

IV SEMINAR ON LEADERSHIP DEVELOPMENT

SESSION RECAPS

JULY 22-25, 2024

AARHUS, DENMARK

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Session 1: Governance of Colleges and Universities

- *Peter Eckel, Senior Fellow and Director of Leadership Programs, University of Pennsylvania (USA)*
- *H.E. Hassan Diab, Former Prime Minister of Lebanon and Former Vice President American University of Beirut (Lebanon)*
- *Carlos H. García, Chief of Staff and Director of Institutional Relations, CETYS University (Mexico)*

The session explored the distinctive governance issues faced by institutions, highlighting global variations in governance models and the complexities of navigating cultural and political landscapes. Specific case studies were addressed, illustrating these challenges in various contexts. The panel discussion expanded to address the importance of collaborative governance structures in response to evolving trends, such as shared governance and sustainability integration. The impact of technology on traditional models was also examined, emphasizing the need to adopt collaborative and adaptable governance approaches.

Session 2: An Overview on IAUP, including Leadership Surveys

- *Fernando León García, President, CETYS University (Mexico) and President of IAUP*

The session overviewed the IAUP, highlighting evolving leadership objectives since the COVID-19 pandemic through insights from surveys and interviews focused on challenges and key focus areas for the coming years.

Session 3: The Nature of the Presidency & Senior Leadership in Higher Education: Achieving Purpose and Impact

- *Ted Mitchell, President, American Council on Education (USA) - Virtual*
- *Arturo Cherbowski, Executive Director, Santander Universidades (Mexico)*

The session centered on the evolving nature of university leadership and the challenges faced by presidents due to increased external influences like government and large donors. The growing activism of university boards and its impact on presidential duties were highlighted, likened to a whack-a-mole game of constantly addressing new issues. The importance of discerning legitimate concerns from “white noise” and managing attention effectively was stressed, along with the need for clear guidelines on presidential speech. The mission of universities to create critical thinkers amid external pressures and polarized viewpoints was discussed, emphasizing accountability for student success. The need to reconnect faculty with institutions and the potential political impacts on higher education, such as reduced research funding and ideological influences, were noted, with suggestions for giving provosts more responsibility in shaping academic culture.

Session 4: Institutional Mission, Vision, and Planning

- *Amine Bensaid, President of Al Akhawayn University in Ifrane (Morocco) - Virtual*
- *Elizabeth Stroble, Chancellor Emeritus, Webster University (USA) – Virtual*
- *Balvir S. Tomar, Chancellor, NIMS University (India)*
- *Fernando Galván Reula, President Emeritus, Universidad Alcalá de Henares (Spain) and Secretary General of IAUP*

The session centered on institutional mission, vision, and planning, discussing the experiences of educational leaders in transforming their institutions through strategic changes, leveraging history, and expanding globally. Emphasis was placed on creating clear visions and missions to enhance performance, supported by policies, collaborative research, and industry cooperation. Strategic planning was highlighted, with proposals for new KPIs and objectives to foster growth and success. The importance of cultural shifts towards committed objectives, decentralized leadership, and participative management was underscored. The session concluded with reflections on balancing strategic planning and impact, emphasizing adaptability, measurable goals, and the role of external facilitators.

Session 5: A Conversation on Putting Internationalization Front and Center

- *Francisco Marmolejo, Higher Education President, Qatar Foundation (Qatar) - Virtual*
- *Fanta Aw, NAFSA Executive Director and CEO (USA) - Virtual*
- *Hans de Wit, Emeritus Professor & Distinguished Fellow, Boston College (USA/Netherlands)*

This session highlighted the increasing internationalization driven by competition, rankings, and funding, but noted its exclusionary benefits to a small percentage of students and top universities. Inclusive strategies, regional variations in priorities, risks like brain drain and financial constraints, and political impact on internationalization were discussed. The need for improved policies, a different approach to research, and strategic partnerships based on context rather than rankings was stressed. The complexities of international student mobility were also discussed focusing on complementarity over reciprocity.

Session 6: Gender Equality, Diversity, and Inclusion

- *Pilar Aranda, Former President, Universidad de Granada (Spain) – Virtual*
- *Carmen Lamagna, Former Vice Chancellor, American International University (Bangladesh)*

The session touched on various topics including implementing a Vice Presidency for inclusion and diversity, highlighting challenges like climate change, gender equality, and pandemic impacts on

students. Emphasis was placed on quality training, representation, and work-life balance. The need for institutional commitment and a holistic approach to promote gender equality and inclusion in education was stressed. Data showing women's underrepresentation in leadership and faculty roles prompted suggestions for supportive policies. Plans for an inclusion and equality office and proposals for positive discrimination and quotas were discussed. The session concluded by addressing team composition challenges and the importance of ongoing dialogue.

Session 7: A Roundtable on Interaction with External and Internal Constituents

- Fernando Galván Reula, President Emeritus, Universidad Alcalá de Henares (Spain) and Secretary General of IAUP

This session explored strategies, challenges, and experiences in engaging various stakeholders both within and outside academic institutions with diverse perspectives from different institutions, discussing ways to foster meaningful interactions with internal stakeholders such as faculty, students, and administrative bodies and external constituents, including industry partners, government, and the broader community, offering insights into creating effective and collaborative relationships.

