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

FINAL TRANING CURRICULUM

SRI LANKA TECHNOLOGY CAMPUS (SLTC)

KA2 ERASMUS+ CAPACITY BUILDING IN

THE FIELD OF HIGHER EDUCATION

PROGRAMME

Introduction

The ENACT project's Training Curriculum signifies a major step forward in enhancing the professional skills of Sri Lanka Technology Campus's staff. By incorporating stakeholder insights and feedback from previous training participants, this curriculum is tailored to meet the unique requirements of non-academic personnel. It offers a detailed framework designed to promote professional development and elevate institutional standards.

Aligned with Sri Lanka Technology Campus's mission to provide top-tier, learner-focused educational experiences, this curriculum is instrumental in achieving the institution's goals. Emphasizing workforce development, it reflects the campus's dedication to fostering a forward-thinking and inclusive atmosphere that supports its strategic vision.

Acknowledgment

Upon successful completion of the training, participants will receive Certificates of Participation, recognizing their effort and dedication. The competencies gained will also be factored into career advancement evaluations, highlighting the program's importance in individual and institutional growth.

This acknowledgment not only validates the new skills acquired by participants but also aligns their career progression with the campus's strategic aims. By promoting continuous learning and professional enhancement, the program underscores Sri Lanka Technology Campus's commitment to developing a proficient and driven workforce dedicated to excellence.

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ENACT Detailed Training Curriculum

1. Internationalization in Higher Education

1.1. Global Trends in Internationalization of Higher Education

Objective
To provide participants with insights into contemporary global trends in the internationalization of higher education and guide them in leveraging these trends to enhance institutional global engagement and competitiveness.

Level
Strategic, Tactical, Operational

Target Group
- University administrators
- Staff involved in international relations and global partnerships
- Personnel managing mobility programs and international collaborations

Learning Outcomes
By the end of this session, participants will:
1. Understand the concept and strategic significance of internationalization.
2. Identify and assess emerging global trends in higher education internationalization.
3. Evaluate how global practices can be adapted to suit local contexts.
4. Develop actionable plans to enhance institutional global engagement.
5. Participate in solution-oriented discussions and collaborative problem-solving.

Session Duration
03 hours

Indicative content (outline)

01. Foundations of Internationalization (45 minutes)
- Topics: Definitions, significance, and driving forces of internationalization.
- Interactive Component: Icebreaker activity where participants share their understanding and experiences of internationalization.

02. Exploring Global Trends (45 minutes)
- Topics: Key trends such as student mobility, virtual exchange programs, and sustainability in higher education.
- Interactive Component: Group discussion on aligning these trends with the institution's strategic goals.

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03. Localizing Global Practices (1 hour)
- Topics: Tailoring strategies to institutional contexts, capacity development, and partnership strengthening.
- Interactive Component: Workshop-style activity to draft an action plan for integrating global practices.

04. Conclusion and Feedback (30 minutes)
- Recap of key points, discussion on implementation challenges, and gathering participant feedback.

Training Resources
- Presentation slides synchronized with module topics
- Handouts summarizing key insights and templates for action planning
- Multimedia tools and interactive elements

1.2.   Use of System for Mobility Administration and Applicant Management

Objective
To familiarize participants with system-based approaches to managing mobility and applicant processes, drawing on global best practices and exploring their implementation at SLTC.

Level
Strategic, Tactical, Operational

Target Group
- University administrators
- Staff in international offices
- Personnel managing mobility programs and applicant processes

Session Duration
03 hours

Learning Outcomes:
By the end of this session, participants will:
1. Understand the functionality and advantages of system-based mobility administration.
2. Explore standardized processes for applicant management before, during, and after the mobility period.
3. Analyze case studies, including Masaryk University's approach, to identify actionable insights for SLTC.
4. Design a roadmap for implementing a system-driven approach to applicant and mobility management.

Indicative content (outline)

1. Introduction to Mobility Administration Systems (30 minutes)
- Topics: Overview of system-based mobility management, benefits, and challenges.
- Interactive Activity: Brainstorming on current challenges in applicant and mobility management at SLTC.

2. Case Study: Masaryk University's Approach (1 hour)
- Topics: Managing mobility phases (before, during, and after); orientation processes; student and staff support mechanisms.
- Interactive Activity: Group discussion on adapting Masaryk University's practices to SLTC's context.

3. Developing SLTC's Applicant Management Process (1 hour)
- Topics: Standardizing processes, applicant conversion to enrolled students, and integrating a system-driven approach.
- Interactive Activity: Workshop to draft an implementation plan for a standardized applicant management process at SLTC.

4. Orientation Process Design and Implementation (30 minutes)
- Topics: Comparing orientation processes (Masaryk University vs. SLTC), introducing a "Survival Sri Lanka" package, and leveraging student societies for support.
- Interactive Activity: Designing an ideal orientation framework for SLTC.

5. **Wrap-Up and Feedback (15 minutes)**
- Recap of key points, discussion on implementation challenges, and participant feedback.

Training Resources
- Presentation slides showcasing case studies and process templates
- Handouts on system functions and workflows
- Videos demonstrating best practices
- Interactive tools for activity facilitation

1.3.　Managing an International Office: Roles and Best Practices

Objective
To train participants in effectively managing the operations of an international office, outlining its key functions, responsibilities, and best practices.

Level
Tactical, Operational

Target Group

- University administrators
- International office staff and coordinators
- Staff involved in international relations

Session Duration
03 hours

Learning Outcomes:
By the end of this season, participants will be able to,
1. Understand the strategic role of an international office in achieving institutional goals.
2. Identify and implement key roles and responsibilities effectively.
3. Establish efficient workflows to manage operations seamlessly.
4. Support students, staff, and institutional initiatives through targeted services

Indicative content (outline)

1. Introduction to International Office Management (30 minutes)
- Topics: Core functions, mission alignment, and strategic importance.
- Interactive Activity: Discussion on defining the primary functions of an international office.

2. Operational Excellence and Best Practices (1 hour)
- Topics: Process optimization, admissions, mobility coordination, and compliance.
- Interactive Activity: Case study on a successful international office framework.

