

13<sup>th</sup> January 2023

**RE: Invitation to join Queen Mary University of London Leadership in Higher Education Management research fellowship**

To whom it may concern,

On behalf of the QMUL Global Opportunities Office, Short Courses, CPD & Executive Education and Queen Mary Academy we're delighted to invite **Dr. Meruyert Tileubayeva**, to participate in the bespoke, 2-semester (fixed period of 10 months) intensive Leadership in Higher Education Management research fellowship, that would take place in London, United Kingdom, at Queen Mary University of London campuses from the 18<sup>th</sup> of September 2023 to the 16<sup>th</sup> of June 2024. This research fellowship is conducted in correspondence to the "500 scholars" programme financed by the Ministry of Science and Higher Education of the Republic of Kazakhstan.

The personal information of the visiting scholar is as follows:

Name	Name of the University/Department	Position/ Title	Passport No.	Date of Birth
<b>Dr. Meruyert Tileubayeva</b>	Kazakh Ablai khan University of International Relations and World Languages / Faculty of Foreign Languages	Senior Lecturer	N09890179	16/03/1974

As a visiting scholar for Leadership in Higher Education Management research fellowship, you will study through 2 academic terms (semesters) in the format of a mixture of lectures, seminars and roundtable discussions, interspersed with individual study. Each taught session will focus on one area of the Higher Education Management with scholars asked to examine how they will use their acquired skills in a real-world context. This fellowship will teach professionals the foundations of successful leadership and enable them to put theory into practice by integrating live sessions with case studies, understanding differences of approaches between disciplines, motivational factors, and group dynamics which can mediate the functioning of a Higher Education setting. Each visiting scholar will be provided with the opportunity to complete a personal research project at the end of semester 2, accessing Queen Mary facilities and expertise.

University offers scholars the opportunity to be part of an institution pioneering research in sustainability, good governance and inclusion. From the heart of East London, QMUL uses world-class innovation in teaching and research to make sure that international visitors have a life-enhancing time.

The cost of attending the Leadership in Higher Education Management research fellowship is **£19,880** per scholar, and includes:

- £15,704 (Teaching and academic time);
- £3,132 (Research supervisor time);
- £1,044 (Academic visits and guest speaking events).

Regards,



Andy Colley  
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Queen Mary University of London  
Leadership in Higher Education Management research fellowship

**1. Full name**

Dr. Meruyert Tileubayeva

**2. Country**

United Kingdom

**3. Host Organisation**

Queen Mary University of London

Fellowship to be conducted face to face at Queen Mary University of London at one of the University's London campuses. Some teaching may be online depending on updated local government advice.

**4. Duration**

2 semesters (18<sup>th</sup> of September 2023 to the 16<sup>th</sup> of June 2024).

**5. Specialty**

**Educational Research. Management in Education.**

Queen Mary University of London is one of the UK's leading research-focused higher education institutions. University has over 31,000 students on degree programmes, close to 4,500 members of staff and an annual turnover of over £535m. Queen Mary University of London teaches and facilitates the research across a wide range of subjects in the humanities, social sciences, law, science and engineering, medicine and dentistry. University is based in a creative and culturally diverse area of east London with its site in Mile End being one of the largest self-contained residential campuses in the capital.

**6. Theme**

**Leadership in Higher Education Management** (with the assigned supervisor based on the area of academic interest and guidance on individual research project).

**7. Actuality and the Latest Innovations**

Queen Mary University of London embraces diversity and inclusion at global scale, engaging with institutions, academics and students from around the world to promote best teaching and research practices.

University offers scholars the opportunity to be part of an institution pioneering research in sustainability, good governance and inclusion. From the heart of East London, QMUL uses world-class innovation in teaching and research to make sure that international visitors have a life-enhancing time. Located between two global financial centres, the City of London and Canary Wharf and close to the creative industries hub of Shoreditch, Queen Mary represents the first step or boost towards a successful career embedded with social responsibility values.

Several of university's disciplines are ranked very highly in the UK's periodic assessment of research quality. Queen Mary has a successful record of winning prestigious research funding from the UKRI, the European Union, the Leverhulme Trust, the British Academy, the Wellcome Trust and many others.

University continually invests in the state-of-the art resources and facilities. This allows university's and visiting researchers to break new ground, and lead to fruitful collaborations with a wide range of business and academic partners.

## 8. Purpose

The purpose of this course is to equip academics with the vital selection of skills within a higher education Management environment and effective higher education Leadership. This includes the organisation and allocation of all operations and resources related to education. It covers the entity of structures, regulations and procedures, the management and decision-making processes of education, roles and responsibilities, risk management, financial management, organisational strategy and international partnerships.

