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ENACT

Enhancing Governance, Management and Reform in Sri Lankan Universities through Non-Academic Staff Training: ENACT

TRANING CURRICULUM

EASTERN UNIVERSITY, SRI LANKA

KA2 ERASMUS+ CAPACITY BUILDING IN THE FIELD OF HIGHER EDUCATION PROGRAMME

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13.3 Soft Skills, and Diversity:
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ENACT Detailed Training Curriculum

13.1 Internationalization in Higher Education
Training Period: 1st and 2nd Quarter of each year
13.1.1 Trends in Internationalization of the HE in the world - Trends and Opportunities
Objective To provide participants with an understanding of global trends in the internationalization of higher education and explore opportunities for institutions to enhance their global engagement and competitiveness.
Level Strategic, Tactical, Operational
Target Group • University administrators • Staff who engaged with international affairs • Staff responsible for international relations, partnerships, and mobility programs.
Session Duration 03 hours
Indicative content (outline) 01. **Understanding Internationalization in Higher Education – 45 minutes** **Topics Covered:** • Definition and importance of internationalization. • Key drivers of internationalization: Academic, economic, and cultural. • Benefits of internationalization for institutions, students, and society. **Interactive Component:** • Icebreaker: Participants share their experiences or perceptions of internationalization.

02. Current Global Trends in Internationalization – 45 minutes

Topics Covered:

- **Emerging Trends:**
  - Growth of international student mobility.
  - Rise of virtual and transnational education.
  - Focus on sustainability and social responsibility.
- **Challenges:**
  - Policy constraints, financial limitations, and cultural barriers.

- **Opportunities:**
  - Developing global partnerships.
  - Enhancing institutional rankings and visibility.
  - Leveraging technology for global collaboration.

Interactive Component:

- Group discussion: How these trends align with participants' institutional strategies.

03. Adapting Global Practices Locally (1 Hour)

Topics Covered:

- Customizing internationalization strategies to fit local needs.
- Building capacity for staff and students.
- Strengthening international partnerships and collaborations.

Case Studies:

- Examples of successful adaptation of global practices in universities.

Interactive Component:

- Activity: Develop an action plan to incorporate a global trend into the participants' institution.

04. Wrap-Up and Q&A (30 Minutes)

- Recap of key takeaways.
- Discussion of implementation challenges and solutions.
- Open Q&A session.
- Feedback from participants on the session.

Resources Needed

- **Presentation Slides:** Visual summaries and case studies.
- **Handouts:** Key points and action plan templates.
- **Videos:** Insights from global education experts.
- **Interactive Tools:** Whiteboards or breakout sessions for group activities.

13.1.2 Strategy and Action for Internationalization

Objective
To equip participants with the tools and methodologies to develop effective strategies and implement actionable plans for fostering internationalization within their institutions.

Level
Strategic, Tactical

Target Group
- University administrators.
- Staff responsible for international relations, partnerships, and mobility programs.
- Staff who engaged with international affairs

Session Duration
03 hours

Learning Outcomes:
- Understand the role of strategic internationalization in higher education.
- Recognize the importance of aligning internationalization with institutional goals.
- Learn the core components of an effective internationalization strategy.
- Apply tools and frameworks to design strategies tailored to institutional needs.
- Learn how to operationalize internationalization strategies.
- Identify actions to build capacity and develop partnerships.
- Understand the importance of monitoring and evaluation (M&E).
- Identify metrics to measure success and ensure sustainability.

Indicative content (outline)

1. Introduction to Internationalization Strategy (15 Minutes)

Topics covered
- Definition and significance of internationalization strategies.
- Benefits of internationalization for institutions and stakeholders.
- Key drivers and barriers to effective internationalization.

Interactive Activity:
Participants briefly share their institution’s current internationalization initiatives.

2. Developing a Comprehensive Strategy (1 Hour)
Topics covered
- Core Components of Strategy Development:
  1. Setting a vision and mission for internationalization.

2. Identifying key focus areas: Academic programs, research, partnerships, and mobility.
3. Conducting a SWOT analysis for strategic planning.

- Frameworks and Tools:
  1. Strategic planning templates.
  2. Roadmaps for goal setting and implementation.

Interactive Activity:

- Group exercise: Participants conduct a brief SWOT analysis for their institution and outline strategic priorities.

3. Translating Strategy into Action (1 Hour)

Topics Covered

- Operationalizing Internationalization:
  1. Building institutional capacity: Staffing, training, and resource allocation.
  2. Designing and implementing mobility programs and joint degree initiatives.
- Partnership Development:
  1. Identifying and evaluating potential international partners.
  2. Drafting and managing agreements for collaboration.

Case Studies:

- Examples of institutions successfully implementing internationalization strategies.

Interactive Activity:

- Role-play: Participants simulate developing an action plan for one internationalization initiative, such as a partnership program or mobility scheme.

4. Monitoring, Evaluation, and Sustainability (30 Minutes)

Topics Covered

- Importance of M&E in internationalization efforts.
- Key performance indicators (KPIs) for internationalization success.
- Strategies for ensuring long-term sustainability.

Interactive Activity:

- Participants develop a simple monitoring framework for an internationalization activity.

5. Wrap-Up (15 Minutes)

- Recap of key takeaways.
- Q&A session to address participant queries.
- Feedback collection to evaluate the training session.

Resources Needed

1. **Presentation Slides:** Covering definitions, frameworks, case studies, and key concepts.
2. **Handouts:**
   - Strategic planning templates.
   - SWOT analysis worksheet.
   - Monitoring and evaluation (M&E) framework.

3. **Videos:** Inspirational examples of global institutional success stories. 4. **Interactive Tools:** Whiteboards or online tools for group discussions and activities.
13.1.3 How to run International Office and its roles
Objective To train participants in effectively managing the operations of an international office, outlining its key functions, responsibilities, and best practices to support institutional internationalization goals.
Level Tactical, Operational
Target Group • University administrators. • International office staff and coordinators. • Staff involved in international relations, student mobility, or global partnerships.
Session Duration 03 hours
Learning Outcomes: • Understand the strategic importance of an international office in a university's global agenda. • Identify the key roles and responsibilities of an international office. • Learn to establish effective workflows and manage the day-to-day operations of an international office. • Understand best practices for supporting students, staff, and institutional goals. • Develop skills for fostering sustainable international partnerships. • Learn to negotiate and manage agreements with international institutions. • Understand how to create an inclusive environment for international students and staff. • Develop strategies to address cultural and academic challenges. • Develop a personalized action plan for implementing learnings

Session Plan
1. Introduction to the Role of an International Office (30 Minutes)
Topics Covered
• Overview of the international office's mission and vision.
• Core functions:
    o Student and staff mobility coordination.
    o Managing partnerships and agreements.
    o International marketing and outreach.
    o Supporting multicultural integration.

