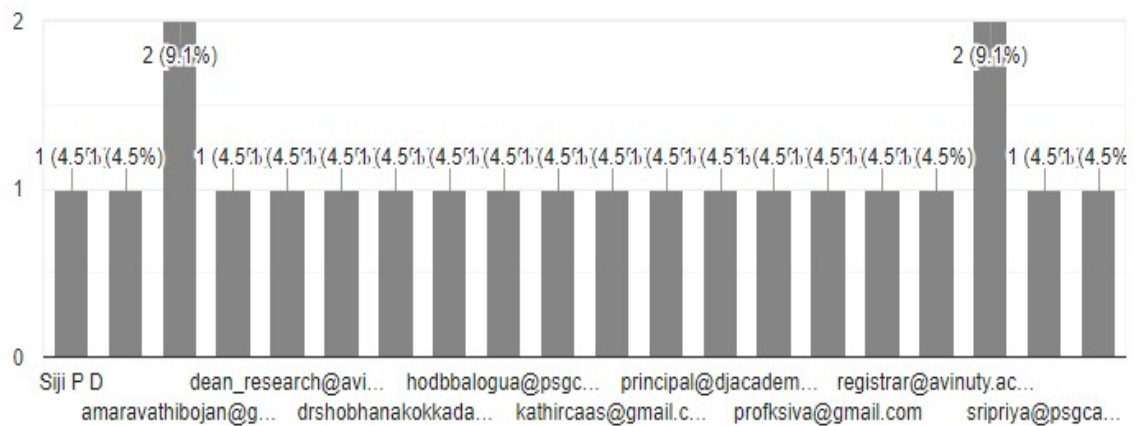
The subject expert was a good communicator

25 responses



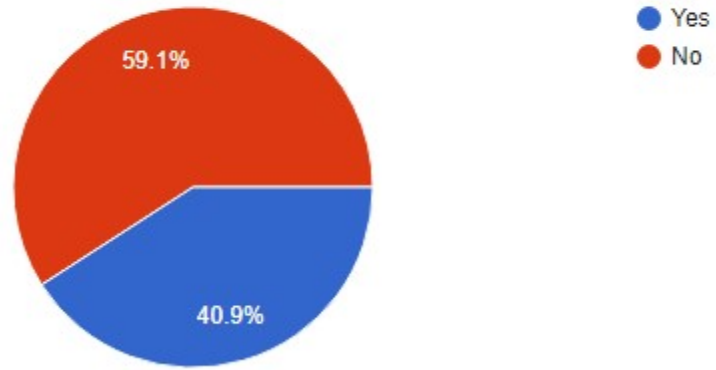
## SESSION:5

22 responses



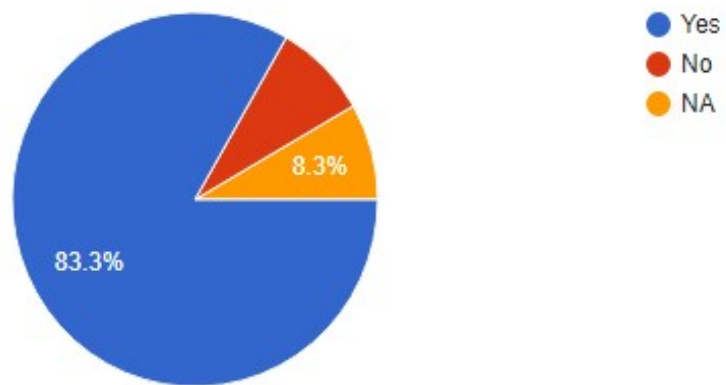
Whether the session of this type was attended earlier by you?

22 responses



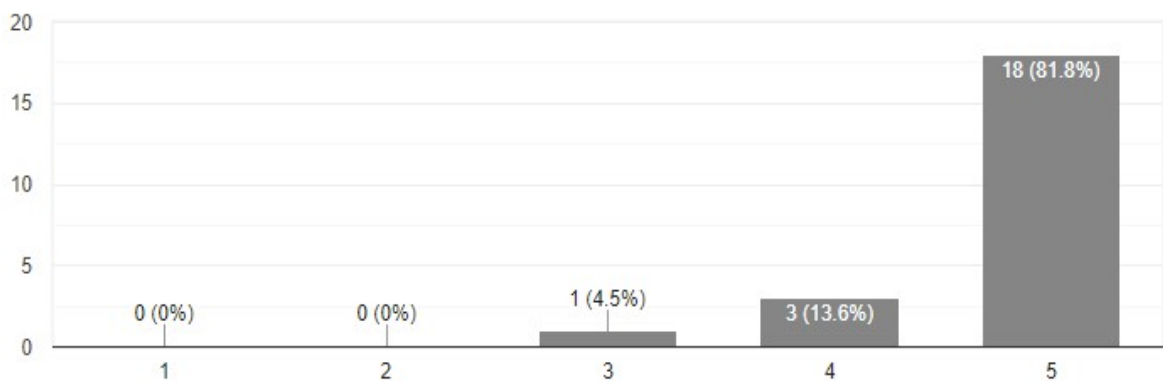
If Yes, whether this session is better than the previous one

12 responses



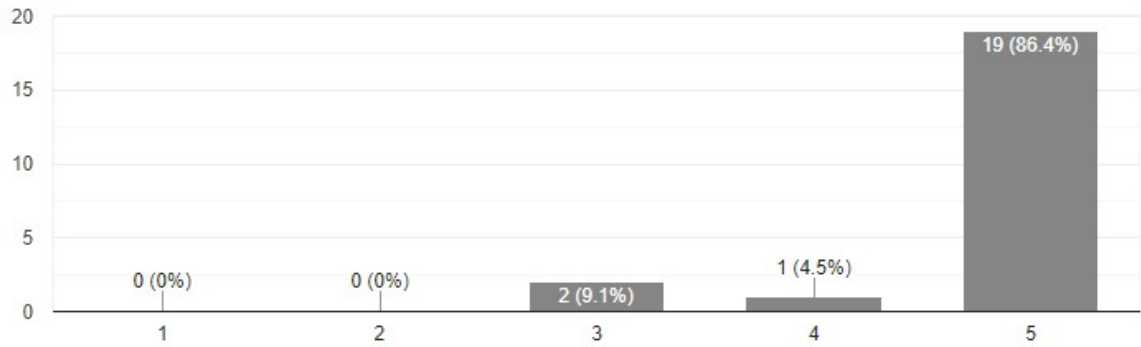
The subject expert delivered the content well

22 responses



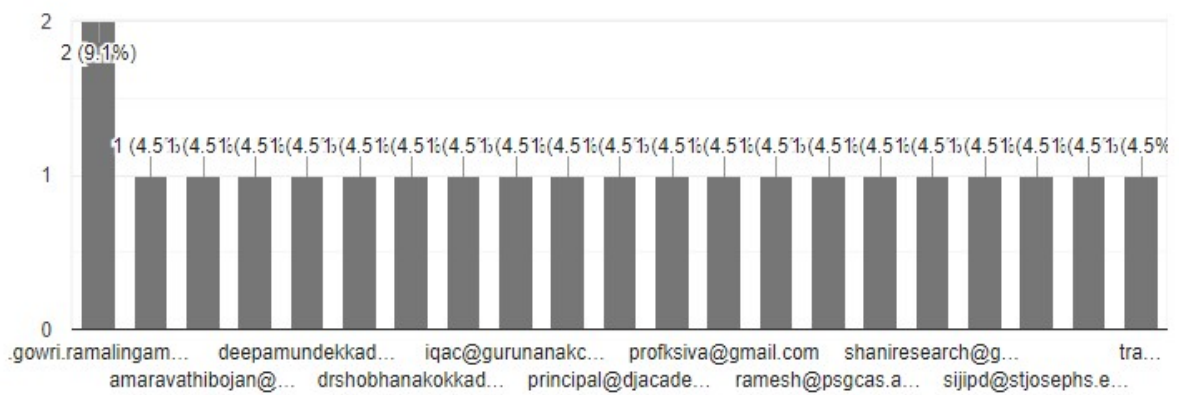
The subject expert was a good communicator

22 responses



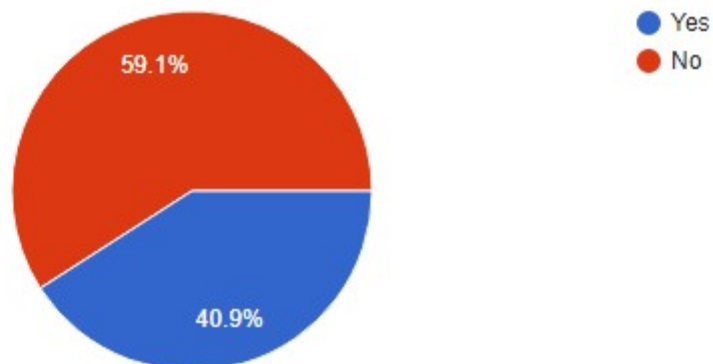
## SESSION:6

22 responses



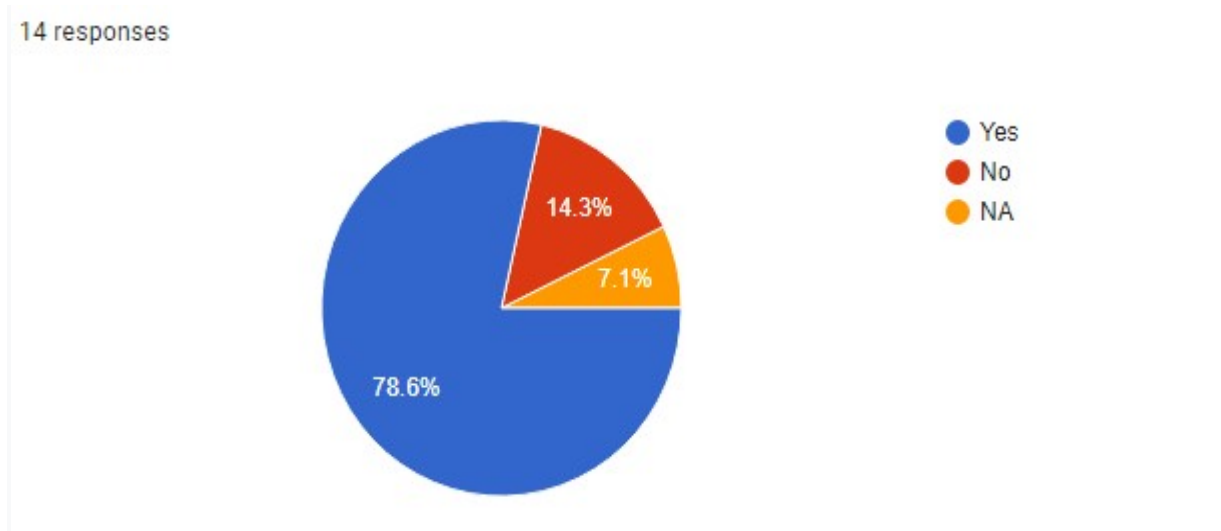
Whether the session of this type was attended earlier by you?

22 responses

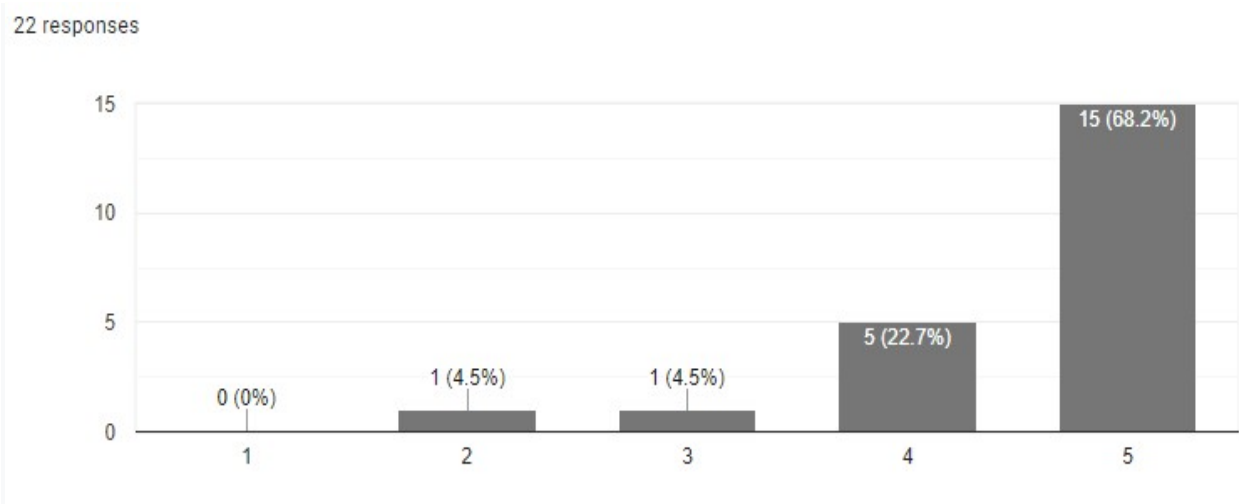




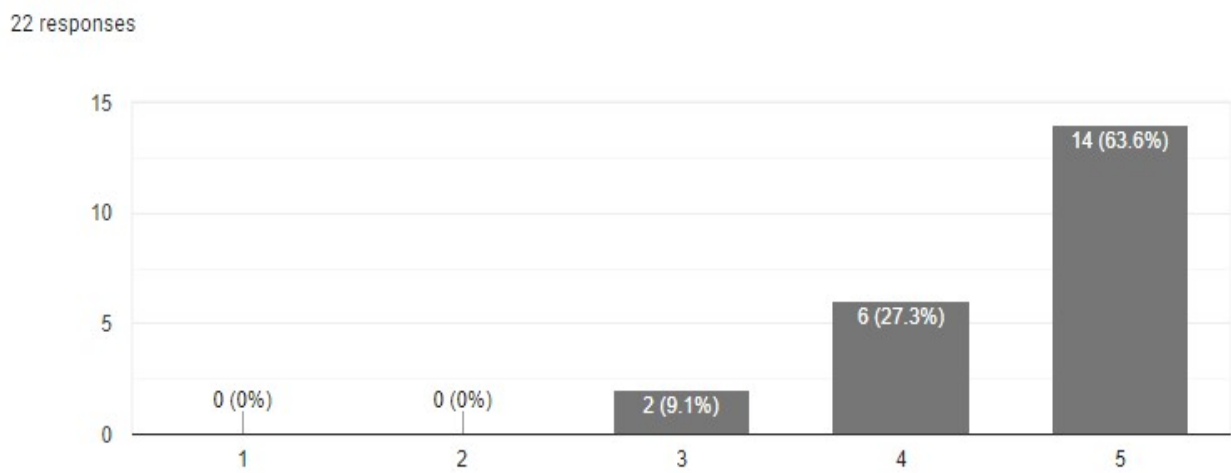
If Yes, whether this session is better than the previous one



The subject expert delivered the content well

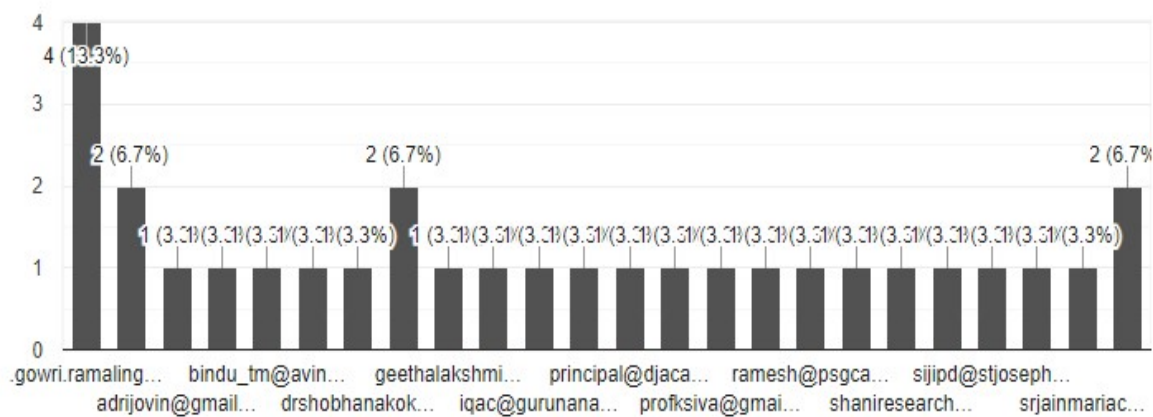


The subject expert was a good communicator

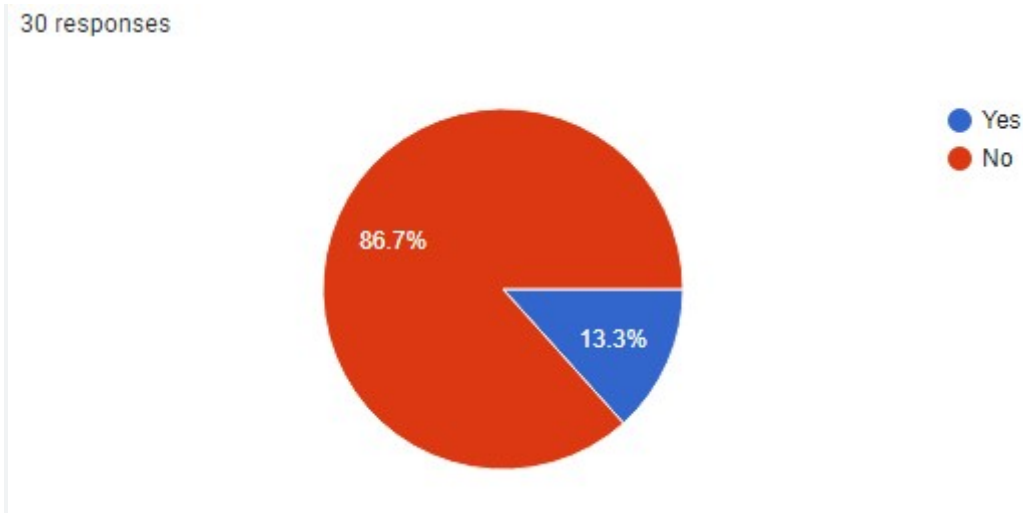


SESSION:7

30 responses

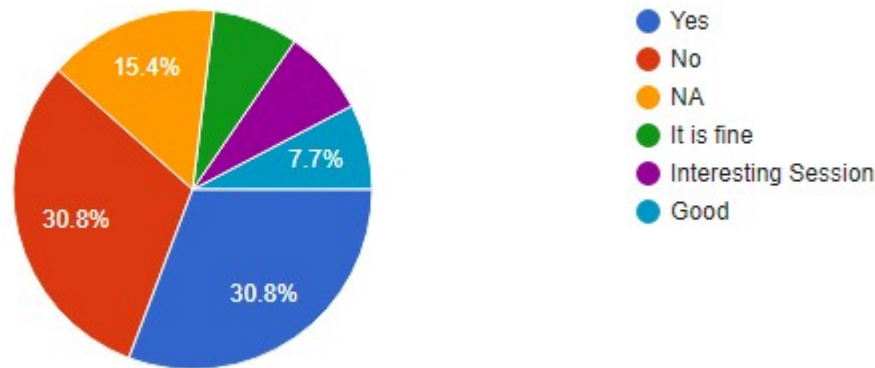


Whether the session of this type was attended earlier by you?

