

ECIU

LEADERSHIP DEVELOPMENT PROGRAMME 2018



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Your university is a member of the European Consortium of Innovative Universities (ECIU). This unique network is characterized by networking and collaboration across academic and administrative areas in the European and Non-European member institutions. The ECIU member universities are facing similar challenges in terms of management, leadership and strategic development. Therefore, since 2004, ECIU offers a comprehensive leadership programme to potential academic and administrative leaders of its member universities.

Over the past years a little less than three hundred university staff have taken part in the ECIU Leadership Development Programme. They value this programme highly. Working together in small but highly diverse international teams not only inspires the participants but also provides them with a clear reflection of their own performance in their organization.

GOALS

The ECIU leadership development programme aims to contribute to innovation and change leadership in the participating ECIU universities by providing a unique learning experience for a group of selected leaders and potential leaders.

The programme offers you an opportunity to sharpen up your leadership and management skills in a university context. You will deepen your knowledge of important policy developments in European higher education. You get to work on specific projects which will help you develop a strategic insight in real challenges of the global knowledge based world.

While working in a multi-national project team, you will recognize the things you have in common and learn about the cultural differences, which will also help you to see your own organization through different eyes.

FOR WHOM

The ECIU Leadership Development Programme aims at young and future leaders (academics and support staff) and experienced staff members with leadership potential (leader of a team or a research group), both academics and non-academics.



PROGRAMME

The programme comprises three intensive four day sessions, one of them taking place in the heart of the European Union, Brussels (29 May -1 June 2018), and the second and third each at a different member university of the ECIU (Tampere, 25-28 September 2018, Hamburg, 13-16 November 2018 together with the ECIU Executive Board meeting).

Learning takes place mainly through sharing experience with other participants (learning by sharing and comparing). The programme is structured around strategic projects defined by a member of the executive team in each of the three host institutions. The project work is complemented through highly interactive sessions on leadership, change management, and personal development, as well as a role play on strategic university development.

The results of the project work will be presented to the ECIU Executive Board at the end of the third seminar.

Examples of recent projects include:

1. Not all bachelor graduates in the Netherlands continue their Masters at the same institution (as it was in the past). An increase in the number of international Masters students should fill that gap at the University of Twente. The assumption is that this goal can only be reached if the academic community is committed to it. Therefore, the key question is: "What is the best strategy to develop commitment across the academic community to achieve this goal?"

2. The project group advises the rectorate of the Universitat Autònoma de Barcelona on a new organisational model for the management services of the university that should meet at least the following two conditions:
 1. The university management structures should be transparent, efficient and effective and with clear leadership and management roles, and
 2. The university management structures should serve the interests and needs of the academic community and should facilitate academic performance in teaching and research.
3. The University of Stavanger is operating through a dual management system, with each of the management structures supporting one of the two local authorities. It seeks to have the authorities reconciled through a rather complex system of boards, advisory bodies, committees and projects. One hypothesis worth testing would be that a better and more efficient governance might be achieved by actively implementing models and principles from the Open Method of Coordination (OMC), scaled to an institutional level. Key question: "How can the principles of the Open Method of Coordination aid in reconciling governance in a multi authority university like the University of Stavanger?"

Harry de Boer and Jon File from the Center for Higher Education Policy Studies (CHEPS) of the University of Twente are the core lecturers of the programme.



TESTIMONIALS OF FORMER PARTICIPANTS

Jayantha P. Lyanage, Professor, University of Stavanger, LDP 2015

“How can diverse and complex situations be managed under difficult circumstances?, What kind of a leader can make a difference in the current highly competitive conditions and how?, How to harness the best of human capital to create strong and innovative universities?, How can we test and assess our own leadership qualities for a positive change?, What techniques are effective for a modern day leader? When University of Stavanger nominated me to the ECIU Leadership development program in 2015, I had a number of professional interests. I was exploring opportunities to further develop my own skills for an effective career.

The 3 weeks of ECIU leadership training in Brussels, Hamburg, and Linköping, in 2015 brought many interesting experience. I thoroughly enjoyed the course content, the diversity of learning modules, interactive group sessions, simulation games, various test role-plays and, simple leadership tools and methods. The learning outcomes were well designed and quite eye opening.

