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 UK higher education providers 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 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 were matched with broadly equivalent Indian institutions. All participants attended joint 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 university 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 built sustainable international partnerships in the areas of life science, linguistics, film and theatre studies, world literature, science policy, philosophy, human rights, and most recently in computer science. Activities have included external funding applications, workshops and conferences both in India and the UK, joint publications, and both faculty and student mobility. The two universities are now working together to extend the relationship to establish a multilateral network.

Professor Martin Henson, dean of international development at the University of Essex, said, “The UK/India Leadership Development Network Programme succeeded admirably and delivered far more than it promised. It provided a forum for developing an in-depth understanding of two very different higher education sectors facing distinct challenges, and mechanisms for studying specific leadership and governance issues through in-country engagement. These activities then offered opportunities for establishing sustainable institutional relationships between participating universities.”

"While the idea of internationalisation has captured imaginations in many of the world’s prominent institutions as an important aspect of educating well-rounded global citizens, only a handful of these institutions have taken serious action to make it a reality.”

Amit Chakma, University of Western Ontario, Canada ("Borderless", OBHE report 2011)

2. **Example of a leadership development and capacity-building programme, with benefits to a UK institution**
   **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 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.

University of Bradford 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”.

**WHAT OUR PARTICIPANTS SAY**

“The sessions provided new information from an international perspective, interest value with the presence of David Willetts as the very recently appointed minister, and constructive but thought-provoking challenge coming from a respected leader in our sector. The small number of participants and venue also facilitated discussion – which was built into the programme rather than the usual ‘talking heads/death by powerpoint’.

Participant: Innovating from a Crisis (a US/UK dialogue event), 2010

“A highly professional and insightful day – very energetic, lots of information, and very informative. I much appreciated the networking opportunities, made some real friends and the smaller framework enabled these good contacts. It was my first Leadership Summit and I look forward to the next one.”

Participant: Leadership Summit, 2011

3. **Example of a leadership development, capacity-building and networking programme**
   **International Leadership Development Programme**

**Background**
The International Leadership Development Programme (ILDP) was created in 2010 as an opportunity for higher education leaders and managers to explore the challenges associated with globalisation and internationalisation in higher education in different cities and regions of the world.

Each programme has a specific focus and offers participants the chance to investigate, discuss and exchange experiences with their peers in the UK and overseas, and explore new possibilities for transnational education and research partnerships.

**Programme**
The four-day programme provides structured opportunities to visit a range of institutions and meet influential policy leaders. Each programme combines visits to a range of HEIs, policy agencies and businesses with plenary sessions, which provide participants with insights into the regional and national challenges of higher education in the host country.

The programme allows participants to gain wider perspectives on their own international strategies. Networking opportunities with influential individuals in both the host country and the UK is a key feature of the programme.

The learning style is highly interactive and participative, with considerable emphasis on building a network of relationships which can be sustained. The groups for the ILDP are intentionally small and intimate, allowing participants to maximise opportunities for interaction with leaders and key decisionmakers from each country.

Professor Fiona Ross of Kingston University was a participant in the ILDP Hong Kong programme in March 2011. She said, “Thank you for coming up with the idea and putting together such a fascinating programme that was full of surprises, depth and interesting reflection”.

More details of our international work, including how to book a place on the next ILDP, can be found at www.lfhe.ac.uk/international