

LEADHER



**Leadership Development for
Higher Education Reform**

**INTERNATIONAL
ASSOCIATION OF
UNIVERSITIES**
INTERNATIONAL UNIVERSITIES BUREAU

2012 LEADHER Programme Guidelines

The Leadership Development for Higher Education Reform (LEADHER) Grants Programme

I. Introduction

Knowledge, capacity to produce and disseminate knowledge is today a key resource required for sustainable and equitable development. All Higher Education Institutions (HEIs) are challenged not only to meet expanding demand for access from students, to improve the match between societal demands and what higher education offers, to strengthen the quality of their programmes. They are also expected to conduct both cutting edge and applied research to provide solutions to ever more complex problems. These efforts require new approaches to institutional governance and management process especially in times of diminishing public funds. Universities and other HEIs need therefore to reform or transform to fulfill these diverse and multiple expectations.

Since its creation in 2007, the IAU Leadership for Higher Education Reform Programme (LEADHER), has created opportunities for learning partnerships and collaboration among IAU Member Institutions. It gives expression to the IAU mission to *strengthen higher education worldwide by facilitating exchange among its Members*. Several competitions have been organized and 40 IAU Members have benefited from grants enabling them to work collaboratively in diverse areas of reform underway at their institutions.

Funding for this programme is made available through the grant that IAU has obtained once again from the Swedish International Development Agency (Sida). In keeping with the Research for Development Policy and the goals that IAU shares with Sida, the overall focus of this Programme is the research and knowledge production function of universities in developing nations.

Grants will be awarded to projects leading to **the reinforcement of the research mission of universities**. Specifically the programme aims to increase and improve South-South as well as North-South cooperation among higher education institutions in order to strengthen research capacity and research management in developing country universities.

II. Overview and Purpose

The primary objective of the LEADHER Programme is help IAU Members enhance their capacity to adapt to change. Through the programme, Member institutions from different countries are encouraged to form collaborative partnerships whose primary purpose is to exchange first-hand experience and expertise on Research planning, development and management. LEADHER grants are awarded to selected partnerships that successfully demonstrate how collaboration will maximize their capacity to implement new or adjust existing research development strategies and bring mutual benefits from taking part in the project and undertaking one or two 'learning visits'. The objective of the LEADHER programme is also to act as a catalyst for the development of sustainable collaborative partnerships.

III. Programme Components and Definitions

A. LEADHER Grants

The LEADHER Programme will award **6 grants** annually, in open competitions organized by IAU over the next 4 years. Applicants will be expected to submit a project proposal explaining why and how, working in collaboration with a specific partner institution, they wish to strengthen the research capacity of their institutions.

Each proposal will outline general and specific objectives being pursued by the institutions and explain what activities and actions are being taken to meet these goals. The proposal will explain how the LEADHER project fits into this implementation strategy and offer details such as the rationale for the partnership, any previous collaboration that may have taken place, objectives to be met collaboratively, proposed activities, expected outcomes and follow-up as well as financial considerations.

LEADHER grants are awarded to partnership proposals **on a competitive basis**.

B. LEADHER Reform Areas

The LEADHER Programme encompasses collaboration focused on several **areas linked to research development, capacity building, research training and research management** in universities in developing countries. Institutions interested in participating are invited to submit joint project proposals focused on one or two of the following areas:

- Developing research mission, research policy and research development strategy;
- Research planning, organization and management;
- Research training, in particular innovative doctoral programmes;
- Innovative approaches to research capacity building via cooperation;
- Policies and programmes for funding of research (public/private) & revenue generation, diversification of funding sources;
- Collection, maintenance and dissemination of research results (publications, patents, products etc.);
- Alternative modes for research production (including cooperation with the private sector);
- Building linkages between the university research system and national/regional research systems (if applicable);
- University contribution to the development of strong national research agendas;
- Research capacity building through internationalization.

C. Partnerships

LEADHER Grants will be awarded for projects that involve a **partnership** bringing together **senior administrators and institutional leaders from two or more IAU Members based in different countries, with at least one located in a developing nation**. The objective of the LEADHER Programme is to promote professional and institutional development through the exchange of experiences and expertise and for mutual benefit through reciprocal learning.

