



Global Engagement: Global Challenges Programme Dialogue between International HE Leaders

Changing Contexts: The Need for New Business Models, Academic Innovation and Other Responses to a More Resource Constrained Environment

City of Philadelphia, Pennsylvania, USA

Sunday, April 24, 2015 – Friday 29th April, 2016

(20-06-15)

Programme Leaders:

Dr Tom Kennie, Ranmore;

Professor Robin Middlehurst, Kingston University; and

Dr Peter Eckel and Professor Matt Hartley, PENN AHEAD

Arrival	Saturday, April 23, 2016 - Meeting and Connecting
	Arrive and check into the <i>Inn at Penn</i> 3600 Sansom Street, Philadelphia PA 19104
Day 1	Sunday, April 24, 2015 – Orientation for International Colleagues at <i>The Inn at Penn</i> 3600 Sansom Street, Philadelphia PA 19104
Objective	<i>To enable participants to meet and discuss expectations and gain an overview of current issues in HE in the US</i>
09.00	Introductions, Overview of Programme and Expectations <i>Dr Tom Kennie, Ranmore and Professor Robin Middlehurst, Kingston University</i>
10.00	Break
10.15	Higher Education in the US: Review of Current Business Models and Leadership Challenges <i>Dr Peter Eckel and Professor Matt Hartley, University of Pennsylvania</i>
12.30	Lunch
13.30	Free Time
20.00	Dinner – Inn at PENN

(Ranmore reserves the right to change the programme)



Day 2	Monday, April 25, 2016 – Insights into US Higher Education
Objective	<i>To provide an opportunity to gain insights into a range of different types of institutions in the US higher education landscape and how they deliver high impact research and engage with businesses, locally and globally.</i>
08.30	Walk to PENN AHEAD
08.45	Framing the Visits At Penn AHEAD 3819 Chestnut Street, Philadelphia, PA 19104 <i>Dr Peter Eckel and Professor Matt Hartley</i>
09.30	Leave for Temple University (by coach)
09.50	Institution 1 – Temple University
10.00	Review of Current Institutional Challenges - Developing a new business model <i>President Neil Theobald</i>
10.50	The Challenges and Responses to the Existing Business Model <i>Academic efficiency; new models of faculty work; spurring entrepreneurship</i> <i>Professor Hai Lung Dai, Provost & Michael Sitler, Deputy Provost for Operations</i>
11.20	Break
11.30	Temple’s Student Risk Model <i>Peter Jones, Senior Vice Provost (Undergraduate Studies)</i>
12.00	Coach to Drexel
12.30	Lunch at Drexel
13.30	The Challenges and Responses to the Existing Business Model <i>TBC</i>
14:15	Discussion
14:45	Break
15.15	Innovative Approaches to Revenue Generation and Margin Improvement – Public Private Partnerships <i>TBC</i>
16.00	Walk to Inn at Penn
19.00	Dinner (with a group of students)

(Ranmore reserves the right to change the programme)



Day 3	Tuesday, April 26, 2016 – Insights into US HE
Objective	<i>To gain further insight into both public and private ‘not for profit’ HE institutions</i>
08.30	Leave from <i>The Inn at Penn</i> 3600 Sansom Street, Philadelphia, PA 19104
09:00	Cabrini College – In pursuit of a new business model in a small liberal arts college. <i>Professor Donald B Taylor, President</i>
12.00	Lunch at Cabrini
13:15	Coach to The Community College of Philadelphia
14.00	Community College of Philadelphia The Challenges and Responses to the Existing Business Model <i>Dr Fay Beauchamp, Director Center for International Understanding</i> <i>Dr Donald (Guy) Generals, President</i>
14.45	Discussion
15.00	Break
15.20	Innovative Approaches to Revenue Generation and Margin Improvement <i>Dr Judith Gay, Vice President for Academic Affairs</i> <i>Dr Sharon Thompson Assoc. Vice President of Academic Affairs</i>
16.15	Coach to Hotel
19.00	Reception and Dinner, White Dog Cafe – US and International Participants Dinner 3420 Sansom Street, Philadelphia, PA 19104 <i>Rob Wonderling, President and CEO</i> <i>Greater Philadelphia Chamber of Commerce</i>

Day 4	Wednesday, April 27, 2015– Insights into US Higher Education:
Objective	<i>To gain insights into the role different types of universities and their individual and collective challenges. The international participants will be joined by American academic leaders.</i>
08.15	Travel
09:00	(UK Participants) Widener University <i>TBC</i>
09.30	The Challenges and Responses to the Existing Business Model <i>TBC</i>
09.00	US Participants) Meet at Penn AHEAD
09.15	Introductions and Orientation
09.45	Understanding Our Overseas Colleagues: A Brief Overview of Higher Education Systems and Business Models <i>Dr Tom Kennie and Dr Peter Eckel</i>
10.30	Break

