



humane

EFMD

# EFMD & HUMANE Summer School

Transforming Higher Education Professional Services

Hosted by



15-20 September 2019  
Berlin, Germany



## Sunday 15 September 2019

14:30 – 15:00 **Registration & coffee**

15:00 – 15:45 Welcome and pre-programme briefing on the Summer School:

Welcome to the Summer School and introduction to the Freie Universität Berlin

- Andrea Bör, Director of Administration and Finance, Freie Universität Berlin, DE

Summer School programme briefing

1. Summer School programme aims and objectives
2. Small group membership, leadership and conduct over the course of the week
3. Team tasks and deliverables to be submitted at the end of the Summer School
  - Ian Creagh, HUMANE-EFMD Summer School Chair, UK
  - Nadine Burquel, HUMANE-EFMD Summer School Director, BE

15:45 – 17:45 Workshop session: Working in a multi-national team; fast tracking intercultural competence

- Nannette Ripmeester, Founder & CEO, Expertise Labour Mobility, NL

17:45 – 18:30 **Welcome reception**

19:00 **Summer School Welcome Dinner**

## Monday 16 September 2019

Theme Contemporary practice in the transformation of professional support services in higher education institutions and systems: Lessons from the trenches

09:00 – 10:45 *Lessons from the trenches, part one:*

Leading transformational change at the University of Milano-Bicocca: A Rector's perspective

- Cristina Messa, Rector, University of Milano-Bicocca, IT

*Lessons from the trenches, part two:*

Getting to grips with the contemporary context of professional support in HE: The necessity for change and overcoming obstacles to achieving it. The UCL experience

- Anthony Smith, Vice-Provost Education, University College London (UCL), UK

10:45 – 11:15 **Coffee break**

11:15 – 12:15 *Lessons from the trenches, part three:*

Alternatives to transformational change? The competitive costs and benefits of transformational and incremental change: Transformation at University College Ghent: strategy, culture and communication

- Koen Goethals, Rector, University College Ghent, BE

12:15 – 12:45 Plenary panel session: Lessons learned and lessons to learn over the course of the programme

- Cristina Messa, Rector, University of Milano-Bicocca, IT
- Anthony Smith, Vice-Provost Education, University College London (UCL), UK
- Koen Goethals, Rector, University College Ghent, BE

12:45 – 13:30 **Lunch**

Theme	Defining, Designing and delivering an institutional transformation process: Leadership, governance, management and method
	Learning from where others have gone before us... the eHealth transformation agenda in Norway
13:30 – 14:30	<b>Workshop part one:</b> Processes for defining a transformational strategic model: visioning a future state, clarifying requirements and benefits, and setting objectives <ul style="list-style-type: none"> <li>• Grete Kvernland-Berg, PA Consulting Norway, NO</li> </ul>
14:30 – 14:45	<b>Coffee break</b>
14:45 – 15:45	<b>Workshop part two:</b> Designing the new operating model: Making difficult choices, meeting challenges and dealing with organizational dilemmas <ul style="list-style-type: none"> <li>• Grete Kvernland-Berg, PA Consulting Norway, NO</li> </ul>
15:45 – 16:00	<b>Coffee break</b>
16:00 – 17:00	<b>Workshop part three:</b> The tactics of executing a strategic organizational transformation: power, politics and action...and watch-outs for the uninitiated <ul style="list-style-type: none"> <li>• Grete Kvernland-Berg, PA Consulting Norway, NO</li> </ul>
17:00 - 18:00	<b>Summer School team task, session 1:</b> Assigning team roles and role rotation, agreeing team behaviours, procedures & methods; clarifying team objectives and work programme; designing a framework for self-assessing team performance <i>Coffee available</i>
20:00	<b>Dinner</b>

## Tuesday 17 September 2019

09:00 – 10:30	Case study presentation: The University of Padova <ul style="list-style-type: none"> <li>• Alberto Scuttari, Director General, University of Padova, IT</li> </ul>
10:30 – 11:00	<b>Coffee break</b>
11:00 – 12:30	Case study presentation: Transformational change at the University of Helsinki: Re-imagining university support functions in the wake of a financial crisis <ul style="list-style-type: none"> <li>• Antti Savolainen, Director of Administrative Services, University of Helsinki, FI</li> </ul>
12:30 – 14:00	<b>Lunch</b>
14:00 – 17:30	<b>Summer School team task, session 2:</b> Applying the day's learning sessions to the case studies, identifying gaps in understanding, commence giving shape of team outputs <i>Coffee available</i>
18:15	<b>Bus transfer from the hotel to a sightseeing tour and to the restaurant</b>
20:30	<b>Berlin Summer School Dinner</b>
22:30	<b>Bus transfer to the hotel</b>

## Wednesday 18 September 2019

Theme	Leadership, communications and cultural change
09:00 – 10:30	Reimagining leadership and followership: thinking on your feet <ul style="list-style-type: none"><li>• Brigid McClure, Director of Strategy Delivery, London School of Economics, UK</li></ul>
10:30 – 10:45	Coffee break
10:45 – 12:00	Reimagining leadership and followership: thinking on your feet <ul style="list-style-type: none"><li>• Brigid McClure, Director of Strategy Delivery, London School of Economics, UK</li></ul>
12:00 – 13:00	Lunch
13:00 – 14:30	Culture as an enabler of institutional success: Seven levers for achieving cultural change <ul style="list-style-type: none"><li>• Joe Bartlett-Marques, Senior Consultant, the Nous Group, AU</li></ul>
14:30 – 15:00	Coffee break
15:00 – 16:30	Operationalising a cultural change programme: Embedding change in the fabric of the university <ul style="list-style-type: none"><li>• Joe Bartlett-Marques, Senior Consultant, the Nous Group, AU</li></ul>
16:30 – 18:30	Summer School team task, session 3: Applying the day's learning sessions to the case studies, identifying gaps in understanding, first draft of team outputs to be agreed by team
19:00	Team(s) working dinner

## Thursday 19 September 2019

Theme	Digitalisation and transformation
09:00 – 11:00	Digitalisation as a driver of organisational transformation <ul style="list-style-type: none"><li>• Christiane Lehrer, Assistant Professor of Information Management, Head of Competence Center Digital Service Innovation (CC DSI), University of St. Gallen, CH</li></ul>
11:00 – 11:30	Coffee break
Theme	Creating coalitions for change
11:30 – 13:00	The politics of the business case: The social, economic and financial process of making the case for change <ul style="list-style-type: none"><li>• Stephen Large, Vice President and CFO, King's College London, UK</li></ul>
13:00 – 14:00	Lunch
14:00 – 17:00	Summer School team task, session 4: Teams' outputs to be finalised; board memo to be submitted by <b>no later than 17:00</b> ; presentations to be lodged <b>by 09:00 on Friday</b> <i>Coffee available</i>
20:00	Bus transfer to dinner
20:30	Dinner
23:00	Bus transfer to the hotel

## Friday 20 September 2019

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09:00 – 09:40 Parallel Sessions: Teams present their work and receive feedback

- HUMANE and EFMD representatives

09:40 – 10:00 **Coffee break**

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10:00 – 10:40 Parallel Sessions: Teams present their work and receive feedback

- HUMANE and EFMD representatives

10:40 – 11:00 **Coffee break**

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11:00 – 12:00 Plenary Session: Feedback to all teams from the panel

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12:00 – 12:30 Closing plenary session and certificate presentations

- Ian Creagh, HUMANE-EFMD Summer School Chair, UK

12:30 – 13:30 **Closing Lunch**

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