

# THE FUTURE OF HIGHER EDUCATION: COMPETITION, COLLABORATION AND THE GLOBAL GOOD

INTERNATIONAL CENTRE FOR  
HIGHER EDUCATION MANAGEMENT

**19 & 20 JUNE 2023**  
SCHOOL OF  
MANAGEMENT BUILDING  
**10 EAST**





# WELCOME TO THE ICHM CONFERENCE 2023

Dear All

On behalf of the organising committee, it is our great pleasure to extend a warm welcome to each and every one of you. We are delighted to have you here today, representing a diverse range of backgrounds, expertise, and experiences. Your presence at this conference is instrumental in making it a truly remarkable and enriching event.

This conference serves as a wonderful meeting point for higher education leaders, academic and professional services staff, to come together and engage in discussions, exchange ideas, and foster collaborations on the future of higher education. We have curated an exciting programme comprising insightful keynote speeches, informative panel sessions, and stimulating parallel sessions. Our aim is to create an environment that encourages open dialogue, innovation, and knowledge sharing.

Throughout the conference, you will have the opportunity to explore advancements in a range of fields, gain valuable insights from peers located in institutions across the world, and network with others who share your passion and commitment. We have carefully selected a line-up of distinguished speakers who will share their expertise and shed light on emerging trends, challenges, and opportunities.

We also understand the importance of peer-to-peer interaction and collaboration. Therefore, we have allocated dedicated time for networking sessions and social events, where you can connect, establish new connections, and strengthen existing ones. We are very excited to have the Director of HE programmes Dr Dan Davies and his band performing for us.

Lastly, we would like to express our gratitude to our Dean and the School of Management for all the support and to Professor Richard Mawditt the founder of ICHM and the DBA. A special thank you to Jacqueline Stockley and the organising team who have worked tirelessly to make this conference a reality.

Once again, we extend a warm welcome to all of you. We hope that these next few days will be filled with inspiration and collaboration.

Sincerely,  
**Jürgen Enders and Rajani Naidoo**  
 Co-Directors ICHM



THE  TIMES  
 THE SUNDAY TIMES  
**GOOD UNIVERSITY GUIDE 2023**  
 UNIVERSITY OF THE YEAR

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# ICHEM CONFERENCE 2023

## 19 & 20 JUNE

MONDAY JUNE 19			
TIME	SESSION TITLE	CHAIR	LOCATION
09:00 – 09:30	Conference Registration and Refreshments		10 East Level 0
09:30 – 10:00	<b>WELCOME</b> <b>Ian White</b> , Professor, President and Vice Chancellor, University of Bath	<b>Rajani Naidoo</b> , Professor, UNESCO Chair, Vice President, Co-Director ICHM	10 East 0.17
10:00 – 10:45	<b>KEYNOTE 1</b> Building excellence in higher education – Singapore's experience <b>Arnoud De Meyer</b> , Professor, Previous President, Singapore Management University	<b>Rajani Naidoo</b> , Professor, UNESCO Chair, Vice President, Co-Director ICHM	10 East 0.17

PARALLEL SESSIONS: 11:00 – 13:00			
SESSION 1	SESSION 2	SESSION 3	SESSION 4
Room 0.08	Room 0.09	Room 0.11	Room 0.23
Internationalisation and Globalisation	Autonomy, Accountability and Quality Assurance	Organisation, Leadership, and Management	Students and Education
CHAIR	CHAIR	CHAIR	CHAIR
<b>Ludovic Highman</b> , Dr, Senior Lecturer, DBA, Bath	<b>Ian Jamieson</b> , Prof, ICHM, Bath	<b>David Jones</b> , Prof, Newcastle Business School / ICHM, Bath	<b>Gina Wisker</b> , Prof, Senior Lecturer, DBA, Bath
11:00 – 11:30			
<b>Caroline Bylon</b> , Dr, University of Bristol, Director International	<b>Marine Condetto</b> , MA, AACSB, Senior Accreditation Manager	<b>Linda Evans</b> , Prof, University of Manchester, Associate Dean	<b>Sheila Le Blanc</b> , Dr, University of Calgary, Associate Vice-President, (Continuing Education)
International Pathway Partnerships – Unintended consequences	Governance in a complex higher education sector: The case of quality assurance in ecclesiastical higher education	Questioning assumptions about leadership: A new mindset for talking and thinking about HE leadership	Exploring the role of university continuing education in the 4th industrial revolution

