Assuming Leadership in the Entrepreneurial Institution

This module presents a comprehensive focus on leadership that is based on a framework that analyses both leadership and management. The course presents leadership theories/concepts that have emerged over the past several decades to give students a better understanding of the topic through self-assessment exercises that will aid in enhancing personal skill development, it explores how the concepts of creativity and innovation can be used to enhance and shape the strategies we devise, the course also considers a variety of contemporary leadership challenges, how leaders communicate effectively and persuasively to stakeholders and how they make decisions that are both ethical and effective.

“...information appropriate and timely”

“...making an agile institution that can successfully respond to calls for proposals, and manage project funds...”

- Former Participants
Creating a culture of financial independence within institutions of higher education

Contexts of Resource Mobilization
This module is designed to examine resource mobilisation from three main perspectives—that of the institution, that of the employees and that of the funders. It will emphasise the importance of developing the necessary skills and institutional processes and decision-making structures to effectively engage in successful Resource Mobilisation.

This will all support the contextual framework of establishing sustainable financial models and supporting processes within institutions and the development of an entrepreneurial culture among persons who are both directly and indirectly responsible for resource mobilisation. Understanding the need to secure third stream revenues to support traditional funding schemes and the factors that contribute to it, support and monitor it over time are essential to adopting competitive positions in today’s business operations. Understanding and operationalising effective models to repeatedly secure alternative resources rely on sound business approaches, engaging in marketing and communication strategies, effectively accessing, securing and managing funding sources.

About
The Ministry of Tertiary Education has partnered with The UWI St. Augustine to offer a programme to increase the capacity of higher education institutions (HEIs) in Trinidad and Tobago in the area of Resource Mobilisation. The goals of the programme are to:

1. Develop participants’ understanding of the challenges involved in resource mobilization.
2. Produce a cadre of staff in HEIs with the competencies to contribute effectively to resource mobilization activities in their institutions.
3. Increase participating HEIs’ chances of success in securing resources to support the attainment of their goals.

Philosophy, Policy and Fund Raising in Higher Education
The module is intended to provide participants with the required foundation and context for the other modules in the programme. The emphasis will be on facilitating an understanding of the principles that underpin resource mobilisation in the higher education sector to enable participants to play a leadership role in fund-raising in their institutions. Topics will include among other things, the theory and philosophy of resource mobilisation, the ways in which this philosophy is applied at the institutional level to shape resource mobilisation policy, and the importance of ethics in resource mobilisation.

Research Skills for Programme Development
This module is designed to equip participants with the relevant research skills required to support their HEI in the conduct of action research to justify programmes and projects and to evaluate their effectiveness post implementation. The focus will be on encouraging participants to be active seekers and users of knowledge and the promotion of a research culture in their institution. Topics to be covered include the role and process of research, appropriate use of research designs and methods for specific contexts, ethics in the research process, and models of programme evaluation. Throughout the module emphasis will be on application of concepts and processes and development of skills to:

* Building HEI’s capacity to identify and access sustainable streams of income

Strategic Planning for Resource Generation and Mobilisation
The module will provide an overview of the strategic planning process. It is intended to provide participants with conceptual knowledge of strategic planning and its needs in HEI’s. It also illustrates the different kinds of strategies, effective ways, basic model, methodologies to design, develop & implement strategies on resource generation and mobilization. It also touch upon the templates to design an effective investor presentations for resource generation.

Principles and Practice of Effective Business Planning
The development of business activities is a common feature of income generation in higher education. Opportunities for securing new sources of income require careful planning and monitoring if they are to be successful. The involvement of key academic staff in making business decisions and monitoring business activities is therefore critical. This module introduces participants to the principles and practice of effective business planning.

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“...well executed and well planned delivery”

“...relevant tools that can be applied in project execution and business operations...”

- Former Participants