Interactive Activity:

- **Discussion:** Participants list the primary functions of their existing or envisioned international office.

2. Managing the International Office: Processes and Best Practices (1 Hour)

Topics Covered

- **Operational Processes:**
  - Admissions and onboarding of international students.
  - Coordinating exchange and mobility programs.
  - Visa and compliance management.
- **Office Management:**
  - Structuring the team: Roles and responsibilities.
  - Budgeting and resource allocation.
  - Leveraging technology for efficiency.

Interactive Activity:

- **Scenario Exercise:** Participants analyze a case study on managing a student exchange program, identifying challenges and solutions.

3. Building and Managing Global Partnerships (45 Minutes)

Topics Covered

- Identifying potential partners: Strategic alignment and shared goals.
- Best practices for drafting and negotiating agreements.
- Sustaining partnerships through regular engagement and evaluation.

Interactive Activity:

- **Role-play:** Participants simulate a meeting to establish a new partnership with an international university.

4. Supporting International Students and Staff (30 Minutes)

Topics Covered

- Designing orientation and integration programs.
- Addressing language and cultural barriers.
- Supporting academic success and career development for international students.

Interactive Activity:

- **Brainstorming:** Participants propose initiatives to improve the experience of international students/staff at their institutions.

5. Wrap-Up and Action Planning (15 Minutes)

- Summarize key takeaways from the session.
- **Action Plan:** Participants outline one key change or initiative they will implement to improve the operations of their international office.
- Feedback and Q&A session

Resources Needed:

1. **Presentation Slides:** Highlighting roles, responsibilities, and case studies.
2. **Handouts:**
   - Checklist for running an international office.

- Templates for partnership agreements and student onboarding processes.

3. **Case Studies:** Examples of successful international offices.
4. **Interactive Tools:** Whiteboards or digital collaboration platforms for group exercises.

13.1.4 Students Mobility and Staff Training

Objective

To enable participants to design and manage student mobility programs and staff training initiatives that promote cross-cultural exchange, academic collaboration, and institutional development.

Level

Strategic, Tactical, Operational

Target Group

- University administrators.
- Staff involved in international relations, student exchange programs, and staff development.
- Coordinators of mobility and training programs.

Session Duration

03 hours

Learning Outcome

- Understand the importance of student and staff mobility for institutional internationalization.
- Identify key objectives and benefits of mobility and training programs.
- Learn the essential components of planning and implementing student mobility programs.
- Understand how to ensure inclusivity and accessibility.
- Learn to design staff training programs that align with institutional priorities.
- Develop skills to foster academic and administrative collaborations.
- Understand the importance of monitoring and evaluation (M&E) in mobility and training programs.
- Develop skills to assess program success and identify areas for improvement.

Session Plan

1. Introduction to Mobility and Training Programs (30 Minutes)

Topics Covered

- Definition and types of mobility programs (e.g., study abroad, internships, short-term exchanges).
- Benefits of mobility and staff training:
  - Enhancing cross-cultural competencies.
  - Academic and professional collaboration.

- Institutional capacity building.

Interactive Activity:

- **Discussion:** Participants share examples of mobility or training programs from their institutions.

2. Designing Effective Mobility Programs (1 Hour)

Topics Covered

- **Program Design:**
  - Setting objectives and aligning with institutional goals.
  - Identifying partners and destinations for mobility programs.
  - Designing programs for academic and cultural immersion.
- **Logistics and Support:**
  - Visa, accommodation, and travel arrangements.
  - Providing pre-departure and post-return orientation.
  - Ensuring safety, health, and compliance.

Interactive Activity:

- **Group Exercise:** Participants create a draft outline for a mobility program, including objectives, target groups, and key logistics.

3. Developing Staff Training Initiatives (45 Minutes)

Topics covered

- **Key Components of Staff Training:**
  - Identifying training needs (e.g., language, intercultural skills, research collaboration).
  - Structuring training modules (e.g., workshops, job shadowing, study visits).
  - Evaluating the impact of training programs.
- **Funding and Partnerships:**
  - Leveraging grants, scholarships, and partnerships for training initiatives.

Interactive Activity:

- **Scenario Exercise:** Participants design a staff training initiative aimed at improving cross-cultural competencies or academic collaboration.

4. Monitoring and Evaluation (30 Minutes)

Topics covered:

- Defining success metrics for mobility and training programs.
- Tools for collecting participant feedback and program outcomes.
- Strategies for reporting and using data to improve future programs.

Interactive Activity:

- **Group Activity:** Participants design an evaluation form for either a mobility program or a staff training initiative.

5. Wrap-Up and Action Planning (15 Minutes)

- Summarize key takeaways from the session.
- **Action Plan:** Participants outline one initiative they will implement to improve student mobility or staff training.
- Feedback and Q&A session

13.1.5 International Networks and Bilateral Agreement

Objective

To provide participants with knowledge of building and managing international networks and bilateral agreements to enhance global partnerships and academic cooperation focusing internationalization and Cooperation, Strategic partnerships and use of networks and programs.

Level

Strategic, Tactical

Target Group

- University administrators.
- Staff responsible for international relations and partnerships.
- Coordinators of collaborations and projects.

Session Duration

03 hours

Learning Outcome

- Understand the significance of international networks and bilateral agreements in higher education.
- Identify the benefits and challenges of global partnerships.
- Learn strategies to identify and engage with potential international partners.
- Understand best practices for initiating collaborations.
- Understand the key components of bilateral agreements.
- Learn strategies for negotiating and managing agreements.
- Develop skills to assess the impact and effectiveness of networks and agreements.
- Learn how to sustain and enhance partnerships over time.