3. Building and Sustaining Global Partnerships (45 minutes)
- Topics: Partner identification, collaboration strategies, and sustaining long-term relationships.
- Interactive Activity: Role-play on partnership negotiation and conflict resolution.

4. Enhancing Student and Staff Support Services (30 minutes)
- Topics: Orientation programs, cultural integration, and addressing challenges.
- Interactive Activity: Brainstorming session on improving student and staff support systems.

5. Wrap-Up and Future Directions (15 minutes)
- Summarization of session outcomes, action planning, and participant feedback.

Training Resources
- Presentation slides (aligned with module content)
- Handouts and workflow templates
- Case studies and interactive tools

1.4. Crafting Project Proposals for International Donors

Objective
Equip participants with the skills to create impactful project proposals tailored to international donor expectations, enabling successful funding acquisition for institutional growth and development initiatives.

Level
Tactical and operational

Target Group

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

Session Duration
03 hours

Learning Outcomes
Upon completing this module, participants will:

1. Master the core components of effective project proposals.
2. Gain insight into the goals and criteria prioritized by international donors.
3. Acquire techniques for structuring and articulating each section of a proposal.
4. Develop alignment between institutional projects and donor priorities.
5. Enhance their ability to write concise, persuasive, and impactful proposals.
6. Learn how to showcase institutional strengths and project scalability.
7. Understand methods for engaging with donors during and post-submission.
8. Recognize the value of follow-ups and relationship building with donors.

Indicative content (outline)

1. Introduction to International Project Proposals (30 Minutes)
- Topics: Purpose, structure, and significance of project proposals. Types of international donors. Government agencies, NGOs, private foundations, multilateral organizations
    - Identifying donor priorities and areas of focus
    - Common reasons for proposal rejection and strategies to address them

- Interactive Activity: Open discussion: Participants share experiences with project proposal successes and challenges

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2. Core Elements of a Winning Proposal (1 Hour)

Topics:

- Key proposal sections:
    - Executive Summary: Clear and concise project overview
    - Problem Statement: Highlighting critical issues and their relevance
    - Objectives: Framing SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals
    - Methodology: Detailed activity plan
    - Budget: Transparent cost breakdown
    - Monitoring & Evaluation: Defining success indicators
- Aligning proposals with donor-specific guidelines

- Interactive Activity: Group exercise: Review and critique a sample proposal to identify strengths and areas for improvement.

3. Writing Strategies and Best Practices (1 Hour)

Topics:

- Techniques for impactful writing: Using data and evidence to add credibility, Highlighting institutional achievements and success stories, Emphasizing project sustainability and scalability
- Visual aids: Designing effective charts, graphs, and infographics
- Addressing risks and proposing mitigation strategies

- Interactive Activity: Writing exercise: Draft a problem statement and objectives for a hypothetical project.

4. Engaging Donors and Submission Process (30 Minutes)

Topics:

- Approaching donors: Best practices for initial communication
- Ensuring compliance with donor requirements during submission
- Post-submission strategies: Responding to feedback and revisions, Building long-term donor relationships

- Interactive Activity: Role-playing simulation: Participants pitch a project idea during a mock donor meeting.

5. Wrap-Up and Feedback (15 minutes)

- Recap of key points.
- Feedback on the session.

Training Resources

- PowerPoint Presentations
- Case Studies: Examples of successfully funded proposals
- Interactive Tools: Flipcharts, whiteboards, and online collaboration platforms

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2. Modern Practices in University Administration

2.1. Customer Service and Service Excellence

Objective

To expose participants to modern concepts and practices of customer relations, emphasizing its critical role in contemporary organizations. It seeks to equip participants with the essential knowledge, skills, and attitudes required to deliver exceptional customer service.

Level

Tactical and operational

Target Group
- Managerial staff
- Administrative staff
- Executives
- Other non-academic staff involved in customer interactions

Session Duration

03 days

Learning Outcomes

By the end of this season, participants will be able to,
1. Identify their customers and understand the needs and expectations of each customer group.
2. Deliver excellent service tailored to customer requirements.
3. Foster a personalized approach to make every customer feel valued.
4. Leverage communication as a tool to enhance service and satisfaction.
5. Handle difficult customers and complaints effectively.
6. Recognize challenges in customer relations and develop solutions.
7. Build the qualities, skills, and attitudes required to excel in customer service.

Indicative content (outline)

1. Understanding Your Customer (1.5 hours)
- Topics: Identifying customer types, needs, and expectations & exploring the six basic expectations of customers.
- Interactive Activity: Group activity to identify customer types and their needs, Discussion on understanding and delivering customer expectations.

2. Delivering Excellent Customer Service (1.5 hours)

- Topics: Defining customer service and its importance & understanding the customer interaction cycle.
- Interactive Activity: Exercise on understanding what customer service is and why it matters, followed by a practical activity to explore how to deliver excellent service.

3. Customer Care Practices (2 hours)

- Topics: Importance of customer care and making customers feel special & qualities of a good listener and effective communication techniques.
- Interactive Activity: Activity to brainstorm how to modify voice in different situations, followed by role-playing to practice communication skills for customer care.

4. Customer Relationship Management (CRM) (2 hours)

- Topics: Goals of relationship marketing and CRM aspects & handling difficult customers and managing complaints.
- Interactive Activity: Group discussion on common customer complaints and how to resolve them, followed by role-playing to practice handling difficult customer scenarios.

5. Implementing CRM and Customer Care Programs (2 hours)

- Topics: Addressing organizational barriers to CRM & developing a CRM program tailored to institutional needs.
- Interactive Activity: Discussion to identify barriers to CRM success in your organization, followed by collaborative planning to create actionable CRM improvement strategies.

6. Becoming a Customer Champion (1.5 hours)

- Topics: Developing qualities and attitudes for customer-oriented roles & the role of non-academic staff in championing customer service.
- Interactive Activity: Group discussion on the qualities needed to provide excellent service, followed by brainstorming attitudes that promote good customer service.

7. Wrap-Up and Feedback (15 minutes)

- Recap of key points.
- Feedback on the session.