PARALLEL SESSIONS: 11:00 – 13:00			
11:30 – 12:00			
<b>Vicky Lewis</b> , Dr, Vicky Lewis Consulting, Founder and Director	<b>Charles Larkin</b> , Dr, IPR, Bath/TU Dublin, Director of Research/ Chairman of the Governing Body	<b>Farshid Shams</b> , Dr, York University, Canada, Associate Professor	<b>David O'Connor</b> , BIMM University, Group Strategy Director
The changing face of UK HEI international strategies: where are we now and what's coming next?	Designing for accountability: Transforming the Governing Bodies of Ireland's Tertiary Sector	Coping with academic capitalism in Canadian public universities: Reconstructing contradictory institutional logics through identity work	What Factors Underpin Student Value, and How Do These Inform the Marketisation of UK Higher Education? A Quantitative Study
12:00 – 12:30			
<b>Riccardo De Vita</b> , Prof, University of Greenwich, Head of School - Business, Operations and Strategy	<b>Andrew Madoda Makola</b> , University of Mpumalanga, Director: Academic Planning & Quality Assurance	<b>Michelangelo Verardi</b> , University of Pavia and Accademia del Lusso, HR legal manager/ adjunct professor	<b>Oyegoke Teslim Bukoye</b> , Dr, Associate Professor, School of Management, Bath
The globalisation of higher education: An analysis of the international branch campuses phenomenon	Integration of planning and resource allocation with quality management: A case of South African HEIs	University identity: statutes and architectures	Engaging students using innovative teaching approach: an extended study using nudges
12:30 – 13:00			
<b>Nigel Healey</b> , Prof, Limerick, IE, Vice President Global and Community Engagement	<b>Yogesh Bhalerao</b> , Dr, University of East Anglia, Norwich, Senior Accreditation Manager	<b>Jorge Sainz</b> , Prof, Universidad Rey Juan Carlos, Head of Department/ Visiting Fellow IPR/ Bath	<b>Richard Budd</b> , Dr, Lancaster University, Lecturer in Higher Education
Reinventing international higher education for a socially just, sustainable world	Transition from affiliated to autonomous status of the engineering colleges in India: Challenges and Opportunities	University's opinions in social networks	Pain For all: Isomorphic tensions in UK social science doctoral provision
13:00 – 14:00	Lunch		10 East Level 0

# ICHEM CONFERENCE 2023

## 19 & 20 JUNE

TIME	SESSION TITLE	CHAIR	LOCATION
14:00 – 14:45	<b>KEYNOTE 2</b> <b>AI as a Super Power: Implications for the Future of Higher Education</b> <b>Rajani Naidoo</b> , Professor, UNESCO Chair, Vice President, Co-Director ICHEM	<b>Gina Wisker</b> , Professor, Senior Lecturer, DBA, Bath	10 East 0.17

PARALLEL SESSIONS: 15:00 – 16:00			
SESSION 5	SESSION 6	SESSION 7	SESSION 8
Room 0.08	Room 0.09	Room 0.11	Room 0.23
Academic Life and Career	Higher Education Policy	Organisation, Leadership, and Management	The DBA in Action
CHAIR	CHAIR	CHAIR	CHAIR
<b>Jürgen Enders</b> , Professor, Co-Director, ICHEM	<b>Jack Lee</b> , Dr, Senior Lecturer, University of Edinburgh/ICHEM, Bath	<b>Jonathan Dempsey</b> , Buckinghamshire New University Policy Consultant	<b>Dan Davies</b> , Dr, Director of HE Programmes, DBA, Bath

15:00 – 15:30			
<b>Richard Bolden</b> , Prof, UWE Bristol  (with <b>Richard Watermeyer</b> , Prof, <b>Fahdia Khalid</b> , Dr, <b>Cathryn Knight</b> , Dr)	<b>Sean Mackney</b> , BA, PGDip, Petroc	<b>Enaleen Draai</b> , Nelson Mandela University, Associate Professor	<b>Fiona Hunter</b> , Dr, <b>Vicky Lewis</b> , Dr, <b>Mathias Falkenstein</b> , Dr, Università Cattolica del Sacro Cuore/ Independent Consultant, Vicky Lewis Consulting, Luiss Business School/ XOLAS
Over-worked and under-valued? Unpicking accounts of poor management and leadership in higher education	Power and discourse in the policy making process	Gender equity in academia and higher education leadership. An exploration of equity programs in South Africa	From research to practice and back – a continuous consultancy loop