Session Plan

1. Introduction to International Networks and Bilateral Agreements (30 Minutes)

Indicative Content:

- Definition and types of international networks and agreements.
    - Memorandum of Understanding (MoU)
    - Letter of Intent (LoI)
    - Research Cooperation (RC)
    - Specific Agreements (SA)
    - Students Exchange Agreement (SEA)
- Scale of cooperation (Department, Faculty, University)
- Importance of collaboration:
    - Enhancing academic and research opportunities.

- Promoting institutional visibility and reputation.
- Overview of bilateral agreements: Scope and purpose.

Interactive Activity:

- Discussion: Participants identify existing international networks or agreements at their institutions and their impact.

2. Building International Networks (1 Hour)

Topics covered:

- **Building Networks:**
  - Identifying key stakeholders and potential partners.
  - Participating in international forums, conferences, and consortia.
  - Leveraging alumni and faculty networks.
- **Collaboration Models:**
  - Multilateral and regional partnerships.
  - Thematic research networks.
  - Cross-border consortia.

Interactive Activity:

- Group Exercise: Participants draft a plan for joining or initiating an international network, including objectives and potential partners.

3. Drafting and Managing Bilateral Agreements (1 Hour)

- **Drafting Agreements:**
  - Key elements: Objectives, scope, terms, and responsibilities.
  - Ensuring compliance with institutional policies and national regulations.
  - Addressing intellectual property, funding, and cultural considerations.
- **Internal Evaluation**
  - Screening partners within the university
  - Screening outside the university
- **Legal Steps**
  - Pre-approved templates
  - Responsible legal unit
- **Managing Agreements:**
  - Regional specific requirements
  - Monitoring implementation and progress.
  - Resolving conflicts and ensuring sustainability.
  - Regular evaluation and renewal processes (validity of the contract and termination conditions).
- Marketing and Promo
  - Sharing program news with the partners
  - Maintain the Cooperation, revise agreement
  - Actively promoting all the benefits of the agreement

Interactive Activity:

- Role-Play: Participants negotiate terms for a sample bilateral agreement with an international partner.

4. Monitoring and Evaluation of Partnerships (30 Minutes)

Topics covered:

- Practicalities
- Defining success metrics for international partnerships.
- Collecting and analysing feedback from stakeholders.
- Strategies for strengthening ongoing collaborations.
- International database of agreement/Information systems

Interactive Activity:

- Scenario Exercise: Participants design an evaluation framework for an existing or proposed partnership.

5. Wrap-Up and Action Planning (15 Minutes)

- Summarize key takeaways from the session.
- Action Plan: Participants outline one initiative to improve international networks or draft a bilateral agreement
- Feedback and Q&A session

Resources Needed:

1. **Presentation Slides:** Covering key concepts, case studies, and best practices.
2. **Handouts:**
   - Template for drafting bilateral agreements.
   - Checklist for evaluating partnerships.
   - Sample international collaboration frameworks.
3. **Case Studies:** Examples of successful international networks and agreements.
4. **Interactive Tools:** Flipcharts, whiteboards, or digital platforms for group activities.

13.1.6 International Marketing and prepare Multicultural Classroom

Objective

To equip participants with strategies for marketing their institution internationally and creating inclusive, multicultural classrooms that foster a sense of belonging for diverse student populations.

Level

Strategic, Tactical and operational

Target Group

- University administrators.
- Staff dealing with international students
- Faculty staff
- IAD staff

Session Duration

03 hours

Learning Outcome

- Understand the importance of international marketing and inclusive classroom practices in institutional growth and student success.
- Identify the challenges and opportunities of global outreach and diverse classrooms.
- Develop effective strategies for attracting international students.
- Learn best practices for promoting the institution's brand globally.
- Learn strategies for fostering inclusivity and cultural sensitivity in classrooms.
- Understand how to address challenges in managing diverse student populations.
- Learn to align international marketing with multicultural practices to create a consistent and welcoming institutional image.
- Understand how to highlight multicultural classroom initiatives in marketing efforts.

Session Plan

1. Introduction to International Marketing and Multicultural Classrooms (30 Minutes)

Topics covered:

- Overview of international marketing in higher education.
- Benefits of multicultural classrooms:
  - Enhancing learning experiences.
  - Building cross-cultural competencies.

Interactive Activity:

- Discussion: Participants share their current practices in international marketing or managing multicultural classrooms.

2. International Marketing Strategies (1 Hour)

Topics covered:

- **Marketing Strategies:**
  - Defining target markets and tailoring messages.
  - Leveraging digital platforms: Social media, websites, and online campaigns.
  - Collaborating with international recruitment agents and alumni.
- **Building a Competitive Brand:**
  - Highlighting unique academic programs and research opportunities.
  - Emphasizing campus facilities and student support services.
  - Using success stories and testimonials.

Interactive Activity:

- Group Exercise: Participants draft a marketing campaign for a specific international market, outlining key messages and channels.

3. Preparing Multicultural Classrooms (1 Hour)

Topics covered:

- **Creating Inclusive Classrooms:**
  - Strategies to promote intercultural dialogue and collaboration.
  - Designing inclusive curricula and teaching methods.
  - Addressing language barriers and cultural differences.
- **Managing Diversity:**

- Preventing and addressing discrimination or cultural misunderstandings.
- Supporting students' mental health and well-being.

Interactive Activity:

- Role-Play: Participants simulate a classroom scenario with diverse students and develop strategies for creating inclusivity.

5. **Integrating Marketing with Multicultural Practices (30 Minutes)**

   Topic covered:

- **Linking Marketing and Inclusivity:**
  - Promoting inclusive practices in marketing materials.
  - Using multicultural classroom success stories as part of international outreach.
  - Ensuring a seamless experience from marketing to classroom integration.

Interactive Activity:

- Brainstorming: Participants outline a marketing message that highlights their commitment to inclusivity and diversity.

