



(Programme as at 15-04-19 - we reserve the right to adapt or amend this draft programme)

## The Global Engagement Programme 'The Canadian Experience'

*Leading in an Evolving Policy Environment  
and Developing as a Globally Engaged Leader*

**Ottawa, Toronto, Hamilton and Waterloo**

**Sunday, 13<sup>th</sup> October to Friday, 18<sup>th</sup> October, 2019**

**Programme Leaders:**

***Dr Tom Kennie, Ranmore and Ant Bagshaw, NOUS***

The increasingly globalised higher education system needs leaders who understand a breadth of possible futures and how to engage directly with politics and policy-making. With a programme that covers universities of all kinds, agencies, government and third parties. Building on the very popular Ranmore Global Engagement programmes over the past 5 years, we are now offering another immersive leadership experience in one of the most dynamic higher education systems in the world. This is a chance to meet with key influencers, opinion formers, policy makers and senior leaders to understand their approaches, and use structured reflection to understand how to enhance your own practice. Working as a group, the programme will also develop networks as well as individual capability.

**Key topics to be explored will include:**

- The ***evolving policy landscape*** in the Canadian higher education system, at state and federal levels.
- The ***diversity of the HE system*** and the ways in which HEI's are responding to the many global challenges and opportunities.
- The differing approaches being taken by Canadian universities to ***compete both locally and globally***.
- The ways in which universities are ***transforming their organisations*** to ensure they are fully equipped to address the ***needs of the students, their clients and of society***, and how they are developing
- The ***skills and capabilities required to lead*** increasingly globally engaged universities.

To reserve your place on this programme please contact Tom at [tkennie@ranmore.co.uk](mailto:tkennie@ranmore.co.uk)

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<b>Day 1</b>	<b>Monday 14<sup>th</sup> October, 2019 – Orientation, Global Engagement &amp; Policy Context</b>
<b>Location</b>	<b>Sheraton Ottawa Hotel</b> , 150 Albert Street, Ottawa, Ontario K1P 5G2 <a href="https://www.marriott.co.uk/hotels/hotel-photos/yowsi-sheraton-ottawa-hotel/">https://www.marriott.co.uk/hotels/hotel-photos/yowsi-sheraton-ottawa-hotel/</a>
<b>Objective</b>	<i>To provide an orientation to the overall programme, to meet with other participants, to reflect on the changing context for global engagement, the leadership skills required to be effective in such work and to gain some insights into the Canadian political system and policy context.</i>
<b>1000</b>	<b>Introductions, Overview of Programme, Orientation to Canadian HE and to Globally Engaged Leadership</b> <i>Dr Tom Kennie, Ranmore and Ant Bagshaw, NOUS</i> <i>Getting to know your colleagues, outlining the agenda and clarifying the questions you are seeking to gain answers to during the programme.</i> <i>Personal introductions, you, your context, challenges and questions.</i> <i>Insights into global engagement and your role as a Globally Engaged Leader through a self-insight profile</i>
<b>1100</b>	<b>BREAK</b>
<b>1115</b>	<b>Canadian Higher Education: Data and Trends</b> <i>Alex Usher, President, Higher Education Strategy Associates (HESA)</i> <a href="http://higheredstrategy.com/">http://higheredstrategy.com/</a>
<b>1230</b>	<b>LUNCH</b>
<b>1315</b>	<b>Travel</b>
<b>1400</b>	<b>Visit to Canada’s Parliament</b> <a href="https://rts.parl.ca/en-CA/home">https://rts.parl.ca/en-CA/home</a> <i>TBC</i> <i>An opportunity to view the Canadian political system in action.</i>
<b>1600</b>	<b>Travel</b>
<b>1700</b>	<b>Free Time</b>
<b>1800</b>	<b>Higher Education Policy Briefing &amp; Pre Dinner Drinks</b> <i>Alex Usher, President, Higher Education Strategy Associates (HESA)</i> <i>An opportunity to ask further questions about some of the current hot policy topics in Canadian HE. To inform the conversation we will ask you to each read one of Alex’s daily blog posts called ‘One Thought to Start Your Day’ <a href="#">Register here</a></i>
<b>1915</b>	<b>DINNER</b>