Training Resources

- PowerPoint Presentations
- Group Discussion Guide: Prompts for discussing how non-academic staff can champion customer service
- Self-Assessment Worksheet: For participants to evaluate their own customer service skills

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2.2.   Professionalism Unleashed: Your Roadmap to Career Success

Objective

To enhance participants' career development awareness and professional behavior, enabling them to contribute more effectively to the university's vision and goals. It will focus on personal growth, stress management, time management, and ethics, equipping participants with the skills to navigate their careers successfully.

Level

Tactical and operational

Target Group

- University administrators
- Staff involved in career development
- Other interested staff members

Session Duration

03 hours

Learning Outcomes

By the end of this season, participants will be able to,

1. Understand key concepts of career development.
2. Analyze their professional development needs.
3. Apply effective career development strategies.
4. Implement time management and stress management techniques.
5. Identify and enhance their professional behavior.
6. Understand the importance of ethics and professionalism in the workplace.
7. Develop habits for continuous self-development and stress management.

Indicative content (outline)

1. **Roles and Responsibilities of University Staff; Vision, Mission, Goal, Values, and Strategy (35 minutes)**

- Topics: Understanding the vision, mission, and strategic goals of the university. The role of staff in achieving organizational objectives and values. Ice-breaking activities to establish rapport and communication styles within a professional setting.
- Interactive Activity: Group discussion on how participants' roles contribute to the university's mission and personal introductions to share career goals and expectations from the workshop.

2. Career Development Concept (30 minutes)
- Topics: Defining career development and its importance in professional growth. Key elements of a career development plan.
- Interactive Activity: Individual reflection on career aspirations and current development strategies.

3. Career Development Process, SWOT, SOAR, Multiple Intelligence, and Emotional Intelligence Analyses (1 hour 15 minutes)
- Topics: Overview of career development models: SWOT, SOAR, Emotional Intelligence, and Multiple Intelligence. Analyzing personal strengths, weaknesses, opportunities, and threats.
- Interactive Activity: Group exercises to conduct SWOT/SOAR analysis and apply emotional intelligence techniques.

4. Habits of Self-Development & Managing Stress (40 minutes)
- Topics: Building habits for continuous self-development and professional growth. Techniques for managing stress and maintaining work-life balance.
- Interactive Activity: Group discussion on stress management strategies and personal development habits.

5. Time Management (50 minutes)
- Topics: Key concepts of time management and prioritizing tasks. Tools and techniques for effective time management in professional settings.
- Interactive Activity: Workshop activity to create a personal time management plan.

6. Ethics and Professionalism (55 minutes)
- Topics: The significance of ethics and professionalism in career success. Analyzing ethical dilemmas and making ethical decisions in the workplace.
- Interactive Activity: Role-playing scenarios to explore ethical decision-making in real-life situations.

7. Wrap-Up and Feedback *(15 minutes)*
- Summarization of session outcomes, action planning, and participant feedback.

Training Resources
- Projector and slides for presenting key concepts and strategies.
- Case studies and role-play scenarios to stimulate practical application of concepts.
- SWOT and SOAR templates for career development exercises.
- Flipcharts and markers for brainstorming sessions and group activities.

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2.3. Strategic Planning for University Success

Objective

Provide participants with the knowledge and tools to think strategically, prepare a strategic plan tailored to their department and role, achieve strategic goals, and understand key strategic management concepts.

Level
Strategic, Tactical, Operational

Target Group
- Mid-level managers
- Department heads
- Staff involved in planning and decision-making processes.

Session Duration
4 hours and 30 minutes.

Learning Outcomes
By the end of this session, participants will:
1. Understand the principles of strategic thinking and planning.
2. Develop a strategic plan for their department aligned with institutional goals.
3. Identify actionable steps to achieve strategic objectives.
4. Apply theoretical concepts of strategic management to practical scenarios.

Interactive Content (Outline)

1. Introduction to Strategic Thinking (30 minutes)
- Topics: Overview of strategic thinking and its importance in university settings.
- Interactive Activity: Icebreaker: "Strategic Moments" – Share a strategic decision from experience.

2. Fundamentals of Strategic Planning (1 hour)
- Topics: Key components of a strategic plan, Introduction to SWOT analysis and PESTLE framework
- Interactive Activity: Group exercise: Conduct a SWOT analysis for a hypothetical department.

3. Departmental Strategic Planning Workshop (1 hour 30 minutes)
- Topics: Step-by-step guide to developing a departmental strategic plan.
- Interactive Activity: Breakout groups: Participants draft a strategic plan for their department.

4. Achieving Strategic Goals (1 hour)

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- Topics: Tools and techniques for implementation and monitoring strategy, Overcoming challenges in achieving goals.

- Interactive Activity: Role-play: Addressing challenges in strategic goal execution.

5. Wrap-Up and Feedback (15 minutes)
- Recap of key points, discussion on implementation challenges, and participant feedback.

Training Resources
- Slide deck with key concepts.
- Handouts: Strategic planning templates, SWOT and PESTLE guides.
- Whiteboard or flip charts for group work.

3. Financial Management in Higher Education

3.1.   Fundamentals of Financial Management

Objective
To equip participants with a comprehensive understanding of financial management principles, roles, and processes in the university setting, enabling effective administration of funds, payments, advances, and settlements

Level
Tactical and operational

Target Group
- University administrators.
- Staff involved in financial operations

Session Duration
03 hours

Learning Outcomes
By the end of this module, participants will:
1. Grasp the core principles of financial management.
2. Identify the key roles and responsibilities in financial operations.
3. Manage university funds in compliance with regulations.
4. Execute payment and reimbursement processes efficiently.
5. Handle advances and settlements systematically.
6. Apply practical skills for effective financial administration.
7. Advocate for best practices in financial governance

Indicative content (outline)

1. Introduction to Financial Management (15 minutes)

- Topics: Overview of financial management principles. Importance of accountability and transparency in university finances
- Interactive Activity: Q&A session to gauge participants' current knowledge.