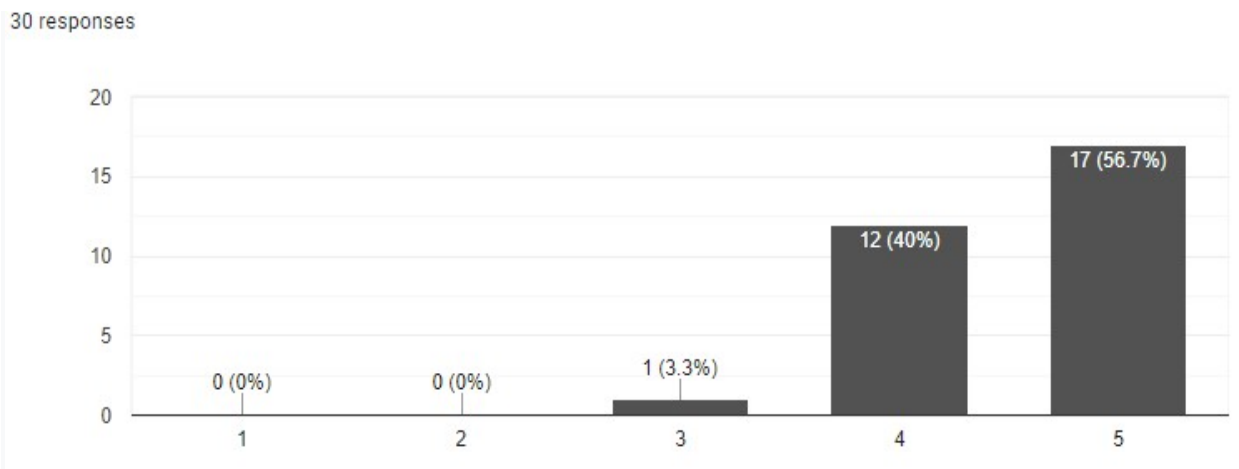


If Yes, whether this session is better than the previous one

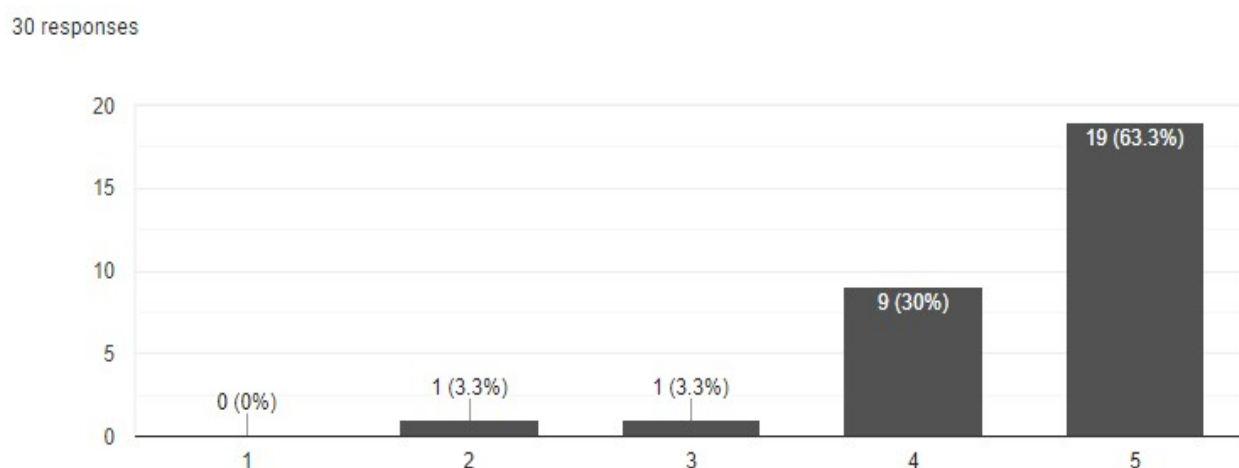
13 responses



The subject expert delivered the content well



The subject expert was a good communicator

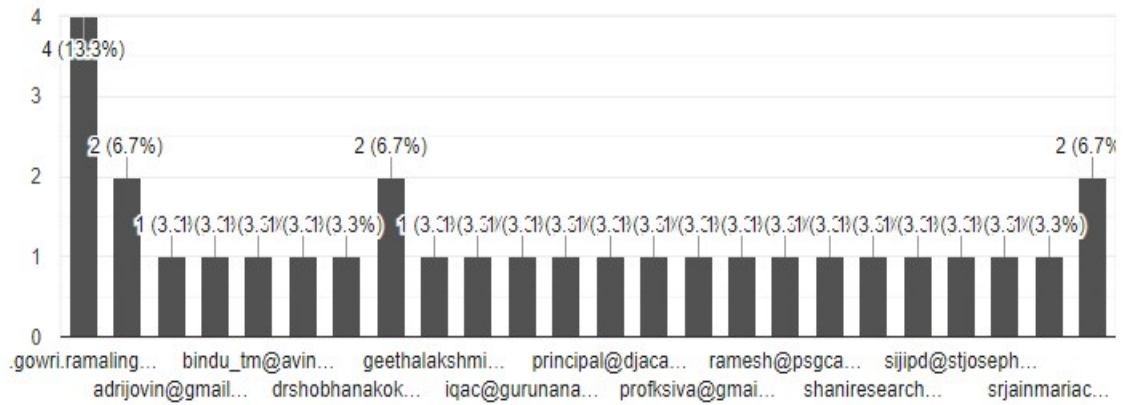


### III. Feedback Report for 22/02/2023

Inauguration & Special Address is given by Financial Planning and Management Prof. D. Lazar Finance Officer Pondicherry University Pondicherry Academic Leadership and NEP 2020 is discussed by Preparing for Institutional Assessment and Accreditation Dr G Jayaraman Professor-Higher Academic Grade and Dean-Academics Vellore Institute of Technology Research Leadership is described by Conflict Management and overcoming barriers for effective leadership Prof.Kamala Sankaran Professor Campus Law Centre Faculty of Law University of Delhi Sustainable Development of HEIs through Global Engagement Prof. Dr.Ir.Moch.SasmitoDjati, Vice Rector, Brawijaya University, Malang, Activity III is conducted by Mr.K.Seetharam,Director,Silver tongue, Coimbatore.

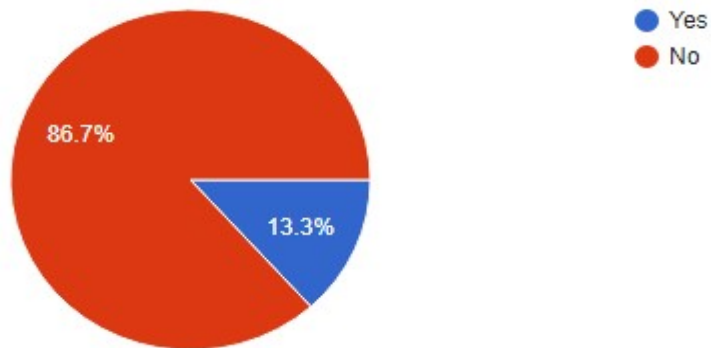
**SESSION:8**

30 responses



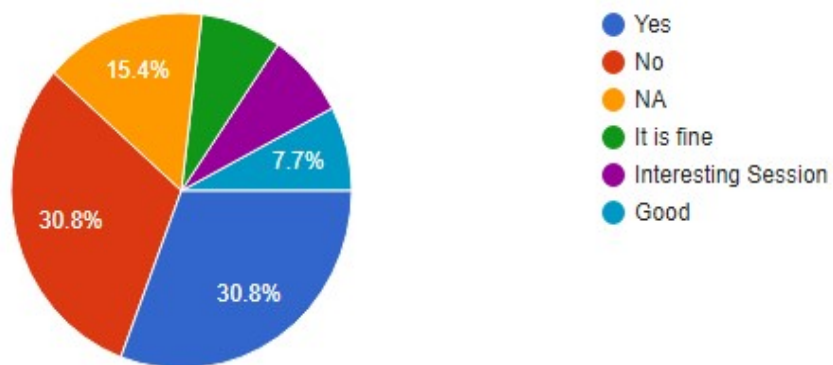
Whether the session of this type was attended earlier by you?

30 responses



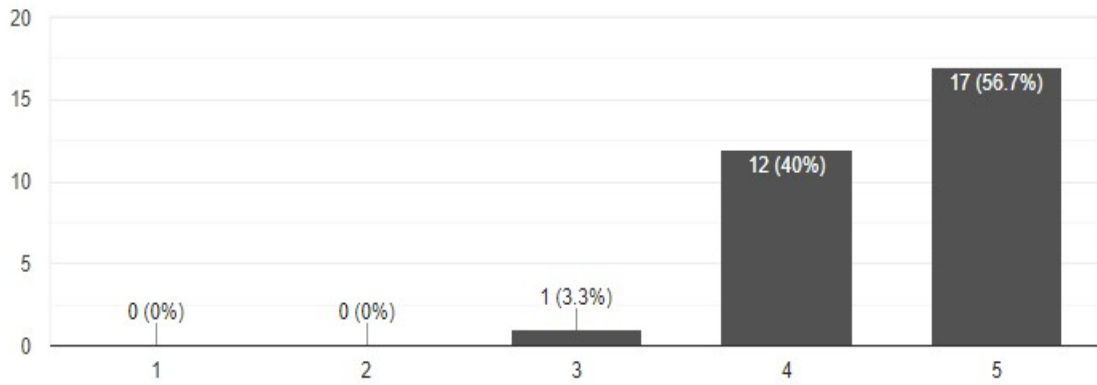
If Yes, whether this session is better than the previous one

13 responses



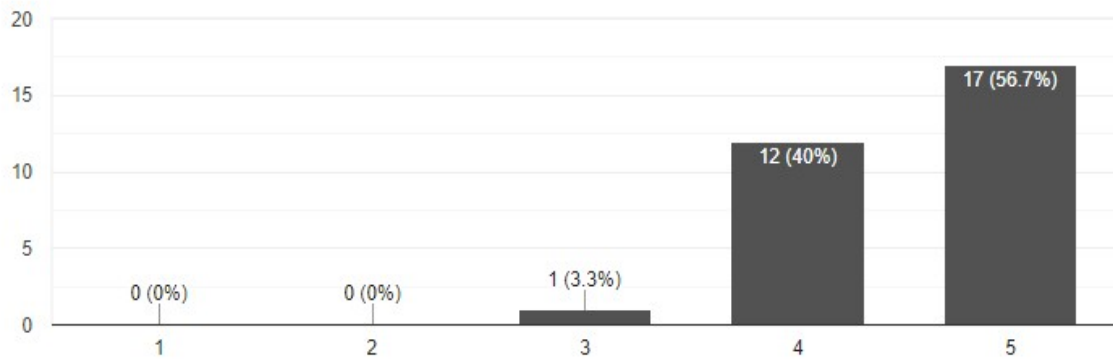
The subject expert delivered the content well

30 responses

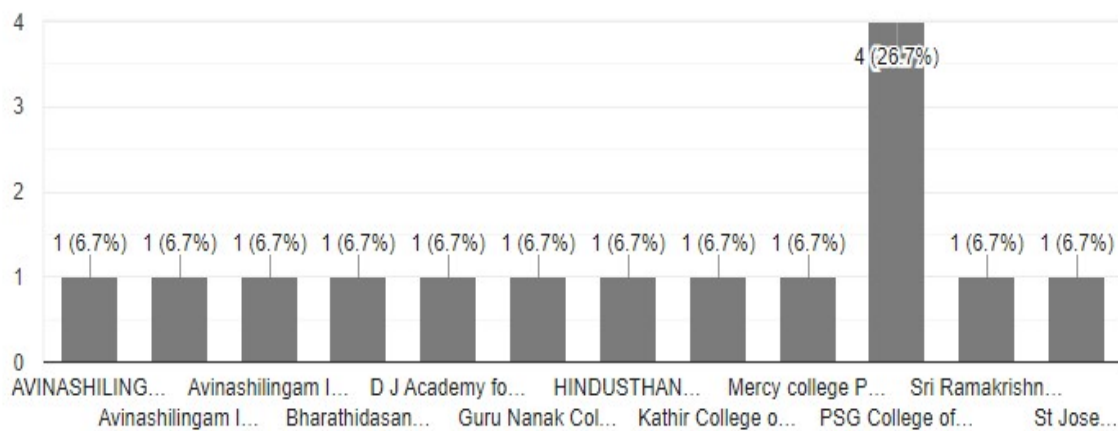


The subject expert was a good communicator

30 responses



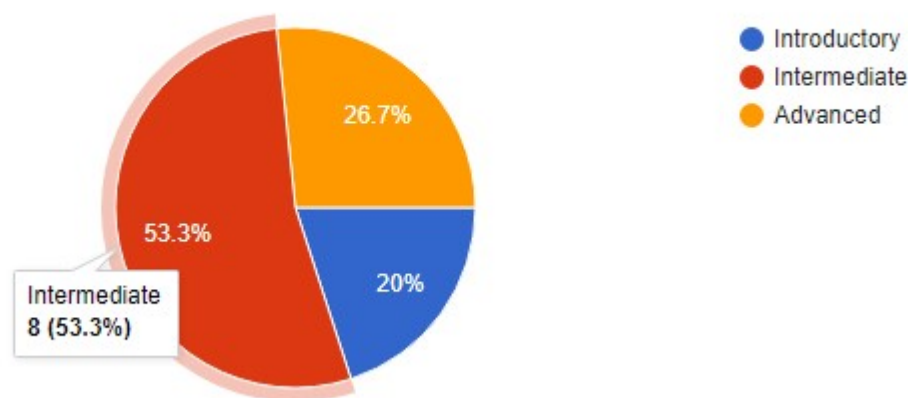
15 responses





In your opinion, this session is

15 responses

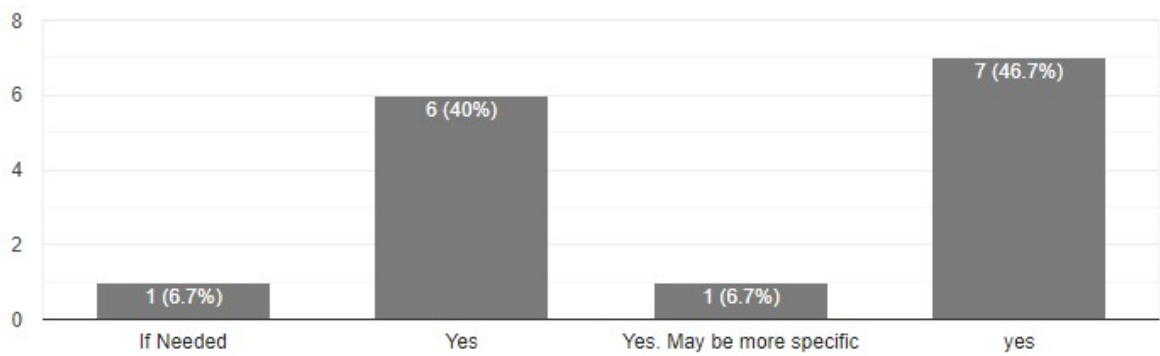


What did you most appreciate/enjoy/think was best about the Session?

- Goals and activities to be followed towards Institutional Accreditation and Assessment
- NAAC Assessment Process
- Philosophical outlook towards A &A
- Distinguishing Assesment& Accreditation
- very clear points delivered on the whole of Institutional growth was delivered
- All fine
- Welfare of all stakeholders and meaningful programmes
- importance of planning

Do you want any similar session in future?

15 responses

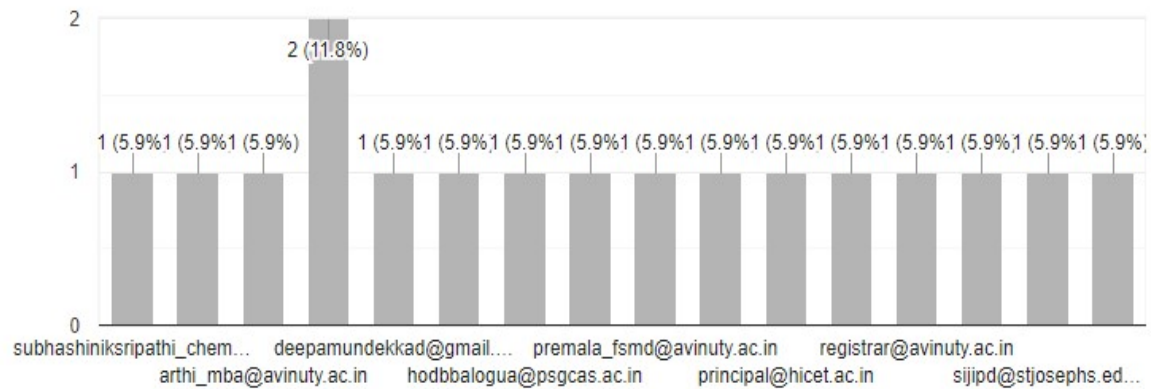


- no
- 
- Excellent session
- nil
- None
- Good resource person

All fine  
NA  
Very good

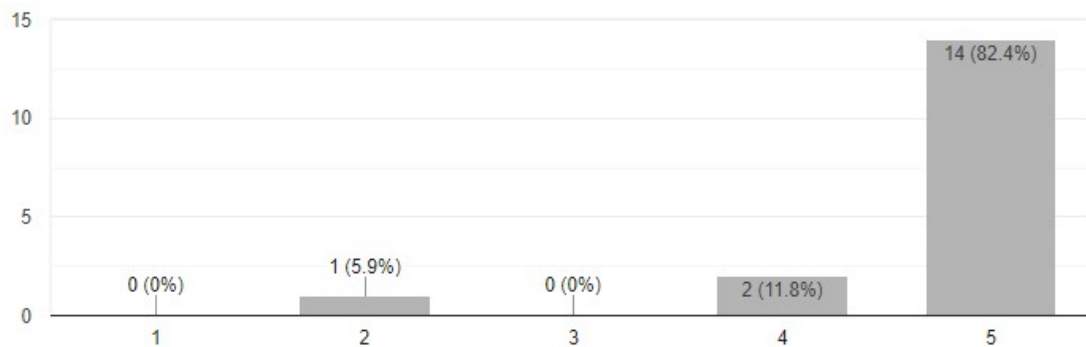
## SESSION:10

17 responses



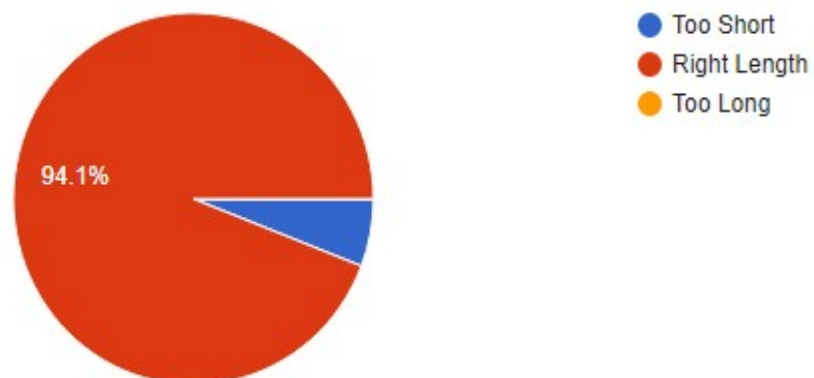
The subject expert was knowledgeable on the topic

