

Detailed Report on ALP 2025

Programme: ACADEMIC LEADERSHIP PROGRAMME (Supported by the Department of Higher Education, Ministry of Education, Government of India)

Programme Directors:

Prof. Rishikeshia Krishnan

Prof. Sushanta Mishra

Programme Dates: December 1-5, 2025

Duration: 5 days residential programme

Venue: Indian Institute of Management Bangalore

The National Education Policy (NEP) 2020, a visionary document highlights the goal of developing effective academic leaders by evolving a systemic programme on the training needs of top functionaries and institutional heads of centrally funded premier Higher Education Institutions (HEIs) and state funded public universities. The fifth cohort of the residential Academic Leadership Programme (ALP) conceptualised under the Malaviya Mission Teacher Training Programme by the Department of Higher Education, the Ministry of Education, Government of India was hosted by IIMB's Centre for Teaching and Learning that was led by IIMB's senior faculty and leadership and an external distinguished academic leader and educator. In line with the goal of the NEP 2020, the program provided specialized training through case studies, movie-based pedagogy, various participatory learning exercises, and best practice exchanges on issues of critical relevance with a view to enhancing institutional quality and impact, fostering a culture of continuous improvement and collaboration, transformations, and innovation.

The participants included representation from Vice Chancellors, Directors, Deans and other senior leaders of their respective organization. The second cohort had approved nominations from : Assam University, Banaras Hindu University, BOAT, Central University Karnataka, Digital University Kerala, Gujarat Technological University, IIIT Sonapat, IIIT Raichur, IIM Amritsar, IIM Kashipur, IIM Raipur, IIT Jammu, IIT Bombay, IIT Roorkee, Jamia Millia Islamia, J.C. Bose University of Science and Technology, NIAMT, Maharaja Ranjit Singh Punjab Technical University, Mahatma Gandhi Antarrashtriya Hindi Vishwavidyalaya, Punjab University, Sikkim University.

ALP incorporated sessions on various aspects of leadership, personal and institutional vision building, strategy, digital transformation, legal and sustainable integration, stakeholder management, decision-making, and constraint management.

PROGRAMME DESIGN

The ALP equipped academic leaders with an orientation to the critical tasks they are to perform, with an awareness of the responsibilities their roles entail including the internal and external challenges required to be handled while on the job. The programme enabled the participants in creating systems

for global excellence in higher education while focussing on core activities as well as preparing for internal and external challenges.

The programme was structured towards focusing on personal development while simultaneously enabling a systemic organizational culture to increase ownership with collective decision making and to tap into the rich resource pool.

SESSION SPECIFIC SYNOPSIS

1. Inauguration: The Director in Charge, IIMB, **Professor Dinesh Kumar**, along with the programme directors – Professor Sushanta K Mishra and Professor Rishikesha T Krishnan welcomed the participants with a formal lamp lighting followed by a detailed introduction to the programme, the resource persons.
2. Strategy and its Implementation by **Professor Rishikesha T Krishnan**: Professor Krishnan flagged the session with a lecture on eminent leaders and their role in institutional building. Through the case of leadership changes at IIMB, he highlighted the importance of change and of constantly reacting to the external environment.
3. Leadership Mindset by **Professor Sushanta K Mishra**: Highlighting the role of competencies, processes, priorities, commitment and connection, Professor Mishra lead an interactive discussion on leadership and its application in educational institutions. The discussion highlighted the impact of higher educational institutions on society.
4. Campus Walk: The campus walk highlighted the elements of the institution while also focusing on various initiatives like the sustainability, student welfare and the centers of excellence like public policy and entrepreneurship. The integration of companies, government bodies and institutions were amplified during the guided tour.
5. Yoga Sessions: The yoga sessions conducted each morning of the programme focused on holistic personal development, mindfulness and wellness to further arm institution heads to embrace patience, compassion, focus and resilience.
6. Institution Building by **Professor Ashok Mishra**: The past director of IIT Bombay and one of India's leading educators who has contributed to building educational institutions and policies delivered an impactful guest session on Institutional Leadership. Sharing from his own life experiences over various periods of time, Professor Mishra delved into the two pillars of leadership and governance. "Higher education is the backbone of the country and institutions are temples" he advised.
He further delved into balancing Education, Research and Development, Innovations and Inventions and Entrepreneurship. His checklist for creating higher educational institutions of global standards included (i) Vision and strong leadership, (ii) Curriculum updation, (iii) Systems to attract funds via alumni, corporates and government, (iv) Infrastructure, (v) Attracting and retaining great faculty, (vi) Providing high quality education (vi) Research focus, (vii) Value systems.
The Professor then took the participants through frameworks like the SWOT analysis for Higher Education Institution and ended the session with a townhall style Q and A where participants discussed issues specific to their own institutions.
7. AI and Higher Education by **Professor Rahul De**: Live demonstrations of the capabilities of AI and the use of the same in higher educational institutions was shared by Professor De. Touching upon AI tools available for institutes as well as the need for policies on utilization of AI by students and faculty was imperative, he said. Assuring the participants that harnessing the power of AI would create future ready institutions and students.