2. Roles and Responsibilities in Financial Management (30 minutes)
- Topics: Overview of key roles (e.g., Chief Accounting Officer, Bursar). Delegation of authority and responsibilities.
- Interactive Activity: Scenario-based discussion to clarify responsibilities.

3. University Fund Management (40 minutes)
- Topics: Types of funds (e.g., Recurrent Grant, Capital Grant). Guidelines for fund administration and utilization.
- Interactive Activity: Group exercise: Allocating funds for a hypothetical project.

4. Payment Procedures (30 minutes)
- Topics: Steps for payment voucher preparation and approval. Approval limits and petty cash processes.
- Interactive Activity: Case study: Identifying and correcting errors in a payment procedure.

5. Conclusion and Feedback (30 minutes)
- Summarization of session outcomes, action planning, and participant feedback.

Training Resources
- Guidelines: Financial management manuals and templates.
- Materials: Sample payment forms, advance request templates, and case studies.
- Tools: Projector, slides, and interactive tools for activities

3.2.   Strategic Financial Planning and Sustainability in Higher Education

Objective
This module aims to equip participants with the tools and knowledge needed to develop and implement effective financial strategies for higher education institutions (HEIs). It emphasizes long-term planning, resource allocation, and sustainability to ensure the financial health and institutional growth of HEIs.

Level
Strategic, Operational

Target Group
- University leaders and administrators
- Financial officers and budget managers in HEIs
- Academic department heads involved in budget planning
- Stakeholders interested in institutional financial sustainability

Session Duration
03 hours

Learning Outcomes

By the end of this session, participants will:

1. Understand the principles of strategic financial planning in HEIs.
2. Develop long-term financial strategies that align with institutional goals.
3. Create effective budgeting and forecasting models.
4. Explore innovative funding models and resource mobilization strategies.
5. Ensure financial sustainability through efficient resource allocation and cost control.

Indicative Content (Outline)

1. Introduction to Financial Planning in HEIs (30 minutes)

Topics:

- The importance of strategic financial planning for HEIs.
- Overview of current financial challenges in higher education.
- The role of financial planning in achieving academic and operational goals.
- Interactive Activities: Group discussion: Share experiences and challenges in financial planning.

2. Budgeting and Forecasting for HEIs (40 minutes)

Topics:

- Principles of strategic budgeting and multi-year forecasting.
- Integrating academic priorities into financial plans.
- Tools and techniques for accurate financial forecasting.
- Interactive Activities: Case study: Develop a multi-year budget for a fictional HEI.

3. Developing Funding Models and Resource Mobilization Strategies (40 minutes)

Topics:

- Diversifying revenue streams: tuition, research grants, endowments, and partnerships.
- Building strategic partnerships with the private sector.
- Innovations in fundraising and donor engagement.
- Interactive Activities: Brainstorming session: Identify potential funding opportunities for HEIs.

4. Ensuring Financial Sustainability (40 minutes)

Topics:

- Cost control and efficient resource allocation.
- Monitoring and evaluating financial performance.
- Aligning financial strategies with institutional goals and values.
- Interactive Activity: Analyze the financial health of a sample HEI.

5. Conclusion and Feedback (30 minutes)

- Summarization of session outcomes, action planning, and participant feedback.

Training Resources

- PowerPoint Slides
- Handouts

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- Reference Documents
- Interactive tools for activity facilitation

4. Human Resource Management

4.1. Human Resource Management and Emerging Trends

Objective

To provide participants with an in-depth understanding of HRM fundamentals, current trends, and strategies to enhance recruitment, talent management, and employee engagement in the modern workplace.

Level

Tactical and Operational

Target Group
- University administrators
- HR department staff
- Other interested staff

Session Duration

03 hours

Learning Outcomes

By the end of this module, participants will:
1. Understand HRM principles and their application in higher education.
2. Analyze contemporary trends in HRM practices.
3. Implement effective recruitment and talent management strategies.
4. Utilize performance appraisal methods.
5. Strengthen HR communication and training initiatives.
6. Apply change management techniques for workforce planning.
7. Foster a culture of continuous improvement.

Indicative content (outline)

1. Introduction to HRM (20 minutes)
- Topics covered: Importance of HRM in higher education. Key functions: Recruitment, deployment, and employee management.
- Interactive Activity: Icebreaker: Share HRM challenges.

2. Current Trends in HRM (40 minutes)
- Topics Covered: Hybrid work models and their implications. Emerging technologies and diversity initiatives.
- Interactive Activity: Group discussion: Adapting trends to the university context.

3. Recruitment and Talent Management (30 minutes)

- Topics: Steps in recruitment and talent retention strategies.
- Interactive Activity: Case study: Designing a talent management plan.

4. Performance Analysis and Appraisal Techniques (40 minutes)
- Topics: Types of performance appraisals and their benefits.
- Interactive Activity: Role-play: Conducting a 360-degree appraisal.

5. HR Training, Development, and Communication (20 minutes)
- Topics: Frameworks for employee skill enhancement. Effective two-way HR communication.
- Interactive Activity: Brainstorming: Designing a training program.

6. Conclusion and Feedback (15 minutes)
- Summarization of session outcomes, action planning, and participant feedback.

Training Resources
- Guidelines: HRM best practices and trend summaries.
- Materials: Case studies, role-play scenarios, and handouts.
- Tools: Projector and interactive tools.

4.2.   Transforming HR to Better Support Higher Education Institutions

Objective

To explore the evolving role of Human Resources (HR) in supporting Higher Education Institutions (HEIs). Participants will gain insights into the challenges faced by HR in the academic sector and learn strategies to transform HR operations to align with institutional goals.

Level
Strategic, Tactical

Target Group
- HR professionals within HEIs
- Administrative staff involved in HR-related functions
- University leaders and managers
- Any interested staff members aiming to improve HR practices

Session Duration
03 hours

Learning Outcomes
By the end of this session, participants will:
1. Recognize the need for HR transformation in HEIs and its strategic importance.
2. Identify and address core challenges faced by HR in the academic sector.
3. Develop strategies to align HR practices with institutional goals and talent needs.

