



THE UNIVERSITY OF HONG KONG

# CULTURAL LEADERSHIP

Advanced Programme 2015

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Fu Tak lam Foundation Limited

In Association With:



The Clore Leadership Programme

**The University of Hong Kong**  
in association with the Clore Leadership Programme  
sponsored by the Fu Tak lam Foundation Limited

# Advanced Cultural Leadership Programme



Hong Kong is experiencing a cultural awakening. The region's aspiration to become an international cultural hub requires a new initiative, sustained at the highest level, to enable cultural leaders to steer the way forward and transform the environment. The Advanced Cultural Leadership Programme (ACLP) is designed to meet this challenge, providing outstanding cultural leaders with the practical skills, intellectual perspectives and global networks needed to seize new opportunities, strengthen their organisations and deliver a world-class vision. The ACLP is the first cultural leadership programme in Asia, with distinctive features designed to address the issues facing the region at an international level.

**The ACLP is the first cultural leadership programme in Asia**

文化  
領航  
學程

'I am delighted that The University of Hong Kong and the Clore Leadership Programme are going to co-operate in the increasingly important task of arts leadership development. We know from the last 6 years of the Clore Fellowships the difference they make to the quality of Britain's cultural sector. I have no doubt that Hong Kong's increasingly important arts sector will find that similar benefits follow from this new initiative.'

**Dame Vivien Duffield DBE**

*Chair, the Clore Duffield Foundation and Patron of the Clore Leadership Programme*

# Distinctive Features

**the association between HKU and Clore will bring a global perspective on the region's unique needs and sensibilities**

## CUTTING - EDGE

The ACLP is a unique relationship between two leading institutions – The University of Hong Kong and the Clore Leadership Programme in the UK. The association is a cutting-edge initiative, designed to create a vibrant and forward-looking approach to the question of cultural leadership. With its mix of local and international experts, the cooperation between HKU and Clore will bring a global perspective to the region's unique needs and sensibilities, promoting a dialogue that will lead to informed decisions and new strategies for the transformation of the cultural landscape.

**the programme will foster innovative thinking and provide an environment for customised learning**

## BESPOKE

The programme recognises the frenetic pace of the region and is designed to maximise time without requiring cultural leaders to leave their work for extended periods. The one-year programme is composed of short but intense courses. Most of these courses are residential. Such concentrated periods of high-quality teaching and small group discussions will foster innovative thinking, while bringing participants and faculty closely together to form a network of shared expertise, and provide an environment for customised learning and personalised consultancy.

## EXCEPTIONAL

15-20 participants will be admitted onto the programme each year. Applicants require a minimum of 5 years leadership experience, with a significant track record in the cultural sector. By selecting the very best candidates we ensure that all participants will learn from each other, and form a dynamic group open to discuss issues freely.

## NEW PERSPECTIVES

As much as we believe in bringing the world to Hong Kong in this programme, overseas exposure is also vital to provide a fresh perspective from the outside. An optional field trip is therefore scheduled to take place in Taiwan. The ACLP will also create opportunities for its participants to undertake overseas visits to prominent cultural institutions.

## NETWORKS

On completion, participants will be awarded a certificate that will give them membership of the Cultural Leadership Academy at HKU. The Academy will include the ACLP speakers and participants, and will form one of the most prestigious and powerful networks in the cultural sector as it expands. The Academy will provide fertile ground for members to continue learning from each other beyond the ACLP.

# World-Class Faculty

**The University of Hong Kong** has nurtured many artists and cultural leaders in Hong Kong and Asia. It continues to play a significant role in pioneering innovative programmes and research projects that intersect with cultural and artistic initiatives. Drawing on such vibrant intellectual resources, the ACLP will involve leading academics from different Faculties, ranging from Arts, Architecture to Business and Education, as well as cross-disciplinary hubs, such as

- Journalism and Media Studies Centre
- Centre for the Humanities and Medicine
- Hong Kong Institute for the Humanities and Social Sciences
- General Education Unit
- University Artists Scheme hosted by the Faculty of Arts

Leaders from government, community, cultural and business sectors will also be invited to contribute to the programme, addressing issues such as cultural tourism, heritage, conservation, cultural entrepreneurship, and the creative industries in the context of a global city.

**The Clore Leadership Programme** has helped re-shape cultural leadership in the UK, and has a proven track-record of developing outstanding individuals from around the world as heads of cultural organisations and innovative projects. It has drawn from its distinguished network of leaders to provide an international faculty for the ACLP. These speakers have been chosen not only for their expertise and experience, but also for their ability to interact with participants and invest in the potential of each individual.



