

15-20 Nov 2015

University of Malaya,
Kuala Lumpur, Malaysia

INTERNATIONAL ASSOCIATION OF UNIVERSITIES (IAU)

launches a unique international
leadership development programme:

LEADING GLOBALLY ENGAGED UNIVERSITIES (LGEU)

- ▶ Bringing together 20-25 senior leaders of Higher Education Institutions from different regions.
- ▶ Based on peer-to-peer learning about strategic reform and renewal of internationally-oriented universities.
- ▶ Offering international experience and perspectives to the analysis of different national contexts.
- ▶ Opening a gateway to a unique global network of higher education leaders.
- ▶ Contributing to shaping the landscape of Higher Education of tomorrow locally and globally.

IAU invites recently appointed or upcoming senior higher education leaders to apply to join this programme. Each session, hosted by an IAU Member in a different country around the world, will last one week and be limited to approximately 20 to 25 persons.

DATES

15-20 November 2015

LOCATION

University of Malaya
Kuala Lumpur, Malaysia

REGISTRATION FEE

IAU Member: 5,800 €
Non Member: 8,700 €

DEADLINE

15 May 2015

MORE INFORMATION

Ms. Trine Jensen
(t.jensen@iau-aiu.net)

THE INTERNATIONAL ASSOCIATION OF UNIVERSITIES (IAU)

was founded in 1950. It is the leading global association of higher education institutions and university associations. It has Member Institutions and Organisations in some 130 countries that come together for reflection and action in areas of shared interest. IAU partners with UNESCO and other international, regional and national bodies active in higher education. It is committed to **building a Worldwide Higher Education Community**.

As part of this mission the Association strives to serve higher education institutions and the LGEU development programme is a new addition to its services. It provides an opportunity for higher education leaders with an international outlook and ambitions to engage in peer-to-peer learning in a distinctive, internationally-oriented leadership development programme.

The programme is designed to enable senior leaders to gain insights, inspiration and build new networks to respond to the challenges and changes impacting on higher education systems and individual universities worldwide.



WHO SHOULD TAKE PART IN THE PROGRAMME?

The programme is for successful institutional leaders who wish to extend their experience by engaging with peers from other countries. The programme is of particular value to those in senior leadership roles:

- ▶ Recently appointed Rectors/Vice Chancellors/Presidents
- ▶ Deputy/Pro Vice Chancellor/ Vice Provost /Vice President/Vice Rector or equivalent.
- ▶ Senior professional service leaders at Registrar/Chief Operating Officer level or equivalent.

To gain maximum benefit from the programme, participants will be expected to be comfortable and confident conversing and engaging with others in English.



WHAT ARE THE BENEFITS OF PARTICIPATING?

The participants will gain:

- ▶ ideas and insights from leaders from other universities in other parts of the world that will inform the strategic developments in their institution;
- ▶ new data and information to help shape the direction of their university and higher education in different national contexts;
- ▶ knowledge about theory and practice of institutional leadership, management and governance;
- ▶ the opportunity to become part of a global network of peers;
- ▶ international perspectives on national/local challenges and opportunities.

Over time, the wider community of participants from successive programme sessions will create a unique international network of colleagues, a resource which will be of considerable long-term value to the participants and their institutions.

Beyond the individual, the programme also benefits each institution since LGEU graduates will bring back ideas and approaches from other contexts that can be adapted and implemented at home. Institutions will gain from the rich bank of resources made available and from the network established among peers in different parts of the world. LGEU will act as a catalyst for the establishment of partnerships and longer-term collaborations between participants and their respective institutions.



WHAT WILL THE PROGRAMME COVER?

The programme consists of a week-long workshop (*from Sunday pm to Friday pm*). The workshop combines engaged debate about strategic leadership issues as well as visits to or meetings with institutions and other organisations. Participants will examine how different institutional leaders respond to and mobilise collective effort to address immediate issues and proactively shape their institutional futures. In each case, the location of the LGEU programme will serve as the backdrop to expose participants to specific national and regional development and the institutional visits will offer participants first-hand knowledge of the perspectives and viewpoints locally.

Participants will also explore a range of key capabilities and skills associated with effective strategic leadership in an increasingly internationalized context, ranging from:

- ▶ Horizon scanning and planning
- ▶ Institutional leadership and top team working
- ▶ Delivering effective change and innovation
- ▶ Evolving models of governance for autonomy and accountability
- ▶ Strategic partnership and collaboration
- ▶ Developing leadership capacity for system-level reform and institutional transformation
- ▶ Creating inter-cultural competence and confidence
- ▶ Capacity to address key societal and scientific challenges and demonstrate institutional social responsibility

Through peer-to-peer learning, participants will be able to share how each institution represented in the group is responding to the challenges they face and through Action Learning sessions participants will review each other's institutional strategic plans or reform and policy measures.



HOW WILL THE PROGRAMME BE DELIVERED?

The programme is designed according to the following core pedagogic principles:

- ▶ Based on a discovery and experiential approach;
- ▶ Tailored to the audience, place and challenges faced by participants;
- ▶ Informed by current research evidence;
- ▶ Involving active and interactive learning processes;
- ▶ Using peer to peer approaches to utilise cohort expertise
- ▶ Valuing diversity to enhance learning;
- ▶ Highly topical;
- ▶ Involving Member expertise from across the IAU community, and
- ▶ Relevant and applicable for immediate and long-term impact on individuals and institutions.

➤ How to register?

To apply, interested institutional leaders can submit an application by email to the International Association of Universities (IAU). Alternatively, applicants can be nominated by the head of the institution if he/she is not applying to participate.

