

21-26 May 2017

University of Botswana,  
Gaborone, Botswana

# INTERNATIONAL ASSOCIATION OF UNIVERSITIES (IAU)

offers a unique international leadership  
development programme:

## LEADING GLOBALLY ENGAGED UNIVERSITIES (LGEU-4)

- ▶ 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

21-26 May 2017

### LOCATION

University of Botswana  
Gaborone, Botswana

### REGISTRATION FEE

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

### DEADLINE

1 April 2017

### MORE INFORMATION

Ms. Juliette Becker  
(j.becker@iau-aiu.net)



INTERNATIONAL  
ASSOCIATION OF  
UNIVERSITIES  
INTERNATIONAL UNIVERSITIES BUREAU

ASSOCIATION  
INTERNATIONALE  
DES UNIVERSITÉS  
INTERNATIONAL UNIVERSITIES BUREAU

# 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 all regions of the world that will inform the strategic developments in their institution;
- ▶ data and information as well as greater appreciation of how these can 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. Juliette Becker ([j.becker@iau-aiu.net](mailto:j.becker@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

The programme leaders bring complementary international experience to the design and delivery of this unique programme. 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.

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### **Dr. Tom KENNIE / Director of Ranmore**

Dr. Tom Kennie is a Director of Ranmore, a niche consultancy in leadership development in HE. He has experience of working with over 130 HE institutions in the UK and increasingly globally. He was the founding director of the UK Top Management Programme (TMP), a leadership development programme for university leaders which he co-directed with Prof. Robin Middlehurst for 13 years. Tom has also been active in the development of a unique global leadership development programme for senior dental leaders through the Global Child Dental Fund (GCDF). Prior to moving into consultancy nearly 20 years ago he spent 8 years in senior executive positions in learning and development and HR, latterly as Human Resources Director for an international professional service firm. He has also been a full-time academic spending 8 years at the University of Surrey and 4 years at the University of Technology in Kingston, Jamaica. Tom's academic background has included studying geography and topographic sciences (University of Glasgow), remote sensing and GIS (Imperial College, London) and business management (University of Sussex).



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### **Eva EGRON-POLAK / Secretary General of the IAU**

Eva Egron-Polak has more than 30 years of experience working in the HE sector with an emphasis on promoting international collaboration. Since joining IAU she has focused on expanding the Association's convening role, consolidating its capacity as a clearing house of information on the HE systems and institutions 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 internationalization, developed an advisory service to review and assess institutional internationalization strategies (ISAS), and continued to develop policies on issues such as sustainable development, ethics in HE among others. She co-edited a Handbook on Leadership and Governance in higher education. She serves on the Magna Charta Observatory Council. She has been involved in HE reviews in Egypt, Spain, Romania and Malaysia. She regularly facilitates workshops on a wide range of issues associated with international HE.



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### **Juliette BECKER / Programme Officer at the IAU**

Juliette Becker graduated from the French Business School Grenoble *Ecole de Management*. She also obtained a double degree in International Business from Tecnológico de Monterrey, Guadalajara, Mexico and graduated from the Institute for International and Strategic Affairs (IRIS). Previous to IAU, she has had experiences in Communications and Project Management in the cultural and humanitarian sectors. At the IAU, she coordinates the LGEU programme since its creation in 2015; she is in charge of the Membership liaison and assists in planning, implementing and monitoring the Membership development and retention campaigns. She provides support to the Secretary General on a day-to-day basis, contributes to the *IAU Horizons* Magazine edition and promotion and also collaborates on additional IAU projects when required.





# REGISTER NOW TO TAKE PART IN LGEU-4

hosted by the University of Botswana, Gaborone, Botswana



## Participants in previous sessions testify...



*It was illuminating and exciting. LGEU is a very timely and highly stimulating programme. All universities aiming at improving their global engagement should grab the opportunity.*

**Prof. Yetunde Ijaiya**, Deputy Vice-Chancellor (Academic), University of Ilorin, Nigeria

*The program was truly spectacular.*

**Ellen Fahey-Smith**, Ed.D, Assistant Vice President & Chief of Staff, Office of the Provost, Fordham University, USA

*This is a cutting-edge programme to prepare leaders for a globally engaged University.*

**Martin M. Mokgwathi**, Deputy Vice-Chancellor, University of Botswana.



*LGEU focuses on both the institution and on the individual in terms of developing appropriate skill sets for leading globally engaged universities. The program exceeded my expectations!*

**Mashiour Rahman**, Director, Faculty of Science and Information Technology, American International University-Bangladesh (AIUB)

*The team management module was very insightful and forced us to rethink the "to-dos" and the "not to-dos". Most parts of the world were represented which made the workshop very rich and informative.*

**Patrick Attié**, Director, Ecole Supérieure d'Infotronique d'Haïti (ESIH), Haïti



Study visit to Medellín Innovation Center, LGEU-3, Universidad EAFIT, Colombia, Dec. 2016

## FOR MORE INFORMATION, PLEASE CONTACT:

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## IAU Secretariat

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