5. Wrap-Up and Action Planning (15 Minutes)

- Summarize key takeaways from the session.
- Action Plan: Participants outline one initiative to improve their institution's international marketing or multicultural classroom practices.
- Feedback and Q &A sessions

Resources Needed:

1. Presentation Slides: Covering international marketing strategies and inclusive classroom practices.
2. Handouts:
   - Checklist for developing an international marketing strategy.
   - Strategies for creating inclusive classrooms.
   - Examples of successful marketing campaigns and multicultural practices.
3. Case Studies: Successful institutions that have combined marketing and multicultural initiatives.
4. Interactive Tools: Flipcharts, whiteboards, or digital collaboration platforms.

13.1.7 Project writing for International Donors

Objective:

To train participants in crafting compelling project proposals aligned with the requirements of international donors, enhancing their ability to secure funding for institutional development initiatives.

Level: Strategic, Tactical

Target Group

- University administrators.
- Academic and administrative staff involved in project development.
- Staff responsible for fundraising and external collaborations.

Session Duration: 03 hours

Learning Outcomes:

- Understand the key elements of successful project proposals.
- Identify the priorities and expectations of international donors.
- Learn how to structure and write each section of a project proposal.
- Understand how to align project goals with donor priorities.
- Develop skills for clear, concise, and persuasive proposal writing.
- Learn strategies to highlight institutional strengths and potential impact.
- Learn strategies for engaging with donors before and after submission.
- Understand the importance of follow-ups and relationship building.

Session Plan

1. Introduction to Project Writing for International Donors (30 Minutes)

Content:

- Overview of project writing: Purpose, structure, and importance.
- Understanding international donors:
    - Types of donors (governmental, NGOs, private foundations, multilateral agencies).
    - Identifying donor priorities and focus areas.
- Common reasons for proposal rejection and how to avoid them.

Interactive Activity:

- Discussion: Participants share experiences with project proposals, including successes and challenges.

2. Key Components of a Successful Proposal (1 Hour)

Content:

- Executive Summary: Clear and concise project overview.
- Problem Statement: Defining the issue and its significance.
- Project Rationale or Justification
- Goal and Objectives: SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals.
- Strategies and Activities
- Results: Impacts, Outputs and Outcomes
- Budget: Transparent and detailed cost breakdown.
- Monitoring and Evaluation: Indicators to measure project success.

Interactive Activity:

- Group Exercise: Participants analyze a sample proposal to identify contents, strengths and areas for improvement.

3. Writing Techniques and Best Practices (1 Hour)

Content:
- Writing techniques:
  - Using data and evidence to strengthen the proposal.
  - Incorporating success stories and institutional achievements.
  - Emphasizing sustainability and scalability of the project.
- Visual aids: Effective use of charts, graphs, and infographics.
- Addressing risks and providing mitigation strategies.

Interactive Activity:
- Writing Practice: Participants draft the problem statement and objectives for a project idea.

5. Donor Engagement and Submission (30 Minutes)

Content:
- Approaching donors: Initial communication and presenting ideas.
- Submission best practices:
  - Ensuring compliance with donor requirements.
  - Proofreading and peer reviews.
- Post-submission engagement:
  - Responding to queries and revisions.
  - Building long-term relationships for future projects.

Interactive Activity:
- Simulation Exercise: Participants role-play a donor meeting to pitch a project concept.

5. Wrap-Up and Action Planning (15 Minutes)
- Summarize key takeaways from the session.
- Develop actionable steps for future proposal writing.
- Action Plan: Participants outline one project idea and steps to develop a proposal for it.

Resources Needed:
1. Presentation Slides: Covering proposal components, donor priorities, and writing techniques.
2. Handouts:
   - Checklist for writing successful proposals.
   - Sample proposals with annotations.
   - Guidelines for engaging with donors.
3. Case Studies: Examples of successful proposals funded by international donors.
4. Interactive Tools: Flipcharts, whiteboards, or online collaboration platforms.

13.2. Modern Practices in University Administration and Governance

13.2.1 Financial Management

Objective

- Understand the objectives and principles of financial management.
- Learn the roles and responsibilities of financial officers.
- Learn the university fund management processes, including payments, advances, and settlements.

Level

Tactical and operational

Target Group

- University administrators.
- Staff dealing with financial matters

Session Duration

03 hours

Learning Outcomes

- Comprehend Financial Management Principles
- Recognize Key Roles and Responsibilities
- Effectively Manage University Funds
- Implement Payment and Reimbursement Processes
- Administer Advances and Settlements
- Apply Practical Financial Management Skills
- Promote Best Practices in Financial Administration

Session Plan

1. Introduction to Financial Management *(15 minutes)*

Topics covered:

- Objectives of the session.
- Overview of financial management principles.
- Importance of accountability and transparency in university finances.

Activity:

- Brief Q&A session on participants' current understanding of financial management.

1. Roles and Responsibilities in Financial Management *(30 minutes)*

Topics covered:
- Key roles: Chief Accounting Officer, Accounting Officer, Assistant Accounting Officer, and Bursar.
- Delegation of authority and responsibilities at different levels.

Activity:
- Interactive discussion with scenarios to clarify responsibilities.

2. University Fund Management *(40 minutes)*

Topics covered:
- Types of funds: Recurrent Grant, Capital Grant, Generated Fund, etc.
- Administration and utilization of funds per regulations.

Activity:
- Group exercise to outline fund allocation for a hypothetical university project.

3. Payment Procedures *(30 minutes)*

Topics covered:
- Steps for preparing, certifying, and approving payment vouchers.
- Limits of approval for various financial officers.
- Petty cash replenishment process.

Activity:
- Case study: Identify errors in a sample payment procedure.

4. Managing Advances and Settlements *(30 minutes)*

Topics covered:
- Types of advances and conditions for approval.
- Procedures for releasing and settling advances.
- Documentation requirements for settlements.

Activity:
- Role-play exercise: Releasing and settling advances for a department purchase.

5. Practical Applications and Discussion *(20 minutes)*

Topics covered:
- Discuss challenges faced by participants in financial management.
- Share best practices for efficient fund management.

Activity:
- Open discussion and sharing of participant experiences.