PARALLEL SESSIONS: 15:00 – 16:00			
15:30 – 16:00			
<b>Carina Braun</b> , Prof, <b>Edith Wilson</b> , Dr, Ostbayerische Technische Hochschule Regensburg, Professor / Academic Researcher	<b>Allison Kenneally</b> , Dr, South-East Technological University, Vice President for Equality Diversity & Inclusion	<b>Andra Le Roux -Kemp</b> , Dr, Lincoln Law School, Reader in Law	<b>Joanne Curry</b> , Dr, Simon Fraser University, Vice-President, External Relations
<b>Learning from German “pracademics” - Professors’ career paths at German Universities of Applied Sciences</b>	<b>Collaborating to embed inclusive gender equality across the Irish HE sector</b>	<b>A Critical Analysis of the Role of Legal Higher Education and Training in the Institutionalisation of the English Legal Profession: Quo Vadis for English Law Schools?</b>	<b>Putting DBA thesis findings into action in university-local government relationships</b>
16:00 – 16:30	Refreshments Break		10 East Level 0
TIME	SESSION TITLE	CHAIR	LOCATION
16:30 – 18:00	<b>PANEL</b> <b>South African Higher Education</b>	<b>Jürgen Enders</b> , Professor, Co-Director, ICHEM	10 East 0.17
Transforming Universities Practices for the Public Good: Insights from South Africa			
<b>Aslam Fataar</b> , R&D Professor in Transformation at Stellenbosch University, based in the Department of Education Policy Studies		Placing the university’s knowledge at the centre of an alternative public good imaginary of African universities	
<b>Therese Fish</b> , Vice-Dean, Medicine and Health Sciences, Stellenbosch University		From collaboration towards co-creation in higher education: The case of a provincial health authority and health sciences faculties in South Africa	
<b>Najwa Norodien-Fataar</b> , Senior Lecturer, Head of Department, Fundani-Centre for Higher Education and Development, Cape Peninsula University of Technology		Expanding pathways from Technical Vocational Education and Training (TVET) colleges into University of Technologies (UoTS)	
<b>Leslie Van Rooi</b> , Senior Lecturer, Head of Department, Fundani-Centre for Higher Education and Development, Cape Peninsula University of Technology		Can Stellenbosch university’s residences advance social cohesion? A critical look at the history, role and place of Stellenbosch university residences	
19:00	<b>Conference Dinner and Networking</b> (Buffet dinner, smart casual dress) <b>Pre-Dinner Speech: Richard Mawditt</b> , Professor, Founder of ICHEM and the DBA <b>Live Music: Dan Davies</b> , Director of Studies for the DBA, and his band		10 East Level 0

# ICHEM CONFERENCE 2023

## 19 & 20 JUNE

### TUESDAY JUNE 20

TIME	SESSION TITLE	CHAIR	LOCATION
09:00 – 09:15	<b>WELCOME</b> <b>Stephen Brammer</b> , Professor, Dean, School of Management, Bath	<b>Rajani Naidoo</b> , Professor, UNESCO Chair, Vice President, Co-Director ICHEM	10 East 0.17
09.15 to 10.00	<b>KEYNOTE 3</b> Global science: Is it a tool of national contestation, neo-colonial hegemony writ large, the hope of the world, or all of the above? <b>Simon Marginson</b> , Professor, Director, Centre for Global Higher Education, University of Oxford	<b>Ludovic Highman</b> , Dr, Senior Lecturer, DBA, Bath	10 East 0.17
10:00 – 10:30	<b>Refreshments Break</b>		10 East Level 0

