

UNITWIN UNESCO Chairs Programme

UNESCO Chair Annual Progress Report

UNESCO Chair:	Higher Education Management www.unesco.org.uk/BathChair
Institution	The University of Bath, School of Management, Bath, BA2 7AY, United Kingdom www.bath.ac.uk
Date Chair Established: (mm, yyyy)	March 2000
Period of Activity Under Report: (mm, yyyy - mm, yyyy)	August 2009-July 2010
Report Established By: (name, position)	Professor Richard Mawditt OBE: Chairholder Email: richardmawdittinbath@btopenworld.com

1. Executive Summary:

Major outcomes, results and impact of the Chair in relation to its objectives as stated in Article 2 of the Chair Agreement (between the Institution and UNESCO)
(Not exceeding 500 words)

The Chair has continued to play an advisory role and provide education and training in higher education management in developing countries particularly, but not exclusively, in Sub-Saharan Africa. The Chairholder continues to hold Honorary Professorships at The National University of Lesotho and The University of Zambia where his advisory role in HE strategic policy coupled with leadership, performance and government development and organisation continues to a greater and lesser extent across the institutions. The unexpected recent death of the Vice-Chancellor at NUL has reopened the Chairholder's Report (June 2008) on the strategic development of NUL with particular attention to the Leadership and Administrative aspects of the institution's organisation. Regular contact with the South African Universities of Pretoria and Stellenbosch has been maintained but not so as was earlier the case with UNISA. As reported last year the relationship with The University of Namibia, and indeed with the Namibian Government at Prime Minister level, has been especially rewarding. A seminar followed by a workshop in Windhoek on the topic of the 2009 UNESCO World Conference on Higher Education was well received and mutually satisfying.

The stimulus from the 2009 World Conference also led to the Chair being invited to be the Keynote Speaker, on the topic of his presentation at the Paris Conference, at an international conference held at Oman. Although disrupted by the volcanic eruption in Iceland over two hundred delegates received the paper on "Defining the Determinants of Higher Education and the Effective Management and Performance of Today's University".

The Chairholder's continuing role as an Executive Director of the Council for Education in the Commonwealth (CEC) has enabled him to be associated with a number of prominent events over the year (see below) one of which, the 2010 Commonwealth Foundation Lecture, led to an invitation to Dr James Martin to give the prestigious Walters' Lecture at the University of Bath in June 2010. As 2009 was the Jubilee Year of CEC the association of the Chair with these prominent events particularly enabled a generous number of Commonwealth Scholars and individuals, from higher education within the remit of the Chair and beyond, to share a platform they might not otherwise have been able to enjoy.

As reported previously the Doctor of Business Administration (DBA) in Higher Education Management degree continues to attract postgraduate students from the southern African region. Notably amongst further international doctoral students graduating this year has been the first student from Botswana. The Chairholder also acted as an External Examiner for two international PhD students at the University of Nottingham who had submitted thesis on HE management topics.

The Chairholder was privileged to be awarded the accolade: **City of London Institute of Management – 2010 Management Champion** in recognition of amongst other achievements his UNESCO role in Higher Education.

2) **Activities:**

Overview of activities undertaken by the Chair in the reporting period

a) **Education/Training/Research**

(key education programmes and training delivered and research undertaken by the Chair in the reporting period)

i) Education	The Doctor of Business Administration (DBA) in Higher Education Management degree (initiated by the Chairholder) continues to be a significant programme of the University of Bath's School of Management. A part-time research degree, essentially for students from outside of the UK, is a four-year programme with an approx. 50% female/male mix. Since the inception of the Chair, with this doctoral programme as one of its core objectives, some 20+ doctorates have been awarded.
ii) Training	The major contribution of the Chair in this year has been the Lecture, Seminar and Workshop for the University Council (Governing Body) and Executive Senior Management of the University of Namibia held in Windhoek. The evaluation from the Vice-Chancellor of this programme has been highly positive. It has equally been rewarding to maintain the relationship with Namibia's Prime Minister the Hon Nahas Angula, who as Minister for Higher Education was previously responsible, with the Chair, for the DfID project on funding and resource allocation for HE in Namibia.
iii) Research	<ul style="list-style-type: none"> • Due to the global economic downturn, which has caught up with and affected the Gulf Region as it has elsewhere, the Chairholder's consultative role in the planning and development of a new university in the UAE has necessitated a fresh approach to that previously reported. The major development has had to be put on hold and research into academic programmes for a changing market have been initiated. One of the benefits of this change in direction has been to research the needs for women, for example into Design and Fashion, and to give preference to professional and executive programmes to meet both the local demand and from the Indian sub-continent. (<i>policy oriented research; privately funded</i>) • Following the untimely death of the Vice Chancellor of the National University of Lesotho the Chairholder revisited his review of <i>"In service of the Nation –NUL's Strategic Plan 2007-2012"</i> • Lectures and other presentations over the year necessitated research for: <ul style="list-style-type: none"> ○ "Universities Today: Are They Really Different". ○ "Sport and the City" ○ "Defining the Determinants of Higher Education Management and Performance" ○ "Universities are Businesses Too!"

b) Conferences/Meeting

(key conferences and meetings organised by the Chair or to which its Chairholder contributed) nb female attendance.