7. Wrap-Up and Feedback *(15 minutes)*
- Recap of key points.
- Feedback on the session.

Materials Needed: ○ Financial management guidelines. ○ Projector and slides. ○ Printed copies of payment forms, advance request templates, and settlement formats. ○ Sample scenarios and case studies for activities.
13.2.2 Human Resource Management and Current Trends in Human Resources Management
Objective • Understand the fundamentals of Human Resource Management (HRM) in the higher education sector. • Explore current trends and innovations in HRM practices. • Develop strategies for recruitment, talent management, and performance appraisal. • Learn change management and employee engagement techniques for modern workplaces.
Level Tactical and operational
Target Group • University administrators. • HR department staff • Other interested staff
Session Duration 03 hours
Learning Outcomes Understand the Foundations of HRM Analyze HRM in the Higher Education Sector Adopt Current Trends in HRM Apply Recruitment and Talent Management Strategies Utilize Performance Appraisal Techniques Enhance HR Communication and Training Practices Implement Change Management and Workforce Planning Foster a Culture of Continuous Improvement
Session Plan **1. Introduction to HRM *(20 minutes)*** **Topics covered:** • Definition and importance of HRM. • Key HRM functions: Recruitment, deployment, and management of employees.

- HRM in the higher education sector: UGC Cadre Scheme, recruitment, and promotions.

Activity:

- Icebreaker: Participants share one HRM challenge they face in their roles.

2. Current Trends in HRM *(40 minutes)*

Topics covered:

- The hybrid work model and its impact on collaboration.
- Importance of communication, teamwork, and feedback.
- Emerging technologies: Working in the metaverse.
- Focus areas: Diversity and inclusion, employee well-being, and analytics.

Activity:

- Group discussion: How can your organization adopt current HRM trends?

3. Recruitment and Talent Management *(30 minutes)*

Topics covered:

- Steps in recruitment: Identifying, attracting, interviewing, and onboarding.
- Talent management: Attracting and retaining top talent, skill development, and succession planning.

Activity:

- Case study: Designing a talent management plan for a hypothetical department.

4. Performance Analysis and Appraisal Techniques *(40 minutes)*

Topics covered:

- Types of performance appraisals: General, 360-degree, technological, self-assessment, and manager performance.
- Benefits of structured performance evaluation.

Activity:

- Role-playing: Conducting a 360-degree appraisal meeting.

5. HR Training, Development, and Communication *(20 minutes)*

Topics covered:

- Developing frameworks for employee skill enhancement.
- Effective communication: Two-way HR interaction.
- Importance of continuous employee development.

Activity:

- Brainstorming session: Designing a training program for new hires.

6. Change Management and Workforce Planning *(20 minutes)*

Topics covered:

- Strategies for implementing change effectively.
- Workforce planning to meet current and future needs.

Activity:

- Scenario analysis: Planning workforce changes in response to a new university initiative.

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7. Wrap-Up and Feedback *(10 minutes)*

Topics covered:

- Recap of the session's key points.
- Feedback and Q&A.

Materials Needed:

- Projector and slides.
- Case studies and role-play scenarios.
- Handouts summarizing HRM trends and best practices.

13.2.3 Governance and Management

Objective

- Understand the legal and regulatory frameworks governing higher education institutions.
- Explore governance structures and roles within universities.
- Discuss effective management practices in financial and administrative domains.

Level

Tactical and operational

Target Group

- University administrators.
- Management Assistants and parallel staff

Session Duration

03 hours

Learning Outcomes

Understand the Legal Frameworks
Recognize Governance Structures
Apply Management Practices
Enhance Decision-Making and Problem-Solving Skills
Promote Accountability and Transparency

Session Plan

1. Introduction and Overview (15 minutes)

Topics covered:

- Importance of governance and management in higher education.
- Overview of Sri Lanka's higher education regulatory environment.

Activities:

- Brief presentation.
- Participant expectations and discussion.

2. Legal Frameworks (45 minutes)

Topics covered:

- Universities Act No. 16 of 1978 and amendments.
- Regulatory bodies: UGC, Ministry of Higher Education.
- Statutory provisions for university governance.

Activities:

- Presentation on legal frameworks.
- Interactive Q&A session.

3. Governance Structures (45 minutes)

Topics covered:

- Decision-making bodies: Senate, Council, Faculty Boards.
- Roles of key officers: Vice-Chancellor, Registrar, Deans, Bursars.
- Accountability and transparency measures.

Activities:

- Case study on governance challenges.
- Group discussion: Improving decision-making processes.

4. Management Practices (45 minutes)

Topics covered:

- Financial management: Budgeting, procurement, and payment processes.
- Human resource management: Recruitment, promotions, and leave entitlements.
- Effective resource utilization and risk management.

- **Activities:**
  - Role-play: Budget approval process.
  - Brainstorming: Solutions for common management issues.

5. Conclusion and Feedback (30 minutes)

- Recap of key points.
- Addressing participant questions.
- Feedback survey.

Materials Needed:

1. Official Documents and Guidelines
   - Universities Act No. 16 of 1978 (and Amendments):
   - UGC Establishment Code Circulars and Guidelines:
   - Financial Regulations and Procurement Guidelines:
   - Management Guide of EUSL
   - University Calendar
2. PowerPoint slides

13.2.4 Strategic Management and Sustainability at the University
Objective • Understand the concept and importance of strategic management and sustainability in universities. • Learn the strategic management process, including SWOT analysis and decision-making frameworks. • Apply strategies for integrating sustainability into university management practices.
Level Strategic, Tactical
Target Group • Administrative officers. • Financial officers. • Staff involved in university sustainability initiatives. • Other interested staff
Session Duration 03 hours
Learning Outcomes 1. Define strategic management and explain its importance in university governance. 2. Describe the 5Ps framework and its application in higher education. 3. Conduct a SWOT analysis to identify key internal and external factors affecting university operations. 4. Develop strategies for integrating sustainability into university management practices. 5. Make informed and timely strategic decisions to achieve long-term institutional goals.
Session Plan **1.Introduction to Strategic Management (30 minutes)** **Topics covered:** ○ Definition and importance of strategic management. ○ Key features of strategic management: Long-term focus, integration, and adaptability. ○ Overview of the 5Ps of strategy (Plan, Play, Pattern, Position, Perspective). **Activities:** ○ Presentation on the fundamentals of strategic management. ○ Group discussion: Examples of strategic management in universities.

2. Strategic Management Process (45 minutes)

Topics Covered:

- Phases: Formulation, implementation, and evaluation.
- Importance of aligning strategies with organizational goals.