### PARALLEL SESSIONS: 10:30 – 12:00

SESSION 9	SESSION 10	SESSION 11	SESSION 12
Room 0.08	Room 0.09	Room 0.11	Room 0.23
<b>Internationalisation and Globalisation</b>	<b>Students and Education</b>	<b>Organisation, Leadership, and Management</b>	<b>Organisation, Leadership, and Management</b>
<b>CHAIR</b>	<b>CHAIR</b>	<b>CHAIR</b>	<b>CHAIR</b>
<b>Ludovic Highman</b> , Dr, Senior Lecturer, DBA, Bath	<b>Robin Shields</b> , Prof, University of Bristol/ICHEM, Bath	<b>Jack Lee</b> , Dr, Senior Lecturer, University of Edinburgh/ICHEM, Bath	<b>Gina Wisker</b> , Prof, Senior Lecturer, DBA, Bath
10:30 – 11:00			
<b>Andrew McDouall</b> , Hochschule Furtwangen University, Director HFU International	<b>Caroline Chipperfield</b> , Dr, University Centre, Petroc, Director for Higher Education	<b>Volker Rundshagen</b> , Prof, Hochschule Stralsund, Professor for Management and Tourism Studies	<b>Tavia Laliberte</b> , MBA, Saskatchewan Indian Institute of Technologies, Vice-President Academic
<b>Managing the implementation of bilingual degree programs at a German University of Applied Sciences</b>	<b>What has led to the phenomena of residence life in English universities?</b>	<b>The Business school: Chasing myths on pathological pathways? A dozen years of critical reflection on management education</b>	<b>The unique perspectives of stakeholders on the governance of indigenous HEIs</b>

### PARALLEL SESSIONS: 10:30 – 12:00

11:00 – 11:30			
<b>Jan Krimphove</b> , Centro Universitário Christus, Brazil – Head of International Affairs	<b>Siyanda Ntlabathi</b> , University of Fort Hare, Manager Teaching and Learning	<b>Tim Gore</b> , Dr, University of London Institute in Paris, CEO	<b>Nosisana Mkonto</b> , Dr, Cape Peninsula University of Technology, Head of Department / FYE Coordinator
<b>Virtual internationalization contributions to strengthen HE internationalization in the Global South</b>	<b>Discovering disciplinary discourses within the curriculum that propel colonisation: A case study at the University of Fort Hare</b>	<b>University strategy and the real world – it's complex!</b>	<b>Understanding the first-year practitioners' role in student transition at Universities of Technology</b>
11:30 – 12:00			
<b>Ilyas Kenadid</b> , MPhil Université Paris-Est Créteil, Head of Strategy and Major Projects	<b>Bernie Quinn</b> , Caledonia Education Ltd. Director/Consultant in higher education	<b>Tadhg Leane</b> , Dr, Munster Technological University, Senior Lecturer	<b>Zhuo Sun; Miguel Antonio Lim</b> , Dr, University of Manchester, PhD researcher; Senior lecturer
<b>Homophily in research: The purpose behind networks of research-intensive universities. A mapping of academic collaboration between Leru universities</b>	<b>Education 4.0 – The beginning of the end of transnational education partnerships as we know them?</b>	<b>Exploring followership in higher education</b>	<b>Proposition of the active/reactive framework: A new approach to understand higher education reputation management and competition</b>
TIME	SESSION TITLE		
12:15 – 13:30	<b>PARALLEL PANELS</b>		
<b>Leadership Careers in Higher Education: Experiences of DBA Alumni</b>			
Room 0.08		Room 0.09	
<b>CHAIR</b>		<b>CHAIR</b>	
<b>Dan Davies</b> , Dr, Director of HE Programmes, DBA, Bath		<b>Jürgen Enders</b> , Professor, Co-Director, ICHM	
<b>Michael Hannon</b> , Dr, Galway-Mayo Institute of Technology (GMIT), Deputy President and Registrar		<b>Joanne Curry</b> , Dr, Simon Fraser University, Vice- President, External Relations	
<b>Nigel Healey</b> , Prof, Limerick, IE, Vice President Global and Community Engagement		<b>Emma Hunt</b> , Dr, Falmouth University, Vice- Chancellor & Chief Executive	
<b>Roxanne Stockwell</b> , Dr, Chair of Independent HE, Former Principal, Pearson College London		<b>Sheila Le Blanc</b> , Dr, University of Calgary, Associate Vice-President, (Continuing Education)	

# ICHEM CONFERENCE 2023

## 19 & 20 JUNE

13:30 - 14:30	Lunch		10 East Level 0
TIME	SESSION TITLE	CHAIR	LOCATION
14:30 – 15:15	<b>KEYNOTE 4</b> <b>Rethinking higher education to transform the future</b> <b>Jose Restrepo</b> , Professor, Rector EAI University, Previous Minister of Finance, Colombia	<b>Rajani Naidoo</b> , Professor, UNESCO Chair, Vice President, Co-Director ICHM	10 East 0.17

