



# LEADING CATHOLIC UNIVERSITIES IN THE TWENTY FIRST CENTURY

## 2018 Edition

### An Action-Oriented Leadership Development Programme for University Heads and Aspiring Heads

► This programme, building on the success of the previous IFCU programmes of the same title, aims to assist participants, within the context of the Catholic identity of their institutions, to:

- Understand and analyse the nature and significance of the environmental challenges confronting their institutions.
- Undertake a preliminary evaluation of the missions, health and effectiveness of their institutions / entities.
- Assess how mission can be reinterpreted, contextualised, and evolved in the light of its basic values and contemporary circumstances.
- Develop and refine the outlines of strategic plans for the development of their institutions / entities.
- Assess their own styles of leadership and develop appropriate processes for the effective formulation of policy and the management of challenge.
- Understand the nature of institutional cultures and the relationship with approaches to institutional change.
- Enhance their institutions / entities' capacity to be agents of societal change in various domains – spiritual, social, educational, ethical, economic and cultural.
- Develop leadership and management approaches.

Prior to the programme participants will produce, as a personal assignment, a SWOT analysis of their institution (Strengths, Weaknesses, Opportunities and Threats) together with embryonic developmental objectives for the strategic development of their institutions which will form the basis of support group discussions and subsequent individual action plans. They are invited to present cases of particular local issues on which the advice of participants and tutors would be welcomed. There is considerable evidence that previous programmes have considerably helped participants achieve desired changes in their institutions.

► The programme will:

- Focus on the specificity of the Catholic identity including the nature of a Catholic university; the Catholic intellectual tradition etc.
- Be oriented to specific generic issues in the management and leadership of this type of HEI and will be supported by learning derived from policy and consultancy projects undertaken by tutors, and participants' own management experience.
- Focus on issues and concerns identified by participants.
- Be action oriented, in the sense that concrete approaches to the defined issues will be identified and the design of action plans will be facilitated.
- Be strategic in orientation, relating to the longer term integrated development of the institution.
- Be international and comparative, in that good practices relating to common issues will be derived from the experience of other Programme participants in their settings and from other international contexts provided by tutors and the literature.
- Be collaborative, in the sense that participants will help and support each other in the attempt to find approaches to their challenges and advice on the dynamics of leadership.
- Respectful of the spiritual origins and values of these HEI in the development of strategic approaches.

#### Dates

23 – 28 September, 2018

#### Deadline for registration

July 18, 2018

#### Location

Pontifical Irish College  
Rome, Italy

#### Participants

**Rectors/Presidents, Vice Rectors, Directors of Administration and those with functional, university wide senior responsibilities (eg. Internationalisation), Board members, and those senior staff in Orders or Bishops' Conferences (delegates) with specific responsibilities for higher education.**  
The programme will be relevant and helpful for colleagues in both developed and developing countries, as well as those senior staff identified as potential future university leaders.

#### Contact and Registration

Manon Marinière  
Programme Coordinator

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#### Registration fee

IFCU members: 2400€  
Non-members: 2880€

**This covers participation in the programme and materials, full-board (lunches, coffee breaks, dinners and a special dinner) and on-site accommodation (5 nights).**

**JOHN L. DAVIES**

has a career which includes senior institutional management and international research, consultancy and teaching in the field of higher education policy and management. He is Emeritus Professor and former Pro-Vice Chancellor at Anglia Ruskin University, is currently active in international policy and institutional consultancy work, specialising in all aspects of sustainable university development. He is a governor of Heythrop College and led previous programmes for rectors of Catholic universities ("Leading Catholic Universities in 21st Century") organized by IFCU.

**DAVID LOCK**

is Secretary-General of the Magna Charta Observatory, has undertaken national higher education scoping studies, directed and contributed to a wide range of leadership development programmes for senior university and ministry leaders in over 30 countries. He has had a varied career in international higher education and university leadership including establishing and being rector of a university in the Middle East. David co-delivered previous programmes for rectors and Catholic universities. organized by IFCU

**MICHAEL HOLMAN, SJ**

was headmaster of Wimbledon College, a large state funded Catholic high school in south London, from 1995 to 2004 and from 2012 until 2017 he was principal of Heythrop College in the University of London, and rector of its ecclesiastical faculties of theology and philosophy, the Bellarmine Institute. From 2005 until 2011 he was provincial superior of the Jesuits in Britain which included responsibility for Jesuits in Guyana and South Africa. He is presently co-ordinating the development of new Jesuit work in higher education in Britain. Given his background, he has a particular interest in Catholic education, its principles and its practice, not least in the context of the many changes taking place in the way higher education is understood and universities are funded and regulated.

**ROBIN SMITH**

is the Director of Arethusa Projects Ltd, a higher education consultancy company specialising in educational research, development, consultancy and training. Clients have included leading UK universities, HE consortia, professional associations, colleges and institutes of technology. He is an Emeritus Professor and former Pro-Vice Chancellor at Anglia Ruskin University. He was a coordinating team member for the Institutional Evaluation Programme of the European Universities Association (EUA) involving institutional review activity within the EU and Europe more widely. Robin co-delivered previous programmes for rectors of Catholic universities organized by IFCU.

► It is anticipated that, to obtain a clear updated perspective of the overall visions, concerns, priorities and initiatives of the Holy See in the field of higher education, a visit will be paid to the **Congregation for Catholic Education**, which will also encompass the evolving role of AVEPRO, the Holy See's Quality Agency.

## Strand 1

### INSTITUTIONAL STRATEGIC DEVELOPMENT

This will assist participants to consider and plan for the implementation of key strategic priorities for the development of their universities, including plenary presentations of a framework for strategic planning and management; excellence in education and research; engagement with the community and stakeholders; financing; QA; and personnel. Critical factors in successful and sustainable universities will be analysed, and consideration given of participants' particular concerns together with provision of advice on issues raised in small group sessions.

## Strand 2

### EMERGING ISSUES IN THE HIGHER EDUCATION ENVIRONMENT

This stand will consider major issues in the Higher Education environment and the consequences and opportunities for institutions, including: HE internationally, the Church, societal and economic questions, via presentations and discussions, including from the Congregation and figures in international HE.

## Strand 3

### LEADING STRATEGIC CHANGE AND DEVELOPMENT

This will consider the role of the Rector in leading institutional change and development, including institutional cultures, typologies of change strategies and associated approaches, dynamics and stages of institutional change and policy formation, resistance to change, leadership styles and organisation and governance.

## Strand 4

### SPECIFIC ISSUES IN STRATEGIC PLANNING

These will be covered in "open box" sessions where matters emerging from the small group sessions and individual SWOTs will be analysed and approaches considered. These might, for example include: internationalisation, research strategy, teaching and learning, HR and additional income sources.