17 responses



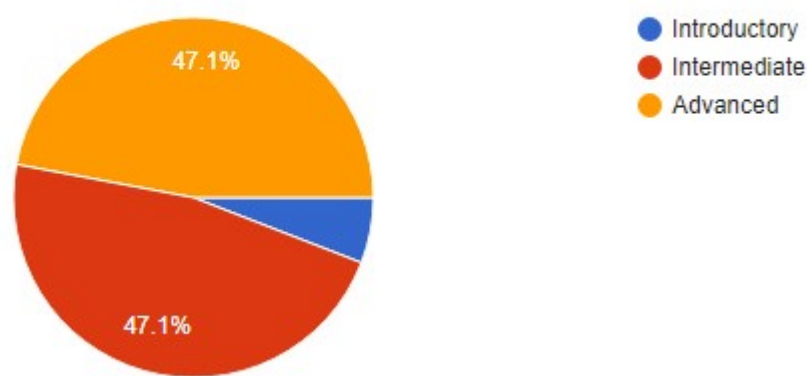
For the topic, this session is

17 responses



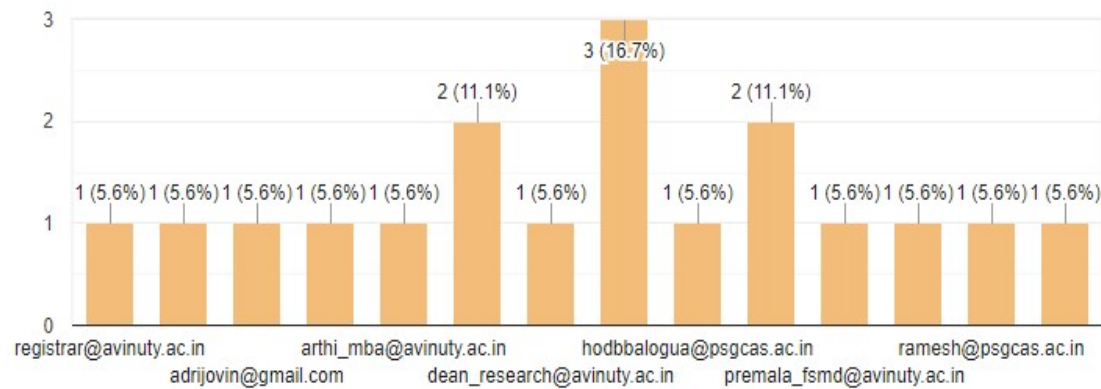
In your opinion, this session is

17 responses



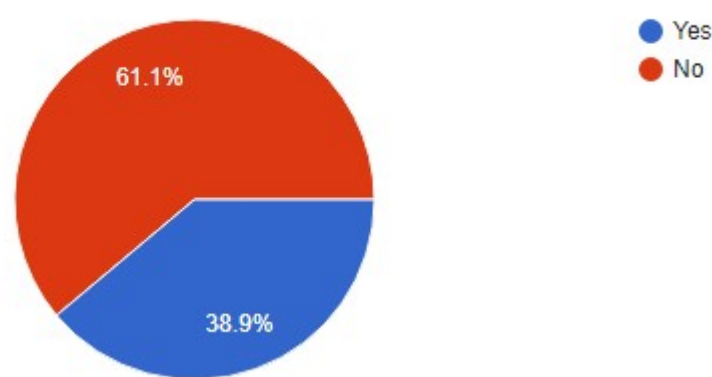
SESSION:11

18 responses



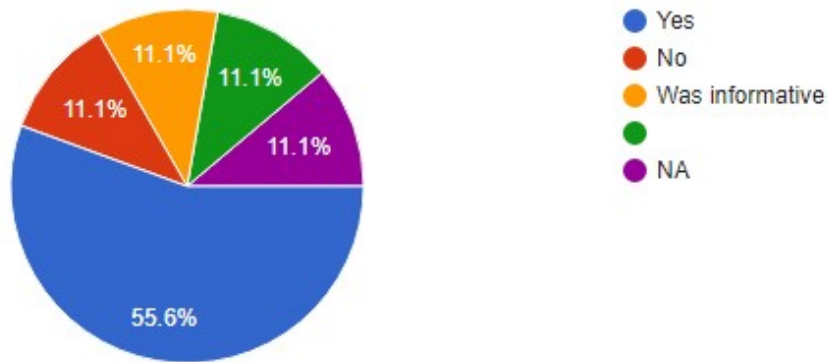
Whether the session of this type was attended earlier by you?

18 responses

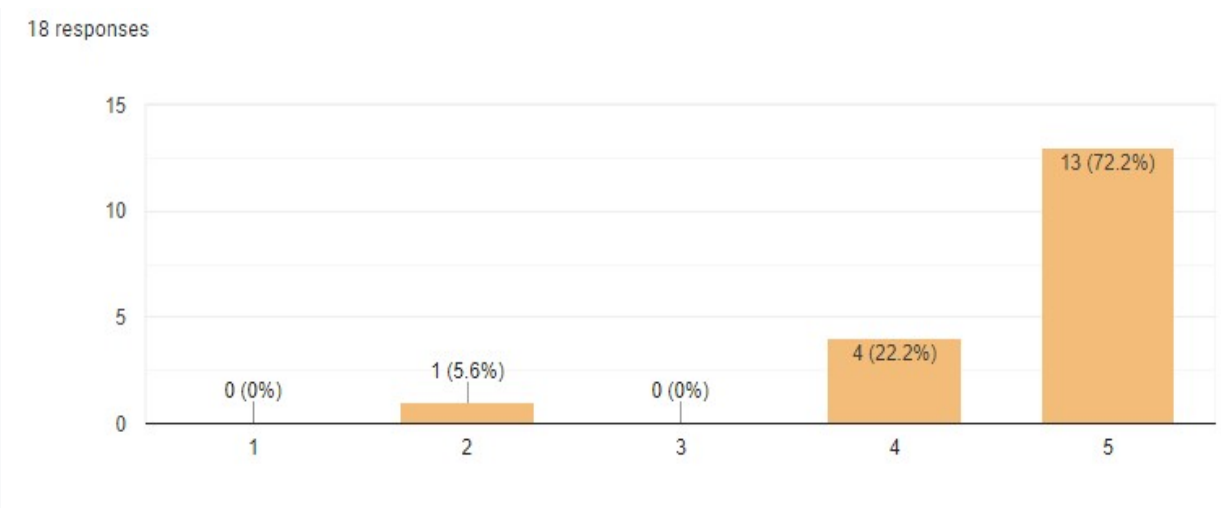


If Yes, whether this session is better than the previous one

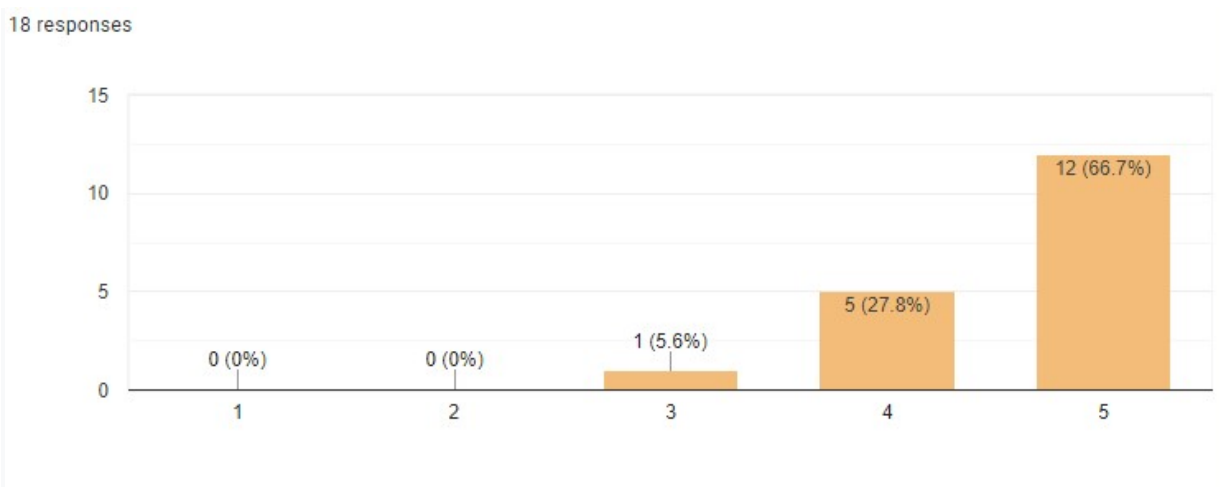
9 responses



The subject expert delivered the content well



The subject expert was a good communicator

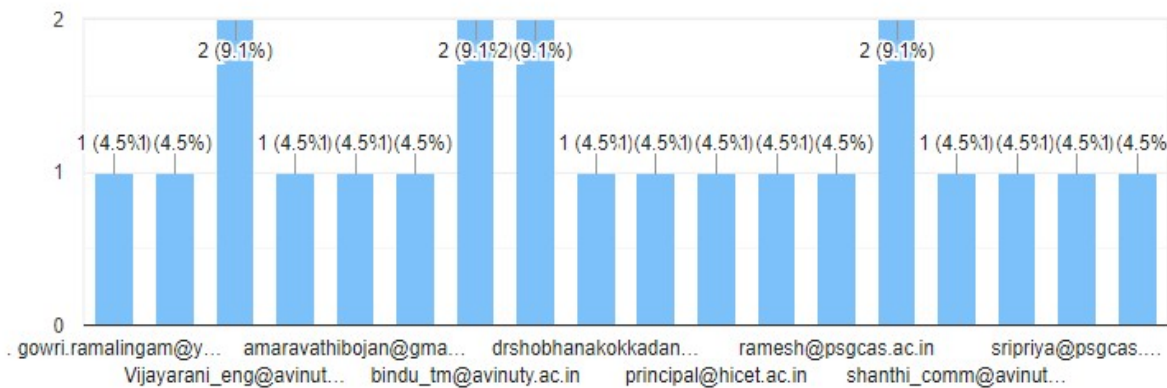


#### IV. Feedback Report for 24/02/2023

Inauguration & Special Address Prof. Mini ShajiThomas Dean-Faculty of Engineering and Technology Jamia Millia Islamia New Delhi Academic Leadership and NEP Dr C Rajkumar Founding Vice Chancellor O P Jindal Global

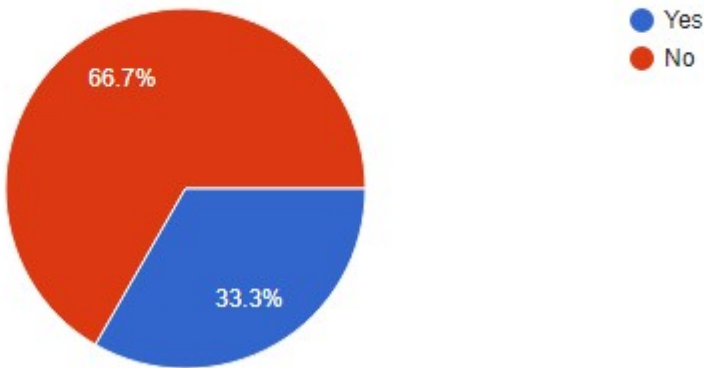
University Sonipat Haryana Research Leadership Mr. Shiva Sivasubramaniam Founder-Director Biomimicry IIT, Madras Activity V conducted by Prof. Sundar Wilson Director of Anugraha, Capuchin Institute of Psychotherapy Dindigul

22 responses



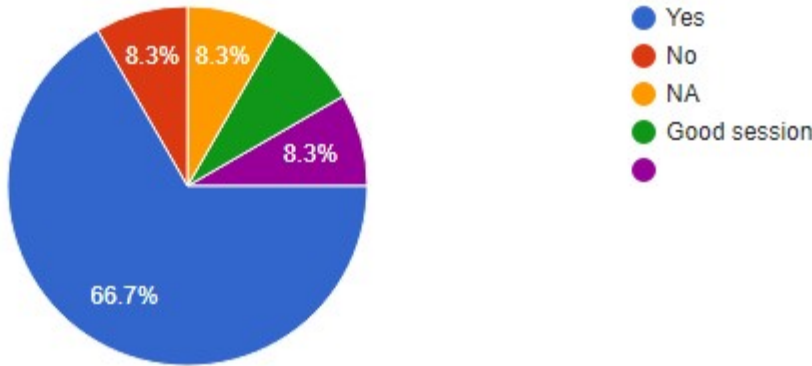
Whether the session of this type was attended earlier by you?

21 responses



If Yes, whether this session is better than the previous one

12 responses

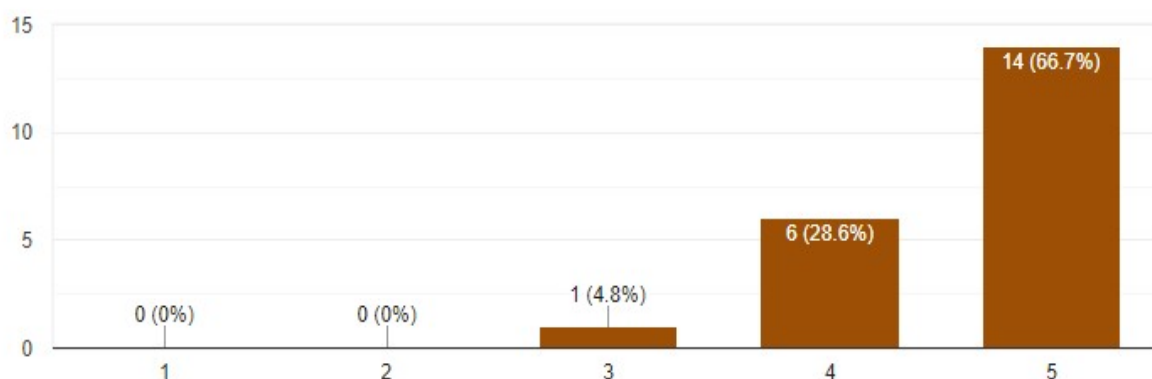




The subject expert delivered the content well

 Copy

21 responses

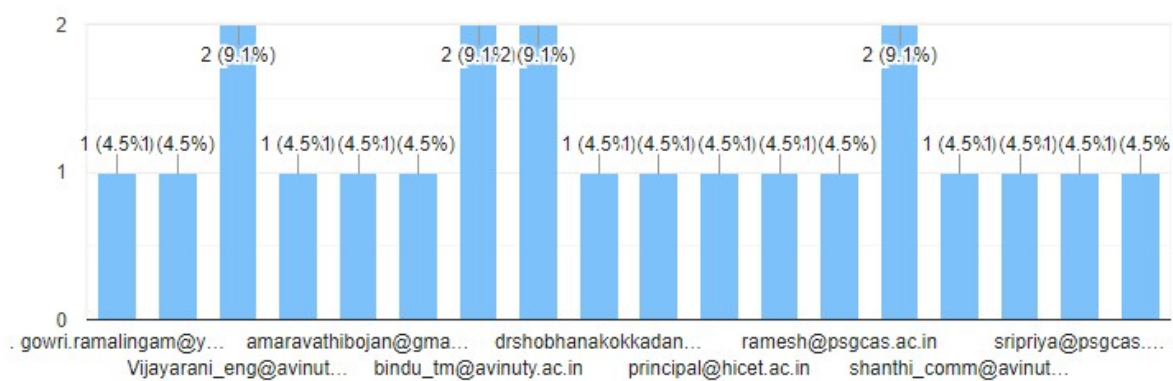


## SESSION:13

Email

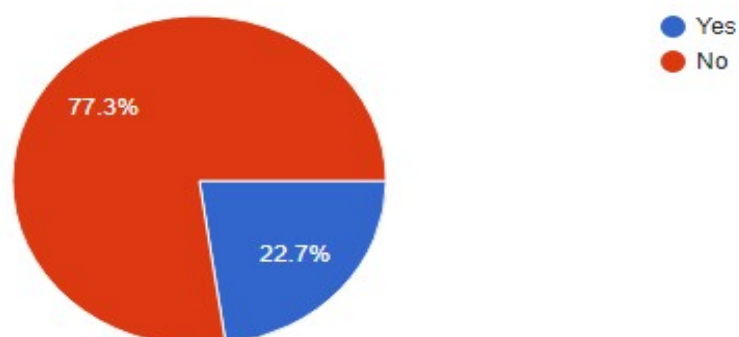
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22 responses



Whether the session of this type was attended earlier by you?

22 responses



What did you most appreciate/enjoy/think was best about the Session?

22 responses

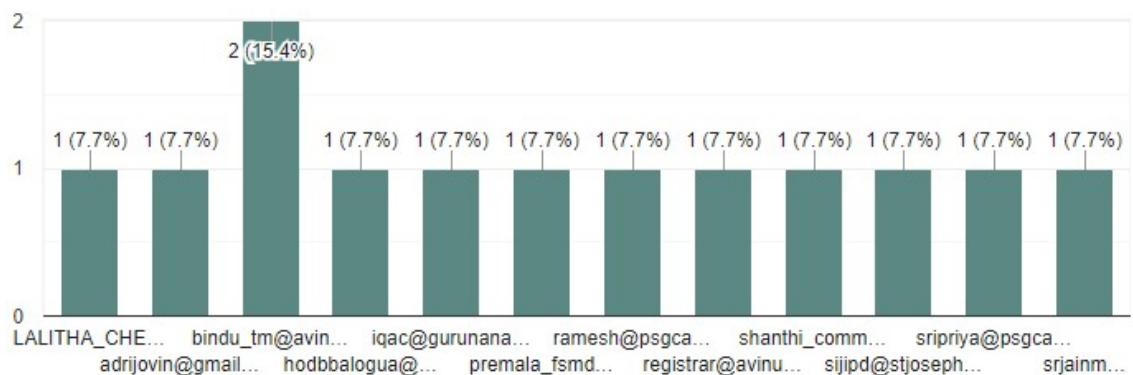
explanation
Clarity
Non violent communication
-
Avoiding conflicts during communication
NVC
nil
emotional intelligence & social values

## SESSION:14

Email

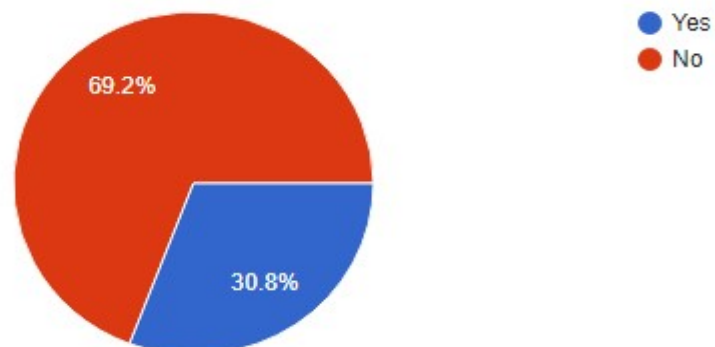
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13 responses



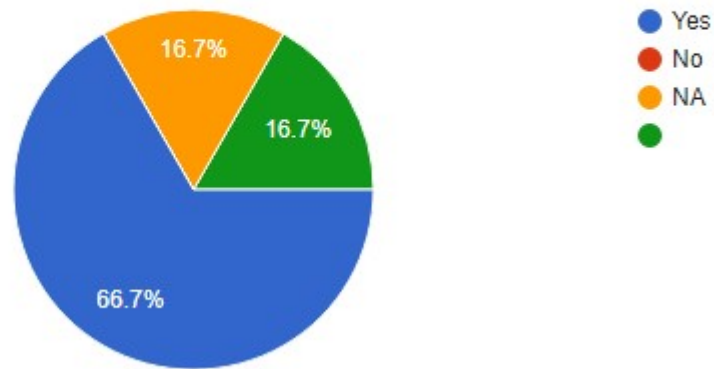
Whether the session of this type was attended earlier by you?