PARALLEL SESSIONS: 15:30 – 17:00			
SESSION 13	SESSION 14	SESSION 15	SESSION 16
Room 0.08	Room 0.09	Room 0.11	Room 0.23
Internationalisation and Globalisation	Students and Education	Organisation, Leadership, and Management	Organisation, Leadership, and Management
CHAIR	CHAIR	CHAIR	CHAIR
<b>Dan Davies</b> , Dr, Director of HE Programmes, DBA, Bath	<b>Robin Shields</b> , Prof, University of Bristol/ICHEM, Bath	<b>David Jones</b> , Prof, Newcastle Business School/ ICHM, Bath	<b>Tadhg Leane</b> , Dr, Munster Technological University, Senior Lecturer
15:30 – 16:00			
<b>Naomi Graham</b> , Edinburgh Napier University, Vice Principal International	<b>Manyane Makua</b> , Mangosuthu University of Technology, Acting Deputy Vice-Chancellor: T&L	<b>Mario Gay</b> , Università della Svizzera Italiana, Lugano, Switzerland	<b>Hesham Metwalli</b> , Sharjah Government, Director of Accelerator and Special Programs
The impact of Brexit on the internationalisation of Scottish higher education: Scottish universities' responses	The Future of Higher Education: Where to from here?	Analyzing digital transformation in higher education: A systematic literature review from the perspective of organisational change	Towards innovative international business models for the future of higher education

PARALLEL SESSIONS: 15:30 – 17:00			
16:00 – 16:30			
<b>Silke Blohm</b> , 4Sciences Group Ltd, Director	<b>Victoria A Bauer</b> , MA Leibniz University Hannover, Doctoral Researcher	<b>Melanie Swanson</b> , Cape Peninsula University of Technology, Head of Department & Acting HOD Campus Health	<b>Sude Pekşen</b> , MA TU Dortmund University, Research Assistant and Doctoral Student
Striving for research excellence, addressing global challenges or capacity strengthening – external and internal drivers of research collaborations	Rational choice vs. social- cultural reproduction: Understanding social differences in study intentions in Germany	An investigation into health-related new product development successes at a University of Technology within South Africa	The influence of digital student recruitment in German universities on study choice in computer science
16:30 – 17:00			
<b>Jean Butcher-lashley</b> , Dr, Barbados Community College, Head, Quality Assurance and Enhancement Unit	<b>Bing Lu</b> , Dr, Institute of Advanced Study, University of Warwick, Early Career Fellow	<b>Filip Boicu</b> , Dr, University of Nottingham, Curriculum Design Senior Administrator	<b>Frans Leutle</b> , University of Mpumalanga, Senior Director: Operations
Higher education and a recolonization agenda	The unquestioned supervision approach: Learning from transnational pedagogies	Digitalization, centralization, and the substance of higher education – a UK perspective	A critical exploration of talent management and its implementation within the higher education sector in South Africa
TIME	SESSION TITLE		LOCATION
17:00	<b>REFLECTIONS AND CLOSING</b> <b>Jürgen Enders</b> , Professor, Co-Director, ICHM		10 East 0.17
From 17:30	Informal Gathering on Campus		10 East Level 0

# ESSENTIAL INFORMATION

Welcome to The School of Management, you will see below some essential information you might need while visiting us. If you have any other queries, please ask the main reception. We hope you have an enjoyable and memorable time with us.

## NORMAL RECEPTION HOURS

**Monday to Friday 08:00 – 17:00**

## EMERGENCY DETAILS

### First Aid

There are First Aid boxes located at the Reception Desk and in the alcove at the end of the Catering Hub. In case of an emergency or incident on campus please call security 01225 383999, they will respond immediately.

### Security

If you need Security but it is not an emergency, please call 01225 385349.

### Fire Assembly Point

The fire assembly point for 10 East is in the South Carpark but you can also wait safely on the grass between 10 East and the Bus Station.

There is a fire alarm test in 10 East every Friday at approximately 7:30am.

## BUS TRAVEL

The First West of England Bath Unibus service runs between Bath and the University campus. Buses leave/arrive at Arrivals Square directly in front of the School of Management. Buses leave and arrive approximately every 10 minutes during the day. The cost of a single journey is £2.00 or £3.50 for a 2-trip ticket that could be used as a return. Contactless payment is preferred. The Unibus services are:

### U1 – to the City Centre

It takes about 12 minutes to get into the city:

- For city centre get off at North Parade

### U2 – Which goes to Oldfield Park

### Service 20 – Which goes to Widcombe Hill

## TAXI

Veezu 01225 464646. There is also a taxi rank located in arrivals square by the bus stop. An approximate cost to the city is £10.