4. Explore the integration of modern technologies, such as AI and big data, into HR operations.
5. Promote capability-building initiatives, including reskilling and upskilling, to enhance workforce efficiency.
6. Foster a culture of lifelong learning, autonomy, and self-management among staff.

Indicative content (outline)

1. Introduction: Why HR Needs Transformation (45 minutes)
- Topics: Challenges in hiring and retaining talent in HEIs. The inadequacy of traditional work environments and leadership in the digital era. The significance of a robust and interconnected HR function.
- Interactive Activity: Group discussion: Share experiences of HR challenges in HEIs.

2. Core Challenges in HR Operations (1 hour)
- Topics: Misalignment with Institutional Objectives, Process Inefficiencies, Capability Gaps, Talent Management Initiatives.
- Interactive Activity: Case study analysis: Identify misalignments and suggest solutions.

3. Model HRM 4.0: The Future of HR in HEIs (1 hour)
- Topics:
- Leveraging AI and big data for interactive and collaborative digital HR systems.
- Shifting recruitment and rewards to focus on competencies over seniority.
- Strategies for retaining talent through autonomy and self-management.
- Decentralizing HR structures for improved worker engagement.
- Encouraging digital literacy, problem-solving skills, and lifelong learning.
- Interactive Activities: Interactive exercise: Role-play scenarios involving AI-driven HR systems.

4. Conclusion and Feedback (15 minutes)
- Summarization of session outcomes, action planning, and participant feedback.

Training Resources
- PowerPoint Slides
- Handouts
- Reference Documents

4.3. Designing and Managing Performance Appraisal Systems

Objective
This module focuses on equipping participants with the knowledge and skills needed to design and manage effective performance appraisal systems within higher education institutions (HEIs). Participants will learn how to establish clear performance metrics, ensure transparency and fairness, and integrate appraisal outcomes with organizational goals, employee development, and reward systems.

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Level
Strategic, Tactical

Target Group
• HR professionals in HEIs • Department heads and team leaders • Administrative staff involved in performance management • Any staff members interested in improving appraisal systems

Session Duration
03 hours

Learning Outcomes
By the end of this session, participants will: 1. Understand the purpose and importance of performance appraisals in HEIs. 2. Design performance appraisal systems that align with institutional goals and employee development needs. 3. Establish objective, measurable, and role-specific performance criteria. 4. Navigate challenges such as bias, subjectivity, and resistance to appraisal processes. 5. Implement appraisal outcomes to foster career progression, training needs, and reward allocation. 6. Communicate appraisal processes effectively to ensure clarity and buy-in from stakeholders.

Indicative Content (Outline)
1. Introduction to Performance Appraisal Systems (20 minutes) Topics: • Definition and objectives of performance appraisal systems. • The role of appraisals in achieving organizational and individual goals. • Key differences between traditional and modern performance appraisal approaches. • Interactive Activities: Group discussion: Share experiences with current appraisal systems in HEIs. **2. Designing Effective Performance Appraisal Systems (40 minutes)** Topics : • Setting clear, measurable, and role-specific performance criteria. • Aligning appraisal systems with institutional goals and values. • Selecting appropriate appraisal methods: 360-degree feedback, key performance indicators (KPIs), and behavior-based evaluations. • Ensuring fairness and transparency in the appraisal process. • Interactive Activities: Case study: Analyze an existing appraisal system and identify areas for improvement.

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3. Managing Appraisal Processes (40 minutes)

Topics:

- Conducting effective appraisal meetings.
- Addressing common challenges: bias, subjectivity, and resistance.
- Training managers and appraisers for consistent evaluation practices.
- Using technology to streamline appraisal processes.

- Interactive Activities: Role-play: Conduct an appraisal meeting using a provided script.

4. Linking Appraisal Outcomes to Development and Rewards (40 minutes)

Topics:

- Identifying training and development needs based on appraisal results.
- Designing career progression pathways and succession plans.
- Integrating appraisals with reward systems and incentives.
- Monitoring and revising appraisal systems for continuous improvement.
- Interactive Activities: Group exercise: Create a reward and recognition framework based on appraisal data.

5. Conclusion and Feedback (15 minutes)

- Summarization of session outcomes, action planning, and participant feedback.

Training Resources

- PowerPoint Slides
- Handouts
- Reference Documents

5. Organizational Efficiency & Productivity in Higher Education

5.1. Managing Institutional Projects

Objective

To provide participants with a comprehensive understanding of project management principles within an institutional framework. It introduces essential techniques for planning, budgeting, risk management, and monitoring, equipping attendees with the skills to lead projects effectively.

Level

Strategic, Tactical

Target Group

- Administrative officers
- Financial officers
- Staff engaged in institutional projects
- Any other interested personnel

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| **Session Duration** |
| 03 hours |

Learning Outcomes

By the end of this session, participants will:

1. Grasp the core concepts of project management and their application in institutional settings.
2. Develop and execute project plans using tools such as Work Breakdown Structures (WBS), Gantt charts, and budget trackers.
3. Anticipate and mitigate risks to ensure project continuity.
4. Employ effective financial management practices to optimize project resources.
5. Conclude projects successfully, ensuring stakeholder satisfaction and capturing insights for future improvements.

Indicative content (outline)

1. Introduction to Project Management (20 minutes)
- Topics: Definition and relevance of project management. Key characteristics and classifications of institutional projects. Differences between projects and routine operations.
- Interactive Activity: Introductory presentation on project management concepts. Group discussion to identify examples of institutional projects.

2. Project Planning (40 minutes)
- Topics: Defining project scope, timelines, and objectives. Using Work Breakdown Structures (WBS) and setting project milestones. Planning tools: Gantt charts, resource allocation, and scheduling techniques.
- Interactive Activity: Hands-on exercise: Develop a WBS for a hypothetical project. Collaborative activity: Identify critical paths with Gantt charts.

3. Financial Management in Projects (30 minutes)
- Topics: Estimating costs, including labor, materials, and contingencies. Monitoring budgets and reporting financial progress. Strategies for managing cost overruns and optimizing resources.
- Interactive Activities: Case study: Examine a sample project budget and identify risks. Group discussion on cost-benefit analysis techniques.

