

2021 Berlin Summer School

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Sunday 19 September 2021

14:30 – 15:00	<i>Registration & coffee</i>	<i>Next to room L115</i>
15:00 – 15:20	Welcome and pre-programme briefing on the Summer School	
	Welcome to the Summer School and introduction to the Freie Universität Berlin	
	<ul style="list-style-type: none">• Andrea Bör, Provost, Freie Universität Berlin, DE	
15:20 – 17:00	Workshop session: Acquiring & leveraging intercultural competence	
	<ul style="list-style-type: none">• Nannette Ripmeester, Founder & CEO of Expertise Labour Mobility, NL	
17:00 – 17:30	Q&A session on Summer School tasks	
	<ul style="list-style-type: none">• Ian Creagh, HUMANE Summer School Chair, UK• Nadine Burquel, HUMANE Summer School Director, BE	
17:30 – 18:30	<i>Welcome reception</i>	
19:00	<i>Welcome dinner</i>	

Monday 20 September 2021

Theme	Contemporary practice in the transformation of professional support services in higher education institutions and systems: Lessons from the trenches	
09:00 – 10:30	Hidden enemies of strategy execution	<i>Room L115</i>
	<ul style="list-style-type: none">• Gary Guadagnolo, Director, EAB Washington DC, US• John McMillian, Managing Director, EAB Global, US	
10:30 – 11:00	<i>Coffee break</i>	
11:00 – 12:30	Transformation at University College Ghent	<i>Room L115</i>
	<ul style="list-style-type: none">• Koen Goethals, Rector, University College Ghent, BE	
12:30 – 12:45	<i>Coffee break</i>	
12:45 – 13:15	Plenary panel session: Lessons learned and lessons to learn over the course of the programme	<i>Room L115</i>
	<ul style="list-style-type: none">• Gary Guadagnolo, Director, EAB Washington DC, US• John McMillian, Managing Director, EAB Global, US• Koen Goethals, Rector, University College Ghent, BE	
13:15 – 14:30	<i>Lunch</i>	
14:30 – 16:00	First case study presentation: Transformation at the University of Glasgow	<i>Room L115</i>
	<ul style="list-style-type: none">• Chris Green, Chief Transformation Officer, University of Glasgow, UK	

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16:00 – 17:30	Summer School team task, session 1: Assigning team roles and role rotation, agreeing team behaviours and team procedures & methods; clarifying team objectives and the week's work programme; designing a framework for self-assessing team performance <i>Coffee available</i>	Room L115, room L113, room L116
17:30	<i>FU Berlin Campus Tour</i>	
19:00	<i>Dinner</i>	

Tuesday 21 September 2021

Theme	Defining, designing and delivering an institutional transformation process: leadership, governance, management and method Learning from where others have gone before us	
09:00 – 10:00	Workshop part one: Processes for defining a transformational strategic model: visioning a future state, clarifying requirements and benefits, and setting objectives <ul style="list-style-type: none">Grete Kvernland-Berg, Partner, PA Consulting Norway, NO	Room L115
10:00 – 10:15	<i>Coffee break</i>	
10:15 – 11:15	Workshop part two: Designing the new operating model: making difficult choices, meeting challenges and dealing with organizational dilemmas <ul style="list-style-type: none">Grete Kvernland-Berg, Partner, PA Consulting Norway, NO	Room L115
11:15 – 11:30	<i>Coffee break</i>	
11:30 – 12:30	Workshop part three: The tactics of executing a strategic organizational transformation: power, politics and action...and watch-outs for the uninitiated <ul style="list-style-type: none">Grete Kvernland-Berg, Partner, PA Consulting Norway, NO	Room L115
12:30 – 14:00	<i>Lunch</i>	
14:00 – 15:30	Second case study presentation: Transformation at the University of Helsinki <ul style="list-style-type: none">Antti Savolainen, Director of Administrative Services, University of Helsinki, FI	Room L115
15:30 – 16:30	Summer School team task, session 2 : Applying the day's learning sessions to the case studies, identifying gaps in understanding, commence giving shape of team outputs <i>Coffee available</i>	Room L115, room L113, room L116
17:15	<i>Bus transfer from the hotel to evening tour and restaurant</i>	
20:00	<i>Dinner</i>	

