



GLOBAL ENGAGEMENT: GLOBAL CHALLENGES

Dialogue with US HE Leaders

*Including an Invitational Workshop on
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, 2016 – Friday 29th April, 2016

Programme Leaders:

Dr Tom Kennie & Professor Robin Middlehurst, UK

and

Dr Peter Eckel & Professor Matt Hartley, PENN AHEAD

Introduction

The 'Global Engagement, Global Challenges' agenda is designed to give higher education leaders and managers the opportunity for deeper engagement with their peers in other countries on issues of strategic importance and mutual interest. It is broadly focused around issues of leadership, management and governance in the context of internationalisation and globalisation and offers time and space for senior leaders to reflect, analyse, discuss and debate the demands on HE to adapt and innovate in a world of increasing demand and diminishing resources.

This new initiative was started in May 2014, building on the international experience, insights and connections made by the co-designers and directors of the UK's Top Management Programme (TMP) over 15 years (1999-2015). Where the TMP was primarily designed to serve the needs of UK participants, the Global Engagement agenda is designed to include international participants where the programme locations and themes are of common interest and salience. Programmes are held in different countries and regions and designed around themes that are topical for the country visited and of parallel interest in the countries from which participants come. Participant numbers are kept deliberately small to give





maximum time for interaction and dialogue; and participants have either been personally invited to join the group or have joined through recommendation by others.

The first programme in the series was held in Chicago and the Mid-West region of the US in partnership with the British Consulate; the theme was higher education engagement with business and communities. Participants came from the UK, Ireland, Singapore, Italy and China. The second programme was held in Australia (in Melbourne and Adelaide) in February 2015 with a particular focus on de-regulation of funding, diversity of providers and provision, and international developments. Participants were predominantly from the UK, with a few senior leaders from Malaysia.

Our third event was held in Philadelphia in April 2015 **in partnership with the University of Pennsylvania**. Penn, as it is often referred to, was the first university to be founded in the US, with its college and medical school. The university was established by Benjamin Franklin, modelled on European lines and located in Philadelphia. Given the success of this we are returning in April 2016 for our fourth event. The focus of this event is to provide space to explore some comparative perspectives on how universities are innovating – what approaches they are adopting, how they are leading academic innovation, what changes have leaders introduced in relation to their business models as well as a chance to look to the future and consider more radical options.

Through visiting a fascinating range of institutions, engaging in discussions with a group of fellow HE leaders - guided by two experienced UK programme leaders with extensive knowledge of international higher education and supported by their US counterparts - the pre-conditions for creating an intensive and informative event are all in place!

Who are the participants?

The programme is designed for those in senior leadership positions in HEIs and other agencies, from Chief Executive/Vice Chancellor/Rector to members of senior leadership teams and those with senior level academic or professional interests in international higher education. It is intentionally designed to encourage sharing of views – particularly across geographical boundaries.



What makes this an attractive venue?

Philadelphia

Philadelphia has the second largest student concentration on the east coast with 120,000 college and university students enrolled within the city limits and nearly 300,000 students enrolled in the metropolitan area. There are 101 universities, colleges and technical institutions that contribute to economic and social development in the Philadelphia region, including three major research universities in the city - the University of Pennsylvania, Drexel University and Temple University - and five colleges of Medicine. The city is also home to the Philadelphia Big Five, a group of five Division 1 college basketball programmes.

Philadelphia is the largest city in the Commonwealth of Pennsylvania. It is the fifth most populous city in the US and is the core of the sixth largest metropolitan area in the country. The city is located in the north-eastern part of the US and is the economic and cultural centre of the Delaware Valley. Philadelphia ranks 9th among world cities and is fourth in the nation. It has a population of over 1.5m people from diverse cultures following successive waves of immigration from the 17th century to the present. The Europeans arrived first in the home-land of native Americans, with African-Americans following in the nineteenth and twentieth centuries and more recent immigrants coming from Central and South America, South-east Asia and India.

Philadelphia is home to the Philadelphia Stock Exchange and several Fortune 500 companies. The city's economic sectors include information technology, manufacturing, oil refining, food processing, healthcare and biotechnology, tourism and financial services. Financial activities account for the largest sector of the metro economy and Philadelphia is one of the largest health education and research centres in the US.

