



Brave New World Revisited: Competition and Cooperation in Higher Education

AUCC/ACE/EUA Transatlantic Dialogue

June 20 – 23, 2008

Morris J. Wosk Centre for Dialogue
Vancouver, BC, Canada

PROGRAM

Friday, June 20

1730-1800 Welcome and Introductions

- Welcome remarks
 - Ms. Claire Morris, President and CEO, AUCC
 - Mrs. Molly Corbett Broad, President, ACE
 - Dr. Georg Winckler, President, EUA and Rector, University of Vienna
- Brief Introductions
 - All participants

Location: 420 Strategy Room, 4th Floor

1800-1900 Opening Session: Brave New World Revisited: Responding to Changing Contexts and Changing Demands

Chair: Dr. Ramona Lumpkin, Principal, Huron University College

There are many factors affecting the environment in which institutions and institutional leaders operate. The 2001 Transatlantic Dialogue and the ensuing publication, *The Brave New (and Smaller) World of Higher Education*, identified three main contextual issues – competition, globalization and new technologies – affecting higher education. While these factors remain, much has also shifted. To surface participants' reflections on changes since 2001, an interactive exercise will be facilitated to identify:

What are the key pressures – both internal and external – shaping your institution's mission/vision/strategy?

1900-2100 Reception

Location: Innes Thompson Room, 2nd Floor, Delta Vancouver Suites

Saturday, June 21

0900-1015 Panel Discussion: Gauging the Climate: A Comparative Analysis of the Contextual Factors Affecting Higher Education

Speakers:

- Prof. Stephen Toope, President, The University of British Columbia
- Mrs. Molly Corbett Broad, President, ACE
- Prof. Pierre de Maret, EUA Board Member and Former Rector, Université Libre de Bruxelles

Chair: Prof. Bonnie Patterson, President, Trent University

As a basis for further small group discussions, three speakers will each outline their perspectives on the 3 contextual issues of competition, globalization and technology identified in the essay *Brave New World (BNW)*, providing international comparative analysis around:

- Did BNW (2001) get it right?
- Which part(s) were off base?
- What has become most relevant 8 years later?
- What other change drivers, in addition to the three identified in BNW, should be considered?

A facilitator will moderate the discussions, incorporating into exchange the initial ideas identified in Friday's icebreaking exercise around the key forces shaping institutions' vision/strategy/role.

Location: 420 Strategy Room, 4th Floor

1015-1045 Break

1045-1145 Breakout Sessions: Towards a Deeper Understanding of the Global Context from the Institutions' Perspective (part 1)

Through facilitated small group discussions, participants will reflect further on how they see the global context from the Canadian/European/US point of view. They will explore what they think are the most important forces for change, considering such questions as: What are most relevant in your institution today and why? What are least relevant and why? What is new? What's not here? To what extent are the themes of competition, globalization and technology central to your thinking about the future of your institution? What other change drivers are affecting your institution? What are the institutional strategies to address these challenges? Specifically, how do you balance competition and partnerships?

Group 1 – 420 Strategy Room, 4th Floor- Dr. Robert Campbell, President, Mount Allison University

Group 2 – 430 TD Canada Trust Boardroom, 4th Floor- Prof. Margaret Wintermantel, President of HRK and Former Rector of University of the Saarland

Group 3 – 480 Rix Boardroom, 4th Floor- Dr. Kathleen Waldron, President, Barush College

1145-1230 Plenary: Towards a Deeper Understanding of the Global Context (part 2)

Chair: Prof. Bonnie Patterson, President, Trent University

Reporting out, facilitators from each breakout group along with participants will reconvene to compare and contrast the outcomes of the small group discussions with a view to framing the dialogue going forward around increased inter and intra institutional cooperation as a response to competition/changing contexts and other environmental forces affecting higher education.

1230-1400 Lunch

Location: Humber Foundation Boardroom, 4th Floor

1400-1600 Interactive Panel: Towards a New Paradigm: Balancing Competition and Cooperation

Lead Presenter:

- Prof. Jarle Aarbakke, President of the Norwegian Rectors' conference and Rector of the University of Tromsø

Respondents:

- Dr. Pierre Moreau, President, Université du Québec
- Dr. Charles R. Bantz, Chancellor, Indiana University-Purdue University

Chair: Dr. Michael V. Martin, President, New Mexico State University

Drawing on regional experiences, a three-member panel will explore the issues around balancing a competitive and cooperative paradigm. This includes gauging what features of the current competitive paradigm are useful and which are counterproductive; what a new cooperative paradigm might look like; and what are the implications (the opportunities and drawbacks) for institutions of finding such a new balanced paradigm?