13 responses



If Yes, whether this session is better than the previous one

6 responses

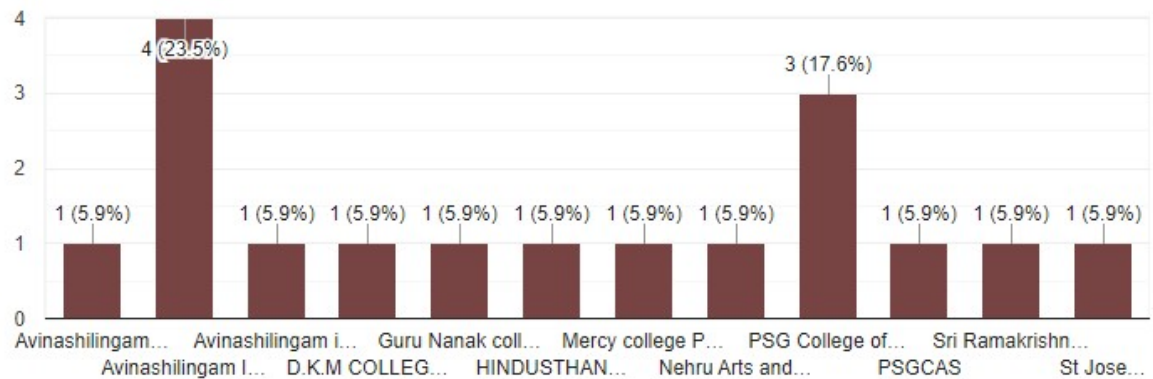


## SESSION:15

Name of the institute

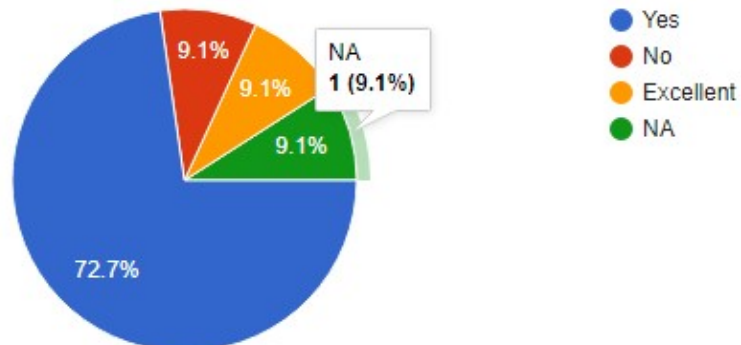
[Copy](#)

17 responses



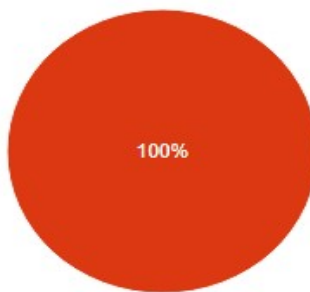
If Yes, whether this session is better than the previous one

11 responses



For the topic, this session is

17 responses



- Too Short
- Right Length
- Too Long

Any suggestions for improvement

17 responses

Nil
nil
EXCELLENT SESSION
no
More sessions
very good
looking forward to hear more from the Dr Paul Prathap
well organised
Going good

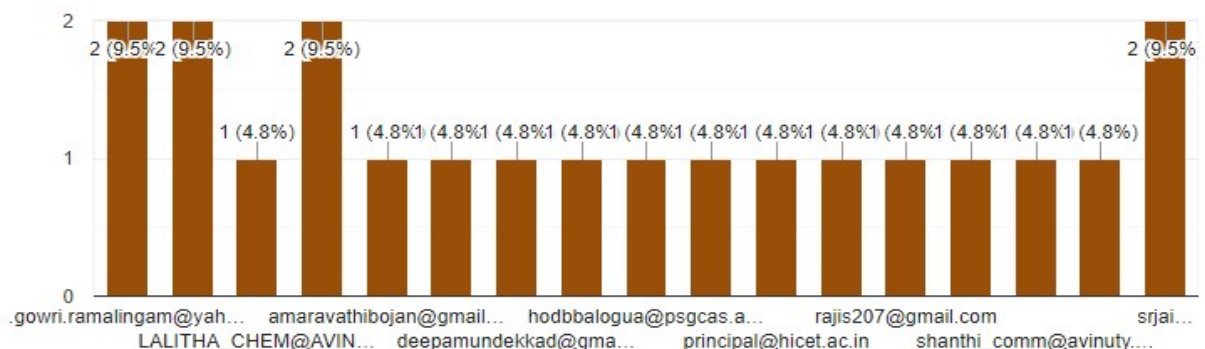
## V. Feedback Report for 25/02/2023

Inauguration & Special Address Sivakumar Srinivasan HoD, Department of Applied Mechanics IIT Madras Academic Leadership and NEP Prof P SubrahmanyaYadapadithaya VC, Mangalore University 9449207503 Research Prof. Manas K Mandal Distinguished Visiting Professor IIT Kharagpur, Madras Activity IV conducted by Prof. S Venkatesh Founder and Managing Director Gene Macron Media Interactive India Pvt. Ltd Coimbatore

Email

21 responses

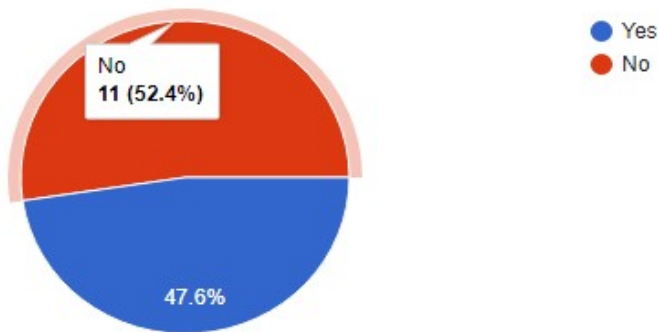
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SESSION:16

Whether the session of this type was attended earlier by you?

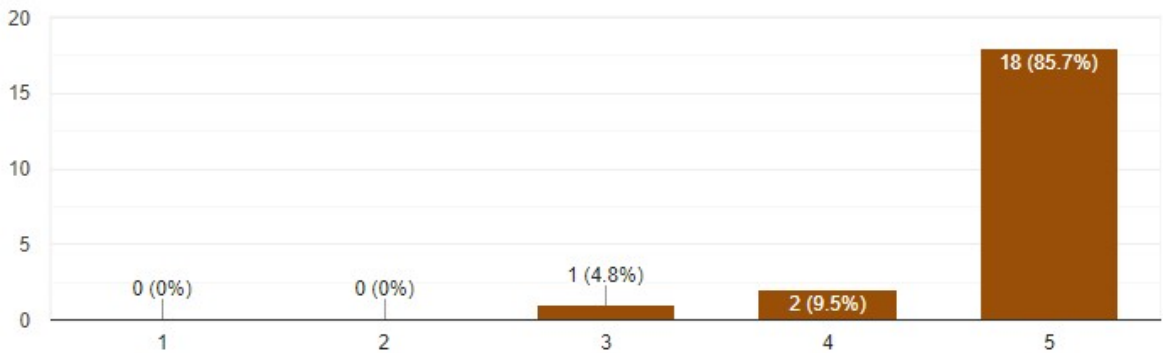
21 responses



The subject expert was a good communicator

Copy

21 responses



Any suggestions for improvement

21 responses

Nil
No
nil
Good going
All fine
EXCELLENT SESSION
Women Leadership not concentrated
Well organised

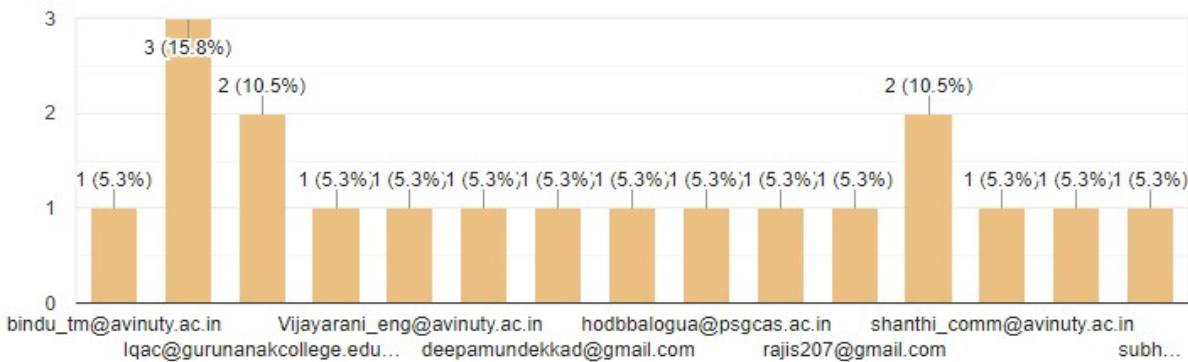


SESSION:17

Email

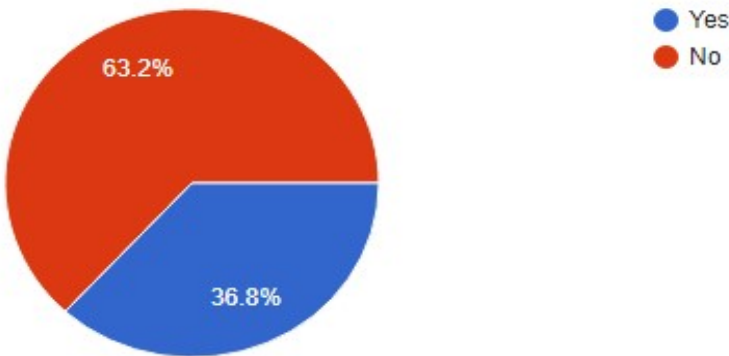
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19 responses



Whether the session of this type was attended earlier by you?

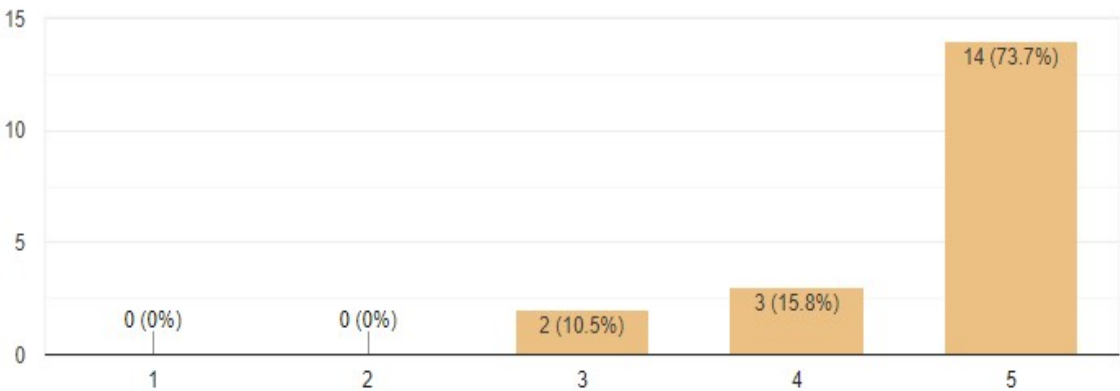
19 responses



The subject expert delivered the content well

Copy

19 responses



## What did you most appreciate/enjoy/think was best about the Session?

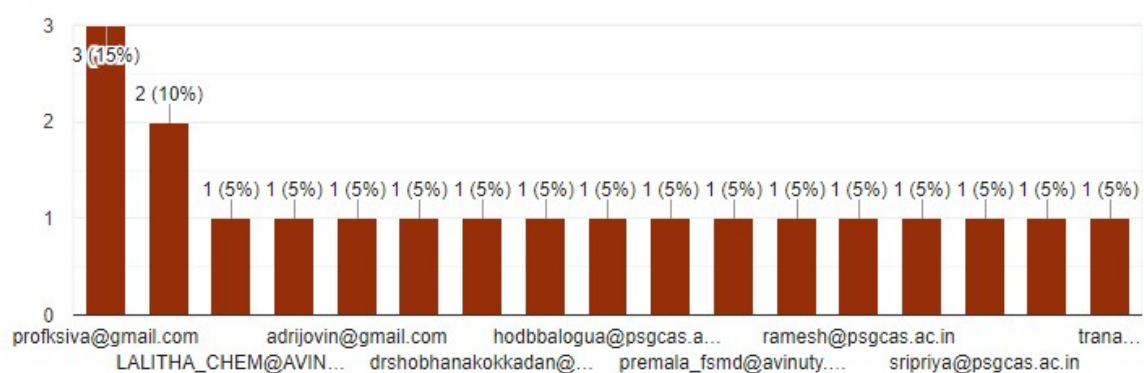
19 responses

All fine
Good talk
very great job!
VERY INFORMATIVE
Inter disciplinary and research
Philanthropic centre's. Connecting community, faculty diversity.
Skills for Higher Education leaders, Collaboration
very useful
CHALLENGES IN WORKING ENVIRONMENTS

Email

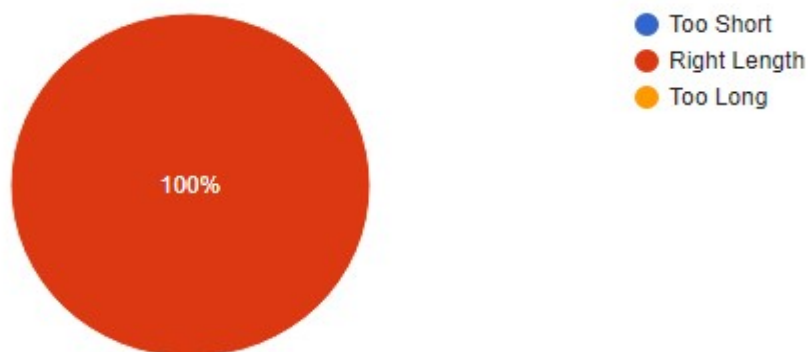
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20 responses



For the topic, this session is

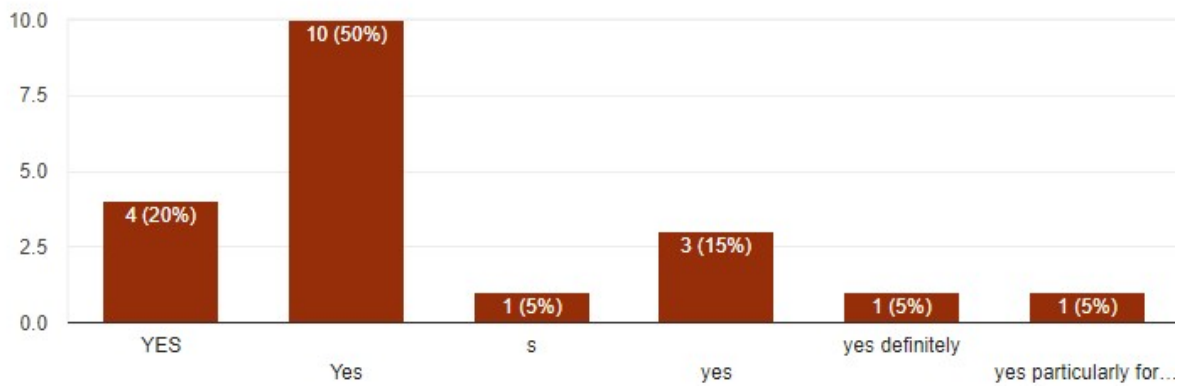
20 responses



Do you want any similar session in future?

 Copy

20 responses



Any suggestions for improvement

20 responses

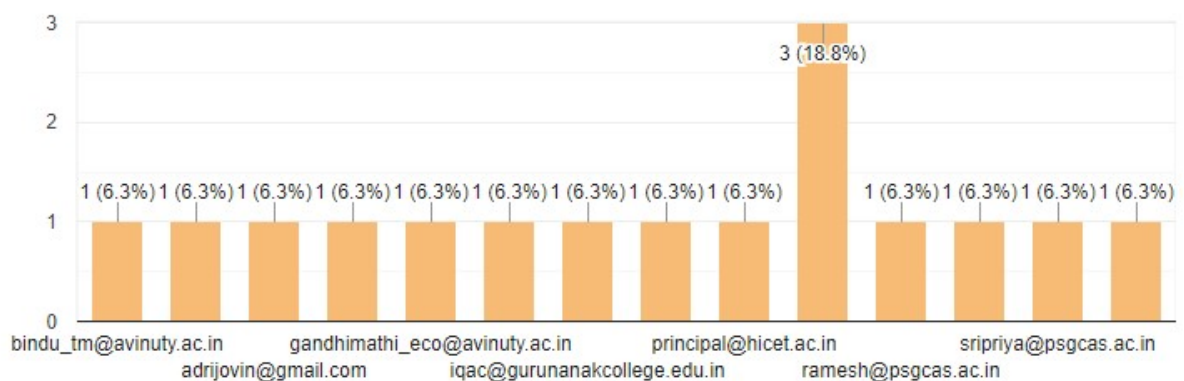


## SESSION:19

Email

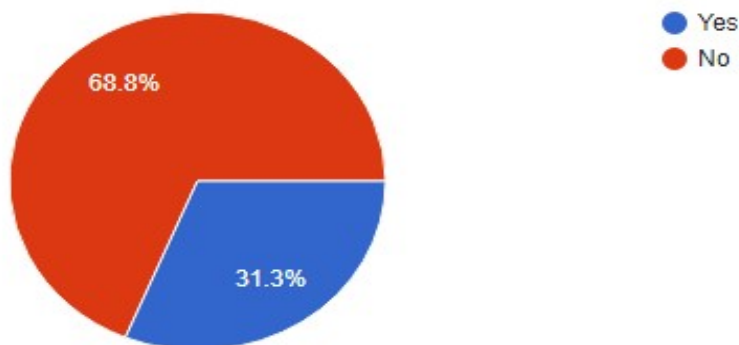
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16 responses



Whether the session of this type was attended earlier by you?