## 9. Tasks

Queen Mary offers outstanding students a stimulating, supportive and high-quality learning experience, with access to state-of-the-art facilities and teaching inspired by our world-leading research. The QS World Universities Rankings place us in the top 9% of universities worldwide, and our Dentistry, English and Law courses are ranked in the global top 50 (QS Subject rankings 2021).

Delegates will come together as one cohort each week for study sessions. The format of this will be a mixture of lectures, seminars and roundtable discussions. Each taught session will focus on one area of Leadership in HE Management with delegates asked after each session to examine how they will use these skills in a real world context, to prepare them in their own work. Feedback will be provided on the work done in self-study sessions each week.

## 10. Stages

This course will extend across 40 weeks (2-semester fixed period of 10 months) of teaching, supervisory research and self/group study in the academic year from the 18<sup>th</sup> of September 2023 to the 16<sup>th</sup> of June 2024.

## 11. Object of study

This course will teach professionals the fundamentals of successful Higher Education Management practice and leadership in HE which would enable them to put theory into practice by integrating live sessions with case studies and providing the opportunity for each visiting scholar to complete a personal research project, accessing Queen Mary facilities and expertise.

## 12. Research methods

Queen Mary has made a strategic commitment to the highest quality of research. University has invested in this principle by systematically recruiting the best academics in their disciplines from around the world. The results of the most recent national assessment of research – the Research Excellence Framework (REF 2014) – have confirmed university's place in the very top group of research-led higher education institutions in the UK. Overall Queen Mary was ranked 9th in the UK among multi-faculty universities and 5th in the UK for the percentage of our 3\* and 4\* research outputs.

The exact form of independent research that delegates will undertake will depend upon their chosen research question and academic discipline. Delegates will each be assigned a supervisor based on their area of interest who will advise and guide their research each week. Most of their time will be spent in self-directed individual or group study in their chosen pathway.

## 13. Necessary materials and technical means

Delegates will need:

- A laptop
- Pathway specific technical entry requirements may be required on a case by case basis (e.g. if lab/ workshop access is required as part of the delegates' research)
- Due to the length of study and United Kingdom's exit from the European Union, a visa may be required to enter the UK and participate in the stated activities. QMUL cannot sponsor visas, but can provide confirmation of study letters to support applications for the "Visit as an Academic" UK visa.

#### 14. Expected results

Upon completion of this programme, delegates will:

- Have an indepth understanding of Leadership in Higher Education Management setting
- Understand how strategy and decision-making algorithms are translated into specific faculties and academic disciplines
- Gain deep knowledge base in a specific research area within an academic discipline (LHEM)
- Leverage new insights via case studies, coaching and self-reflection into personal leadership style
- Explore what it means to be an effective leader and the techniques needed to lead teams through the digital age
- Develop a clear learning and development journey flowing from before the programme starts to beyond its conclusion
- Benefit from networking with international peers from diverse industries and backgrounds

#### 15. Modules of the scientific research process

Modules, that contain all of the research methods applied during the course are outlined in the “**Indicative Schedule for the Leadership in Higher Education Management research fellowship**”; each scholar is provided with an access to the library in offline and online format and is given an opportunity of the formulation of the topic of scientific research, planning of scientific work, analysis of theoretical and experimental research and formulation of conclusions, as well as academic writing, using all of the available QMUL resources.

**Criteria for assessing the achievement of expected results** – Individual research projects will be reviewed and feedback provided. This may take the form of:

- Mock viva sessions
- Project presentations
- Panel review
- Peer review

Regards,



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Indicative Schedule for the Leadership in Higher Education  
Management research fellowship