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<b>Day 2</b>	<b>Tuesday 15<sup>th</sup> October, 2019 – Understanding Higher Education in Canada</b>
<b>Objective</b>	<i>To start to gain insights into the higher education systems in Canada, the current internationalisation agenda and policy challenges and how universities and university leaders are responding</i>
<b>0830</b>	<b>Travel to Universities Canada</b> <a href="https://www.univcan.ca/">https://www.univcan.ca/</a> 1710-350 Albert Street, Ottawa, Ontario, K1R 1B1
<b>0900</b>	<b>Universities Canada</b> <i>Philip Landon, Vice President, Universities Canada</i> <i>Universities Canada/Universités Canada is the national organization that represents Canada's colleges and universities. It is a non-profit body that coordinates university policies, guidance and direction. Formed in 1911, it represents 97 public and private not-for-profit Canadian Universities and University Colleges in Canada. It provides member services in public policy and advocacy, communications, research and information-sharing, and scholarships and international programs.</i>
1030	<b>BREAK</b>
1045	<b>Travel</b>
1130	<b>University of Ottawa</b> <a href="https://www.uottawa.ca/about/">https://www.uottawa.ca/about/</a> <i>Coordinator: Adel El Zaim, PhD, Dirigeant principal de l'internationalisation   Chief Internationalization Officer (TBC)</i> <i>The University of Ottawa is the largest bilingual (English-French) university in the world. It is a member of the U15 Group of Canadian Research universities (<a href="http://u15.ca/">http://u15.ca/</a>). Size wise it has over 40,000 students and in excess of 5,000 staff.</i>
1300	<b>LUNCH</b>
1330	<b>Travel to Carleton University</b>
1415-1600	<b>Carleton University</b> <a href="https://carleton.ca/about/">https://carleton.ca/about/</a> <i>Coordinators: Karen Shwartz, Interim Associate Vice-President (Research and International) &amp; Carlos Vargas, International Outreach Manager,</i> <i>In 1942 community leaders in Canada's capital established Carleton University to educate the population for the new, post-war economy. Today, Carleton is a dynamic and innovative University with over 30,000 undergraduate and graduate students and approximately 2,000 faculty and staff.</i>
1600	<b>Travel to airport</b>
1800	<b>Flight to Toronto (Air Canada)</b>
1906	<b>Arrive</b>
1930	<b>Travel to Double Tree Hilton, Toronto Downtown, 108 Chestnut Street, Toronto, Ontario, M5G1R3, Canada TEL: +1-416-977-5000</b> <a href="https://doubletree3.hilton.com/en/hotels/ontario/doubletree-by-hilton-hotel-toronto-downtown-YTOCSDT/maps-directions/index.html/">https://doubletree3.hilton.com/en/hotels/ontario/doubletree-by-hilton-hotel-toronto-downtown-YTOCSDT/maps-directions/index.html/</a>
2030	<b>DINNER</b>



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<b>Day 3</b>	<b>Wednesday 16<sup>th</sup> October, 2019 – The Role of Higher Education in Toronto</b>
<b>Objective</b>	<i>To continue to deepen your understanding of the diversity of higher education across Ontario and the leadership challenges facing university leaders with a particular focus on the leadership of staff and student diversity and inclusion.</i>
<b>0900</b>	<b>Travel</b>
<b>0915-1045</b>	<p><b>Council of Ontario Universities</b>          180 Dundas Street West, Suite 1800, Toronto, Ontario, M5G 1Z8  <a href="http://cou.on.ca/about/contact-us/">http://cou.on.ca/about/contact-us/</a>          Coordinator: Eva Busza, Ph.D.   Vice President, Policy and Sector Collaboration  <i>The Council of Ontario Universities (COU) provides a forum for Ontario’s universities to collaborate and advocate in support of their shared mission to the benefit and prosperity of students, communities and the province of Ontario. With potential engagement from The Ministry for Colleges, Training &amp; Universities Postsecondary Education Partners Gateway</i>  <a href="http://www.tcu.gov.on.ca/pepg/">http://www.tcu.gov.on.ca/pepg/</a></p>
<b>1100</b>	<b>BREAK &amp; Travel</b>
<b>1130-1300</b>	<p><b>Ryerson University</b>          350 Victoria St. Toronto, ON. M5B 2K3          Coordinator: Todd Carmichael, Director, Ryerson International  <i>Ryerson University’s history is rooted in innovative, career-driven education with the goal of addressing contemporary societal needs. With over 45,000 students Ryerson’s academic plan signals it is on a transformative path to become Canada’s leading comprehensive innovation university. The focus of this engagement will be the themes of equity, diversity and inclusion.</i>  <a href="https://www.ryerson.ca/equity/about/">https://www.ryerson.ca/equity/about/</a></p>
<b>1300-1330</b>	<b>LUNCH</b>
<b>1330</b>	<b>Travel</b>
<b>1400-1530</b>	<p><b>York University</b>  <a href="http://www.yorku.ca/index.html">http://www.yorku.ca/index.html</a>          Coordinator: Vinitha Gengatharan, Executive Director, York International  <i>York is the third largest university in Canada with a strong community of 55,000 students, 7,000 faculty and administrative staff. York’s 11 Faculties and 27 research centres have well-established partnerships with 280+ leading universities worldwide. The <u>Kinesiology and Health Science</u> program in the Faculty of Health is the best in Canada, according to a new ranking released by Shanghai Ranking’s 2017 Global Ranking of Sport Science Schools and Departments. The program has been ranked No. 1 in Canada, No. 3 in North America and No. 16 in the world by the prestigious Shanghai Ranking’s report, surpassing its 2016 rankings of No. 3 in Canada and No. 21 worldwide.</i></p>
<b>1530</b>	<b>Return to hotel and depart for Waterloo</b>
<b>1600</b>	<b>Travel</b>