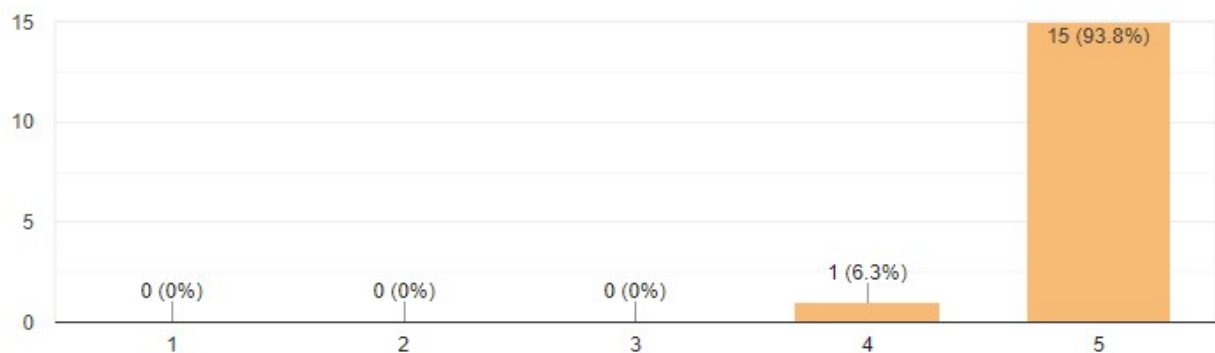
16 responses



The subject expert was a good communicator

 Copy

16 responses



Any suggestions for improvement

16 responses

nil
NO
Offline will be better experience
Nil
EXCELLENT SESSION
NA
-
None
Well organised

## VI. Feedback Report for 26/02/2023

Inauguration & Special Swami JagadatmanandaSaraswatiArsha Vidya GurukulamAnaikatti

Academic Leadership and NEP Prof.KannanMoudgalya, IIT,Bombay Research Leadership Prof. Sudesh Mukhopadhyay Former Chairman Rehabilitation Council of India Madras Activity VII conducted by Prof. Panchanatham Former Vice Chancellor Tamil Nadu Teacher's Education University Chennai

### SESSION:20

Email

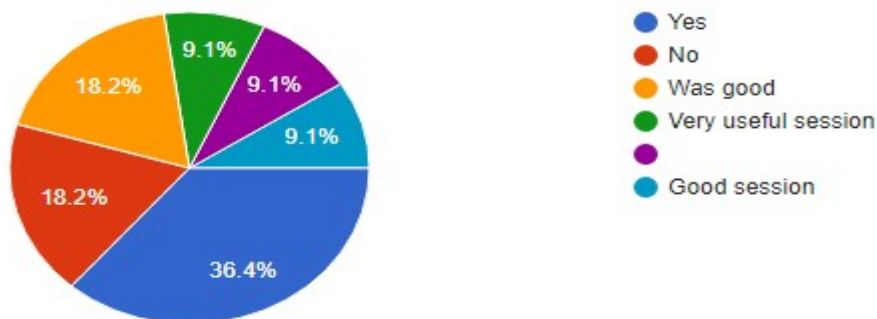
21 responses

 Copy



If Yes, whether this session is better than the previous one

11 responses



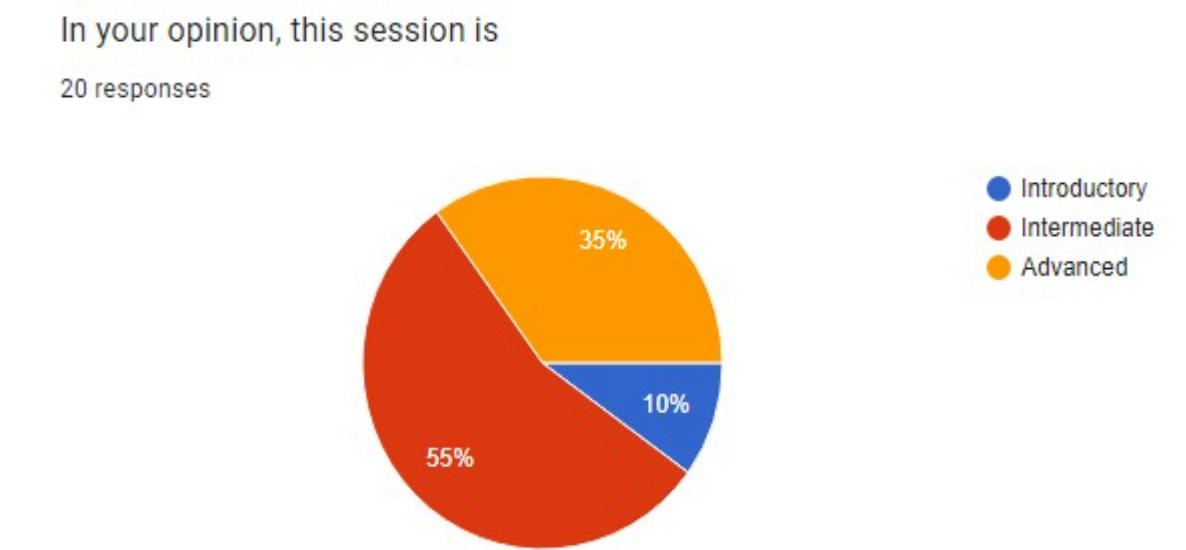
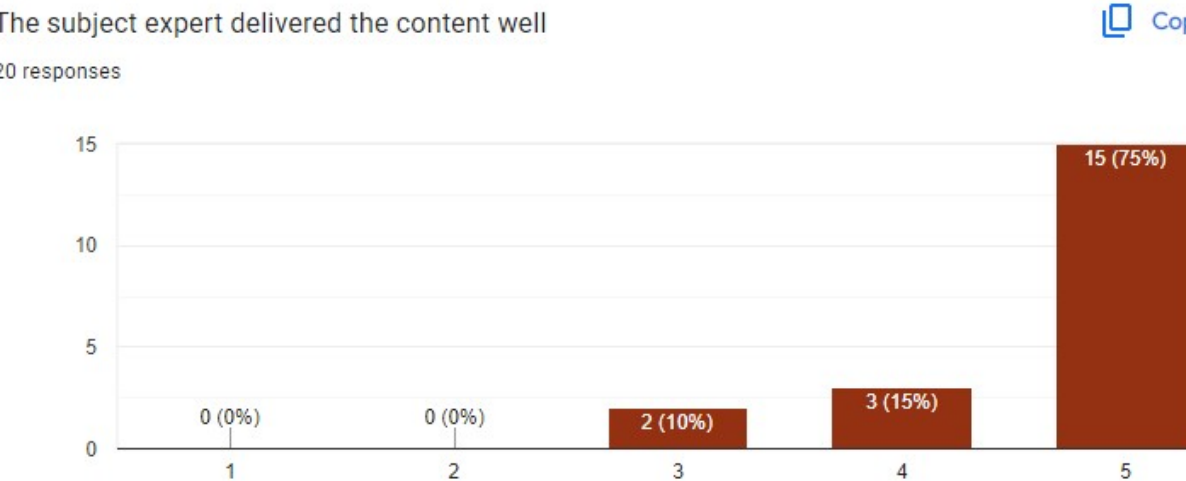
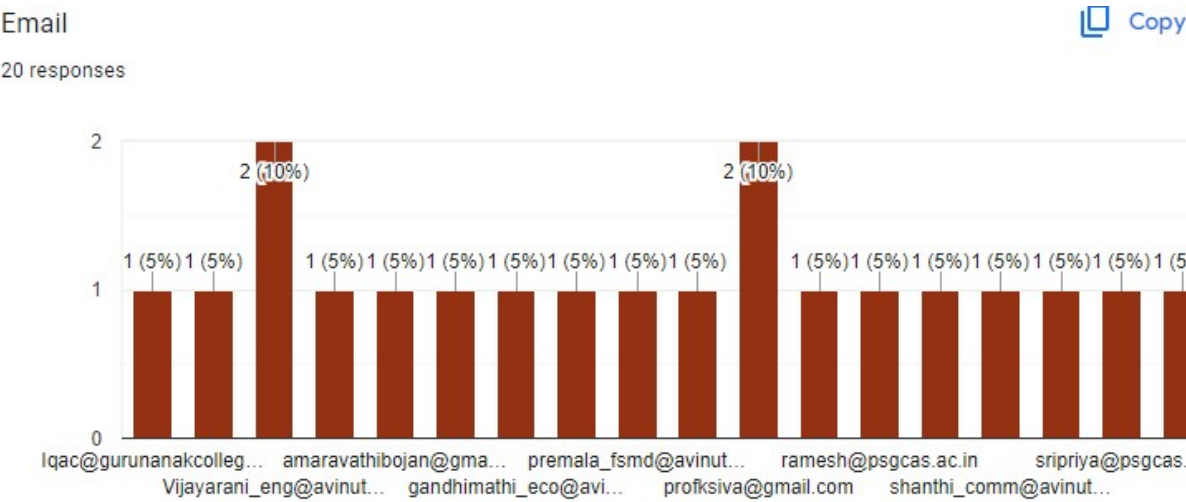
Any suggestions for improvement

21 responses

No
Good going
-
nil
Well organised
Mind blowing session
NA
Good resource person
Nothing



SESSION:21

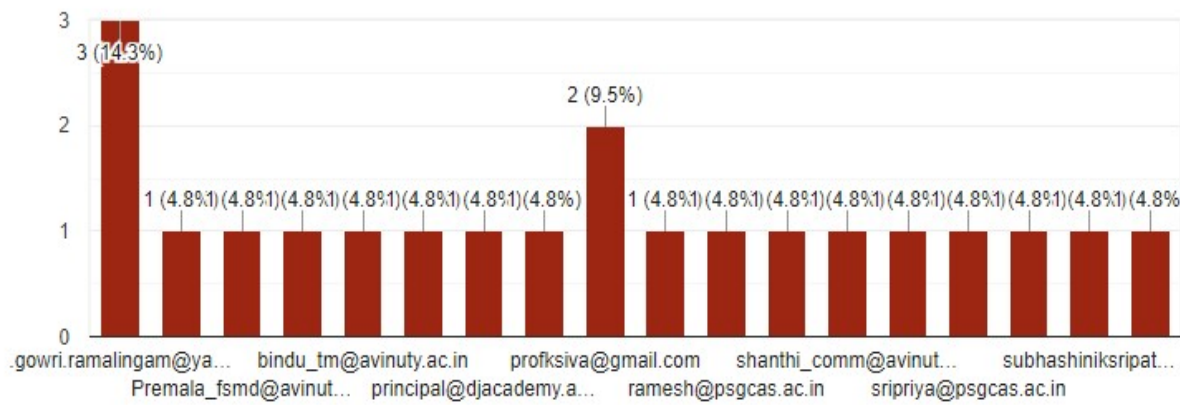


SESSION:22

Email

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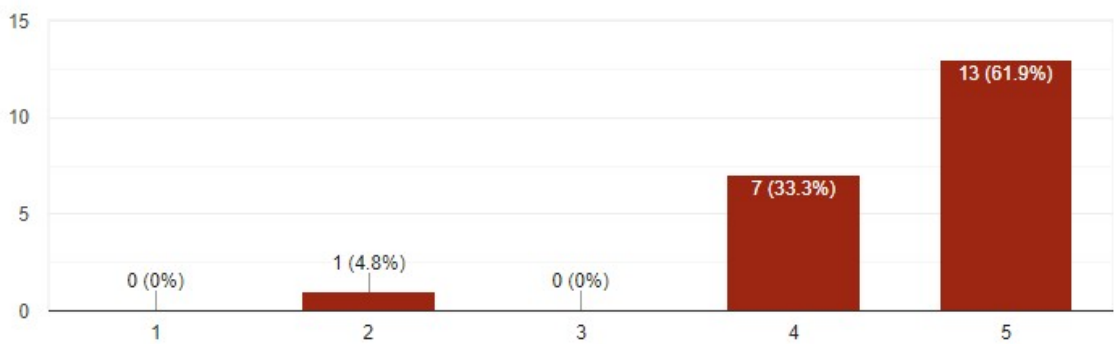
21 responses



The subject expert delivered the content well

 Copy

21 responses



For the topic, this session is

21 responses

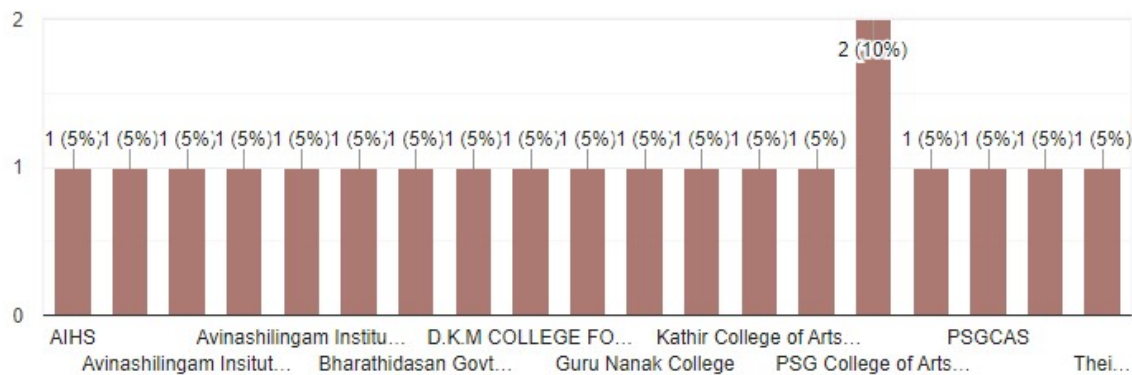


SESSION:23

Name of the institute

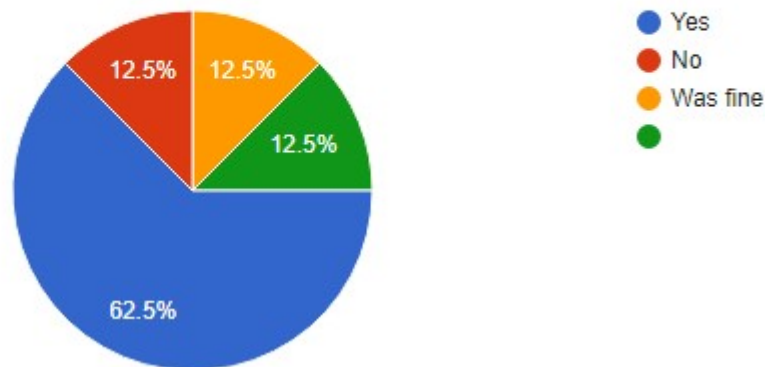
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20 responses



If Yes, whether this session is better than the previous one

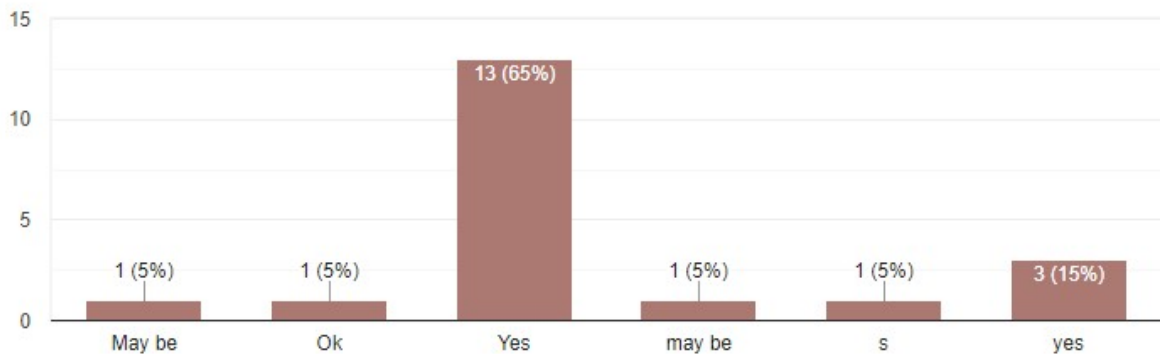
8 responses



Do you want any similar session in future?

 Copy

20 responses



VII. Feedback Report for 27/02/2023

Inauguration & Special Address Prof. Kumar Suresh National Institute of Educational Planning and Administration (NIEPA), New Delhi Academic Leadership and NEP Mr.K.Seetharam Director Silver Tongue Coimbatore Research

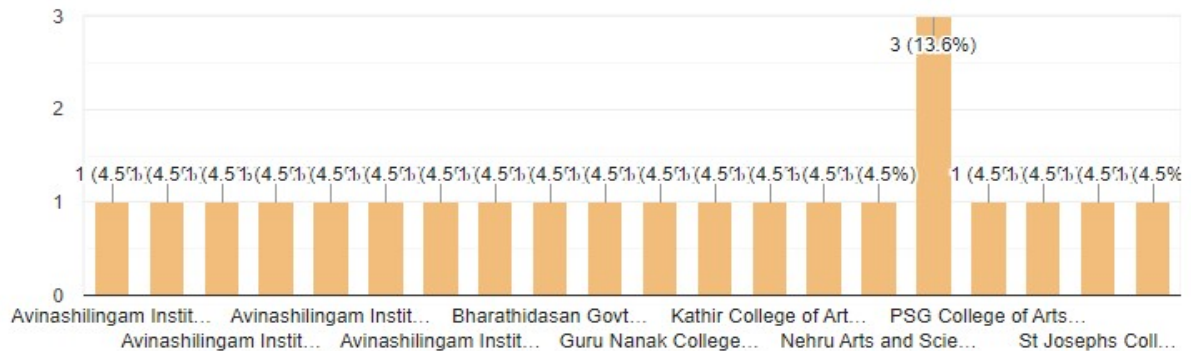
Prof. Madaswamy Moni Retd. Director General, National Informatics Centre, Govt. of India., Madras Activity VIII conducted by Dr.V.NRajasekharan pillai Somaiya Vidyavihar University Mumbai

## SESSION:24

Name of the institute

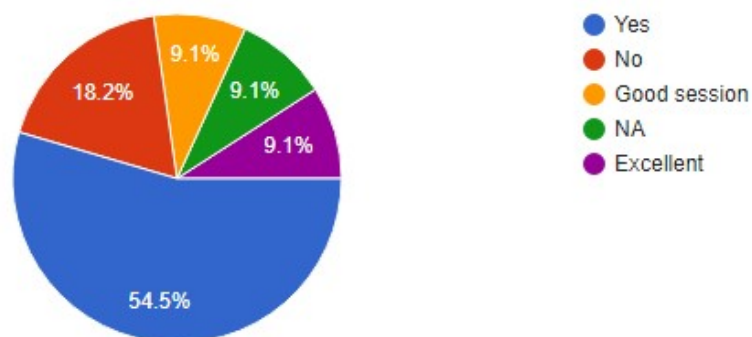
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22 responses



Whether the session of this type was attended earlier by you?

11 responses



What did you most appreciate/enjoy/think was best about the Session?