Session 8: Roundtable on Supplementing Institutional Revenue (Advancement, Auxiliary Enterprises, Other Alternative Revenue Streams)

- Amine Bensaid, President of Al Akhawayn University in Ifrane (Morocco) – Virtual
- Devorah Lieberman, President Emerita, University of LaVerne and ACE Senior Advisor to the President (USA) - Virtual
- Carlos H. García, Chief of Staff and Director of Institutional Relations, CETYS University (Mexico)

The session focused on institutional advancement, resource mobilization, and strategic communication. Key topics included seeking supplemental resources, successful fundraising campaigns, innovative financing models, and strategic vision with systematic approach for university growth. Specific cases were discussed. Emphasis was placed on managing relationships with constituencies, aligning fundraising goals with strategic visions, and addressing university massification challenges. Discussions highlighted the importance of creativity, flexibility, understanding donor interests, and navigating political and financial hurdles in university expansion and market competition.

Session 9: Focusing on Student Development and Success

- Tomás Morales, President, California State University, San Bernardino (USA) – Virtual
- Carmen Lamagna, Former Vice Chancellor, American International University (Bangladesh)
- Kakha Shengelia, President Caucasus University, Chairman of IAUP Board (Georgia)

The session focused on universities' roles in student success through community engagement, support for first-generation and minority students, and strategic goals in diversity and international education. It emphasized continuous improvement, tailored mentoring, and addressing mental health challenges. The transition to student success-focused services and the importance of disability support were discussed, along with balancing university responsibilities and budget constraints.

Session 10: Artificial Intelligence, Digital Transformation & Innovation in the Post Pandemic Era

- Paul LeBlanc, President, Southern New Hampshire University (USA) - Virtual
- Arturo Cherbowski, Executive Director, Santander Universidades (Mexico)

The session explored disruptive innovation in education, emphasizing technology driven by business goals. AI's role in enhancing education, mental health, and workforce planning was discussed, stressing retraining and ethical considerations, as well AI's predictive capabilities while humans provide judgment. Societal implications of AI, including job displacement and surveillance, were examined. A global data consortium for AI in education was proposed to address bias. The debate on innovation emphasized the need for cultural change and transformative teaching. The discussion concluded with the potential existential and societal changes driven by AI.

Session 11: Quality Assurance, Accreditation, and Rankings

- Jamiene Studley, President, WASC Senior Commission on Universities and Colleges (USA) - Virtual
- Hans de Wit, Emeritus Professor & Distinguished Fellow, Boston College (USA/Netherlands)
- Fernando León García, President, CETYS University (Mexico) and President of IAUP

The session emphasized the importance of quality assurance and setting unique institutional goals over relying solely on rankings. Continuous self-analysis and outcome-focused accreditation were highlighted. International collaboration, with insights on evolving accreditation processes and the success of the Accreditation Leadership Academy was discussed, stressing that understanding unique institutional missions, the benefits of accreditation, and the need for independent assessment mechanisms is key. Finally, the importance of considering diverse learner needs in the accreditation process was emphasized.

Session 12: IAUP Women's Initiative and Leadership Essays

- Devorah Lieberman, President Emerita, University of LaVerne and ACE Senior Advisor to the President (USA) – Virtual
- Fernando León García, President, CETYS University (Mexico) and President of IAUP

The session centered around the IAUP's Women's Leadership Initiative and recent publication "Spotlighting Female Leadership – Strategies, Stories, Perspectives," which revealed common themes in the paths to leadership across diverse institutions. The publication highlights the experiences of ten exceptional female presidents, chancellors, and rectors, providing insights into the unique challenges they faced.

Session 13: Implementing SDGs - Sustainability

- Balvir S. Tomar, Chancellor, NIMS University (India)
- Fernando Galván Reula, President Emeritus, Universidad Alcalá de Henares (Spain) and Secretary General of IAUP

The session focused on the opportunities and challenges faced by higher education institutions in various domains, emphasizing the importance of navigating institutions towards alignment with Sustainable Development Goals (SDGs). The critical role that institutions play in promoting sustainability within higher education was underscored, highlighting strategies to integrate SDGs into core missions and operations. Best practices for fostering sustainable practices across campuses, advancing research that supports global sustainability efforts, and engaging with communities to drive positive social and environmental change were discussed, including the need for innovative approaches and leadership committed to sustainability.

Session 14: Roundtable on Crisis Management

- Carlos H. García, Chief of Staff and Director of Institutional Relations, CETYS University (Mexico)
- Peter Eckel, Senior Fellow and Director of Leadership Programs, University of Pennsylvania (USA)

This session explored enhancing collaboration among diverse higher education stakeholders while balancing decisive action with long-term resilience, offering practical insights for proactive crisis management. The need for leaders to adopt new strategies for navigating future crises that are more intersectional was also discussed..