## ACLP Faculty

### **Sue Hoyle OBE**

*Director of the Clore Leadership Programme and Programme Adviser to the ACLP*

Sue Hoyle is the Director of the Clore Leadership Programme. She has extensive experience of senior positions in the arts: prior to joining the Clore Leadership Programme, she was Executive Director of The Place, London's international centre for contemporary dance. Other previous posts include Head of Arts for the British Council in Paris and Deputy Secretary General of Arts Council England. She was a Trustee of the British Council from 2008 – 2014.

### **Prof. Daniel Chua**

*Director of the ACLP and Music Professor, Faculty of Arts, HKU*

Before joining Hong Kong University as the Head of the School of Humanities, Daniel K. L. Chua, was a fellow and the Director of Studies at St John's College, Cambridge, and later Professor of Music Theory and Analysis at King's College London. He was a Henry Fellow at Harvard and is the recipient of the 2004 Royal Musical Association's Dent Medal. He has written widely on music, from Monteverdi to Stravinsky; his publications include The 'Galitzin' Quartets of Beethoven, and Absolute Music and the Construction of Meaning.

### **Maria Balshaw**

*Director of the Whitworth Art Gallery, University of Manchester and the Manchester City Galleries*

Maria is Director of the Whitworth Art Gallery, University of Manchester and the Manchester City Galleries. As Director of these two major institutions she is responsible for the artistic and strategic vision for each gallery. In 2013 she also took on Strategic Lead for Culture for Manchester City Council. An academic by training, she has worked as an administrator and Director within the cultural sector for the past 10 years.

### **Vikki Heywood, CBE**

*Chairman of the Royal Society for the Arts*

Vikki Heywood CBE is Chairman of the Royal Society for the Arts and is Chairman of The Warwick Commission on the Future of Cultural Value, which was published in February 2014. One of the foremost Managing Directors in the Arts of her generation, in 2012 The Stage Newspaper rated her one of the top four most influential people in the British theatre industry. She was Executive Director of the Royal Shakespeare Company from 2003-12.

### **Stanley Yen (嚴長壽)**

*Chairman, Alliance Cultural Foundation*

Group President of Landis Hotels and Resorts and a legendary figure in the tourism industry. Yen is also a champion in promoting economic development hand in hand with cultural and environmental conservation. In 2010 he established Alliance Cultural Foundation aimed at community initiative and cultural revitalization of aboriginal areas along the east coasts of Taiwan.

# World-Class Faculty

## **Farooq Chaudhry**

*Co-Founder and Producer, Akram Khan Company and Chair of Dance UK*

Farooq Chaudhry, co-founder and producer of Akram Khan Dance Company, plays a key role in forming innovative business models to support Akram Khan's artistic ambitions as well as offering creative support during the development of Khan's projects. He is Chair of Dance UK's Board and a member of the Strategic Advisory Committee for Clore Leadership Programme. Chaudhry also became the Producer for English National Ballet in October 2013.

## **Ada Wong, JP (黃英琦)**

*Founder & Hon Chief Executive, Hong Kong Institute of Contemporary Culture*

Ada has led a varied and boundary crossing career as lawyer, local politician, cultural advocate, educator, social entrepreneur and a staunch advocate of social innovation, creative education and cultural development. She founded Hong Kong Institute of Contemporary Culture (HKICC) and then Hong Kong's only art high school, the HKICC Lee Shau Kee School of Creativity. She then founded the Make A Difference (MaD) initiative ([www.mad.asia](http://www.mad.asia)), a regional platform to nurture and inspire the next generation of innovators and changemakers. Her latest social venture is The Good Lab ([www.goodlab.hk](http://www.goodlab.hk)), a co-working space and hub for social innovation and entrepreneurship.

## **John Holden**

*Visiting Professor, City University, London, and Associate, Demos*

John is Visiting Professor at City University, London and an Associate at think-tank Demos. He is a writer, speaker and commentator on many aspects of culture; publications include *Influence and Attraction* and *Cultural Value and the Crisis of Legitimacy*. He is co-author of the *Cultural Leadership Handbook*. John is a Trustee of the Hepworth, Wakefield, and a member of the Education Board of the Design Museum, and of the European Expert Network on Culture.

## **Dr. Wong Chi Chung, Elvin (黃志淙)**

*Assistant Director of the General Education Unit, HKU*

Chi Chung is the assistant director of the General Education Unit of HKU, a DJ of Commercial Radio 2 / 903 and a columnist focusing on international music and local indie music culture; he is also an independent curator of cross-cultural projects.

## **Rick Tang**

*Philanthropic Catalyst*

A lawyer by training, Rick has worked in 6 countries for top-tier multinationals in senior management positions. He left the corporate world in 2006 to manage his family assets. He advises family foundations on philanthropy. He serves as a trustee for Fu Tak lam Foundation and chairs its Grants Allocation Committee. All his services are pro-bono.

