

# UNIVERSITY LEADERS' NETWORK

A DIALOGUE TO DEVELOP RESPONSES TO GLOBAL HIGHER EDUCATION CHALLENGES

**Leadership  
Foundation**  
for Higher Education

**LH Martin Institute**

For Higher Education Leadership and Management

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- What are some of the short, medium and longer term challenges and opportunities for higher education institutions?
- How are institutions in different locations responding to these issues?
- What are the potential benefits of working jointly to create and develop new approaches and responses to global challenges?
- How do those in comparable senior leadership roles in different institutions work individually and collectively to address current and emerging issues?

**Context:** The UK's Leadership Foundation for Higher Education in partnership with the LH Martin Institute for Higher Education Leadership and Management of Australia are working together to provide leading members of universities and the higher education colleges in their respective countries, with the opportunity to participate in a unique transnational leadership development programme, with peers from Asia.

**What is the aim:** To explore the futures and challenges facing the higher education sector in different countries and to build the networks through which institutions can individually and collectively respond to these challenges. Delegates will leave the programme with wider knowledge of how the higher education sectors in different parts of the world are responding and adapting to the changing external environment are developing their thinking in this area.

**Who is this programme for:** Senior leaders, from universities in the UK, Australia, New Zealand, Hong Kong and Singapore who are currently members of their respective institutions' top management teams.

**What are the benefits?** The benefits of the programme include:

- The opportunity for senior leaders to gain deeper insights into the global agenda for change;
- Access to a wider range of resources and expertise to be able to respond to some of the most significant global leadership challenges;
- Becoming part of a global network of influential leaders in higher education;
- The opportunity to build a partner relationship with one or more institutions in the UK, Australia, New Zealand, Hong Kong or Singapore;
- The development of links, nationally and internationally, that can bring wider benefits to the institutions and the sectors involved.

**What are the outcomes?** By the end of the programme, participants will have:

- An enhanced understanding of the wider global agenda and the role of universities in contributing to it;
- Developed and challenged each institution's internationalisation strategy and have enhanced their own strategies in the light of this intensive experience;
- A greater awareness of inter-cultural leadership issues and dilemmas which can arise and their impact on the capacity to lead significant change agendas; and
- Through exposure to colleagues from institutions in different policy and cultural contexts and leaders from different fields, to have a broader experience of leadership practice in different cultural contexts.

**The University Leaders' Network (ULN)** aims to create, over time, a significant network of senior leaders who are seeking to respond to the challenges facing their institutions by working with their counterparts in other countries.

**What is the time commitment?** The programme consists of :

- **1 day Orientation Event** - in the 'home' country
- **6 day workshop** - in Hong Kong
- **1 day final workshop** - in the 'home' country.

**Fees:** The delegates fees are as follows: £5,950 for UK based participants and AUD \$9,880 for participants from Australia or New Zealand. Delegates from other parts of the world should book a place on this programme using the Australian booking form. The delegate fee includes the orientation day and the concluding workshop that will take place in the UK, Australia and Hong Kong and the 6-day programme in Hong Kong. This will include all accommodation, meals and travel while in Hong Kong.

The fee does not include the cost of travel to and from Hong Kong participants will be responsible for their own travel arrangements to China. The programme starts in Hong Kong on the morning (local time) of Sunday 17 October 2010.

Please note that the University Leaders' Network 6 day-programme in October, will begin and end in Hong Kong, giving you the opportunity combine this trip with research visits, other meetings, alumni association events or other Asian commitments.

The Outline Framework for ULN				
Component	Duration	Location	Dates	Comments
<b>Orientation Event</b>	1 day	Melbourne London Hong Kong	<b>September, 2010 (Date tbc)</b>	<p>The orientation event provides an initial briefing on the programme and the opportunity to establish connections within the 'home' location and with the wider community. In addition it will outline the pre-work required prior to attending the workshop in Hong Kong.</p> <p>The session will also engage participants in thinking about global challenges, the role of universities in responding to these and the value of internationalisation.</p> <p>The session will be used to assist participants to select an appropriate leadership challenge from their own institution for discussion at the workshop.</p> <p>Links will also be established so as to create connections with institutions in the other countries/locations in the network.</p>
<b>Workshop</b>  <i>The Strategic Response of Universities to Global Leadership Challenges</i>	6 days (Sunday-Friday)	Hong Kong	<b>Sunday 17- Friday 22 October, 2010</b>	<p>The programme will encompass a number of components including:</p> <p>Activities to enable the participants to get to know each other and develop a strong network.</p> <p>Processes to help identify those global challenges which the participants wish to address.</p> <p>Looking at the future shape and direction of higher education.</p> <p>Processes to share and challenge current approaches to internationalisation.</p> <p>Fact finding visits to relevant bodies (HEIs, Ministries, Private Sector bodies, etc.) which will inform the group's thinking.</p> <p>Engagement in action learning processes which challenge the group to consider how to respond to specific leadership challenges.</p> <p>Engagement with leaders of HEIs to gain a different perspective on how institutions are responding to domestic, international and global agenda.</p>
<b>Concluding Workshop</b>	1 day	Melbourne London Hong Kong	<b>November 2010 (Date tbc)</b>	<p>This final workshop will provide an opportunity for considered reflections and the capturing of key lessons and experience from the programme as well as future action plans. Please note that this workshop will take place in the 'home' location.</p>

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**Facilitators:** The programme will involve a number of contributors and will be facilitated by a team drawn from the Leadership Foundation and the LH Martin Institute. The team will involve:

**Professor Vin Massaro** is professorial fellow at LH Martin Institute for Higher Education Leadership and Management, University of Melbourne, and a higher education and health consultant. Vin has considerable experience in senior educational management in universities and government, and as a consultant and adviser in Australia and internationally. He has also been chairman and a member of several company boards. Vin is also a professorial fellow of the Australian Health Workforce Institute, a joint Institute of the Universities of Melbourne and Queensland.