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11.00	Understanding Our Overseas Colleagues: A Brief Overview of Higher Education Systems and Business Models
12.30	Lunch (joint)
13:30	Welcome and Introductions Houston Hall 3417 Spruce Street, Philadelphia, PA 19104
14:00	Introductory Comments: Of Mission and Money: Balancing Commercial Efficiency Academic Quality, and Public Purposes <i>Professor Matt Hartley and Professor Robin Middlehurst</i>
14.15	Roundtable Discussion: Toward Common Ground: The Stresses on the Business Model –Funding, Accountability, and Paying for It All <ul style="list-style-type: none"> ● <i>A roundtable discussion on the pressures and strains of the business model in different international and institutional contexts. What are the challenges? Why is life challenging? What factors make it so? (And what new challenges do those solutions create?)</i>
15:45	Break
16:00	Case 1: Penn ‘s Business Models – Paying for Mission and Being a Responsible Investor and Neighbour in West Philadelphia <i>Craig Carnaroli, Executive Vice President</i> <i>Tony Sorrentino, Executive Director of Public Affairs - Office of the Executive Vice President</i>
16:45	Break-out discussions <ul style="list-style-type: none"> ● <i>What current and new business models are you implementing in your institution?</i> ● <i>What forms of public-private partnership are you implementing?</i> ● <i>What are the leadership challenges exist with such PPP and what are the lessons of experience in relation to making these successful?</i>
17.30	Day’s Adjournment
19.00	Reception and Dinner



Day 5	Thursday, April 28, 2016– Changing Context and New Business Models and Responses in a (More) Constrained Resource Environment
Objectives	<i>To explore a range of responses to the challenges facing HEI's</i>
08:00	Breakfast – (at conference centre)
09.00	<p>Introductory comments: Fostering Academic Innovation <i>Dr Tom Kennie, Director, Ranmore</i></p> <ul style="list-style-type: none"> ● <i>The path most institutions take in striving for a new business model is one of increased revenue. Developing pipelines for new degree programs, tapping auxiliary operations, exploring innovative public-private partnerships are all part of the mix. The tactics and risks range tremendously across institutions, yet leaders must make smart if untested decisions. In addition professional service leaders are challenged to 'do more with less' whilst student and stakeholder expectation's rise. How do you encourage service innovations? What models exist?</i> ● <i>In both cases how do you foster a culture of institutional innovation? a culture which is less risk averse and which gives greater recognition to experimentation among other factors?</i>
10.30	Break
10:50	<p>Session 2: Finding Efficiencies (particularly in academic areas)</p> <ul style="list-style-type: none"> ● <i>The second side of the business model is expenditures. In many institutions under stress, they have made the easy efficiencies. Now leaders face next generation challenges and will likely address challenging issues such as new models of faculty work and employment, curricular efficiencies; and SOMETHING ELSE</i>
12.30	Lunch
13.30	<p>Session 3: Technology: The Promise and the Hype</p> <ul style="list-style-type: none"> ● <i>Technology is argued to be both the tool (or sets of tools) that launches higher education into the future and it is the disrupting force that will be the nail in the collective coffin. To what extent are the prognosticators correct? Which vision of the future is coming into fruition? In what ways will technology transform the academy? In what ways will it be our saviour?</i>
15:00	Break



15.20	<p>Session 4 (Option B): Competition and Its Challenges – Of Rankings and Climbing Walls</p> <ul style="list-style-type: none"> As the full forces of globalization and market forces push and pull the academy, the ways in which it competes and over what it competes strongly shapes the business model. International markets, and local competitors impact higher education and shape institutional choices and behaviours. In some ways the destiny is in our hands; but in other ways it is shaped by forces well-beyond our control.
16.30	Closing remarks
17.00	Close
18.30	Dinner
Day 6	Friday, 30 April, 2016 (optional)
Objectives	<i>To reflect on the findings and discussions.</i>
08.00	<p>Network and Partner Exploration Breakfast <i>At The Inn at Penn</i> 3600 Sansom Street, Philadelphia, PA 19104</p>
8:45	<p>Partnering as the Pathway Ahead</p> <ul style="list-style-type: none"> To what extent and in what ways will universities forge partnerships to create new business models? How can joint efforts minimize expenses and lead to new revenue streams? What makes for effective partnerships? What are the pitfalls to avoid? How do you find the right partners for the necessary ventures?
10:15	Opportunities to fit in other business meetings on the east coast of the US