

# 2021 Berlin Summer School

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Europe's international network for higher education professionals

Freie Universität



Berlin



## HUMANE 2021 Summer School Programme

Date & time (CEST)	Session title	Focus and objectives
<b>ONLINE SESSIONS</b>		
<b>Wednesday 12 May</b> <b>12.00 to 12.30</b>	<b>S1.1</b> <b>Introduction to the Summer School</b>	<ul style="list-style-type: none"> <li>• Programme objectives, pedagogic shape and assessment</li> <li>• Programme themes; teams and teamwork; leadership and followership; strategy execution</li> <li>• Getting the most from your Summer School experience</li> <li>• Explanation of participant team roles</li> </ul>
<b>12.30 to 13.30</b>	<b>S.1.2</b> <b>Introduction to your teams</b>	<ul style="list-style-type: none"> <li>• Awareness of teams multi-cultural/national character; impacts on team communications and performance</li> </ul>
<b>Thursday 27 May</b> <b>12.00 to 12.45</b>	<b>S2.1</b> <b>Leadership &amp; followership</b>	<ul style="list-style-type: none"> <li>• From inhibitors to team performance to exploiting team strengths and addressing competence gaps</li> <li>• How to use and not to use the MTRI tool</li> <li>• Framework for out-of-session discussions</li> </ul>
<b>12.45 to 13.30</b>	<b>S2.2</b> <b>Achieving sustainable changes in strategy and policy</b>	<ul style="list-style-type: none"> <li>• Introduction to how to achieve sustainable strategic change</li> <li>• To refresh understanding of pre-reading material (Rumelt and Kotter frameworks)</li> <li>• Follow-up work required and link to the School tasks regarding the case studies</li> </ul>
<b>Wednesday 9 June</b> <b>12.00 to 12.45</b>	<b>S3.1</b> <b>Transformation: programme design</b>	<ul style="list-style-type: none"> <li>• Link between strategy development and execution</li> </ul>
<b>12.45 to 13.30</b>	<b>S3.2</b> <b>Introducing the two case studies</b>	<ul style="list-style-type: none"> <li>• Introduction of case material to the six teams</li> <li>• Reiteration of the importance of drawing on knowledge and skills from previous sessions</li> <li>• Q&amp;As from teams and participants to the case study presenters</li> </ul>
<b>Tuesday 7 September</b> <b>12.00 to 13.30</b>	<b>S4.1</b> <b>Analysis of the case studies</b>	<ul style="list-style-type: none"> <li>• Using the MTR-I 'wheel', the Rumelt &amp; Kotter frameworks</li> <li>• Clarity on task outcomes required and the teams' plans of action to achieve these outcomes</li> </ul>
<b>13.30 to 14.00</b>	<b>S4.2</b> <b>Preparing for the residential programme</b>	<ul style="list-style-type: none"> <li>• Final preparations and actions prior to the residential programme</li> </ul>

<b>ONSITE PROGRAMME BERLIN</b>		
<b>Sunday 19 September</b>  15:00 to 18:00 <i>(followed by networking reception and dinner)</i>	<b>Welcome and introduction to FUB, Berlin</b>	<ul style="list-style-type: none"> <li>• Welcome and opening</li> <li>• About Freie University Berlin</li> <li>• Higher education in a post-Covid world</li> </ul>
<b>Monday 20 September</b>  09:00 to 12:30 <i>(followed by networking reception)</i>	<b>Contemporary practice in the transformation of professional support services in higher education institutions and systems: Lessons from the trenches</b>	<ul style="list-style-type: none"> <li>• Achieving change in a complex system: what, when and who?</li> <li>• Getting to grips with the contemporary context of professional support in HE: the necessity for change and overcoming obstacles to achieving it</li> <li>• Strategy, culture and communications</li> </ul>
13:30 to 17:00	<b>Defining, designing and delivering an institutional transformation process: leadership, governance, management and method</b>	<ul style="list-style-type: none"> <li>• Learning from where others have gone before us</li> <li>• Making design choices: visioning a future state</li> <li>• Making design choices: achievable objectives</li> <li>• Making design choices: defining the operating model</li> </ul> <p><i>Case sessions: Teams working on their cases from 16.00</i></p>
<b>Tuesday 21 September</b>  09:00 to 17:00 <i>(following by networking activity in Berlin and dinner)</i>	<b>Case study presentations</b>	<ul style="list-style-type: none"> <li>• Presentations from senior officers from the two case study institutions</li> <li>• Teams to have the opportunity to engage with case study presenters in smaller groups</li> </ul> <p><i>Case sessions: Groups working on cases from 15.00</i></p>
<b>Wednesday 22 September</b>  09:00 to 17:00 <i>(followed by evening working dinner on case study)</i>	<b>Leadership, communications and cultural change</b>  <b>Case Study session</b>	<ul style="list-style-type: none"> <li>• Reimagining collaborative leadership</li> <li>• Culture as an enabler of institutional success: <i>the seven levers for achieving cultural change</i></li> <li>• Operationalising a cultural change programme</li> <li>• Applying the day's learning to the case studies</li> </ul> <p><i>Case sessions: teams to work on their case studies after a short break and over a working dinner</i></p>
<b>Thursday 23 September</b>  09:00 to 17:00 <i>(followed by dinner)</i>	<b>Digital transformation</b>  <b>The politics of the transformation business case: winning the argument for a case for change</b>	<ul style="list-style-type: none"> <li>• What does digital transformation mean?</li> <li>• Ubiquitous digitalisation as a driver of change</li> <li>• Financial strategy as an enabler of academic strategy</li> <li>• Principles and practices</li> <li>• Putting theory into practice</li> </ul> <p><i>Case sessions: Groups working on cases from 13:30; submission of team task material at 16:00</i></p>

<b>Friday 24 September</b>  <b>09:00 to 13:00</b> <i>(followed by lunch)</i>	<b>Feedback session – group work</b>	<ul style="list-style-type: none"> <li>• Teams presenting their cases and receiving feedback</li> <li>• Closing session, including overall feedback, graduation, evaluation</li> </ul>
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*Please note: the schedule of events in this programme outline may be subject to marginal change. At the time writing HUMANE and FUB fully intend to deliver the residential component of the Summer School. If however, public health restrictions associated with the COVID pandemic require it to be postponed, participants will be notified with as much notice as possible.*