Location: 420 Strategy Room, 4th Floor

1730-1815 Tour of the University of British Columbia Campus

Bus to depart from hotel at 1730

1815-1900 Tour of the Museum of Anthropology

Guided by Dr. Anthony Shelton, Director

Short 3 minute walk to President's residence, Norman MacKenzie House.

1900-2230 Reception and Dinner

Hosted by University of British Columbia President, Stephen Toope

Norman MacKenzie House

Sunday, June 22

0900-1015 Panel Discussion: Examining Case Studies/Surfacing Models of Partnerships (part 1)

Speakers:

- Dr. Michael Stevenson, President, Simon Fraser University
- Dr. William E. Kirwin, Chancellor, University of Maryland
- Prof. Dr. Vaclav Hampl, Rector, Charles University in Prague

Chair: Prof. Dr. Jean Marc Rapp, EUA Vice-President and Former Rector of the Université de Lausanne

As a basis for further small group discussions, three speakers will each profile an institutional partnership (either national or international, private or public) with a view to examining operational issues and distilling down success factors.

Location: 420 Strategy Room, 4th Floor

1015-1045 Break

1045-1200 Facilitated Small Group Discussions: Examining Case Studies/Surfacing Models of Partnerships (part 2)

Forming into 4 pre-arranged groups, participants will be asked to discuss examples of a national or international, private/public partnership, addressing such questions as: Why engage in partnerships? What strategies and approaches exist? Who needs to be involved? What are the leadership challenges associated with developing effective partnerships? How might institutional leaders develop partnerships that meet their institution's needs? What has your institution learned from this in terms of success factors?

Each group will be chaired by a university president/rector. Staff from the three Associations will act as rapporteurs.

Group 1 – 420 Strategy Room, 4th Floor- Dr. David Barnard, President, University of Manitoba

Group 2 – 420 Strategy Room, 4th Floor- Dr. Susan Cole, President,
Monclair State University

Group 3 – 430 TD Canada Trust Boardroom, 4th Floor- Prof. Helena Nazaré,
Rector, University of Aveiro

Group 4 - 480 Rix Boardroom, 4th Floor- Dr. Robert Campbell, President,
University of Mount Allison

1230-1530 Lunch and Tour of SFU Campus

Hosted by Simon Fraser University President, Michael Stevenson
Bus to depart from hotel at 1230

**1530-1700 Organized tour of downtown Vancouver, Stanley Park, the Waterfront
and Gastown. Drop-off at Granville Island**

1700-1830 Reception at Emily Carr Institute of Art + Design

**1830 Dinner – Participants are on their own to make arrangements. A list
of restaurants on Granville Island will be circulated in advance. A
bus will be available at 1830 for those participants who prefer to go
back to the hotel.**

Monday, June 23

**0900-1030 Plenary Discussion and World Café: Imagining the Future –
Implications for Institutions**

Chair: Dr. Andrée Sursock, Deputy Secretary General, EUA

Linking back to the previous day's small group interactions around case studies, rapporteurs from each of the four groups will briefly summarize each working group's discussions with a view to distilling in plenary a master/collective list of the major success factors that form the basis of effective partnerships.

Following this, drawing on the "World Café" roundtable discussion format, participants will come together in evolving rounds of dialogue among 4 small groups to deliberate the implications for institutions of shifting to a truly cooperative paradigm. Afterwards, "café owners" acting as facilitators at each roundtable will report out in summary the key issues which emerged and the strategies participants suggest be put in place to realize a new generation of cooperation in the Brave New World.

Location: 420 Strategy Room, 4th Floor

1030-1045 Break

1045-1145 The New Paradigm – Implications for Individual Leaders

Chairs: Dr. Georg Winckler, President EUA and Rector, University of Vienna
Dr. Kevin P. Reilly, President, University of Wisconsin System

The 11th transatlantic dialogue will wrap up with a discussion of the implications of a paradigm of cooperation for leadership and values. Bridging the multiple themes and topics discussed over the past three days, and incorporating the initial ideas identified in Friday's icebreaking exercise, participants will be asked to make a connection to their own leadership role (i.e., answer what new skills and habits will be needed?) and frame a future agenda for individual and institutional progress. Café owners will report out in summary the key issues and consensus which emerged from small group discussions.

Location: 420 Strategy Room, 4th Floor

1145-1200 Wrap-up and Closing Remarks

Ms. Claire Morris, President and CEO, AUCC

1200 Departure