It is recommended that only a single participant from each university take part in a session of the LGEU programme to achieve maximum diversity of points of view and experiences. As at least two sessions per year are envisaged, there will be other opportunities to take part. As well, IAU retains the right to decline a participant's application in order to ensure geographic balance.

➤ What is the cost of participating?

The registration fee includes programme delivery and material, accommodation and meals but excludes travel to the workshop venue. IAU offers a preferential rate to representatives from IAU Members. Applicants from developing countries may also apply for financial support from IAU which will be considered on a case-by-case basis and subject to available subventions.

REGISTRATION FEE	
IAU Member:	5,800 €
Non Member:	8,700 €

➤ Interested in hosting a session?

Institutions interested in hosting the LGEU leadership programme can send an expression of interest by email to Ms. Trine Jensen (t.jensen@iau-aiu.net). IAU Membership and a balanced rotation between geographical regions will determine the selection of host universities.



BY THE END OF THIS EVENT THE PARTICIPANTS WILL HAVE DEVELOPED:

- A **global network** of higher education colleagues in similar leadership positions;
- Appreciation of **how institutions in different countries are responding** to common challenges;
- Alternative perspectives on the different conceptions of leadership and in particular **values based and global leadership**;
- Practical insights into how the host country is **enhancing global engagement – at system, region and institutional levels**;
- Greater awareness of your preferred style of leading and your personal **strengths as an effective senior team member and globally adaptive leader**;
- Specific ideas and opportunities to extend your university's approach to **global engagement** & collaboration;
- An **outline plan** to take forward in your own institutional context; and
- An extended suite of **practical tools, resources and models** to aid you and your institution become even **more globally engaged**.

PROGRAMME FACILITATION

Three programme leaders bring complementary international experience to the design and delivery of this unique programme. All have worked extensively in international higher education as leadership developers, consultants, academics, researchers and policy experts. They also bring considerable experience of facilitation and peer-to-peer learning processes. A number of institutional leaders will also be invited to contribute to the programme but the most significant resource is the individual and collective experience of the participants.

Eva EGRON-POLAK **Secretary General of the International Association of Universities (IAU)**



Eva Egron-Polak has more than 30 years of experience working in the higher education sector with a particular emphasis on promoting international collaboration. Since joining IAU she has focused on expanding the Association's convening role, consolidating the Association's capacity as a clearing house of information on the systems and institutions of higher education around the world and building its expertise through research on internationalization trends globally. Under her leadership IAU has launched regular and systematic global surveys on internationalisation, created a grants' programme for professional development and North-South and South-South collaboration called LEADHER and developed an advisory service to review and assess institutional internationalization

strategies (ISAS), and continued to develop policies and positions on issues such as sustainable development, ethics in higher education among others. She has been the co-editor of a Handbook on Leadership and Governance in higher education for over four years and contributes to the work of many committees at UNESCO, the European Commission, OECD and others. She serves on the Board of two higher education institutions as well as the Magna Charta Observatory in Bologna, Italy. She has been involved in higher education reviews in Egypt, Spain, Romania and Malaysia. She regularly facilitates workshops on a wide range of issues associated with international higher education.

Prof. Robin MIDDLEHURST **Professor of Higher Education at Kingston University**



Robin Middlehurst's research, consultancy and post-graduate teaching focuses on national and international higher education policy and practice in the fields of borderless higher education and internationalisation; leadership and leadership development; regulation and governance; quality assurance and enhancement of teaching and learning; and the role of the private sector in higher education. Robin was educated in Malta, the UK and Canada and has degrees in History and Education. She has UK and New Zealand citizenship and is half-English and half-Dutch.

From January 2014, Robin has been seconded part-time to the Higher Education Academy (HEA) in the UK with a brief to refresh and develop the Academy's international strategy. Robin was previously seconded to the Leadership Foundation as Director of Strategy, Research and International for 10 years, commissioning more than 80 reports and publications and developing leadership programmes and projects in more than 20 countries across the world including Malaysia, China, India,

the UAE, the US and Southern Africa. With Tom Kennie, she designed and co-directed the UK's Top Management Programme (TMP) from 1999-2014. TMP has now become a key leadership development experience for aspiring Vice Chancellors.

Earlier in her career, Robin directed the work of the Quality Enhancement Group of HEQC

(now QAA) including the development of the academic infrastructure that is part of the national framework for academic quality and standards in the UK. 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.

Dr. Tom KENNIE **Director of Ranmore**

Director of Ranmore, a 'niche' provider of leadership development to higher education institutions globally since its establishment nearly 20 years ago, Tom Kennie has worked with over 100 higher education institutions in the UK and internationally. With Professor Robin Middlehurst he was co-programme director of the UK Top Management Programme for Higher Education (TMP) for 13 years.

Tom has been involved in a wide range of international leadership development programmes in the US, Hong Kong, Ukraine, Malawi, Zambia, Tanzania, Zimbabwe and across the Middle East. He has also been active in the development of a unique international leadership development programme for senior dental leaders through



the Global Child Dental Fund (GCDF). This programme, now in its 8th year, is run in collaboration with King's College London and the Harvard School of Dental Medicine.

He has also spent 8 years in senior executive positions in learning and development and HR, latterly as Human Resources Director for a large international professional service firm. He also spent 12 years as an academic, 8 years at the University of Surrey and 4 years at the University of Technology in Kingston, Jamaica. Tom was an undergraduate at the University of Glasgow, obtained his PhD from Imperial College, London and his MBA from the University of Sussex.

Trine JENSEN **Programme Officer at the International Association of University**

Trine Jensen is coordinating the Leading Globally Engaged Universities (LGEU) programme.



For more information, please contact:

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