Prior to moving into consultancy Vin has had experience as executive dean of the school of international development at Melbourne University Private, as chief executive of the Royal Australasian College of Surgeons, inaugural chief executive of the Victorian State Board of Education, and director of Administration and registrar at Flinders University. He has held senior positions at La Trobe University, the Lincoln Institute of Health Sciences and the Australian Vice-Chancellors' Committee. He has also been a consultant on higher education to the OECD and an adviser to several governments.

**Professor Robin Middlehurst** is director of strategy, research and international at the Leadership Foundation for Higher Education. In this role, she is responsible for contributing to and having oversight of the Leadership Foundation's overall strategy, for commissioning research on leadership, management and governance and for developing the Leadership Foundation's international strategy. Robin is also professor of higher education at Kingston University which she joined from the University of Surrey in July 2007 and is also a council member of Roehampton University.

With Tom Kennie, Robin co-designed and has directed the Top Management Programme (TMP) since its inception in 1999. She has been involved in a range of leadership development work over the past 20 years. Robin's academic career currently includes teaching on EdD and PhD programmes; research in her specialist area of quality management: assurance and enhancement; borderless higher education, trans-national, private and for-profit higher education; leadership and leadership development; higher education governance;

consultancy on national and international policy and change agendas in higher education. Before joining the University of Surrey, Robin was an academic at the Institute of Education for 3 years and subsequently became associate director and then director of the Quality Enhancement Group of the Higher Education Quality Council (subsequently QAA).

**Professor Lynn Meek** is foundation director and professor, LFH Martin Institute for Higher Education Leadership and Management at the University of Melbourne. Before that he was professor and director of the Centre for Higher Education Management and Policy at the University of New England. Having completed a PhD in the sociology of higher education at the University of Cambridge, he has nearly three decades experience researching higher education policy issues.

Specific research interests include governance and management, research management, diversification of higher education institutions and systems, institutional amalgamations, organisational change, and comparative study of higher education systems. He also has a research interest in higher education quality assurance.

**Dr Tom Kennie.** Tom Kennie is a key associate of the Leadership Foundation and has been for 10 years joint programme director (with Professor Robin Middlehurst) of its flagship Top Management Programme (TMP). He is also a founding director of Ranmore Consulting where he works as a leadership development specialist with a range of organisations particularly in higher education and in other sectors. He has experience of working with over 50 higher education institutions on leadership and management development activities. His current research interests are in the workings of 'top teams' in higher education; the process of academic leadership and in the development of 360 and other diagnostics processes which help senior leaders to develop and refine their skills.

Prior to moving into consultancy he gained considerable experience as an academic (in the UK and Jamaica), as an HR director in a large private sector consultancy and in the offshore and construction sectors. He is a visiting professor at Nottingham Business School and in the school of the built environment at University of Salford. From 1996-2003 he was one of three vice-presidents of the International Federation of Surveyors, a global NGO which represents the surveying profession.

## About the Leadership Foundation for Higher Education

The Leadership Foundation's vision is that the leadership, governance and management of UK higher education institutions is regarded as world-class and the practice of excellence in leadership attracts the same high esteem as excellence in research, teaching and learning. The Leadership Foundation's mission is to deliver a significant and visible contribution towards equipping current and future leaders in higher education with the skills and the awareness of good practice to help them deliver continuous improvement and respond to future challenges by:

- Developing, commissioning and delivering high quality programmes
- Demonstrating the benefits of tailored development approaches for leadership teams in individual higher education institutions
- Actively promoting a culture of organisational learning and reflection
- Promoting equality and diversity by creating a larger pool from which future leaders, governors and managers within higher education can be drawn
- Enhancing the esteem given to effective leaders, governors and managers, thus encouraging a larger and more diverse pool of candidates to seek these positions
- Championing examples of excellent leadership, governance and management within UK higher education institutions, so that they are showcased worldwide as model organisations.

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## About the LH Martin Institute

The LH Martin Institute for Higher Education Leadership and Management has been established to enhance tertiary education in Australia, New Zealand and the region by providing a suite of programs and activities focused on institutional management and leadership and tailored to the particular needs of the sector.

The LH Martin Institute approach includes postgraduate award programs, executive education short courses, conferences, public seminars, research and consulting projects delivered nationally and internationally. The Institute works on a collaborative basis with individuals, groups and institutions to ensure programs include the best and most relevant expertise available.



### What are the next steps?

To be considered as a delegate for the Universities Leaders Network please complete the attached application form and return it to

#### UK Delegates:

**Nicola Longley, International Projects Officer,**  
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#### Australian/Rest of the World Delegates:

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