Apart from dedicated work sessions and productive learning environment, the social atmosphere was truly amazing. The days passed by through new friendships, great humor, and evenings full of laughs. Those memories never decay.

ECIU leadership development program offered me some of the best days I had ever spent in my professional career. It creates many opportunities for those who want to make a positive difference as true Leaders in the University sector.”

Catherine Maunsell, Director of Quality Promotion, St. Patrick’s College and Senior Lecturer, Institute of Education, Dublin City University, LDP 2015.

“Subject-knowledge on higher education within European and international contexts was ably delivered by the programme leaders and supported by interviews across the three workshops with University leaders and EU personnel in the field of higher education.

Social and group skills were honed through engagement in small group work and simulations where we engaged in role-play activities characteristic of higher education institutional roles, structures and processes.

Indeed, a core element of the programme involved working together in smaller groups on strategic projects to address ‘real world’ challenge faced by ECIU member institutions. The sharing of experiences and insights with other participants, who themselves work in diverse positions within their own higher education institutions, in realising the task objectives was one of the significant gains of participating on the programme. The project group work challenged and facilitated my understanding of the complexity of strategic leadership within higher education. A particular highlight was the insights gained, from the personal development skills input, leading to an enhanced understanding of my professional work style and diverse ways of working positively with others.

The opportunity to participate in the ECIU Leadership programme 2015 was a valuable one, both personally and professionally.”

Mark van Vuuren, Associate Professor, University of Twente, LDP-X (2014)

“Our ECIU- leadership program had a strongly interactive and diverse group of colleagues from almost all ECIU- universities. The skilled yet eager-to-learn participants and the dedicated program leaders made for a great learning environment. The sessions provided the right balance between theory and tools for practice. I highly recommend this program to those interested in exploring how leadership in an academic context is different from other areas.

The single best thing was the interaction with a very diverse group of individuals, exploring the art of modern management in academia. I made lasting friendships with some of my fellow classmates, and we have met several times since the program was finished. If they offer you the chance to join the program, do it.”

ADMISSION PROCEDURE

To offer you this highly appreciated programme to such a competitive price, the Leadership Development Programme is co-funded by the central ECIU budget.

ECIU university staff interested in participating should get in touch with the ECIU local coordinator at their university. Candidates should apply in accordance with their local ECIU local coordinator and fill out the registration form on the section “For Staff” on the ECIU website: <https://www.eciu.org/for-staff/leadership-development-programme>

MORE INFORMATION

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ABOUT ECIU

The European Consortium of Innovative Universities (ECIU), founded in 1997, is the leading international consortium of research intensive universities, with collective emphasis on innovation, creativity and societal impact, driving the development of a knowledge-based economy. It is a small, influential and active network of 12 member institutions. A common characteristic of all ECIU institutions is that they are a key player in the regional innovation system. They are based in regions where major industries have declined and have consequently made a significant contribution to the regeneration of their regions. Innovation is central to the shared ethos of the member institutions in pedagogic and curriculum development; knowledge and technology exchange; economic regeneration and links with industry in the private and public sectors in their respective regions. This shared characteristic brings the universities together in two focus areas, in which the consortium has a strong track record: 1. Innovation in Teaching and Learning and 2. Entrepreneurship and the Societal Impact of Research.

For nearly 20 years, the ECIU universities have been gaining innovative force through the pooling of expertise, mutual learning and joint projects in the framework of the network. Within the network, ECIU members work together to obtain information from European institutions to influence the debate on the European funding programmes. The network strengthens its presence in Brussels with the ECIU Brussels office. ECIU provides a collective, more powerful voice with greater impact than individual institutions engaging in European public debate.

A major added value of attending an activity in the ECIU context is the experience of exchanging information and ideas on universal problems while hearing about new ways to tackle them from a different cultural and national perspective.

PROFESSIONAL LEARNING & DEVELOPMENT

This programme is offered by the department of Professional Learning & Development which is part of the faculty of Behavioral, Management and Social Sciences of University of Twente. The department of Professional Learning & Development offers a wide range of postgraduate and incompy education and training opportunities for managers, professionals, advisors and advisory boards that work in the public and/or private sector.

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