Course	Duration	Methods of Study	Expected Outcomes
<p>Self-directed (academic supported) research project:</p> <ul style="list-style-type: none"> <li>Workshop and course attendance: <ul style="list-style-type: none"> <li><i>Academic integrity</i></li> <li><i>Research Design and Methods</i></li> <li><i>Data collection technics</i></li> <li><i>Academic/Scholarly writing</i></li> <li><i>Effective academic communication</i></li> </ul> </li> <li>Attendance of public lectures/seminars relevant to the research topic</li> </ul>	Month 1 - 10	<ul style="list-style-type: none"> <li>Supervisory tutorial support</li> <li>Data collection and processing</li> <li>Independent research study</li> <li>Group discussions</li> </ul>	<ul style="list-style-type: none"> <li>Plenary and Presentation of Participant Institutional Projects at the end of the course.</li> <li>Feedback and evaluation</li> <li>Development of research competencies and ability to obtain certificates (including CITI Certificate)</li> <li>Exposure to the international experience and recommendations for the implementation of best practices</li> <li>Ability to prepare various joint applications for potential international projects</li> </ul>
<p>Higher Education landscape in the UK:</p> <ul style="list-style-type: none"> <li>Visiting organisations/institutions related to the research topic</li> </ul>	Month 1 - 10	<ul style="list-style-type: none"> <li>Comprehensive group visits to universities in London and rest of the UK.</li> <li>Meetings, lectures, discussions, Q&amp;A's</li> </ul>	<ul style="list-style-type: none"> <li>Networking</li> <li>Knowledge Exchange</li> <li>Establishment of partnerships</li> <li>Potential of attracting academic mobility and joint international projects participation</li> <li>Recommendations for the implementation of joint educational programs or double degree programs</li> </ul>
<p>Leadership principles in Higher Education:</p> <ul style="list-style-type: none"> <li>Research Excellence Framework 2021: <ul style="list-style-type: none"> <li><i>World-class universities vs world-class systems of HE</i></li> <li><i>International rankings and global competition</i></li> </ul> </li> <li>Global HE leadership crisis – challenges and solutions: <ul style="list-style-type: none"> <li><i>The role of higher education in global and regional economic development</i></li> <li><i>Mission, identity and strategy – translating mission statements into action</i></li> <li><i>Managing inclusivity and diversity issues</i></li> </ul> </li> <li>Managing internationalisation in higher education <ul style="list-style-type: none"> <li><i>International rankings and global</i></li> </ul> </li> </ul>	Month 1 - 3	<ul style="list-style-type: none"> <li>Interaction and networking</li> <li>Lectures</li> <li>Online resources</li> <li>Practical sessions</li> <li>Seminars</li> <li>Tutorials</li> <li>Workshops</li> <li>Real-life case studies</li> </ul>	<ul style="list-style-type: none"> <li>Engage in a process of planned professional development, based on reflection and self-assessment of your skills and competencies in professional contexts</li> <li>Develop understanding and critical awareness of current issues in the sector, through independent learning and research</li> </ul>

<p><i>competition</i> - Consolidating international partnerships</p> <p>- International Branch Campuses: Drivers, Opportunities and Challenges - Leading and managing university mergers and acquisitions</p>			<ul style="list-style-type: none"> <li>Develop an understanding of leadership and management in the context of HE</li> </ul>
<ul style="list-style-type: none"> <li>Problem based learning in strategy and planning: <ul style="list-style-type: none"> <li>Interpreting university financial data to assess performance</li> <li>Aligning financial accountabilities and sustainability in HE</li> <li>Incentives and controls in financial modelling</li> </ul> </li> <li>Strategy and risk in international higher education management: <ul style="list-style-type: none"> <li>Context-specific risks for different international HE systems and institutions</li> <li>Risk mitigation – operational and reputational</li> </ul> </li> <li>Criteria, frameworks, indexes and rankings</li> <li>Branding and Marketing in HE</li> </ul>	<p>Month 3 - 5</p>	<ul style="list-style-type: none"> <li>Interaction and networking</li> <li>Lectures</li> <li>Online resources</li> <li>Practical sessions</li> <li>Seminars</li> <li>Tutorials</li> <li>Workshops</li> <li>Real-life case studies</li> </ul>	<ul style="list-style-type: none"> <li>Enhance your professional practice through critical appraisal of, and reflection on, your knowledge, skills, behaviours and values</li> <li>Develop reflective skills enabling you to apply your knowledge and understanding to evaluate and analyse your practice and experiences.</li> </ul>
<p>Applied approach to leadership in Higher Education:</p> <ul style="list-style-type: none"> <li>Big data and IT governance in higher education</li> <li>Managing and enhancing teaching and research: <ul style="list-style-type: none"> <li>Talent and mobility of university faculty – implementing a talent management strategy</li> <li>Launching research centres and laboratories</li> <li>Dealing with intellectual propriety and copyrights issue</li> </ul> </li> <li>Innovation and change management in higher education: <ul style="list-style-type: none"> <li>University cultures and implications for change leadership</li> <li>Managing change as a university leader</li> </ul> </li> </ul>	<p>Month 6 - 10</p>	<ul style="list-style-type: none"> <li>Interaction and networking</li> <li>Lectures</li> <li>Online resources</li> <li>Practical sessions</li> <li>Seminars</li> <li>Tutorials</li> <li>Workshops</li> <li>Real-life case studies</li> </ul>	<p>Demonstrate a broad knowledge and understanding in supporting contemporary, strategic and sustainable leadership in universities</p> <p>Reflects critically on learning and practice across the course with a view to integrating the new knowledge with past experience and effectively apply it to a new managerial challenge</p>

<ul style="list-style-type: none"> <li>• Organisational strategy:             <ul style="list-style-type: none"> <li>- <i>Authentic Leadership in HE</i></li> <li>- <i>Team leadership in HE</i></li> <li>- <i>Distributed leadership in HE</i></li> </ul> </li> <li>• Public participation strategy</li> <li>• Transformational leadership in HE</li> <li>• Creating a civic university</li> </ul>			<p>Applies with originality in-depth understanding of the resources and competences - including international partnership skills if appropriate - required for successful management consultancy in universities.</p>
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Regards,



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