Philadelphia also has a rich cultural heritage relating to the founding of the United States; Independence National Historical Park is the centre of these historical landmarks. Philadelphia is an important venue for art: Philadelphia Museum of Art is one of the largest art museums in the US (and the steps that Rocky famously climbed in the movie by the same name <https://www.youtube.com/watch?v=Zq590g0UIAM>) while the Rodin Museum houses the largest collection of work by Auguste Rodin outside France. Philadelphia can also boast that it has more murals and more public art than any other American city as part of a drive to integrate public art and urban planning. The city has a strong musical heritage, having played a major role in the development and support of American rock and rap music.



Philadelphia has seven official sister cities (in Italy, China, Poland, South Korea, Israel, Cameroon and Russia) as well as three partnership cities or regions in Kobe (Japan), Abruzzo (Italy) and Aix-en-Provence (France).

Cost

The cost of the programme inclusive of all local travel, lunches and dinners from Sunday to Friday is **£4950 (+VAT)**.

Given that participants may wish to arrange other business and make travel plans to leave on different days and from different locations we have decided that the simplest approach is to ask each participant to book their accommodation in Philadelphia directly with the hotel according to their specific requirements. From previous events we have found this works well - particularly if we make a provisional booking directly with the hotel – which we have done. A discounted group rate has been negotiated at a very competitive price of \$259 (including breakfast and tax – around £165/night).

There are both direct flights to Philadelphia or you may wish to travel via Washington DC. Again given the many different routes and preferences we would ask you to book this independently.

Programme Leaders

UK

Dr Tom Kennie

Tom Kennie is a founding director of Ranmore (www.ranmore.co.uk) and of the Innovation Laboratory for Higher Education (www.i-lab-he.org). Ranmore specialise in working in higher education and other 'intellect rich' environments. He has had extensive experience of working with senior leaders in higher education through his work with close to 100 institutions and during his 13 years (with Robin Middlehurst) as co-director of the national Top Management Programme (TMP).

Prior to establishing Ranmore he was a full-time academic leader, worked as a Director of Human Resources for a large professional service firm – and in his earlier career was a practising chartered surveyor in the construction and offshore sectors.





He was an undergraduate and postgraduate student at the University of Glasgow, gained his PhD from Imperial College London and his MBA from Roffey Park, University of Sussex.

Professor Robin Middlehurst

Robin has a portfolio of roles including being Professor of Higher Education at Kingston University, London and working for part of her time as a Director of the Higher Education Academy (HEA). Prior to this she was Director of Strategy, Research and International at the Leadership Foundation for Higher Education.

Robin has worked on and published extensively on international higher education policy and governance and is active as an advisor to both government departments and higher education institutions on a range of internationalisation projects. She is a graduate of Lancaster, Reading and London Universities.

Robin is currently a Trustee of the British Accreditation Council (BAC) and is a member of the Advisory Board of the Observatory on Borderless Higher Education (OBHE). Robin regularly undertakes consultancy for national and international agencies and Ministries including UNESCO, OECD, the European University Association, the IAU and the Commonwealth of Learning.

US

Dr Peter Eckel

Peter is Senior Fellow and Director of Leadership Programs for the Alliance for Higher Education and Democracy (AHEAD) at the University of Pennsylvania. For close to two decades, he has worked with university presidents, provosts, chief business officers, faculty, and trustees to effect change at colleges and universities and strengthen their leadership and governance.

He has written extensively on higher education management, governance and change leadership, including five books, two national studies, 25 nationally disseminated white papers, and a dozen peer-reviewed research papers. He has worked with the diversity of U.S. colleges and universities, including research universities, undergraduate-focused colleges, community colleges, and minority-serving institutions, both public and independent.

Peter has also worked as a Vice President at the Association of Governing Boards of Universities and Colleges (AGB) and as Director of the Center for Effective Leadership at the American Council on Education (ACE). Peter was an undergraduate at Michigan State University and obtained his master's and doctorate from the University of Maryland, College Park.



Professor Matt Hartley

Matt is an Executive Director of the Alliance for Higher Education and Democracy (Penn AHEAD) at Penn GSE. Prior to coming to Penn, he was an instructor for Hobart and William Smith colleges as well as a teaching fellow and research assistant at Harvard University.

He received a National Academy of Education/Spencer Postdoctoral Fellowship for the 2006-07 academic year. He has served on the editorial board of the Review of Higher Education and the Journal of Higher Education Outreach and Engagement. He also served as co-chair of the editorial board for the Harvard Educational Review.

He earned an Ed.D. from Harvard University's Graduate School of Education and was an undergraduate at Colby College, Waterville.