'The question of cultural leadership in Hong Kong is not simply about individual leaders; ultimately it is about whether culture can lead, which makes the task for cultural leaders even more challenging. What is at stake in the cultural aspiration of the region is not so much economic growth - which Hong Kong, with its financial know-how, will surely achieve - but whether culture will play a leading role in the values and aspiration of our society.'

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## **Prof. Daniel K L Chua**

*Director of the ACLP, HKU*

## **Eleanor Appleby**

*Brand Engagement and Communications Specialist, Jane Wentworth Associates*

Eleanor is a brand engagement and communications specialist at Jane Wentworth Associates, a leading international consultancy for brand in the cultural sector. Her clients include the Philadelphia Museum of Art, the Statens Museum for Kunst (SMK) Denmark, and the Nationalmuseum Sweden. Prior to joining JWA she was Head of Marketing at English National Opera, and before that Communications Manager at the V&A, where she oversaw the museum's extensive brand engagement programme, led the V&A's audience insight team and developed marketing campaigns for major exhibitions.

## **John Newbiggin**

*Cultural Entrepreneur*

John is Chairman of Creative England; of cultural web publisher Culture24; and of Cinema Arts Network. As Special Advisor to the Minister for Culture he was closely involved in developing the UK government's first policies for the creative industries. He was Head of Corporate Relations for Channel 4 Television and a policy advisor to the UK Labour Party leader, Neil Kinnock, taking responsibility for environmental and cultural issues, amongst others.

## **Dr. Mirana May Szeto (司徒薇)**

*Assistant Professor of Comparative Literature, HKU*

Mirana M. Szeto is Assistant Professor of Comparative Literature, HKU. She publishes in critical theory, literary and film journals and books like *Sinophone Cinemas*, *Sinophone Studies*, *Neoliberalism and Global Cinema*, *Hong Kong Screenscapes*, *Worlding Multiculturalisms*, *Blackwell Companion to Hong Kong Cinema*. She is completing a book on *Hong Kong SAR New Wave Cinema in the Age of Mainlandization and Neoliberalization*. She is Chairperson of Community Cultural Concern, board member of Viva Blue House and advisor of the Arts Development Council, Saint James' Settlement, Wan Chai District Council etc.

## **Fearghus Ó Conchúir**

*Independent Choreographer and Dance Artist*

Fearghus is a choreographer and dance artist. He is Dance Curator at Firkin Crane and Trustee of the BBC Performing Arts Fund and of Dance Digital. He is a former board member of Dance Ireland, Project Arts Centre and of Create. Fearghus was the first Ireland Fellow on the Clore Leadership Programme and continues to contribute to the programme as a facilitator, coach and speaker.

'Working with future cultural leaders is engrossing, demanding and incredibly rewarding. They test us as much as we try to stretch them. The exchanges are open, free, democratic and without hierarchy. We never quite know what will emerge from any particular session because we are all there to help the activity of learning. Oh yes, the fun, the laughter - that is part of learning about leadership too. It's all there at ACLP!'

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## **Sir John Tusa**

*Former Chair, the Clore Leadership Programme*

# World-Class Faculty

# The Curriculum

## **Dick Robertson**

*Director, Ideas Unlimited*

Dick is co-owner of Ideas Unlimited, an international consultancy that develops imaginative approaches to leadership development. He has more than 25 years of experience in leadership, management and senior team development as well as large and small-scale change programmes. He has a balance of experience in the cultural and corporate sectors and has worked with Clore since 2009 and with the ACLP since 2011.

## **Kingsley Jayasekera**

*Director, Communications, Marketing & Digital, West Kowloon Cultural District*

Kingsley is the Director of Communications, Marketing & Digital for the West Kowloon Cultural District. Prior to this he worked for Sadler's Wells Theatre in London and for various agencies that marketed West End musicals and plays and venues like the Royal Opera House, National Theatre and Barbican Centre.

## **Prof. Tseng Sun Man**

*Adjunct Professor, Department of Cultural and Creative Arts, HKIEd*

Prof. Tseng Sun-man has held a number of senior arts management positions in Hong Kong, including Executive Director of the Hong Kong Arts Festival Society and Secretary-General of the Hong Kong Arts Development Council. Since 2002, Prof. Tseng devotes the majority of his time on arts management training in Hong Kong and Mainland China. He was Chair and Professor of the Arts Administration Department of the Shanghai Conservatory of Music from 2006 to 2008. Prof Tseng is now Co-Programme Leader of Executive Master of Arts in Arts Management and Entrepreneurship at the Hong Kong Institute of Education.

## **Hsu Lu**

*CEO, Lovely Taiwan Foundation*

Hsu Lu spearheaded numerous journals in Taiwan, and founded the Voice of Taipei, Taiwan's first non-governmental FM radio station. In 2000, she became the Vice President and the President in 2002 of Chinese Television System, a terrestrial TV channel. Hsu exited the media profession in 2006 and has since worked in the culture and non-profit sector.

