

2021 Berlin Summer School

Advancing global awareness | personal impact | international networks



humane

Europe's international network for higher education professionals

Freie Universität



Berlin



HUMANE 2021 Summer School Programme

Date & time (CEST)	Session title	Focus and objectives
ONLINE SESSIONS		
Wednesday 12 May 12.00 to 12.30	S1.1 Introduction to the Summer School	<ul style="list-style-type: none"> • Programme objectives, pedagogic shape and assessment • Programme themes: teams and teamwork; leadership and followership; strategy execution • Getting the most from your Summer School experience • Explanation of participant team roles
12.30 to 13.30	S.1.2 Introduction to your teams	<ul style="list-style-type: none"> • Awareness of teams multi-cultural/national character; impacts on team communications and performance
Thursday 27 May 12.00 to 12.45	S2.1 Leadership & followership	<ul style="list-style-type: none"> • From inhibitors to team performance to exploiting team strengths and addressing competence gaps • How to use and not to use the MTR-i tool • Framework for out-of-session discussions
12.45 to 13.30	S2.2 Leadership & followership	<ul style="list-style-type: none"> • Analysing MTR-i results in your teams • Developing team plans to utilise their strengths in the context of forthcoming team tasks
Wednesday 9 June 12.00 to 12.45	S3.1 Achieving sustainable transformational change	<ul style="list-style-type: none"> • Introduction to how to achieve sustainable strategic change • Introducing the Rumelt and Kotter frameworks • Follow-up work required and link to the School tasks regarding the case studies
12.45 to 13.30	S3.2 Achieving sustainable transformational change, part 2	<ul style="list-style-type: none"> • Team practice in applying frameworks to cases taken from participants' universities • Reiteration of the importance of drawing on knowledge and skills from previous sessions
Tuesday 7 September 12.00 to 13.30	S4.1 Introducing the case studies	<ul style="list-style-type: none"> • Brief first introduction to the Helsinki and Glasgow case studies • Initial Q&A with presenters
13.30 to 14.00	S4.2 Preparing for the residential programme	<ul style="list-style-type: none"> • Final preparations and actions prior to the residential programme

ONSITE PROGRAMME BERLIN		
Sunday 19 September 15:00 to 18:00 <i>(followed by networking reception and dinner)</i>	Welcome and introduction to FUB, Berlin Andrea Bör , Provost, Freie Universität Berlin, DE Acquiring & leveraging intercultural competence Nannette Rippmeester , founder & CEO of Expertise Labour Mobility, NL	<ul style="list-style-type: none"> • Welcome and opening • About Freie University Berlin • Higher education in a post-Covid world <ul style="list-style-type: none"> • Workshop session
Monday 20 September 09:00 to 12:30 <i>(followed by networking reception)</i>	Contemporary practice in the transformation of professional support services in higher education institutions and systems: Lessons from the trenches Koen Goethals , Rector, University College Ghent, BE	<ul style="list-style-type: none"> • Achieving change in a complex system: what, when and who? • Getting to grips with the contemporary context of professional support in HE: the necessity for change and overcoming obstacles to achieving it • Strategy, culture and communications
13:30 to 17:00	First case study presentation Chris Green , Chief Transformation Officer, University of Glasgow, UK	<ul style="list-style-type: none"> • Presentation from senior officer from the case study institution • Teams to have the opportunity to engage with case study presenter in smaller groups <p><i>Case sessions: Teams working on their cases from 16.00</i></p>
Tuesday 21 September 09:00 to 17:00 <i>(followed by networking activity in Berlin and dinner)</i>	Defining, designing and delivering an institutional transformation process: leadership, governance, management and method Grete Kvernland-Berg , Partner, PA Consulting Norway, NO Second case study presentation	<ul style="list-style-type: none"> • Learning from where others have gone before us • Making design choices: visioning a future state • Making design choices: achievable objectives • Making design choices: defining the operating model <ul style="list-style-type: none"> • Presentation from senior officer from the case study institution • Teams to have the opportunity to engage with case study presenter in smaller groups

	<p>Antti Savolainen, Director of Administrative Services, University of Helsinki, FI</p>	<p><i>Case sessions: Groups working on cases from 15.00</i></p>
<p>Wednesday 22 September</p> <p>09:00 to 17:00 <i>(followed by evening working dinner on case study)</i></p>	<p>Digital transformation</p> <p>Claudia Loebbecke, Professor & Chair of the - Department of Media and Technology Management, University of Cologne, & Board Member of the Scientific Institute for Infrastructure and Communication Services in Germany, DE</p> <p>The politics of the transformation business case: winning the argument for a case for change</p> <p>Stephen Large, Senior Vice President Operations, King's College London, UK</p> <p>Leadership, communications and cultural change</p> <p>Zac Ashkanasy, Principal, Nous Group, UK</p> <p>Case Study session</p>	<ul style="list-style-type: none"> • What does digital transformation mean? • Ubiquitous digitalisation as a driver of change in universities • Financial strategy as an enabler of academic strategy • Principles and practices • Putting theory into practice • Reimagining collaborative leadership • Culture as an enabler of institutional success: <i>the seven levers for achieving cultural change</i> • Operationalising a cultural change programme • Applying the day's learning to the case studies <p><i>Case sessions: teams to work on their case studies after a short break and over a working dinner</i></p>
<p>Thursday 23 September</p> <p>09:00 to 17:00 <i>(followed by dinner)</i></p>	<p>Authentic leadership and teamwork</p> <p>Britta Piel, Head of Unit and Deputy Director, Centre for International Cooperation, FU Berlin, DE</p> <p>Case study session</p>	<ul style="list-style-type: none"> • Workshop session <p><i>Case sessions: Groups working on cases from 13:30; submission of team task material at 16:00</i></p>

<p>Friday 24 September</p> <p>09:00 to 13:00 <i>(followed by lunch)</i></p>	<p>Feedback session – group work</p> <p>Ana Maduro, Head of Administration, University of Lisbon, PT</p> <p>Calluna Euvig, Secretary General, University of Amsterdam, NL</p> <p>Nadine Burquel, Summer School Director, BE</p> <p>Ian Creagh, Summer School Chair, UK</p>	<ul style="list-style-type: none"> • Teams presenting their cases and receiving feedback • Closing session, including overall feedback, graduation, evaluation
---	---	--

Please note: the schedule of events in this programme outline may be subject to marginal change. At the time of 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.