Activities:

- Guided walkthrough of a strategic management case study.
- Interactive exercise: Identify phases in a given scenario.

3. SWOT Analysis for Universities (45 minutes)

Topics covered:

- Understanding strengths, weaknesses, opportunities, and threats.
- Internal vs. external factors influencing university performance.

Activities:

- Group exercise: Conduct a SWOT analysis for a hypothetical university.
- Sharing findings and discussing strategies to address weaknesses and threats.

4. Sustainability in University Strategy (30 minutes)

Topics covered:

- Definition and dimensions of sustainability: Environmental, social, and economic.
- Importance of integrating sustainability into strategic decisions.

Activities:

- Presentation on best practices for sustainability in higher education.
- Brainstorming session: Sustainable initiatives for universities.

5. Strategic Decision-Making (20 minutes)

Topic covered:

- Importance of timing and context in strategic decisions.
- Tools for effective decision-making in a university setting.

Activities:

- Role-play: Participants simulate strategic decision-making scenarios.

6. Conclusion and Feedback (10 minutes)

- Recap of key takeaways.
- Open Q&A session.
- Participant feedback survey.

Materials Needed:

1. PowerPoint Slides: Covering key topics such as strategic management concepts, the 5Ps framework, SWOT analysis, and sustainability.

2.Handouts:

- Summarized guides on strategic management processes.
- Example templates for SWOT analysis and strategic decision-making.

- Case studies related to sustainability in universities.

3.Reference Documents:

- Articles or excerpts from reports on university sustainability and governance.

13.2.5 Managing projects at the Institution

Objective

- Understand the fundamentals of project management within an institutional context.
- Learn how to apply key project management concepts, including planning, budgeting, risk management, and monitoring.
- Equip participants with tools to manage institutional projects effectively, ensuring quality and timely delivery.

Level

Strategic, Tactical

Target Group

- Administrative officers.
- Financial officers.
- Staff involved in projects in the university
- Other interested staff

Session Duration

03 hours

Learning Outcomes

- Define project management and explain its relevance in institutional contexts.
- Plan, execute, and monitor institutional projects effectively using standard tools like WBS, Gantt charts, and budget trackers.
- Identify and manage risks proactively, ensuring project continuity and success.
- Apply best practices in budgeting and financial management to optimize project resources.
- Close projects successfully, ensuring stakeholder satisfaction and documenting lessons learned for future improvement

Session Plan

1. Introduction to Project Management (20 minutes)

Topics covered:

- Definition and importance of project management.
- Characteristics and taxonomy of projects in institutional settings.
- Differences between projects and regular operations.

Activities:

- Presentation on project management basics.
- Group discussion on examples of institutional projects.

2. Planning Projects (40 minutes)

Topics covered:

- Project scope, timeline, and objectives.
- Work Breakdown Structure (WBS) and project milestones.
- Tools for planning: Gantt charts, scheduling, and resource allocation.

Activities:

- Interactive exercise: Create a WBS for a hypothetical project.
- Group activity: Identify critical paths using Gantt charts.

3. Budgeting and Financial Management (30 minutes)

Topics covered:

- Estimating project costs: labor, materials, and contingencies.
- Budget tracking and reporting practices.
- Managing cost overruns and resource optimization.

Activities:

- Case study: Analyze a sample project budget and identify potential risks.
- Discussion on cost-benefit analysis.

4. Risk Management (30 minutes)

Topics covered:

- Identifying and categorizing risks.
- Developing a risk management plan and contingency strategies.
- Monitoring risks throughout the project lifecycle.

Activities:

- Risk identification workshop using institutional scenarios.
- Role-play: Responding to unforeseen risks.

5. Monitoring and Controlling Projects (30 minutes)

Topics covered:

- Tracking progress and performance metrics.
- Tools for monitoring: Earned value analysis and status reports.
- Scope and change management in projects.

Activities:

- Group exercise: Analyze a project scenario for schedule and budget deviations.
- Develop a change request process.

6. Project Closure (20 minutes)

Topics covered:

- Acceptance testing and stakeholder sign-off.
- Creating lessons learned and project closeout reports.
- Transitioning team members to other assignments.

Activities:

- Workshop: Drafting a lessons-learned document.
- Discussion on post-project evaluation.

7. Conclusion and Feedback (10 minutes)

- Recap of key takeaways.
- Addressing participant questions.
- Feedback survey.

Materials Needed:

1. PowerPoint Slides: Covering key topics such as strategic management concepts, the 5Ps framework, SWOT analysis, and sustainability.

2.Handouts:

- Summarized guides on strategic management processes.
- Example templates for SWOT analysis and strategic decision-making.
- Case studies related to sustainability in universities.

3.Reference Documents:

- Articles or excerpts from reports on university sustainability and governance.

13.3. Soft Skills, and Diversity

13.3.1 Communication skills

Objective

- Develop active listening skills to improve workplace communication.
- Enhance understanding and application of non-verbal communication techniques.
- Learn to give and receive feedback constructively.
- Build confidence and empathy in interpersonal interactions.
- Practice clarity, appropriate tone, and the right communication medium.

Level

Strategic, Tactical, Operational

Target Group

- All interested administrative and non-academic staff

Session Duration 03 hours
Learning Outcomes • Actively listen to understand the needs and concerns of colleagues and stakeholders . • Use non-verbal communication to build trust and convey sincerity. • Provide and receive feedback effectively to foster professional growth. • Communicate confidently while demonstrating empathy and respect for others. • Select the appropriate communication medium and tone for various workplace scenarios.
Session Plan **1.Introduction to Communication Skills (15 minutes)** **Topics covered:** ○ Importance of communication in the workplace. ○ Overview of key communication skills: Listening, non-verbal cues, feedback, confidence, and clarity. **Activities:** ○ Icebreaker: Share examples of effective communication in a workplace setting. **2. Active Listening (30 minutes)** **Topics covered:** ○ Components of good listening: Attention and reflection. ○ Techniques for attentive listening: Eye contact, posture, and clarifying questions. **Activities:** ○ Role-play: Pairs take turns listening to and summarizing each other's statements. ○ Group discussion: Identifying barriers to effective listening. ○ **3. Non-Verbal Communication (30 minutes)** **Topics covered:** ○ Understanding body language, eye contact, and tone of voice. ○ Dos and Don’ts: Maintaining open arms, avoiding distractions, and respecting personal space. **Activities:** ○ Mirror exercise: Participants replicate body language to understand its impact. ○ Small group activity: Decode the emotions conveyed in non-verbal cues. **4. Feedback: Giving and Receiving (40 minutes)** **Topics covered:**

- How to give constructive feedback: Focus on actions, be specific, and offer solutions.
- Handling negative feedback: Pause, understand, assess, and respond kindly .