4. Risk Management (30 minutes)
- Topics: Recognizing and categorizing potential risks. Crafting risk management plans and contingency strategies. Ongoing risk monitoring throughout the project lifecycle.
- Interactive Activities: Workshop: Identify risks using real-world institutional scenarios. Role-playing: Develop responses to unexpected risks.

5. Monitoring and Controlling Progress (30 minutes)
- Topics: Tracking key performance indicators and project progress. Tools for monitoring: Earned value analysis and status reporting. Managing changes to scope and resources during the project.

- Interactive Activity: Group exercise: Evaluate a project scenario for schedule and budget deviations. Design a change request process collaboratively.

6. Finalizing Projects (20 minutes)
- Topics: Conducting acceptance tests and obtaining stakeholder approval. Documenting lessons learned and preparing closeout reports. Transitioning team members to subsequent assignments.
- Interactive Activity: Practical workshop: Draft a lessons-learned document. Group discussion on post-project evaluation methods.

7. Conclusion and Feedback (10 minutes)
- Summarization of session outcomes, action planning, and participant feedback.

Training Resources
- PowerPoint Slides
- Handouts
- Reference Documents

5.2.   Streamlining Administrative Processes Across Departments

Objective
Equip participants with the knowledge and skills to create department-specific process manuals aimed at enhancing operational efficiency, consistency, and inter-departmental collaboration within SLTC.

Level
Tactical, Operational

Target Group
- Administrative staff
- Academic staff
- HR professionals
- Process coordinators

Session Duration
03 hours

Learning Outcomes
By the end of this session, participants will:
1. Understand the importance of standardized process manuals in streamlining administrative workflows.
2. Identify the key components required for department-specific manuals.
3. Develop skills to document, review, and implement clear administrative processes.

Indicative Content (Outline)

1. Introduction (20 minutes)

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- Topics: Overview of administrative process challenges at SLTC. Importance of process manuals in achieving operational excellence.
- Interactive Activities: Short discussion on current process-related issues within participants' departments.

2. Key Concepts and Frameworks (30 minutes)
- Topics: Components of an effective process manual, Frameworks for process optimization.

3. Case Study and Group Analysis (40 minutes)
- Topics: Present a case study of a well-documented process manual: Success story from a similar institution..
- Interactive Activities: Group activity to map out common processes across departments (e.g., admissions, procurement).

4. Practical Application : Creating a Process Manual (60 minutes)
Topics:
- Step 1: Identify a process to document.
  - Example: Procurement of materials for academic programs.
- Step 2: Break down the process into key steps.
  - Define inputs, actions, outputs, and responsible personnel.
- Step 3: Use a provided template to draft a section of the manual.
  - Groups work on different departments.
- Step 4: Peer review and feedback.

5. Implementation and Sustainability (20 minutes)
Topics : Discuss strategies for implementing process manuals:
- Training sessions for staff.
- Regular updates and revisions.
- Monitoring and evaluation metrics.

6. Conclusion and Feedback (10 minutes)
- Recap of key points, discussion on implementation challenges, and gathering participant feedback.

Target Group
- Slide deck with process documentation frameworks.
- Process manual templates.
- Sample process manual for reference.
- Case study materials.

5.3. Strengthening Institutional Accountability through Internal Auditing

Objective
Provide participants with a comprehensive understanding of internal auditing principles and practices, equipping them to develop, implement, and enhance internal auditing processes within a university setting.

Level

Operational and Technical.

Target Group
- University administrative staff
- Internal auditors
- Department heads, and
- Personnel involved in compliance and governance.

Session Duration
4 hours and 30 minutes

Learning Outcomes
By the end of this session, participants will:
1. Understand the purpose and scope of internal auditing in a university context.
2. Identify key areas for internal auditing and develop an effective auditing process.
3. Analyze audit findings and create actionable recommendations.
4. Enhance compliance, risk management, and accountability through auditing practices.

Interactive Content (Outline)

1. Introduction to Internal Auditing (30 minutes)
- Topics: Overview of internal auditing: Purpose, principles, and benefits. Key differences between internal and external audits.
- Interactive Activity: Icebreaker: "Audit Moments" – Participants share experiences related to audits.

2. Core Principles of Internal Auditing (1 hour)
- Topics: Planning and scoping an audit. Understanding risk assessment and control measures. Functional university audit reports.

3. Conducting an Internal Audit (1 hour and 30 minutes)
- Topics: Steps in the audit process: Preparing an audit plan, Gathering and evaluating evidence, Reporting findings and recommendations.
- Interactive Activity: Role-play: Participants conduct a mock audit for a sample process.

4. Improving Institutional Accountability (1 hour)
- Topics: Integrating audit findings into institutional processes. Building a culture of continuous improvement and compliance.
- Interactive Activity: Brainstorming session: Solutions for common audit challenges.

5. Wrap-Up and Feedback (15 minutes)
- Recap of key points, discussion on implementation challenges, and participant feedback.

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Training Resources
• Presentation slides
• Handouts
• Case study materials and mock audit scenarios.
• Whiteboard or flip charts for group activities.

6. The Role of Soft Skills in Higher Education

6.1. How to Work Smarter, Not Harder: Save Time

Objective
This module introduces participants to effective time management practices using the Eisenhower Matrix. Participants will gain practical skills to organize and prioritize tasks based on urgency and importance, ensuring efficient allocation of time and resources.

Level
Tactical, Operational

Target Group
- Administrative staff
- Academic staff
- HR professionals
- Any individuals interested in improving productivity and time management skills

Session Duration
02 hours

Learning Outcomes
By the end of this session, participants will:
1. Understand the Eisenhower Matrix and its relevance in managing tasks.
2. Differentiate between urgent and important tasks to enhance productivity.
3. Apply the Eisenhower Matrix to real-life scenarios to prioritize effectively.
4. Utilize task management tools like To-Do List apps for enhanced organization.

Indicative Content (Outline)

1. Introduction to Time Management (20 minutes)
Topics Covered:
- The importance of time management in professional and personal contexts.
- Common challenges in managing time effectively.
- Interactive Activities: Group discussion: Share common time management struggles.