8. Sustainability Initiatives by **Professor Sourav Mukherji**: Professor Mukherji, threw light on sustainability and inclusion using case studies, live examples and interactive discussions. He showcased the role of educational institutions in being future ready and creating responsible citizens of the future by embracing initiatives at the institute level and by involving student participation. Sharing best practices of IIMB, he urged the heads of institutions to create sustainability practices and enforce the same in their respective institutions.
9. Group Exercise: The group exercise with premade groups of heads of similar institutions had the participants deeply collaborate and learn from one another, culminating in group wise presentations and discussions. Delving on “How to make HEIs relevant” and showcasing initiatives and best practices from the participants’ own institutions, the sessions facilitated peer networking and knowledge share. The participants key takeaways included best practices from other institutions.
10. Institutional Legal Aspects by **Professor Anil B Suraj**: Using real life examples and role play, Professor Anil B Suraj touched upon diverse facets of legal issues and compliances and the leaders’ role in navigating the same effectively. Touching upon information flow, response to RTIs and also diversity inclusion Professor Suraj’s session saw participants share specific legal challenges both within the organization and with external bodies.
11. Movie Session led by Prof. Sushanta K Mishra: Showcasing the movie Invictus, Professor Mishra facilitated learning through observation of key values like visionary leadership, empathy and reconciliation, the power of symbolism, building trust and strong purpose to align diverse teams.
12. Visioning by **Professor Gopal Mahapatra**: Using instruments, videos, lecture and group discussion, Professor Mahapatra deep delved into personal visioning and the importance of the same for institutional heads. Stressing on the importance of learning agility, he ended the session with a detailed case study on Academic Leadership which enabled application of the learnings from the session.
13. From Constraints to Impact by **Professor Nishant Kumar Verma**: The two-part session on using fundamentals of operations management in enabling institutional leaders used a combination of a case study followed by a workshop teaching methodology. The first session laid the foundation of process flow, identification of roadblocks in the case that was shared with the participants. The second session had groups of participants who worked on building internal systems during the application process for NIRF ranking.
14. Decision Making by **Professor Mukta Kulkarni**: Using demonstrative videos, role play and interactive discussions, Professor Kulkarni spotlighted concepts like sticky thinking and reference groups. Using examples from the participants she further underlined the management of both agreement and disagreement while leading educational institutions.
15. Stakeholder Management by **Professor P D Jose**: Understanding the roles played by the key stakeholders like students, faculty, society at large, and the government is an essential strength for heads of higher educational institutional. Professor Jose demonstrated frameworks to identify stakeholders and their needs and tools to balance the same. He also focused on conflict management in that context and the impact of both internal and external stakeholders in institution building.
16. Closure and Valediction: With warm wishes from each of the participants and the programme directors, the valediction included heartfelt speechlets by many of the participants as well as an invitation from both Professor Krishnan and Professor Mishra to connect for continual application of the programme content.



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The academic leaders participating from across the country greatly benefited from the program and are prepared to lead higher education institutions that understand and align local and national needs with emerging global standards and practices.