The Chair has made person presentations and been involved in chairing or supporting the organising a number of conferences and meetings over the past year:

- “Defining the Determinants of Higher Education Management and Performance of Today’s University” – Lecture, Seminar and Workshop by the Chairholder. (University of Namibia August 2009 – c35% female attendance)
- “Women as a Force for Development in Commonwealth Countries” – Lecture by Madam Mmasekgoa Masire-Mwamba, Commonwealth Deputy Secretary-General (London House of Lords – December 2009 – c60% female attendance)
- “Sport & the City” – Lecture by the Chairholder (University of Bath – March 2010 – c50% female attendance)
- “Defining the Determinants of Higher Education and the Effective Management and Performance of Today’s University” – Keynote Address by the Chairholder (Oman – April 2010 – c15% female attendance)
- “Our Future: Understanding the Big Picture” – Lecture by Dr James Martin (Commonwealth Lecture and University of Bath June 2010 – c50% female attendance)
- “Universities are Businesses Too!” – Lecture by the Chairholder (Mansion House, City of London – June 2010 – c20% Female attendance)
- “Including People with Disabilities : Celebrating Commonwealth Experiences” – Annual Council for Education in the Commonwealth Conference (British Council London June 2010 – c50% female attendance)

c) Interuniversity Exchanges/Partnerships

(principal exchanges/partnerships between the Chair and other institutions)

- c60 DBA international DBA students received through the year to the University of Bath.
- Regular discourse with the Universities of Stellenbosch and Pretoria (South Africa) ; The National University of Lesotho; Uganda Martyres University (Kampala); Michigan State University in Dubai; University of Namibia;
- Consultancy advice to the Minister of Education for The Solomon Islands
- Journal Reviewer for “New Horizons in Education” Hong Kong, PRC.

d) Publications/Multimedia Materials

(major publications and teaching/learning materials)

<i>tick relevant fields of output and indicate volume of output:</i>	[tick]	[no.]
Books	<input type="checkbox"/>	
Books (edited)	<input type="checkbox"/>	
Books (chapters)	<input type="checkbox"/>	
Monographs	<input type="checkbox"/>	
Research Reports	<input checked="" type="checkbox"/>	1
Journal Articles (refereed)	<input type="checkbox"/>	
Conference Proceedings & Occasional Papers	<input checked="" type="checkbox"/>	2
Teaching/Learning Materials	<input checked="" type="checkbox"/>	4
Multimedia Materials (CD-Rom)	<input type="checkbox"/>	
Multimedia Materials (Video)	<input type="checkbox"/>	
Multimedia Materials (Other)	<input type="checkbox"/>	

Give details of major publications and materials including full citations.

e) Other
(any other activities to report)

3. Available Resources
Overview of resources placed at the disposal of the Chair in the reporting period

a) Human Resources

The Chair has been established for a number of years on the clear understanding from the University of Bath and the associated universities in South Africa and Lesotho, that there are no subsidies or financial resources directly provided from their exchequer sources.

b) Other Resources

<i>tick sources of financial contribution</i>		[tick]
	Host Institution	<input type="checkbox"/>
	Partner Institution	<input type="checkbox"/>
	Government Body	<input type="checkbox"/>
	Other Public Institution/Body (incl. Research Councils)	<input type="checkbox"/>
	UNESCO	<input checked="" type="checkbox"/>
	Other UN Agency	<input type="checkbox"/>
	IGO	<input type="checkbox"/>
	NGO	<input type="checkbox"/>
	Industry	<input type="checkbox"/>
	Other Private	<input checked="" type="checkbox"/>

Give details of financial contributions, material resources and space.

UNESCO have reimbursed expenses.

The Chairholder receives no direct or other funding from the institutions and raises revenue and expenses for travel from private and other sources besides making a personal contribution particularly towards expenditures in southern Africa and developing countries.

Contributions from associates in the UAE have not been forthcoming of late following the economic recession affecting the Gulf region as elsewhere!

4. Future Plans and Development Prospects:

Outline of action plan for the next biennium. And short/medium and long term development prospects. Please feel free to refer to difficulties that the Chair has experienced (Not exceeding 500 words)

The aims and objectives of the Chair continue to be as pertinent and necessary in the immediate future as they were when established almost a decade ago and the success of establishing the Chair especially to train senior university leaders (both Executive and lay Governors) and managers from developing countries has been outstanding and beneficial to many nations beyond those to whom it was originally intended. With a number of Vice-Chancellors and Ministers across the globe having experienced the training initiatives of the University of Bath it bodes well for an equally fruitful future.

However, the success of developing training programmes over the past decade (and indeed earlier) has been rewarded with a fruitful proliferation of outstanding courses now locally arranged particularly in southern Africa. Whilst taking some measure of credit in what has been achieved through the efforts of the Chair, it is even more satisfying to see the development of leadership and performance management training progressing successfully in such countries, as South Africa, Tanzania, Malawi, Namibia and Mauritius, where the Chair has previously been involved.

It has been the Chair's intention to encourage more cross border collaboration with the benefit of resources from the Gulf Region assisting the aspirations of those in southern Africa. To some extent this has opened doors, for example the University of Pretoria visiting the UAE to explore the prospect of joint executive courses (there are over a thousand South African professional workers in Dubai) but again the recession is not helping although the Chair has proffered the belief that as many research opportunities are to be had under the present difficult circumstances as there are in more prosperous times, if not more-so. We shall see!