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<b>1730</b>	<b>Check in Deltas Hotel Waterloo</b> , 110 Erb Street West Waterloo, Ontario N2L 0C6 <a href="https://www.marriott.com/hotels/travel/ykfdw-delta-hotels-waterloo/?scid=bb1a189a-fec3-4d19-a255-54ba596febe2">https://www.marriott.com/hotels/travel/ykfdw-delta-hotels-waterloo/?scid=bb1a189a-fec3-4d19-a255-54ba596febe2</a>
<b>1930- onwards</b>	<b>DINNER</b>

<b>Day 4</b>	<b>Thursday 17<sup>th</sup> October, 2019 – Innovation and Internationalisation</b>
<b>Objective</b>	<i>To continue to deepen your understanding of the diversity of higher education across Ontario and the leadership challenges facing university leaders with a particular focus on leading industry engagement, innovation and purposeful internationalization.</i>
<b>0900</b>	<b>Travel</b>
<b>0915-1115</b>	<b>University of Waterloo</b> <a href="https://uwaterloo.ca/">https://uwaterloo.ca/</a> <i>Coordinator: Tony Munro, Manager, Special Projects &amp; Initiatives</i> <i>The University of Waterloo has been named Canada’s most innovative university for 23 years running. Unwavering commitment to research, learning, and experiential education makes Waterloo a celebrated source of talent and new ventures. As a research powerhouse and the engine of one of the world’s top-20 startup ecosystems, Waterloo has spawned thousands of commercial and social enterprises, offers world’s largest co-operative education program and boasts a uniquely entrepreneurial culture that encourages experimentation and risk-taking.</i>  <i>Engagement through a series of group and plenary discussion sessions.</i>
<b>1115-1140</b>	<b>BREAK</b>
<b>1140-1300</b>	<b>Travel to Hamilton</b>
<b>1300-1345</b>	<b>LUNCH</b>
<b>1345-1600</b>	<b>McMaster University</b> <a href="http://cou.on.ca/university/mcmaster/">http://cou.on.ca/university/mcmaster/</a> <i>Coordinator: Ni Jadon, Senior Project Manager, Office of International Affairs</i> <i>Founded in 1887 McMaster is one of four Canadian universities ranked in the Top 100 in the world, McMaster is research focused, student-centred and dedicated to pursuing excellence in teaching, research and scholarship. McMaster is known for its research excellence, strengths in community-engaged learning and interdisciplinary teaching and research.</i>  <i>This will be structured as a series of opportunities to talk in pairs with to a range of different people in different areas of the university.</i>
<b>1600</b>	<b>Depart for Toronto</b>
<b>1730</b>	<b>Check in to Courtyard Toronto Downtown</b> , 475 Yonge Street, Toronto, Ontario M4Y 1X7 <a href="https://www.marriott.com/hotels/travel/yyzcy-courtyard-toronto-downtown/?scid=bb1a189a-fec3-4d19-a255-54ba596febe2">https://www.marriott.com/hotels/travel/yyzcy-courtyard-toronto-downtown/?scid=bb1a189a-fec3-4d19-a255-54ba596febe2</a>
<b>1930</b>	<b>DINNER</b>



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<b>Day 5</b>	<b>Friday 18<sup>th</sup> October, 2019 – Global Engagement</b>
<b>Objectives</b>	<i>To gain and your reflections on what you have learned about higher education about university leadership and about yourself.</i>
<b>0900</b>	<b>Travel</b>
<b>0915-1115</b>	<b>University of Toronto &amp; Global Engagement</b> <a href="https://www.utoronto.ca/about-u-of-t">https://www.utoronto.ca/about-u-of-t</a> <i>Gwen Burrows, Executive Director, International Office of the Vice President, International Simcoe Hall, 27 King's College Circle, Suite 232, Toronto, Ontario</i> <i>The University of Toronto is Canada's top-ranked university and one of the most respected and influential institutions of higher education and advanced research in the world, typically ranked in the top 25 universities according to the Times Higher Ed and the Shanghai Jiao Tong Rankings. Over 19,000 international students register each year out of a total student population of over 90,000.</i>
<b>1115-1130</b>	<b>BREAK</b>
<b>1130-1230</b>	<b>Reflections on Global Engagement, Leadership &amp; Higher Education</b> <i>Dr Tom Kennie, Ranmore and Ant Bagshaw</i> <i>Reflecting on the week and your insights about global engagement, approaches to leadership, insights about higher education policy and practice in Ontario, transferable lessons about leading in higher education as well as further reflections on leadership.</i>
<b>1230</b>	<b>LUNCH</b>