22 responses

### Importance of spirituality in education

Learnt the true meaning of Karma and Karmayogi

Appreciate

Everything

## Spiritual concepts

integration of spiritual value into education

### Transformation of a teacher to guru

content

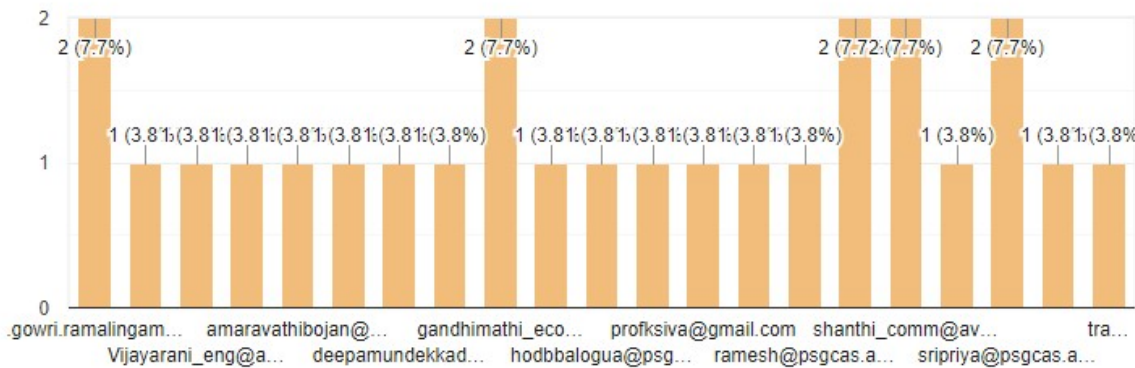
## Connecting spirituality and leadership

SESSION:25

Email

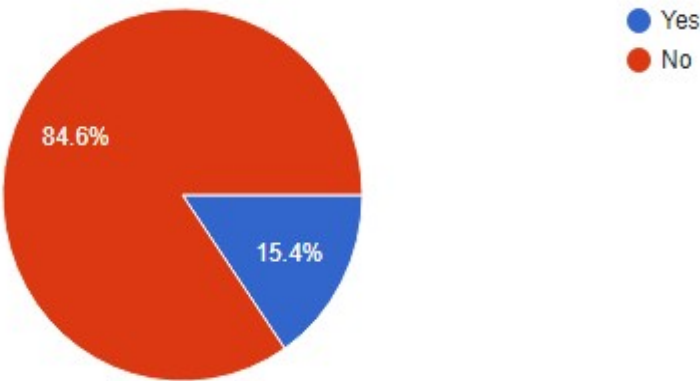
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26 responses



Whether the session of this type was attended earlier by you?

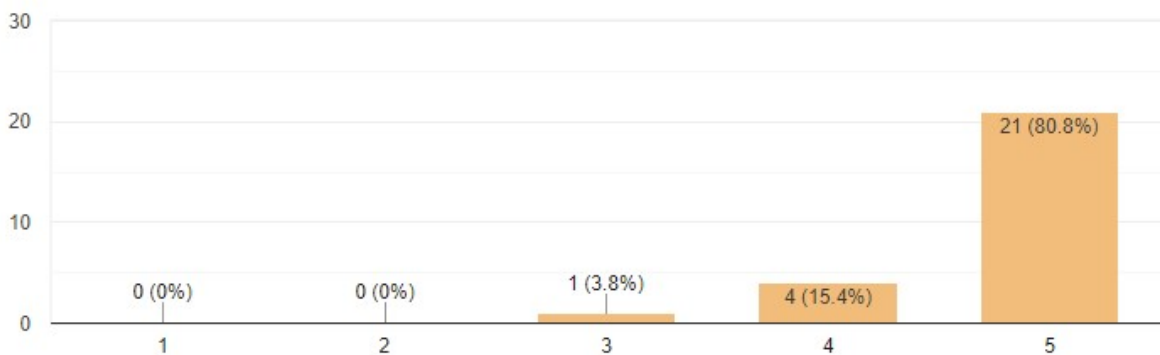
26 responses



The material was presented in an organized manner

 Copy

26 responses





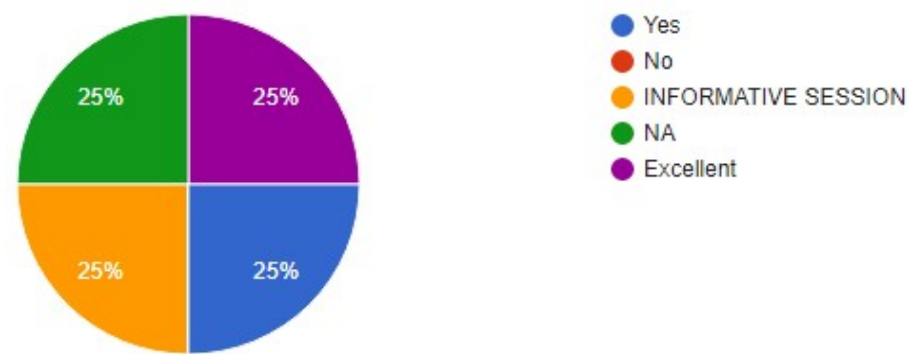
Email

10 responses

bindu_tm@avinuty.ac.in
shanthi_comm@avinuty.ac.in
amaravathibojan@gmail.com
subhashiniksripathi_chem@avinuty.ac.in
iqac@gurunanakcollege.edu.in
drshobhanakokkadan@gmail.com
deepamundekkad@gmail.com
Vijayarani_eng@avinuty.ac.in
gandhimathi_eco@avinuty.ac.in

If Yes, whether this session is better than the previous one

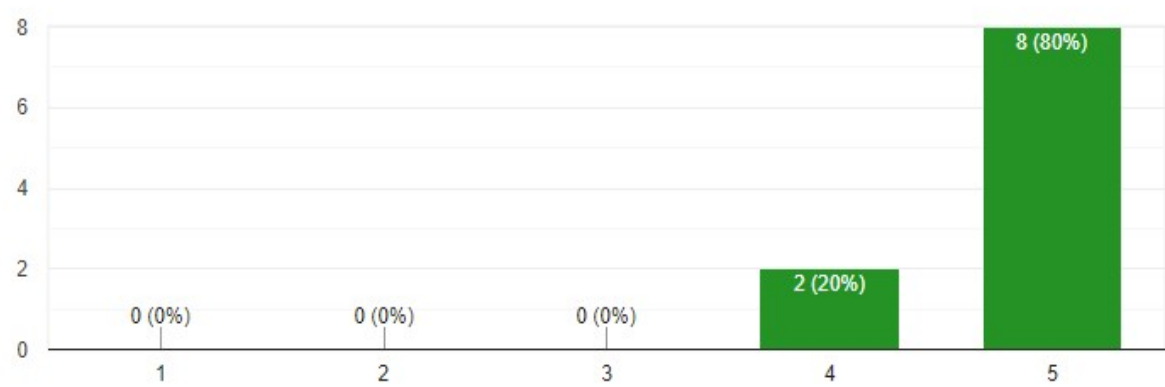
4 responses



The subject expert delivered the content well

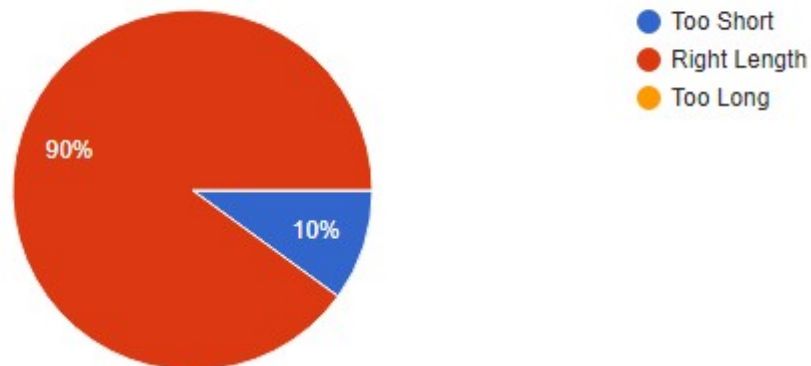
 Copy

10 responses



For the topic, this session is

10 responses

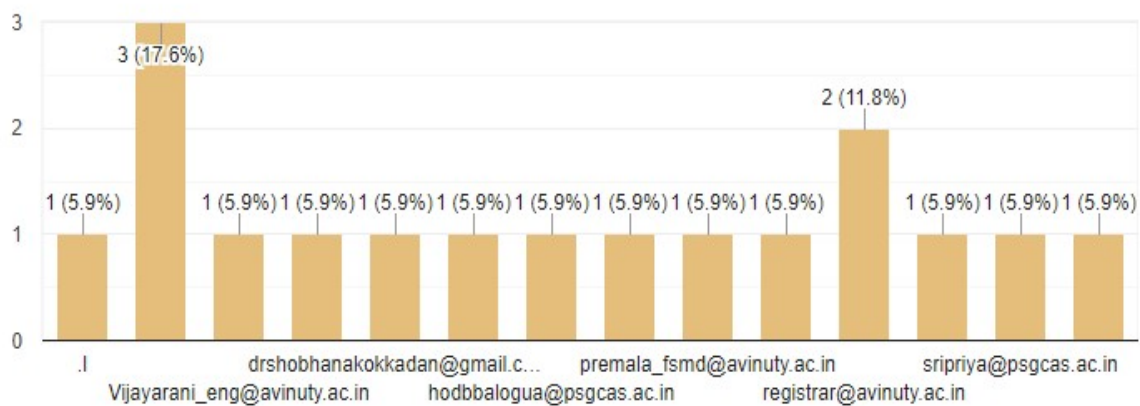


## SESSION:27

Email

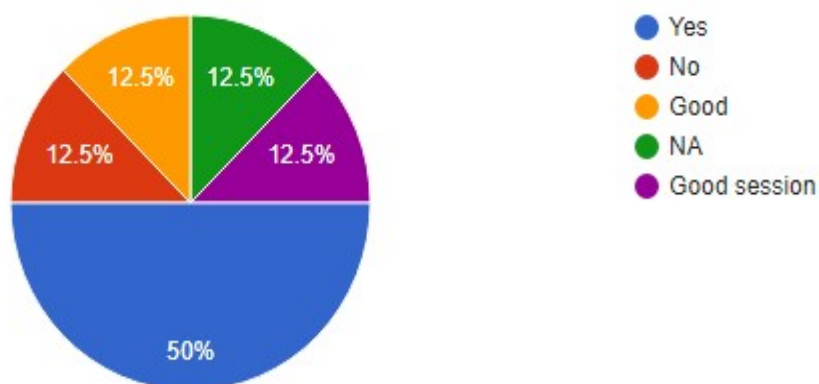
 Copy

17 responses



If Yes, whether this session is better than the previous one

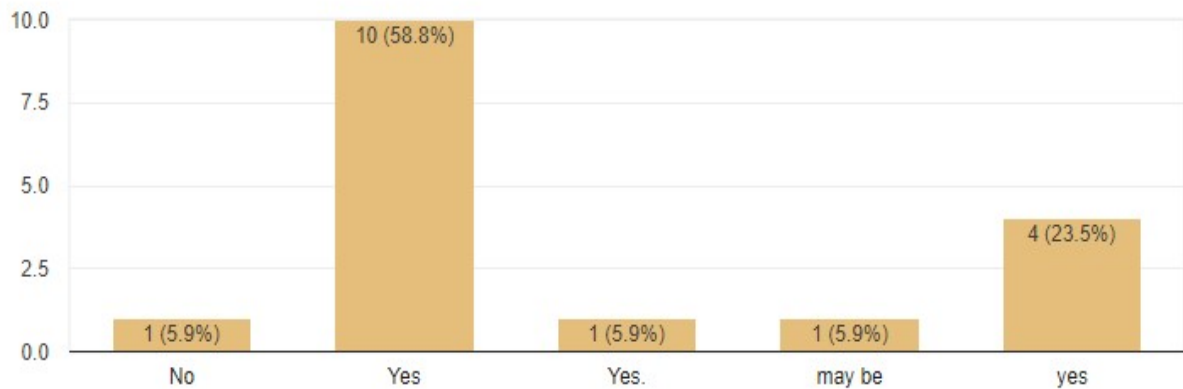
8 responses



Do you want any similar session in future?

 Copy

17 responses



### VIII. Feedback Report for 28/02/2023

Inauguration & Special Address Prof. Kumar Suresh National Institute of Educational Planning and Administration (NIEPA), New Delhi Academic Leadership and NEP Mr.K.Seetharam Director Silver Tongue Coimbatore Research Prof. Madaswamy Moni Retd. Director General, National Informatics Centre, Govt. of India., Madras Activity VIII conducted by Dr.V.NRajasekharanpillai Somaiya Vidyavihar University Mumbai

#### Email

17 responses

gowri.ramalingam@yahoo.com

shanthi\_comm@avinuty.ac.in

principal@hicet.ac.in

principal@djacademy.ac.in

sripriya@psgcas.ac.in

iqac@gurunanakcollege.edu.in

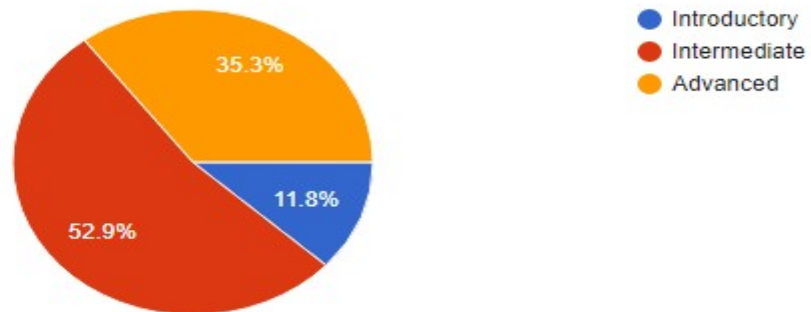
profksiva@gmail.com

amaravathibojan@gmail.com

ramesh@psgcas.ac.in

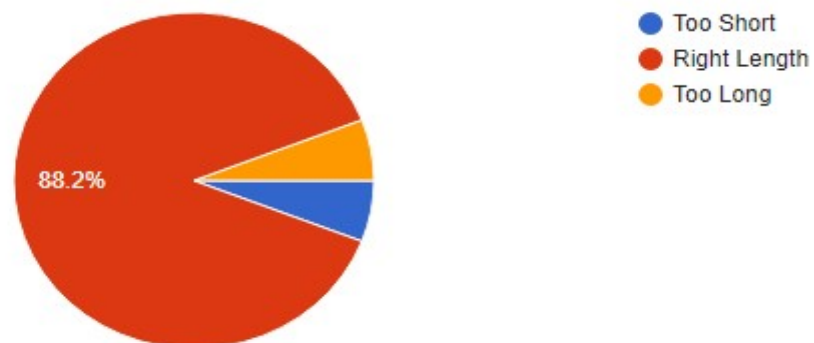
In your opinion, this session is

17 responses



For the topic, this session is

17 responses



Any suggestions for improvement

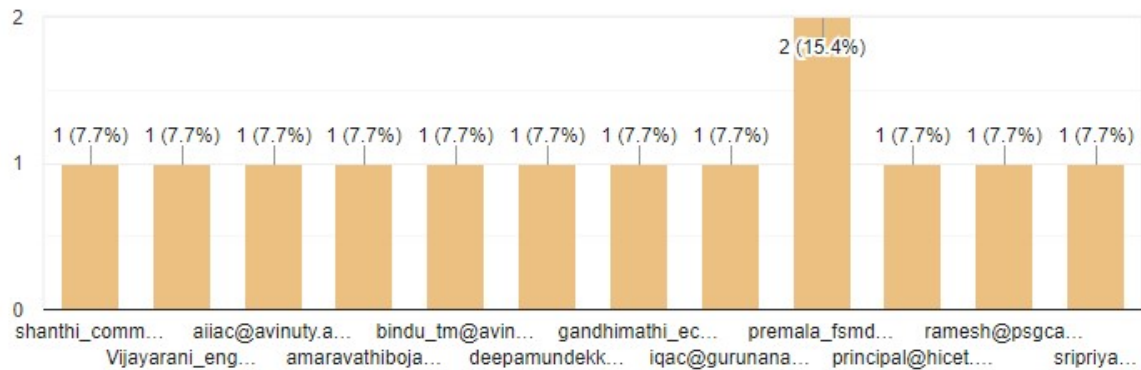
17 responses

nil
NA
good session
-
Good session
None
Informative Session
No Suggestion
Nil

## Email

 Copy

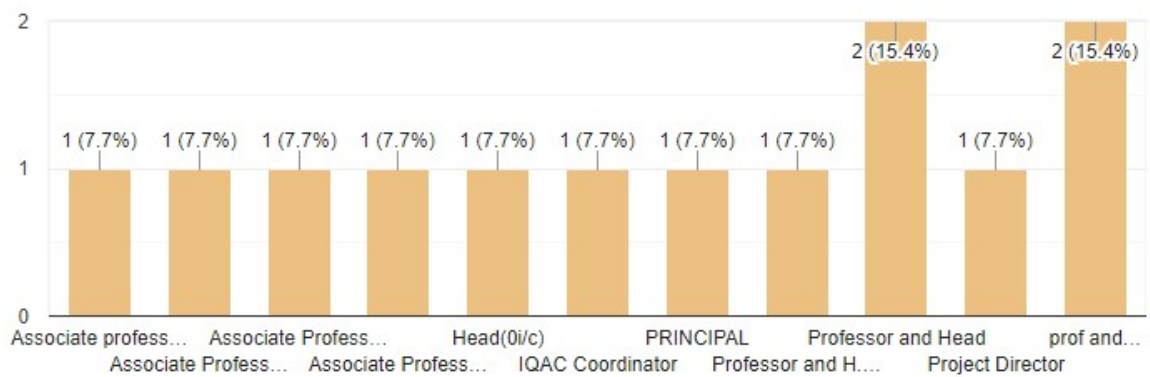
13 responses



## Designation

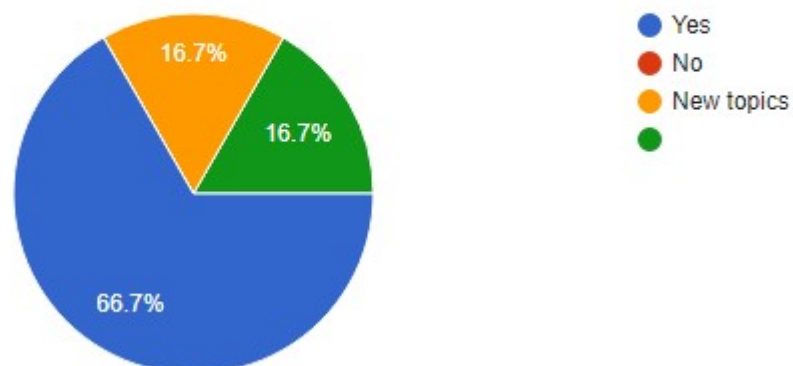
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13 responses



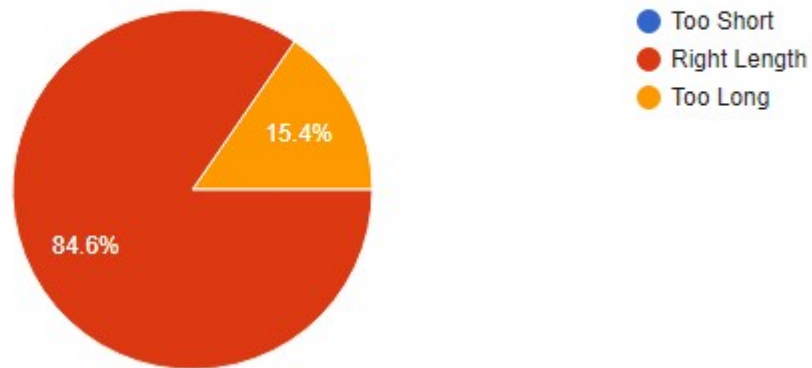
If Yes, whether this session is better than the previous one

6 responses



For the topic, this session is

13 responses



What did you most appreciate/enjoy/think was best about the Session?