## CLOAKROOM

Located in the reception area if you required luggage to be locked away for the day.

## DISABLED ACCESS

Disabled parking for the building is at the taxi drop off/pick up point - located in the drop off area. Drive through the Bus Only lane (ignoring the open barrier) and around to 8 West, and you will see the School of Management in front of you.

If using Just 3 Words, the location is **PROOF.RESULT.AMOUNT**

The barriers in the building will be open and there is a lift immediately to the right through the barriers, giving good access to the building.

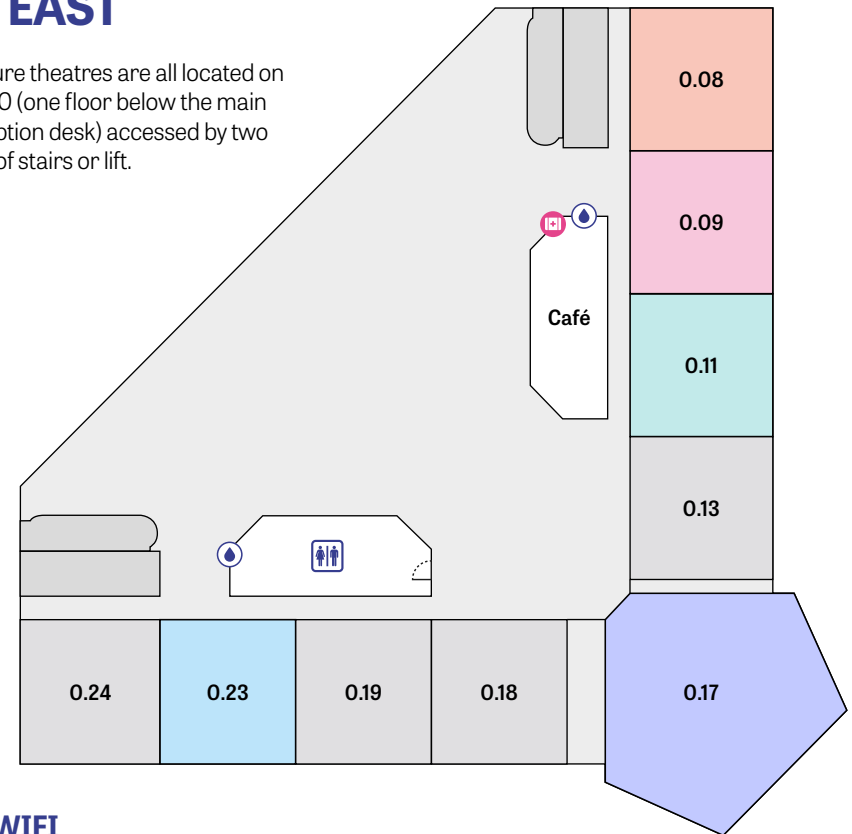
## TOILETS

Toilets are located on each end of the corridor on level 1, and at the bottom of the left-hand stairwell in the Pavilion.

# GROUND FLOOR LECTURE THEATRES 10 EAST

Toilets Water point First Aid

Lecture theatres are all located on level 0 (one floor below the main reception desk) accessed by two sets of stairs or lift.



## WIFI

### Guest

Everyone can use the 'Wi-Fi Guest' network. To connect first register to use 'Wi-Fi Guest'. You do not need a University email address to connect. 'Wi-Fi Guest' is provided by The Cloud. If you already have an account with The Cloud you can use this to log in.

- Open the Wi-Fi settings on your device
- Select 'Wi-Fi Guest'
- Once connected, open your web browser and refresh the page. Your browser may open automatically
- Select your authentication method to continue, there are various options available, including social media







