



## **GLOBAL and LOCAL**

**What should an International University be?**

**USAP Symposium 22 Nov 2018**

**Professor John Hearn**

**School of Medical Sciences (Physiology)**

# CULTURE

- Embrace internationalisation - engage
- A culture of international understanding
- Research – global challenges
- Teaching – curriculum, mobility
- Administration – enabling, resourced

**Academic freedom and responsibility**

# **Personal Perspective: Urgency**

- India, UK, Africa, Ireland, Australia (5x5)
- 5 Generations at War: 1800-1945
- Academic Battlefields: 1968-2018
- Biomedical and Zoological Research  
**Dublin-Edinburgh-UCL-Wisconsin-ANU  
Sydney (6x7years) – 100 Presidents**

# FRAMEWORK

## GLOBAL

- Sustainable Development Goals 2030
- Paris Climate Accords
- China Belt and Road
- Australia Foreign Policy

**OPPORTUNITY**

## LOCAL

- International non-culture and obstruction
- Geopolitics: BREXIT
- University Strategies
- Resources (set to fail)

**OBSTACLES**

# International Models

- China
- USA
- Europe
- UK
- Australia
- Singapore
- Norway
- Korea
- Kenya
- Brazil

# Teamwork Time

## POSITIVE

- Interdisciplinary Centres
- Policy Lab and Network
- Preferred Partnerships
- University Networks
- Foreign Campuses
- Joint Labs
- Mobility programs
- International students

## INSTRUMENTS

## NEGATIVE

- Sustainability
- Short term (inertia)
- Managerial class
- Administration (no-risk)
- Trust
- Waste (30%?)
- Resources
- Student support

## • CULTURAL SCOPE

# THREATS

- Funding (\$3Bn)
  - Size (100K)
  - Corporate
  - Administration
  - Managerialism
  - Meetings
  - **WASTE**
- Quality
  - Standards
  - Degrees and Fees
  - Costs and Debts
  - Employment
  - **Anxiety (Health)**
  - **ENERGY**

# LEADERSHIP

## POSITIVE CULTURE

- Clear vision and communication
- Recruit the best
- Develop the teams
- Develop the individuals
- Walk the job

**UNITY**

## NEGATIVE CULTURE

- Leader is anti academic
- Narcisists/Organisational Psychopaths/Sycophants
- Abuse of power/people
- Kiss up, kick down
- Gentleman and scholar?

**DISUNITY**



# VISIONS

- **Winston Churchill:**

Harvard, September 9 1943

*“The empires of the future are the empires of the mind”*

- **Harold Macmillan:**

Cape Town, February 3 1960

*“The winds of change...”*

# The Brain Game 2030

- Demographics and demand
- Policies, priorities and relevance
- Quality, Diversity, Inclusion
- Reputation and **rankings**
- Reform and renewal - evolution

**A New higher education framework**

# SIMPLIFY

- Strategic Plan
- Objectives
- Administration – layers, meetings
- Monsters
- Environment – academic, physical

**Restore Trust and Truth**

Thank you

From Ivory Tower to Global Power