13 responses

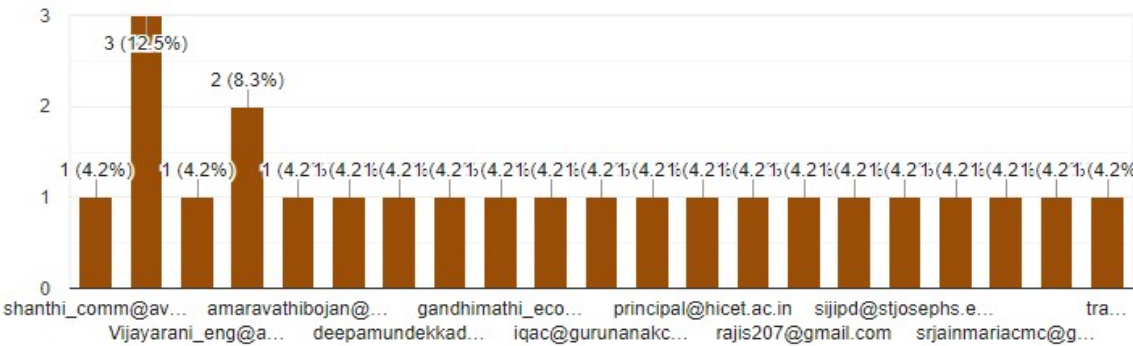
able to recollect the ideas and inputs
All
Lectures
Recap of all sessions
communication strategy
Recap of sessions
TAKE AWAYS OF ALL THE SESSIONS
review
Training students according to their own capabilities, and job choice .

SESSION:30

Email

24 responses

Copy

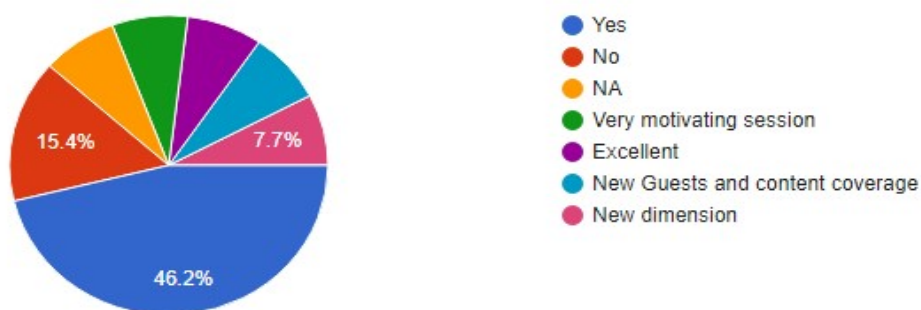




If Yes, whether this session is better than the previous one



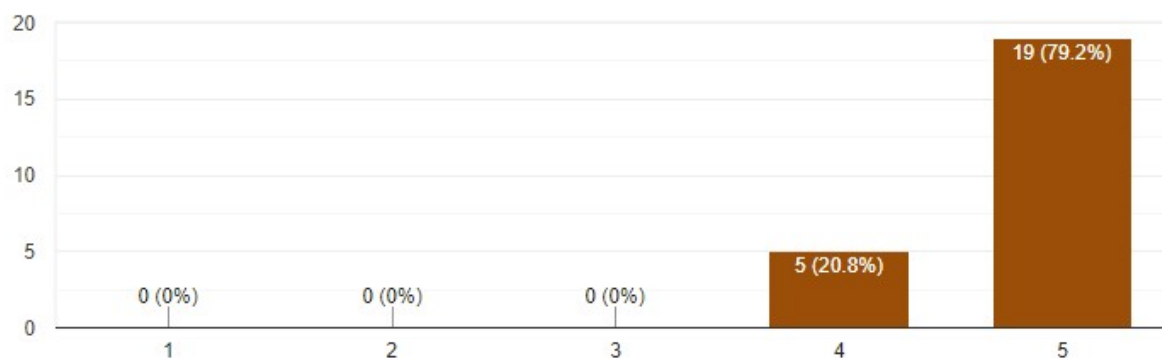
13 responses



The subject expert was knowledgeable on the topic

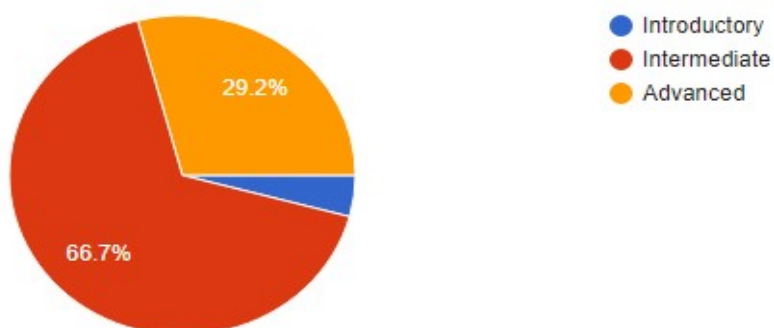


24 responses



In your opinion, this session is

24 responses



## Any suggestions for improvement

24 responses

Nil
No
None
nil
NA
EXCELLENT SESSION
No Suggestion
All fine
-

## **Academic Leadership 5.0**

### **Pre-Programme Assessment**

**Give short answers to each question in about two to three sentences.**

1. Give some examples of leadership in research and suggest some ways to measure or evaluate them.
2. How important is health and fitness for a leader? How much time should be invested and what activities can be done?
3. Suggest some changes in leadership approach in the context of a new India.
4. How can transformational leadership be applied to modern educational institutions?
5. Suggest some effective communication strategies in this new era.
6. How important is financial planning and management? What are some strategies that can be followed?
7. Is institutional assessment and accreditation vital? What are some challenges in attaining and maintaining a good ranking?
8. As a leader, what are some conflicts that you face, and how do you try to Overcome them?
9. Do you think HEIs can be sustained through global engagement? What areas do you think are ideal for global engagement and internationalization?
10. What are some recent changes in the academic environment? Have they been for the better or for the worse?
11. Do you believe that non-violent communication can be part of effective leadership? Why?
12. Suggest some ideas for branding higher education institutions.
13. As a leader, which area of personal development would you mostly focus on, and why?
14. Do you believe that all HEIs must give top priority to gender equality? Why? What can be done to ensure smooth coexistence?
15. How important are creativity and innovation in an academic setting? Why?
16. Is mental health as important as physical health? Why?
17. What is your definition of spirituality? How can it be applied to an academic setting?
18. To what extent is the role of technology in academic leadership?
19. Suggest the top three strategies for effective leadership for institutional excellence.
20. Can an educational institution be run like a professional corporate company? Give reasons.

### **Post-Programme Assessment**

**Give short answers to each question in about two to three sentences.**

The first 20 questions are the same as above.

21. List out the top five takeaways from the workshop.
22. On a scale of 1 to 5, to what extent has your awareness about leadership increased at the end of this workshop as compared to the start?
23. Any other areas of leadership you would like to work on in future.

\*\*\*\*\*

### Three-skill leadership assessment

S.No.	Name	Pre - assessment			Post - assessment		
		A	I	C	A	I	C
1	Shubashini K Sripathi	23	20	23	-	-	-
2	Dr.R.Karpagam	24	23	27	-	-	-
3	Dr.Deepa Mundekkad	25	24	22	-	-	-
4	Dr. Lalitha	20	23	22	-	-	-
5	Dr.Bindu. V.T.	19	19	22	24	26	26
6	Sudha.R	29	29	27	-	-	-
7	Dr.J.JAYA	24	23	24	28	27	29
8	Dr.J.J.Savithri	20	23	24	22	24	23
9	Dr.K.Sivakumar	24	23	21	-	-	-
10	Dr.ShobhanaKokkadan	10	12	18	-	-	-
11	Dr. A.Vijayarani	29	29	29	28	30	30
12	Dr.SwatiPaliwal	24	25	25	29	28	28
13	Dr. Amaravathi	28	28	28	28	28	29
14	S.Gandhimathi	30	30	30	30	29	28
15	SijiPD	19	19	18	23	22	22
16	Dr.S.Kowsalya	28	26	28	-	-	-
17	Dr.V.Premala priyadharshini	21	21	21	27	28	28
18	Dr.P.Santhi	23	22	22	29	28	30
19	GeethalakshmiK	22	22	25	-	-	-
20	Dr.J.Arthi	-	-	-	26	26	27
21	RajiV.Sugumar	-	-	-	27	30	27
22	Dr.Gopalakrishnan.L	-	-	-	27	27	28
23	Dr.Sripriya.V	-	-	-	22	24	24

**Note:**

A– Administrative Skills, I –Interpersonal Skills, C- Conceptual Skills

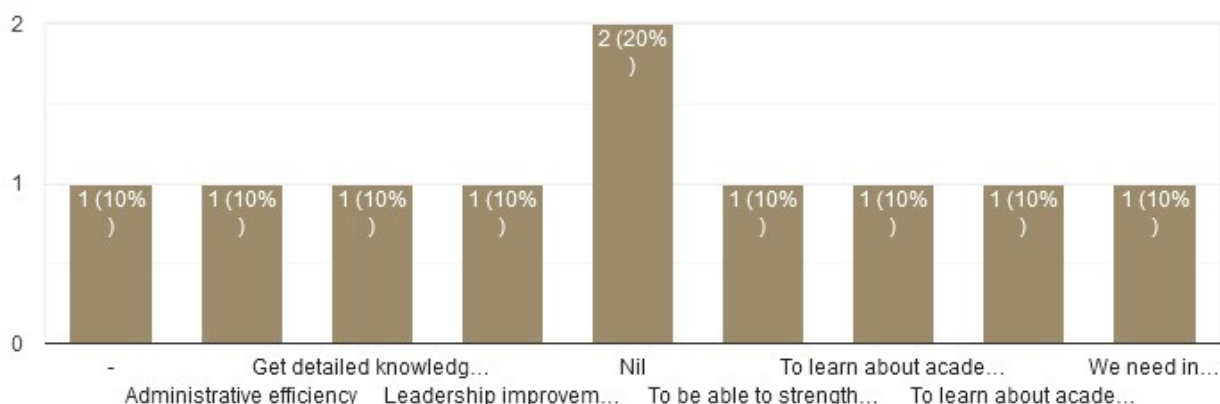
Blank spaces indicate that the test was not taken

## FEEDBACK REPORT – ACADEMIC LEADERSHIP PROGRAMME (ALP – 5.0)

Second Short-Term Capacity Building Programme on ACADEMIC LEADERSHIP 5.0 conducted by AIU - Avinashilingam Institute – Academic & Administrative Development Centre (AIU - AI- AADC) from 20/02/2023 to 28/02/2023 in High-Tech Seminar Hall through On line Mode. There were totally 29 participants from various organization enthusiastically participated and gave their valuable feedback for all 30 sessions.

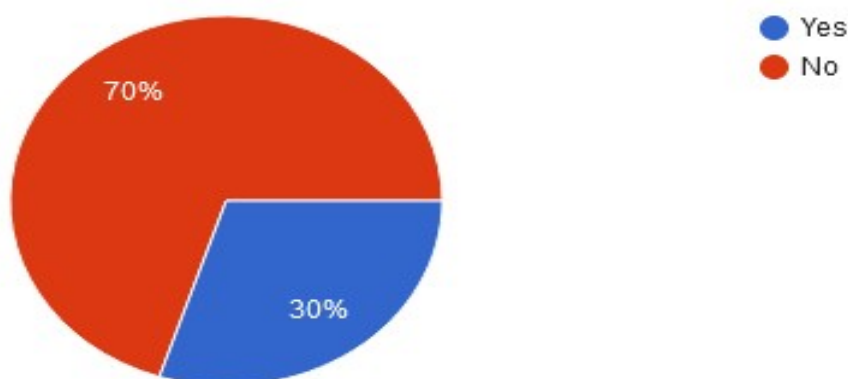
### *PRE – ASSESSMENT FEEDBACK*

#### 1. What are your expectations from this programme?



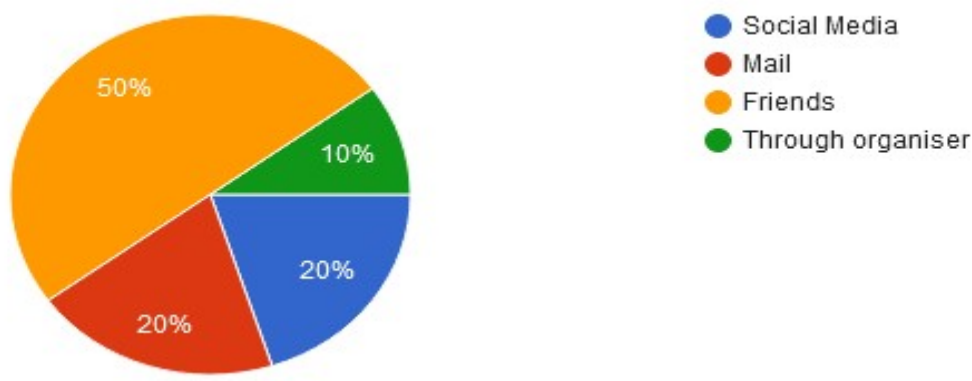
Many of the participants needs to get detailed knowledge about ALP in order to improve their Administrative efficiency like leadership quality etc.

#### 2. Have you attended this type of programme before?



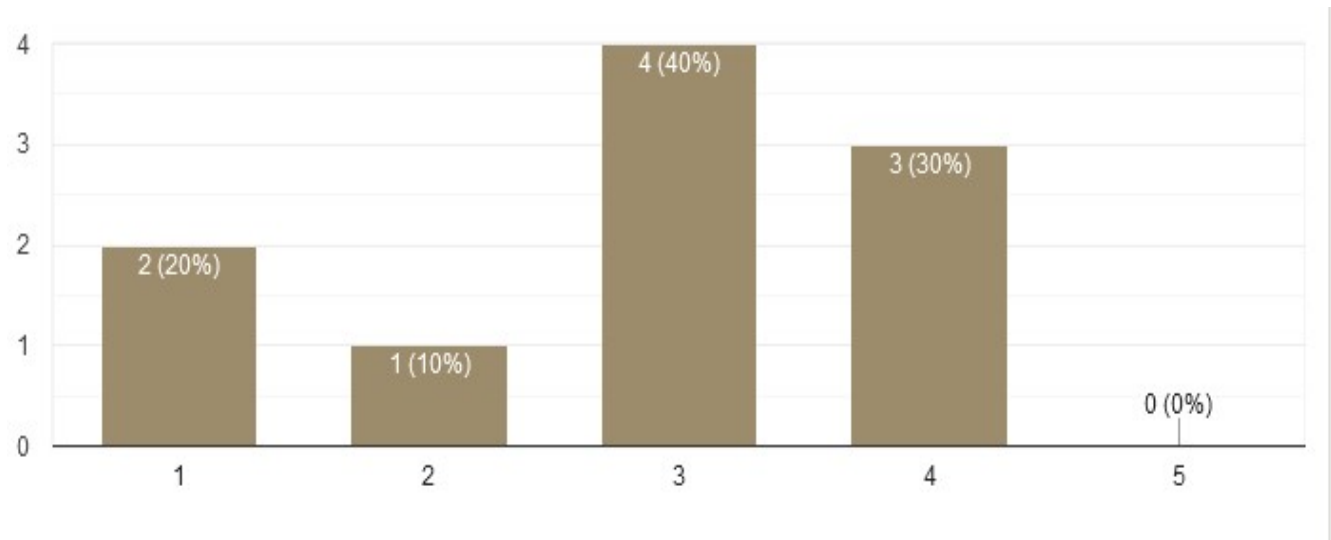
Among those participants 70% of them have attended the same kind of programmes earlier.

3. How did you know about this programme?



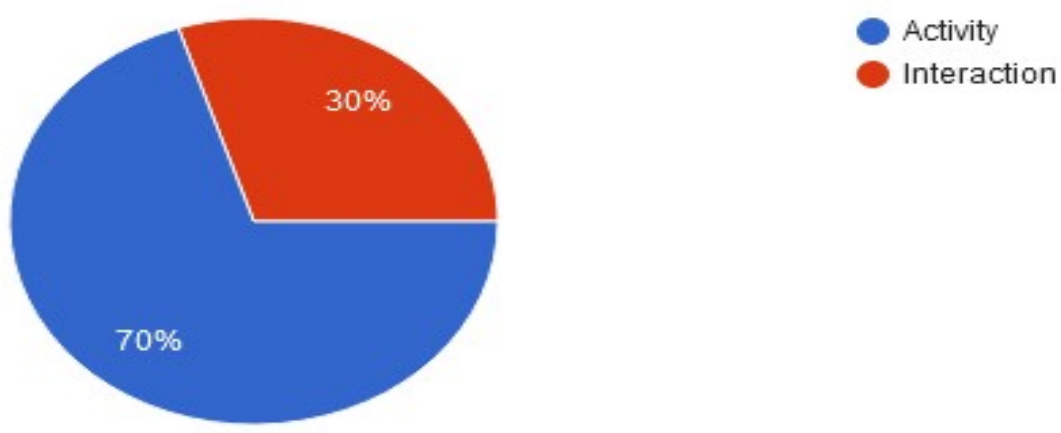
Among all the participants 50% of them knew about the programme from their friends. Remaining was aware through Mail, Social media and Organizer.

4. Do you feel the sessions will be heavier?



Most of the participants were felt comfortable with the sessions which will be going to attend.