Activities:

- Practice session: Participants give constructive feedback using provided scenarios.
- Group exercise: Responding to simulated negative feedback constructively.

5. Confidence and Empathy in Communication (25 minutes)

Topics covered:

- Building confidence: Conveying belief in your message and actions.
- Demonstrating empathy: Understanding and respecting others' viewpoints.

Activities:

- Role-play: Participants practice expressing their views confidently while acknowledging differing opinions.
- Group discussion: Share examples of empathetic communication.

6. Clarity, Tone, and Medium (30 minutes)

Topics covered:

- Saying enough: Avoiding over- or under-communication.
- Choosing the right tone and medium for the situation.

Activities:

- Scenario analysis: Identify the best communication method and tone for different contexts.
- Practice exercise: Participants draft concise and clear messages for workplace scenarios.

7. Conclusion and Feedback (10 minutes)

- Recap of key takeaways.
- Open Q&A session.
- Feedback survey.

Materials Needed:

- **PowerPoint Slides**: Covering key topics such as listening skills, non-verbal communication, feedback, confidence, and clarity.
- **Handouts**:
- **Case Studies**:
- **Worksheets**:
- **Interactive Session Materials**
  - **Role-Play Scenarios**:
  - **Video Clips**:
  - **Props**:
    - ✓ Flashcards for non-verbal cue identification activities.
    - ✓ Timer for quick listening and response exercises.

13.3.2 Equality, Diversity and Inclusion

Objective

- Understand the concepts of diversity, equality, equity, and inclusion in the workplace.
- Learn practical strategies to promote DEI within institutions.
- Explore the benefits of DEI for organizational success and employee well-being.
- Develop awareness of unconscious bias and how to mitigate its effects.

Level

Strategic, Tactical, Operational

Target Group

- All interested administrative and non-academic staff

Session Duration

03 hours

Learning Outcomes

- Define diversity, equality, equity, and inclusion, and understand their importance in the workplace.
- Identify and implement strategies to promote DEI effectively.
- Recognize the role of unconscious bias and take steps to minimize its impact.
- Develop and contribute to policies that foster an inclusive and equitable workplace culture.
- Articulate the organizational benefits of adopting DEI practices

Session Plan

1. Introduction to DEI (20 minutes)

Topics covered:

- Definitions of diversity, equality, equity, and inclusion.
- Importance of DEI in the workplace.

Activities:

- Share personal experiences with diversity and inclusion. (Or)
- Brief group discussion: "What does DEI mean to you?"

2. Diversity in the Workplace (25 minutes)

Topics covered:

- Recognizing and celebrating differences (age, race, gender, religion, etc.).
- Strategies for fostering diversity through hiring practices and workplace culture.

Activities:

○ Group exercise: Identify elements of diversity within a hypothetical organization. (Or) ○ Discussion: Challenges in promoting diversity and possible solutions.
3. Equality vs. Equity (30 minutes) **Topics covered:** ○ Equality: Treating everyone fairly and providing equal opportunities. ○ Equity: Providing tailored support based on individual needs. ○ Examples of how equality and equity differ in practice. **Activities:** ○ Case study: Analyze a workplace policy and identify equity considerations.
4. Inclusion in the Workplace (25 minutes) **Topics covered:** ○ Creating a culture where everyone feels valued and included. ○ The role of leadership in promoting inclusion. **Activities:** ○ Brainstorming: Ways to foster a sense of belonging in teams.
5. Benefits of DEI (20 minutes) **Topics covered:** ○ Enhanced organizational success and problem-solving. ○ Attracting and retaining talent. ○ Mitigating legal and ethical risks. **Activities:** ○ Small group discussions: Share examples of how DEI improved outcomes in their experience or a known organization.
6. Promoting DEI (30 minutes) **Topics covered:** ○ Addressing unconscious bias and creating inclusive policies. ○ Continuous evaluation and improvement of DEI initiatives. **Activities:** ○ Self-assessment: Identifying personal biases. (OR) ○ Develop a DEI action plan for a hypothetical organization.
7. Conclusion and Q&A (20 minutes) ○ Recap of key takeaways. ○ Open floor for participant questions. ○ Feedback survey.
Materials Needed: Presentation Slides Handouts Examples of workplace DEI practices. DEI Checklist

Case Studies: Real-world examples highlighting successful DEI initiatives.

13.3.3 Time Management

Objective

- Help participants recognize time as a valuable and finite resource and understand how effective time management contributes to success.
- Equip participants with actionable tools and strategies to plan, prioritize, and organize their tasks efficiently.
- Teach participants how to maximize their output with minimal effort by focusing on high-priority and impactful activities.
- Empower participants to manage their workload in a balanced way, reducing the stress associated with missed deadlines and poor planning.
  Encourage participants to set clear, achievable goals and create structured plans to accomplish them within the available time.
- Identify and address common time-wasting behaviors such as procrastination and lack of prioritization.
- Motivate participants to regularly assess and refine their time management practices for long-term effectiveness.

Level

Strategic, Tactical, Operational

Target Group

- All interested administrative and non-academic staff

Session Duration

03 hours

Learning Outcomes

The participants will be able to,

1. Understand the Fundamentals of Time Management
2. Implement the Six Steps of Time Management
3. Apply Practical Time Management Skills
4. Avoid Common Time Management Pitfalls
5. Experience the Benefits of Effective Time Management
6. Commit to Continuous Improvement

Session Plan

1.Introduction to Time Management (30 minutes)

Topics Covered:

- Definition of Time Management
- Why time management is important (refer to slides: “What is Time Management?” and “Why Time Management is Important?”)