Each project, including the learning visit(s), must be **international in scope**, involving at least one institution located in a low income country (see: <http://hdr.undp.org/en/statistics/>) and particular emphasis will be placed on initiatives involving sub-Saharan African institutions, thus building on the IAU project about The Changing Nature of Doctoral Programmes in Sub-Saharan Africa (see: <http://www.iau-aiu.net/content/description>).

The LEADHER grants are offered **exclusively to IAU Members in good standing** (no arrears in the payment of membership fees). Before submitting your project proposal, we invite you to contact IAU Secretariat to confirm that the institutions involved in the project are eligible.

D. Learning Visits

Each LEADHER project involves single or reciprocal **learning visits** — organized exchanges between individuals or teams of institutional administrators (Vice presidents, Deans, Directors of services etc), from one partner institution to another. Visiting institutions may elect to send a single representative or a small team to the host institution. All partners are expected to contribute to the preparation of the learning visit so that each visit is truly a mutual learning experience and all participants learn and benefit from the exchange.

The institutions may undertake a number of activities to fulfill the needs and objectives of the partnership, such as an exchange of documentation prior to the visit(s), sharing of questions and issues to be addressed during the visit(s), short group meetings, one-on-one consultations, workshops, small seminars and even larger conferences, etc. to make the most of the opportunity provided by the visit and partnership. Partnering institutions may choose to carry out one or two learning visits, pending sufficient resources.

IV. Funding

Participating institutions are expected to invest in the project by contributing support, financial and/or in-kind, to offset the overall costs. The LEADHER Programme will award grants of **up to €10,000** each. The LEADHER Grants may be used to cover the costs related to one or more learning visits undertaken as part of the project. Grant amounts may vary depending on the number of learning visits planned, the number of participants and the needs associated with each project. LEADHER Grants are not intended to cover the full costs associated with implementing projects, even for projects comprising a single learning visit. Project partners are expected to make a real investment in the activity. All institutions, and particularly those planning to host a learning visit, are encouraged to find ways to offset local accommodation and subsistence costs for the visiting institutions' representatives. In this way, reciprocal or multiple visits may be possible.

Once approved, LEADHER Grants will be disbursed according to individual project budgets. Funds will be provided by bank transfer to one of the partner institutions. Disbursement will be in two parts: half immediately and half once the activity and financial reports have been received by IAU.

V. Eligibility Criteria

The LEADHER Grants are awarded on a competitive basis after review of all eligible applications submitted. In order to be considered eligible to receive a grant, projects must meet the following requirements:

- ❑ Each of the institutions involved must be **Members of IAU in good standing** (no arrears in Membership fees).
- ❑ The proposed project, including the learning visit(s), must be **international** in scope; that is, the institutions involved must be based in different countries. Partnerships that involve South-South or North-South cooperation are particularly encouraged. **At least one of the partner institutions must be located in a Low Income Country** (http://www.iau-aiu.net/membership/pdf/GNP_Country_Categories.pdf); some countries not mentioned in the list might be eligible: please contact Elodie Boisfer (e.boisfer@iau-aiu.net) for confirmation.

Particular emphasis will be placed on initiatives involving sub-Saharan African institutions, thus building on the IAU project about The Changing Nature of Doctoral Programmes in Sub-Saharan Africa (see: <http://www.iau-aiu.net/content/description>).

- ❑ The proposed project must focus on **aspects related to strengthening research capacity** (see section III.B above).
- ❑ Learning visit(s) must be undertaken by **HE leaders, senior administrators and managers** (vice-presidents, deans, Heads of Divisions, Services, etc). Rectors, presidents, vice-chancellors, etc are normally not eligible.

- ❑ Institutional commitment to and 'ownership' of the project must be demonstrated by written support of the Head of the institution.
- ❑ The proposed project, including the learning visit(s), must have clearly identified expected results and provide **benefits to all institutions** involved.

VI. Selection Process and Criteria

All eligible applications will be reviewed by an IAU appointed international Peer Selection Committee (PSC). The PSC will meet 'virtually' to assess all applications and will make a selection based on the following criteria:

1. Rationale for collaboration (partner institutions' compatibility/suitability)
2. Quality of the proposal and relevance of the focus areas
3. Clarity of expected outcomes, reporting and follow-up measures
4. Overall feasibility of the project
5. Financial and in-kind contributions by partner institutions

For more information on the projects selected for the previous competitions, please visit our website: <http://www.iau-aiu.net/LEADHER/index.html>