### Eduroam

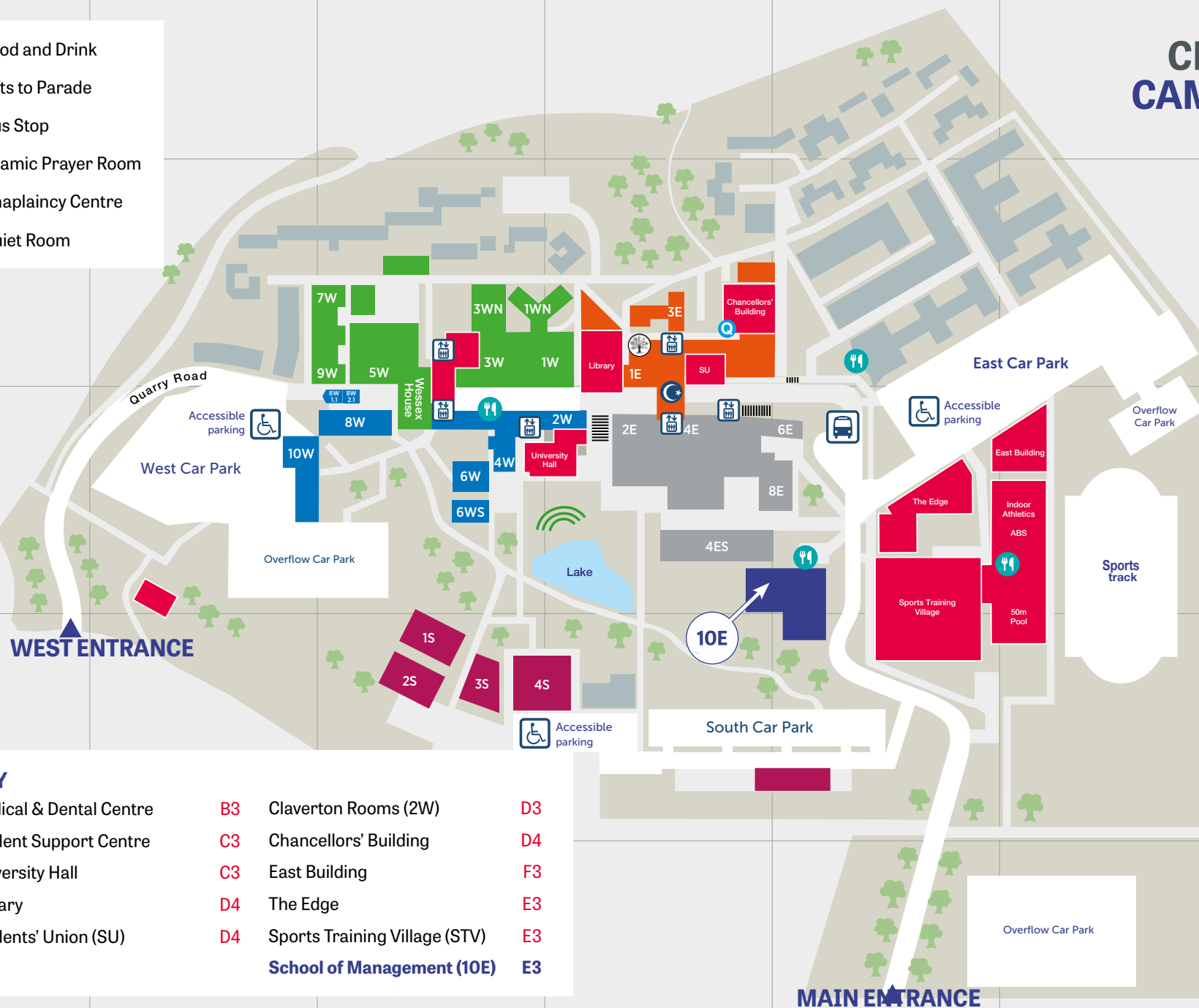
Eduroam is a free, global Wi-Fi service for students and university staff. You can also use it at many other universities around the world.

If you are visiting from another university which uses eduroam, you can connect to the service here using your own university login details.

- Your university email address
- Your university password

# CLAVERTON CAMPUS MAP

-  Food and Drink
-  Lifts to Parade
-  Bus Stop
-  Islamic Prayer Room
-  Chaplaincy Centre
-  Quiet Room



## KEY

Medical & Dental Centre	<b>B3</b>	Claverton Rooms (2W)	<b>D3</b>
Student Support Centre	<b>C3</b>	Chancellors' Building	<b>D4</b>
University Hall	<b>C3</b>	East Building	<b>F3</b>
Library	<b>D4</b>	The Edge	<b>E3</b>
Students' Union (SU)	<b>D4</b>	Sports Training Village (STV)	<b>E3</b>
		<b>School of Management (10E)</b>	<b>E3</b>