Activity:	○ Discussion: How do you currently manage your time? ○ Group Discussion: Share examples of poor time management from personal experiences.
2. Steps to Effective Time Management (1 hour) **Topics covered:** ○ Based on "Six Steps to Effective Time Management" ○ Assess: Weekly time survey and log. ○ Identify: Academic, vocational, and personal obligations. ○ Prioritize: Control vs. non-control factors. ○ Schedule: Tools like planners and calendars. ○ Note Deadlines: Importance of noting dates and deadlines. ○ Strategize: Setting up distraction-free environments. **Activity:** ○ Task Mapping: Participants identify and map out their obligations and deadlines using a template. ○ Prioritization Exercise: Rank tasks by importance and urgency (use Eisenhower Matrix).	
3. Skills and Tips for Time Management (45 minutes) **Topics covered:** ○ Time Management Skills: ▪ Goal setting ▪ Planning ▪ Decision-making ▪ Scheduling ○ Avoiding Common Mistakes: ▪ Procrastination ▪ Lack of clear goals ▪ Ineffective delegation ○ 8 Tips for Efficient Time Management: ▪ Quit procrastinating, delegate tasks, say no, etc. **Activity:** ○ Time Audit: Participants analyze their last week's schedule to identify time wasters. ○ Procrastination Role-play: Teams act out scenarios to highlight procrastination and solutions.	
4. Benefits and Takeaways (30 minutes) **Topics Covered:** ○ Benefits: Control, productivity, confidence, and fun (refer to slides: "Benefits of Time Management" and "Time Management Benefits"). ○ Inspirational Quotes: "Lost time is never found again," Abraham Lincoln. **Activity:** ○ Reflection Exercise: Participants write a "Time Management Pledge" outlining how they'll apply these techniques in their daily lives.	

○ Q&A Session: Address participants' specific challenges.
Conclusion (15 minutes) • Recap key points. • Feedback collection.
Materials Needed: PowerPoint Slides Infographics Video clips Recommended books list
13.3.4 Change Management
Objective To provide participants with the knowledge, skills, and tools to effectively manage organizational change.
Level Strategic, Tactical, Operational
Target Group • All interested administrative and non-academic staff
Session Duration 03 hours
Learning Outcomes By the end of this training, participants will be able to: 1. Understand the Fundamentals of Change Management: 2. Apply Change Management Models: 3. Address Resistance to Change: 4. Recognize the Benefits of Change:
Session Plan **1.Introduction to Change Management (30 minutes)** **Topics covered:** ○ Definition of change management. ○ Importance of change management in organizational success. ○ Discussion: Why is change difficult yet necessary? **Activity:** Group brainstorming: Share examples of organizational changes participants have experienced. **2. The Change Management Process (1 hour)**

Topics covered:

- Components of change management (forces for and resistance to change).
- The Change Management Process (Identify, Plan, Implement, Evaluate).
- Overview of ADKAR and Kurt Lewin Models.

Activities:

- Case Study: Analyze a failed change initiative and identify what went wrong.
- Role Play: Simulate resistance to change and how to address it using the ADKAR model.

3. Leadership Styles and Resistance Management (45 minutes)

Topics covered:

- Styles of leading change: Persuasion, Collaboration, Direction.
- Forces for change vs. resistance to change (internal and external).
- Why change programs fail and how to avoid common pitfalls.

Activities:

- Small Group Discussion: Identify forces for and against change in participants' organizations.
- Practical Exercise: Design a communication strategy to reduce resistance.

4. Benefits and Future Opportunities (30 minutes)

Topics covered:

- Benefits of organizational change (productivity, innovation, adaptability).
- The future of higher education and the need for continuous change.
- Discussion: How to maintain motivation and trust during change initiatives.

Activities:

- Reflection: Participants list 3 changes they want to implement in their teams or organizations.

Conclusion (15 minutes)

- Recap key points.
- Q&A Session: Address specific challenges participants face in managing change.
- Feedback collection.

Materials Needed:

Presentation Slides
Handouts
Case Studies: Real-world examples of successful and failed change initiatives.
Books/Readings

13.3.5 Effective Leadership in Practice

Objective

To equip participants with a comprehensive understanding of leadership traits, behaviors, styles, and situational approaches, enhancing their ability to lead effectively.

Level Strategic, Tactical, Operational
Target Group • All interested administrative and non-academic staff
Session Duration 03 hours
Learning Outcomes The participants will be able to, 1. Understand Leadership Fundamentals 2. Identify Key Leadership Traits 3. Explore Leadership Styles 4. Apply Leadership Theories 5. Develop Leadership Skills
Session Plan **1. Introduction to Leadership (30 Minutes)** **Topics covered:** ○ What is leadership? Key definitions and concepts. ○ Leadership traits: Traditional and charismatic. ○ Discussion: Are leaders always needed? **Activity: Small group discussion: "What makes a leader effective in your experience?"** **2. Leadership Styles and Behaviors (1 Hour)** **Topics covered:** ○ Leadership behaviors: Task-centered vs. people-centered. ○ Leadership styles: Autocratic, participative, consultative, democratic, free-reign. ○ Situational leadership: Adapting style based on context and follower readiness. **Activities:** ○ Case study: Analyze a scenario and identify the most suitable leadership style. ○ Role-play: Participants demonstrate different leadership styles in assigned scenarios. **3. Leadership Theories in Action (1 Hour)** **Topics covered:** ○ Fiedler’s Contingency Theory: Matching leadership style to situational control. ○ House’s Path-Goal Theory: Helping followers overcome obstacles. ○ Hersey/Blanchard Theory: Leadership styles based on employee maturity.

Activities: ○ Interactive exercise **4. Building Trust and Credibility (30 Minutes)** **Topics covered:** ○ Credibility and trust: Why they matter in leadership. ○ Strategies for building trust: Transparency, consistency, and communication. ○ Gender differences in leadership styles. **Activity:** ○ Self-assessment: Participants evaluate their trust-building practices.
Conclusion (15 Minutes) • Recap key points. • Share key takeaways and answer questions. • Feedback collection.
Materials Needed: ○ Presentation Slides ○ Handouts ○ Worksheets and Templates ○ Leadership self-assessment form- Trust-building action plan template. ○ Case Studies: Examples showcasing effective and ineffective leadership styles.