5. Which kind of sessions will be more interesting?





**Among all the participants most of them were more interestingly to participate in the Activity based sessions than the interactive sessions.**

**6. Which skills do you hope to improve by attending this programme?**

- i. Leadership
- ii. Leadership, Management of people, conflict management
- iii. Communication skill
- iv. Knowledge about NEP
- v. Academic knowledge
- vi. Academic skills
- vii. relationship building, conflict management, Critical thinking
- viii. Leadership quality
- ix. Leadership quality

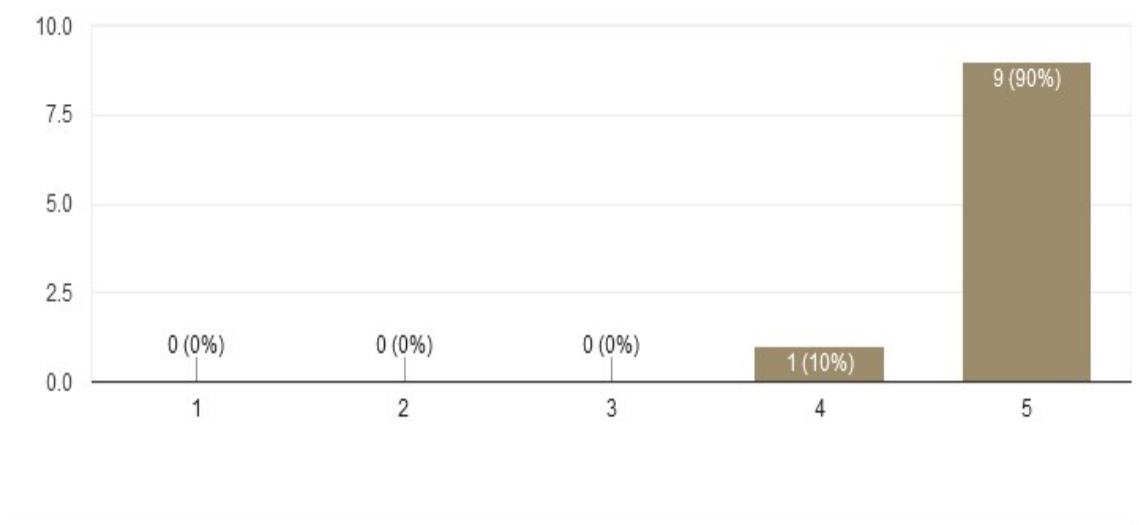
**These are the responses received from the participants about the skills which will be improved by attending this programme.**

**7. What made you to choose this programme to attend?**

- i. Content
- ii. The titles and the rich set of resource persons
- iii. Nil
- iv. Topics
- v. To improve our institution
- vi. Sessions
- vii. To improve my leadership skills
- viii. In order to improve leadership quality
- ix. Leadership qualities
- x. The theme

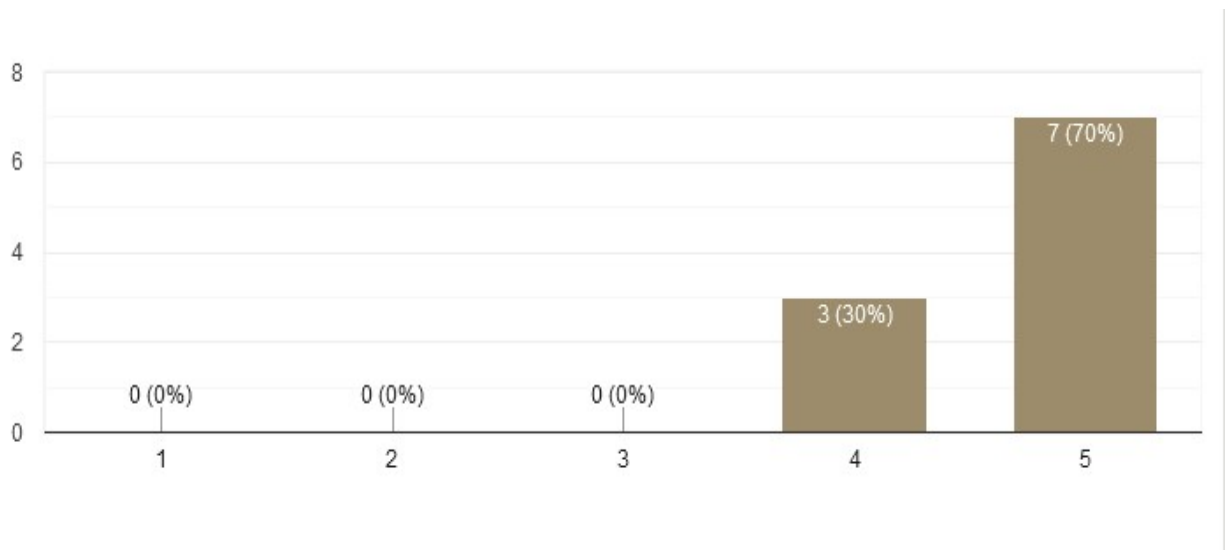
**The above factors were induced the participants to choose this kind of programme to attend.**

**8. How will you rate the session titles align with the theme of the programme?**



**Most of the participants were highly rated for this question.**

**9. How satisfied were you with the length of each session?**



**Most of the participants were highly rated for this question.**

**10. Please tell us about any other training needs which we may be able to help you with?**

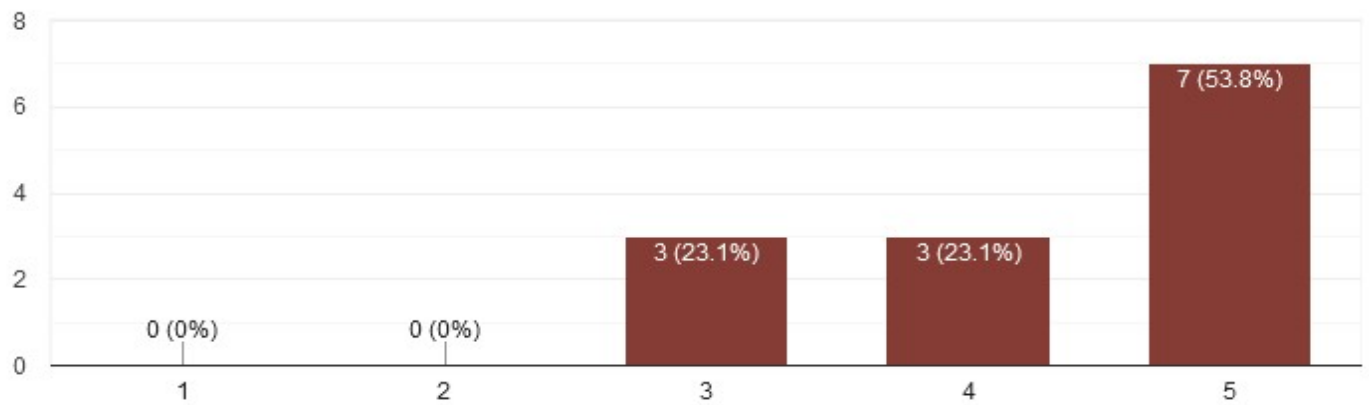
- i. More specific skills orientation
- ii. NEP
- iii. Nil
- iv. Updates of UGC
- v. We need training to improve our skills as well as students
- vi. Ugc updates
- vii. New topics related to improvement of institutions
- viii. More training on research and budgets
- ix. Please inform
- x. We need further programs
- xi. NEP

**These are the responses received from the participants before the event through the Pre-Assessment Feedback Form.**

***POST – ASSESSMENT FEEDBACK***

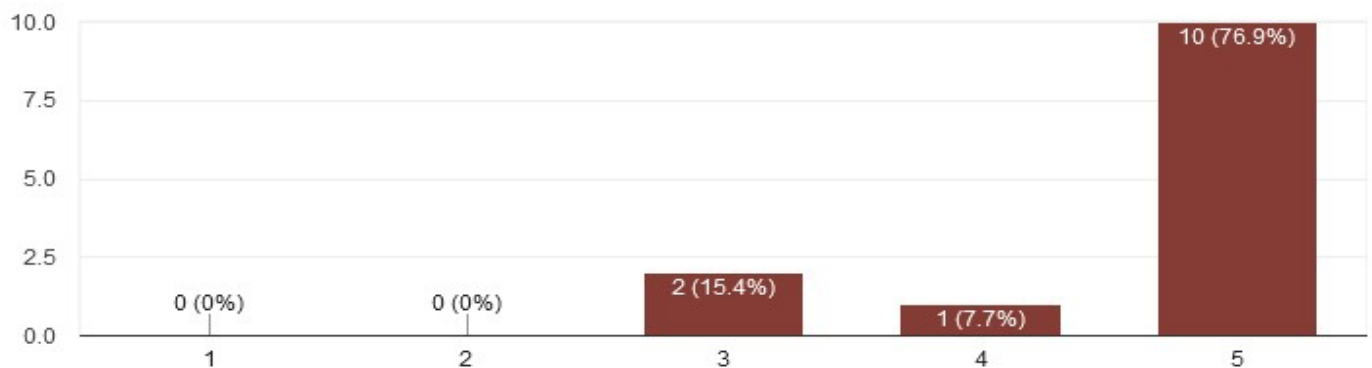
After attending the programme the participants were instructed to fill the Post assessment form.

**1. If we hold this event in the future, are you likely to attend?**



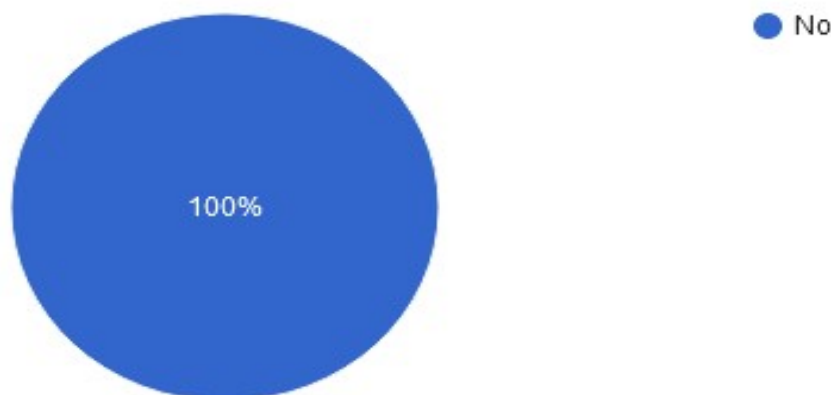
Among all the participants most of them needs to participate this kind of event in the future.

## 2. How likely are you to recommend this event to a friend or colleague?



This ALP event is highly recommended by the participants to their friends and colleagues to participate in the upcoming events

## 3. Did you have any problems or issues during the event?

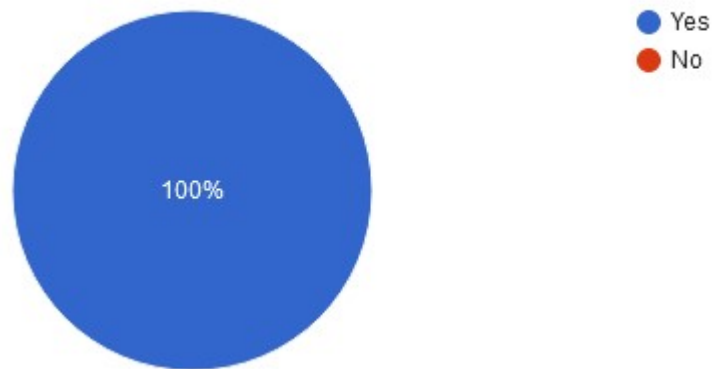


Participants were very comfortable with every session conducted. This factor shows from their response.

**4. What did you like most about the event?**

- i. Content
- ii. The most resourceful speakers
- iii. Leadership
- iv. Session
- v. Time maintenance
- vi. Speakers knowledge
- vii. Expertise of the Resource Persons
- viii. Detailed analysis on most leadership skills are provided
- ix. Academic events
- x. Academic factors
- xi. Good factors
- xii. Academic leadership
- xiii. Timing

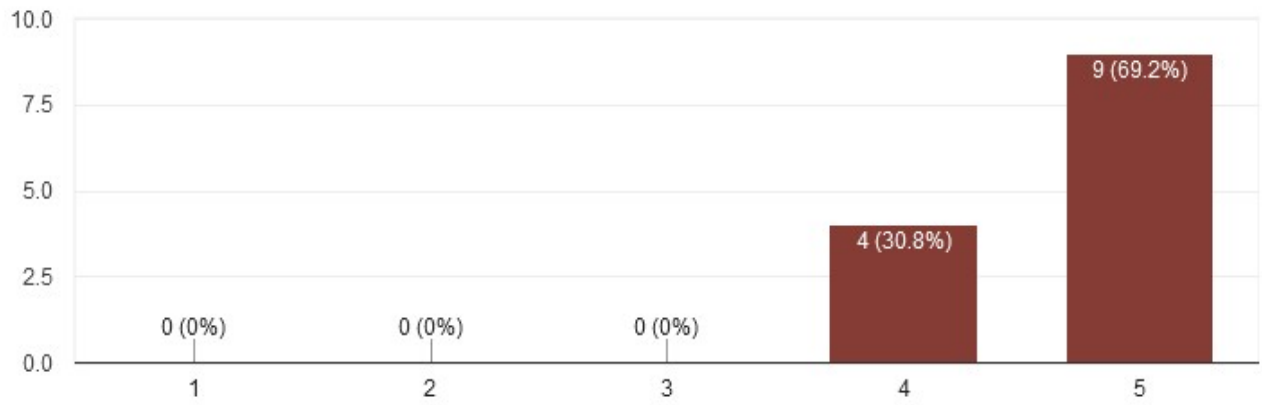
**5. Was the event technology easy to use and intuitive?**



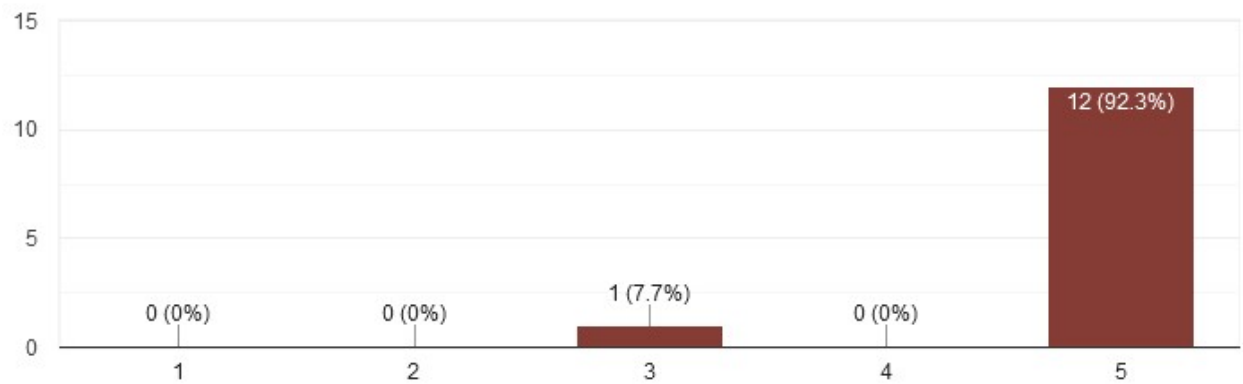
**6. What can we do better next time?**

- i. Offline
- ii. It was organised very well
- iii. Develop our knowledge
- iv. Offline
- v. By giving training on updated topics
- vi. Nil
- vii. Yes
- viii. Research and budget analysis
- ix. Nothing..
- x. Nothing... Everything was good
- xi. Nothing
- xii. Nothing.
- xiii. Offline events

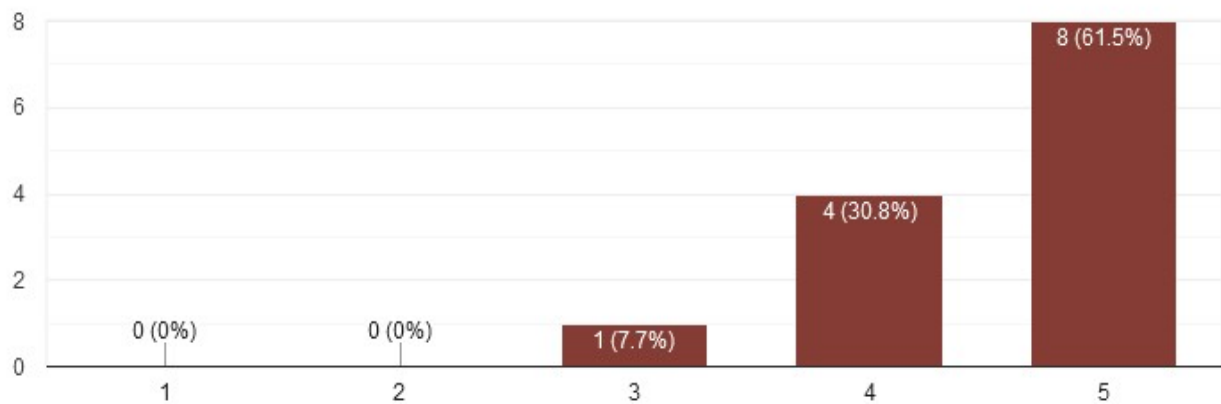
**7. Did the event improve your “purpose of the event” (provide skills/broaden your knowledge/introduce you to others)?**



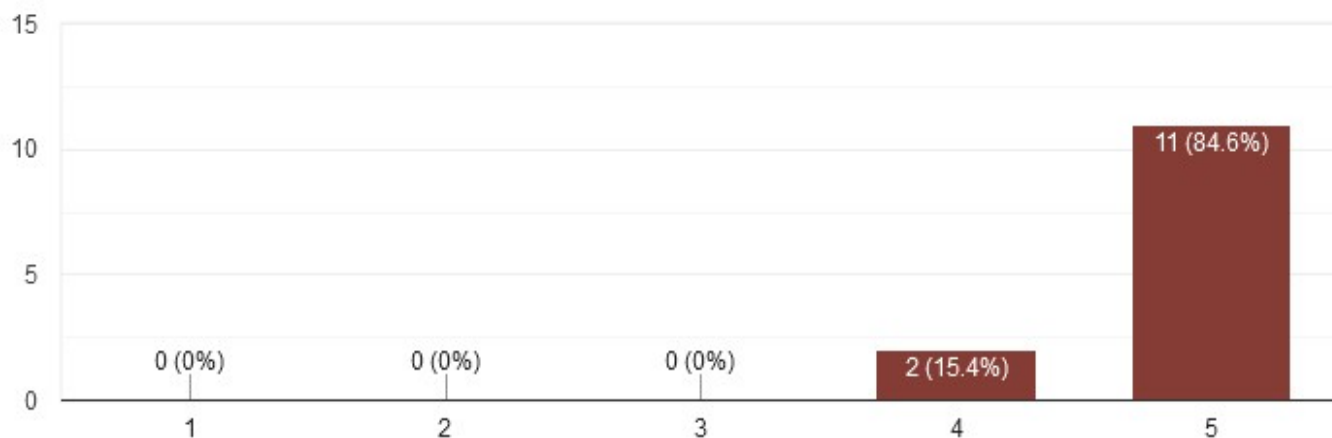
**8. Did the programme content align with your expectations?**



**9. How satisfied with the arrangements made for the programme?**



# 10. Overall, how would you rate your experience?



From the feedback, it is noted that the participants appreciate the conduct of the programme. They have gained adequate knowledge from the resource persons of the Academic Leadership 5.0 programme. They can practice the same to enhance their Leadership qualities and can apply for the betterment of the Institution and the student's community at large.

\*\*\*\*\*