2. Understanding the Eisenhower Matrix (30 minutes)
Topics:

- Explanation of the Eisenhower Matrix: Urgent vs. Important tasks.
- Practical applications of the matrix in task prioritization.
- Interactive Activity: Group activity: Categorize tasks into the four quadrants using provided scenarios.

3. Task Management Tools and Apps (30 minutes)
Topics:
- Introduction to To-Do List apps like Todoist for task tracking.
- Integrating task management tools with the Eisenhower Matrix.
- Interactive Activities: Group activity: Create and prioritize tasks in a simulated environment.

4. Practical Application of Time Management (40 minutes)
Topics:
- Applying the Eisenhower Matrix to daily schedules.
- Strategies for delegating, scheduling, and eliminating tasks.
- Overcoming procrastination and distractions.

Interactive Activities:
- Group Activity 1: Prioritize tasks in a given scenario using the Eisenhower Matrix.
- Group Activity 2: Develop a daily or weekly plan incorporating the matrix.

5. Conclusion and Feedback (10 minutes)
- Recap of key points, discussion on implementation challenges, and gathering participant feedback.

Training Resources
- PowerPoint Slides
- Handouts
- Reference Documents

6.2. Managing Change and Conflict: Insights from the "When Key Employees Clash" Case Study

Objective
Equip participants with tools and frameworks to navigate organizational change while managing interpersonal conflicts effectively. This workshop focuses on resolving employee clashes during transitions, fostering collaboration, and aligning operational goals.

Level
Strategic, Tactical, Operational

Target Group
- Mid to senior-level managers, team leaders, HR professionals, and individuals involved in organizational change initiatives.

Session Duration
02 hours and 30 minutes.

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Learning Outcomes

By the end of this season, participants will be able to,

1. Analyze and address interpersonal conflicts during organizational changes.
2. Develop strategic approaches to align diverse work styles with business objectives.
3. Apply change management frameworks to real-life scenarios.

Indicative content (outline)

1. Introduction (15 minutes)

Topics:

- Brief overview of change management principles and the importance of addressing employee conflicts.
- Present the case study summary: "When Key Employees Clash" by H. Irving Grousbeck.

2. Understanding the Case (30 minutes)

Topics and activities :

Group discussion on stakeholders and their perspectives:

- Ellen Larson: Administrative Director.
- Ronnie Emerson: Director of Clinical Operations.
- Matthew Spark: Business Owner.
- Other stakeholders: Clinicians, investors, and former owner Arthur Hamel.

3. Key Concepts and Frameworks (20 minutes)

Topics: Introduction to essential frameworks for addressing the case:

- Kotter's 8-Step Process.
- Lewin's Change Management Model (Unfreeze-Change-Refreeze).
- Conflict resolution techniques

4.Group Activity: Role Play (40 minutes)

- Apply theoretical knowledge to the case:

- Participants split into groups representing stakeholders.
  - Group 1: Ellen.
  - Group 2: Ronnie.
  - Group 3: Matthew (moderating role).
- Role-play a resolution meeting:
  - Discuss shared goals and concerns.
  - Propose actionable solutions.
- Debrief and gather insights.

5. Action Planning Workshop (30 minutes)

- Topics: Develop actionable strategies for similar scenarios
- Interactive Activity: Break into small groups to design an intervention plan for Matthew. Focus on training, communication, and operational adjustments. Present plans to the larger group.

5. Conclusion and Feedback (15 minutes)

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- Recap of key points, discussion on implementation challenges, and gathering participant feedback.

Training Resources
- Slide deck with case highlights.
- Handouts summarizing key case details and frameworks.
- Whiteboard/flip chart for stakeholder mapping.
- Role cards with character details.

6.3.   Effective Written and Verbal Communication for Staff and Faculty

Objective
Enhance the ability of university staff and faculty to communicate effectively in written and verbal formats, fostering clarity, professionalism, and collaboration in institutional settings.

Level
Tactical, Operational

Target Group
- University staff
- Faculty members
- Administrative personnel

Session Duration
03 hours

Learning Outcomes
By the end of this season, participants will be able to,
1. Develop clear, concise, and professional written communication skills.
2. Enhance verbal communication to foster teamwork and collaboration.
3. Understand communication barriers and strategies to overcome them.
4. Apply communication techniques in university-specific scenarios.

Interactive Content (Outline)

1. Introduction to Effective Communication (30 minutes)
- Topics: Importance of communication in university settings. Key differences between written and verbal communication.
- Interactive Activity: Icebreaker: "The Communication Challenge" – Participants share examples of successful and challenging communication experiences.

2. Mastering Written Communication (45 minutes)
- Topics: Structuring emails, memos, and reports for clarity and impact. Avoiding common pitfalls in professional writing.

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- Interactive Activity: Hands-on exercise: Rewrite a poorly written email to improve tone, clarity, and professionalism.

3. Enhancing Verbal Communication Skills (45 minutes)
- Topics: Techniques for active listening and clear speaking. Strategies for effective meetings and presentations.
- Interactive Activity: Role-play: Participants practice delivering concise updates during a mock team meeting.

4. Overcoming Communication Barriers (30 minutes)
- Topics: Identifying and addressing barriers in written and verbal communication. Inclusive communication practices for diverse audiences.
- Interactive Activity: Group discussion: Brainstorm strategies for overcoming specific communication barriers in a university context.

5. Conclusion and Feedback (30 minutes)
- Summarization of session outcomes, action planning, and participant feedback.

Training Resources
- PowerPoint Slides
- Handouts
- Reference Documents

7. Embracing Equality and Diversity in Higher Education

7.1. Best Practices for Supporting Marginalized Students and Staff

Objective
Equip university staff and faculty with the knowledge, skills, and strategies to support marginalized students and staff effectively, promoting inclusivity and equity within the institution.

Level
Operational and Strategic.

Target Group
- University staff
- Faculty members
- Support Staff
- Administrative personnel

Session Duration
03 hours

Learning Outcomes
By the end of this session, participants will:

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1. Understand the challenges faced by marginalized students and staff in a university environment.
2. Identify institutional barriers to inclusivity and strategies to address them.
3. Develop skills to foster an inclusive culture through active support and advocacy.
4. Apply best practices for creating equitable opportunities and resources for marginalized groups.