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22:30 *Bus transfer to the hotel*

Wednesday 22 September 2021

Theme	Digitalisation as a driver of change; leadership and communication of change	
09:00 – 10:30	The politics of the transformation business case: winning the argument for a case for change <ul style="list-style-type: none">• Stephen Large, Senior Vice President Operations, King's College London, UK	<i>Room L115</i>
10:30 – 11:00	<i>Coffee break</i>	
11:00 – 12:30	Digital transformation <ul style="list-style-type: none">• Claudia Loebbecke, Professor & Chair, Department of Media and Technology Management, University of Cologne, DE	<i>Room L115</i>
12:30 – 14:00	<i>Lunch</i>	
14:00 – 15:30	Leadership, communications and cultural change <ul style="list-style-type: none">• Zac Ashkanasy, Principal, Nous Group, UK	<i>Room L115</i>
15:30 – 16:00	<i>Coffee break</i>	
16:00 – 18:00	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	<i>Room L115, room L113, room L116</i>
19:00	<i>Team(s) working dinner</i>	

Thursday 23 September 2021

Theme	Change leadership teams: self-reflection, authenticity, perception	
09:00 – 10:10	Workshop part one: Authentic leadership and teamwork <ul style="list-style-type: none">• Britta Piel, Head of Unit and Deputy Director, Centre for International Cooperation, FU Berlin, DE	<i>Room L115</i>
10:10 – 10:25	<i>Coffee break</i>	
10:25 – 11:25	Workshop part two: Authentic leadership and teamwork <ul style="list-style-type: none">• Britta Piel, Head of Unit and Deputy Director, Centre for International Cooperation, FU Berlin, DE	<i>Room L115</i>
11:25 – 11:40	Coffee break	
11:40 – 12:00	Workshop part three: Authentic leadership and teamwork	<i>Room L115</i>

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- **Britta Piel**, Head of Unit and Deputy Director, Centre for International Cooperation, FU Berlin, DE

12:00 – 13:00	Summer School team task, session 4: Teams' outputs to be finalised; board memo to be submitted by no later than 16:30 ; presentations to be lodged by 09:00 on Friday	<i>Room L115, room L113, room L116</i>
13:00 – 14:00	<i>Lunch</i>	
14:00 – 16:30	Summer School team task, session 4 (continuation) <i>Coffee available</i>	
19:30	<i>Bus transfer to dinner</i>	
20:00	<i>Dinner</i>	
22:30	<i>Bus transfer to the hotel</i>	

Friday 24 September 2021

09:00 – 09:40	Parallel Sessions: Teams present their work and receive feedback HUMANE representatives: <ul style="list-style-type: none">• Nadine Burquel, HUMANE Summer School Director, BE• Ian Creagh, HUMANE Summer School Chair, UK• Herbert Grieshop, Director International Affairs, Freie Universität Berlin, DE• Esa Hämäläinen, Head of Administration, University of Helsinki, FI• Gerard Nijsten, Head of the University Library and Allard Pierson Museum, University of Amsterdam, NL	<i>Room L113, room L116</i>
09:40 – 10:00	<i>Coffee break</i>	
10:00 – 10:40	Parallel Sessions: Teams present their work and receive feedback <ul style="list-style-type: none">• HUMANE representatives (as above)	
10:40 – 11:00	<i>Coffee break</i>	
11:00 – 12:00	Plenary Session: Feedback to all teams from the panel <ul style="list-style-type: none">• HUMANE representatives (as above)	<i>Room L115</i>
12:00 – 12:30	Closing plenary session and certificate presentations	
12:30 – 13:30	<i>Closing Lunch</i>	