OUR WORK
EXAMPLES & CASE STUDIES
DEVELOPING LEADERSHIP, GOVERNANCE & MANAGEMENT, IN HIGHER EDUCATION

LEADING INTERNATIONALLY
OUR WORK

EXAMPLES & CASE STUDIES

International competition is ever more intense and the need to collaborate internationally is a growing imperative. The Leadership Foundation is well placed to assist institutions in their plans for international engagement and collaborative ventures that will reap reciprocal and sustainable benefits.

1 Example of a partnership/twinning programme
   India/UK Leadership Development Network Programme
   University of Essex and Jawaharlal Nehru University

**Background**
The Leadership Foundation’s India/UK Leadership Development Network Programme formed working partnerships between higher education leaders in the UK and India. The programme facilitated the exchange of senior staff between partner institutions in the two countries so as to develop close and lasting ties in teaching and research. These partnerships were designed to develop and disseminate good practice in higher education management and leadership, in Indian and UK HEIs.

**Programme**
UK universities on the programme were matched with broadly equivalent Indian universities. All participants attended joint two-day workshops in India and the UK to gain an insight into the two systems of higher education and their respective leadership challenges, and to learn more about the participating institutions. Following the workshops, participants spent time with their partner institution to gain further practical understanding and insight into each university’s management structures and processes.

Outcomes
A number of partnerships were formed as a result of the programme. For example, the University of Essex has established a reciprocal partnership with Jawaharlal Nehru University in New Delhi. The two institutions have participated in collaborative ventures that will reap reciprocal and sustainable benefits. University of Bradford and Pakistan Higher Education Commission

**Background**
Pakistan has a mission to improve its higher education system, and its Higher Education Commission embarked on a programme of visits to understand and evaluate their higher education provision.

**Programme**
Working with ministries, vice-chancellors and senior university academics the Leadership Foundation commissioned reports on leadership in Pakistan and designed tailor-made programmes. The programmes were cofunded by the British Council INSPIRE project and the Higher Education Commission, who approached the Leadership Foundation with a view to a programme being delivered in the UK. The University of Bradford hosted the programme, which was attended by a group of vice-chancellors from different regions of Pakistan.

Outcomes
The university and the local authority welcomed delegates, and a series of specific meetings about collaborations in different disciplines led to a flow of inward students. In Islamabad the University of Bradford and its vice-chancellor are seen as a top international partner.

Benefits of the programme in Pakistan have included the delegation of authority by university rectors to enable them to concentrate on strategic development and leadership; radical financial reforms; greater cooperation with industry resulting in sustainable partnerships; and changes to the national allocation of research funds.

Bradford’s vice-chancellor Professor Mark Cleary said, “One should not underestimate the value of opportunities of this kind. The personal contacts build awareness, trust and confidence which go on to make effective internationalisation a reality.”

One participant commented, “After attending the workshops I was able to motivate the faculty of my university to become more proactive, and this produced results. I am now able to initiate new and innovative projects such as the establishment of a Business Development Office.”

Another said, “The programme has enhanced my understanding of a world-class university. I have undertaken restructuring of university management; a business transformation exercise is currently under way and new measures are being initiated to promote university-industry linkages and entrepreneurship.”

“...”

Jane Knight, University of Toronto, Canada (“Borderless”, OBHE report 2011)