

## EUA Leadership Development Programme (Pilot)

### CALL FOR PARTICIPATION

Deadline: 24 October 2024

This first leadership development programme at European level for senior leaders of European higher education institutions offers an opportunity to engage in a multicultural European setting, fostering open exchange and collaboration and nurture effective leadership. It is open to members of a senior management team with responsibility for strategic decision making at an [EUA member university](#).

#### Context

Universities' traditional roles are evolving, and they are now expected to adapt and drive change both internally and within their communities. Adapting to a dynamic environment and addressing new priorities on the institutional transformation agenda is crucial for their success.

EUA is dedicated to supporting universities in advancing towards stronger leadership, as highlighted in its vision for 2030 '[Universities without walls](#)'. To thrive, universities require leaders who can understand global and European trends and policy development, shape institutional profiles, articulate clear, unified goals, and make strategic decisions for effective implementation. To support this vision, EUA has launched several [initiatives](#) to bolster leadership within universities.

Now, EUA is launching a pilot Leadership Development Programme for senior leaders in European higher education institutions. This dynamic programme is crafted to enhance leadership skills and competencies with a distinctive European perspective, offering a unique blend of international insights and tailored support for EUA members.

The programme will consider the diversity of approaches to leadership in higher education across Europe, as well as diversity in institutions' governance and management models and cultures.

#### Programme objectives

The pilot programme is based on the results and recommendations of the EU-funded [NEWLEAD](#) and [LOTUS projects](#), and is inspired by the [NEWLEAD inspirational guide on implementing leadership development programmes for university leaders](#). It leverages EUA's extensive experience in fostering collaboration among senior university leaders and staff from over 50 higher education systems, navigating diverse cultures, systems, and contexts. It is custom-made to meet the needs of EUA members and aims to provide networking opportunities in a multicultural setting, nurturing effective leadership in European universities and within European Universities alliances.

By focusing on the often-overlooked European dimension, the programme complements existing national and institutional leadership programmes. Participants will benefit from EUA's experience, gaining a comprehensive understanding of leadership, governance, and management in higher education. They will engage in leadership practice, develop essential skills, and acquire the tools and methodologies necessary for reflective practice in higher education leadership.

The programme addresses different levels of leadership from conceptual, strategic and operational perspectives. Participants will have the opportunity to grow individually and collectively, developing a clear understanding of leadership concepts and enhancing their leadership capabilities.

### Structure and timeline

The programme will start in March 2025 with an online introductory session. The core programme will be delivered in three in-person sessions in April, June and September 2025 through a mix of expert input, real world cases, dilemma-based exercises and interactive group work. Complementary online sessions in May and October will complete the offer and cover transversal topics such as innovative leadership, change management, integrity in leadership or academic freedom. The programme will have a total duration of 10 days.



On 9-10 April 2025, a 1-day lunch-to-lunch kick-off session will take place alongside the EUA Annual Conference at the University of Latvia in Riga.

A second on-site 5-day block will be organised in Brussels. There, participants will learn about the latest trends and tensions in European higher education and engage in interactive sessions around the pillars of strategic foresight, leadership, governance and management. This block will also provide exclusive engagement opportunities with key European policy makers and stakeholders.

In September, participants can choose from three modules organised in 2-day on-site sessions in Brussels. The focus will be on leading big transformations such as the European Universities alliances, sustainability and the digital transition, and equity, diversity and inclusion. A final definition of the elective modules will depend on the feedback from selected applicants.

### Content and format

In the first interactive sessions at the University of Latvia, participants will engage with the latest research-informed higher education trends of relevance for university leaders. As such, they will get a 360-degree view of the hot topics in learning and teaching, research and Open Science, and regulatory frameworks. Additionally, sessions will be dedicated to the tensions that these trends result in for university leaders.

A 5-day block held in Brussels will bring participants back together for an intensive week dedicated to jointly addressing leadership dilemmas around the major transformational challenges and opportunities for European higher education today. Sessions are designed to be interactive and practical, and modules will cover key topics of leadership (shared, strategic and values-based leadership), governance (governance models and institutional cultures) and management (financial strategy, funding diversification, emergency preparedness). Additionally, the 5-day block will include an exclusive strategic foresight workshop where participants will engage in scenario planning and horizon scanning, applying foresight tools and methodologies.

Finally, the group will get together in September 2025 in Brussels for the elective sessions of the programme, where they will have a choice from three 2-day modules on leading transversal institutional transformations. These modules may focus on European Universities alliances, institutional strategies for sustainability, the digital transition or equity, diversity and inclusion. The composition of these elective modules will be finalised based on feedback from the selected participants.

Throughout the different blocks, the programme will offer exclusive engagement with key European policy makers and stakeholders, as well as European university leaders, on strategic matters of concern that will provide participants to share direct insights on the future development of European higher education.

## **Participants**

The initial cohort will bring together up to 20 university leaders from different universities from across Europe.

Participants should be eager to engage in a multicultural European setting, fostering open exchange and collaboration. They must be members of a university senior management team with responsibility for strategic decision-making.

The programme is open to both academic and professional support leaders. Therefore, it may be of interest to incoming or new rectors, vice-rectors with different portfolios (research and innovation, learning and teaching, student affairs, strategic planning, sustainability, digitalisation, internationalisation), deans, directors of human resources, or strategy.

## **Application and deadline**

To submit your application, please complete [the online form](#) before the **24 October 2024 at 23.59 (CEST)**, together with the required supporting documents.

The application to participate in the programme needs to be supported by the participant institution's senior leadership, which must be an EUA member university. Applicants should upload and submit a supporting letter through the application form.

## **Selection**

Following the deadline, EUA will evaluate the applications it has received. For the pilot, a group of maximum 20 people will be selected.

The selection process will aim at ensuring a diversity of leadership profiles from institutions across Europe, to draw on the strength of their shared experiences. It will consider geographical and gender balance, as well as the representation of different leadership responsibilities and positions, i.e. academic and professional support leaders, with diverse areas of expertise.

The selection will be confirmed by the EUA Board.

Selected participants will be informed of the outcome of the process in December 2024. Preparatory materials will be shared with participants in March 2025, with the launch of the programme.

### **Commitment and costs**

Participating and taking full benefit of the EUA Leadership Development Programme requires a substantial commitment from participants. Applicants should commit to attending all in-person sessions in the programme as described in this call for participation. Additionally, participants should commit to attending the additional online sessions provided as a complement to the programme.

As well as attendance and active participation in the sessions, participants are expected to commit to individual preparation before the sessions, to ensure participation and interaction in the discussions. Additional groupwork time should be dedicated to the development of the group project and case study from April until September 2025.

Participation in the EUA Leadership Development Programme will have a cost of €4,850. Participation costs cover the coffee breaks and lunches, and some group dinners organised within the programme. Participants will self-fund their travel and accommodation costs for the three on-site sessions in Riga and Brussels.

### **Certification**

Upon completion of the EUA Leadership Development Programme, participants will receive a certificate of participation.

### **Enquiries**

Detailed information on the EUA Leadership Development Programme is available on the [EUA website](#).

For any enquiries or further questions regarding the programme or the call for applications, please contact [eualead@eua.eu](mailto:eualead@eua.eu)

### **Calendar**

3 September 2024	Launch of the call for participation.
24 October 2024	Submission deadline.
December 2024	Notification of acceptance or rejection is sent by e-mail.
March 2025	Online introductory session for participants and preparatory materials.

April 2025	Programme launch in Riga, Latvia.
May / June 2025	5-day core block in Brussels.
September 2025	2-day elective modules in Brussels.
September 2025	Final event and launch of the alumni network in Brussels.