Indicative content (outline)

1. Understanding Marginalization in Higher Education (30 minutes)

- Topics: Overview of marginalized groups and their unique challenges. Impact of institutional culture on marginalized individuals.

2. Identifying Institutional Barriers and Solutions (45 minutes)
- Topics: Common barriers: systemic, cultural, and interpersonal. Strategies to eliminate biases and promote accessibility.
- Interactive Activity: Group discussion: Participants review scenarios illustrating institutional barriers and propose solutions.

3. Building Support Mechanisms (45 minutes)
- Topics: Establishing mentoring programs and resource networks. Advocating for equitable policies and practices.

4. Promoting an Inclusive Culture (30 minutes)
- Topics: Effective communication and allyship. Celebrating diversity through institutional initiatives.
- Interactive Activities: Brainstorming session: Participants design a small-scale initiative to promote inclusivity in their departments.

5. Conclusion and Feedback (30 minutes)
- Summarization of session outcomes, action planning, and participant feedback.

Training Resources
- PowerPoint Slides
- Handouts
- Reference Documents

7.2. Managing Inclusive Teaching and Learning Practices in Academic Programs

Objective

Equip university staff and faculty with the knowledge and skills to foster inclusivity in teaching and learning, ensuring equitable opportunities and participation for all students.

Level

Strategic, Operational, Technical

Target Group

- Academic staff
- Faculty members
- Curriculum developers
- University administrators

Session Duration
03 hours

Learning Outcomes
By the end of this session, participants will:
1. Understand the principles and importance of inclusivity in teaching and learning.
2. Identify and address barriers to inclusivity in academic settings.
3. Develop strategies and tools to implement inclusive practices in curricula and classrooms.
4. Evaluate and improve teaching methods to support diverse student needs.

Indicative content (outline)

1. Introduction to Inclusive Teaching and Learning (30 minutes)
- Topics: Definition and significance of inclusivity in academia. Key principles of inclusive education.
- Interactive Activity: "Reflection Circle" – Participants share personal experiences or observations of inclusive or non-inclusive practices in teaching.

2. Identifying Barriers to Inclusivity (30 minutes)
- Topics: Common challenges faced by marginalized or underrepresented students. Structural and attitudinal barriers in academic programs.
- Interactive Activity: Groups discuss scenarios highlighting barriers and propose solutions.

3. Strategies for Inclusive Curriculum Design (40 minutes)
- Topics: Tools for assessing the effectiveness of inclusive practices. Strategies for continuous improvement and feedback.
- Interactive Activity: Groups discuss, review and adapt a sample syllabus to make it more inclusive.

4. Fostering Inclusive Classroom Environments (40 minutes)
- Topics: Promoting a culture of respect and openness in interactions. Tools for engaging students with varying abilities and learning styles.
- Interactive Activity: Role-play – Participants practice inclusive teaching strategies in simulated classroom scenarios.

5. Evaluating and Sustaining Inclusive Practices (30 minutes)
- Topics: Tools for assessing the effectiveness of inclusive practices. Strategies for continuous improvement and feedback.
- Interactive Activity: Role-play – Participants practice inclusive teaching strategies in simulated classroom scenarios.

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6. Conclusion and Feedback (10 minutes)
- Summarization of session outcomes, action planning, and participant feedback.

Training Resources
- PowerPoint Slides
- Handouts
- Reference Documents

7.3. Cultivating Equality and Diversity for an Inclusive University Environment

Objective

Equip university staff—both academic and non-academic—with the skills and knowledge to actively promote equality and diversity, fostering an inclusive culture that supports children and young adults, particularly in educational and non-educational spaces.

Level

Strategic, Operational

Target Group
- Administrative officers
- Academic Staff
- Campus Management
- Staff engaged in student services

Session Duration

04 hours

Learning Outcomes

By the end of this session, participants will:
1. Understand the principles of equality, diversity, and inclusion (EDI) in a university setting.
2. Identify barriers to inclusion and strategies to overcome them.
3. Recognize the unique needs of children and young adults in higher education environments.
4. Develop actionable initiatives to promote equity and a sense of belonging across campus.

Interactive Content (Outline):

1. Introduction to Project Management (20 minutes)
- Topics: Defining EDI in the university context. Understanding legal and ethical responsibilities. Significance of fostering a welcoming environment for children and young adults.
- Interactive Activity: "Diversity Icebreaker" – Participants share their cultural backgrounds, perspectives, or unique experiences.

2. Identifying Challenges and Barriers (45 minutes)

- Topics: Common barriers to equality and diversity in universities. Recognizing biases in day-to-day operations. Special considerations for supporting students and staff with children.
- Interactive Activity: Case study discussion: Analyze scenarios depicting challenges faced by marginalized groups and children on campus.

3. Strategies for Creating Inclusive Spaces (60 minutes)
- Topics: Inclusive teaching and learning techniques. Designing campus policies and facilities to support parents and children. Role of non-academic staff in fostering a culture of inclusion.
- Interactive Activity: Group brainstorming: Develop ideas for a "Family-Friendly Campus Initiative" tailored to your university.

4. Promoting Awareness and Engagement (45 minutes)
- Topics: Organizing EDI workshops and events. Encouraging cross-departmental collaboration. Leveraging campus communication channels to spread EDI awareness.
- Interactive Activity: Role-play: Simulate discussions where staff address discriminatory behaviors or promote inclusive practices.

5. Crafting a Personal Commitment Plan (30 minutes)
- Topics: Reflecting on individual roles in promoting EDI. Creating a plan to integrate EDI principles into daily responsibilities.
- Interactive Activity: Guided worksheet: Participants list three specific actions they will take to contribute to equality and diversity.

6. Conclusion and Feedback (10 minutes)
- Summarization of session outcomes, action planning, and participant feedback.

Training Resources:
- PowerPoint Slides
- Handouts
- Reference Documents
- Videos on real-life examples of successful EDI initiatives.