## **Learning from leaders, with leaders, about leadership**

The curriculum is designed to offer international and local perspectives on cutting-edge issues, exemplified through the first-hand experiences of individual speakers. The emphasis is not so much on vision as its delivery, achieved through a balanced approach that develops both the intellectual depth and practical know-how of each participant. The method of learning will involve:

- Lectures and presentations
- Debate and discussion
- Case study and role-play
- Taiwan Field Trip

The programme consists of three components:

- ① A 5-day residential retreat 1
- ② A 2-day non-residential module
- ③ A 5-day residential retreat 2

The programme is supplemented by various optional components:

- ④ Lectures, workshops, cultural events throughout the year at HKU
- ⑤ ACLP cultural tour to Hualien and Taitung (Taiwan)

The ACLP is conducted in English.

Attendance at both the retreats and the module is compulsory.

'ACLP is a truly excellent programme, combining international and local perspectives on leadership in a specifically cultural context. Participants learn from each other, as well as from the range of speakers who bring a wealth of practical experience and knowledge to the gatherings. ACLP is an enriching and stimulating course for anyone who is, or aspires to be, a cultural leader.'

## **John Holden**

*Visiting Professor, City University, London and Associate Demos*

'ACLP allows us to reflect on and question what we know and don't know about ourselves so we can reduce, increase and transform both our professional and personal leadership skills and qualities. In life we do our living forwards and our understanding backwards yet this uniquely constructed programme is that rare opportunity to do our understanding backwards so our living forwards is so much richer, complete and life changing.'

## **Farooq Chaudhry**

*Co-Founder and Producer, Akram Khan Company and Chair of Dance UK*

# The Curriculum

## ① Residential Retreat 1

### Who Am I as a Cultural Leader?

20-24 July 2015

at Beas River Country Club

Chaired by Prof. Daniel K L Chua and Sue Hoyle, the retreat will explore different aspects of cultural leadership and introduce participants to the concept of authentic leadership. The retreat will draw on the experience and inspirational vision of a range of leaders, working in the region and internationally, to highlight good practice and explore the changing context in which leaders work. It will describe different approaches and styles of leadership through practical examples and case studies, and provide an introduction to organisational culture, coaching and working with boards.



## ② Non-residential Module

### The Business of Culture

12-13 September 2015

at The University of Hong Kong

A regionally led module covering strategic planning, fundraising, social entrepreneurship and innovation, governance, and growing your organization.

Robert Black College, HKU



# The Curriculum

## 3 Residential Retreat 2

**Policy, People and Public Engagement**  
**12-16 October 2015**  
at Beas River Country Club

This retreat will look at cultural policy and advocacy, and examine ways of increasing and deepening public engagement in the arts through communications and digital technology. It will suggest practical ways of leading organisational change, and of building and sustaining networks and partnerships. The course will also include an opportunity for participants to work together on planning collaborative projects.

Beas River Country Club



## 4 Optional: Lectures and Workshops

There will be occasional lectures, workshops and public events scheduled to complement the topics discussed in the residential retreat and courses. Participants of the ACLP will have priority access to a myriad of distinguished lectures, concerts and forums.

## 5 Optional: ACLP Cultural Tour to Taitung and Hualien (Taiwan)

The Hualien and Taitung regions have the rich heritage of the aboriginal tribes; however, the local tribal economy is still mainly driven by agricultural activities which cannot provide jobs and adequate income for an average family.

Mr. Stanley Yen, Chairman of the Alliance Cultural Foundation, believes that the only viable solution to those issues is to build a local platform that enables sustainable job creation and economic growth to attract the out-of-town aboriginal people back home.

During this trip, you will have the opportunity to learn firsthand some of the cultural and redevelopment projects that the Alliance Cultural Foundation has been working on with the local community through site visits.



# Comments

## Comments from former participants about their ACLP experience

'I realize that leadership is not about a personality but about someone who shares their values with others and works at all levels. It's a concept to treasure.'

'It's given me a bigger toolbox that I can use in a smarter way.'

'The ACLP drives me to fly higher.'

'The ACLP, a self-reflecting and inspiring experience which helped me discover the true meaning of being a cultural leader.'

'The ACLP speakers are the true leaders who do not make people into followers, but into other leaders.'

'I could feel the strong bonding within the group – and we are definitely working towards the collaborative leaderships, as well as our own authentic style.'

'As cultural leaders, we have a responsibility to be the guardian of our values.'

'I've changed the way I lead. I'm more aware of others' strengths, rather than focusing on their weaknesses. I know better how to motivate people.'

'The impact of ACLP has been invigorating, confidence-instilling, motivating, life-changing.'

'I'm clearer about how to empower people even if they have a different work style.'

'The ACLP is about action, but not words.'

'The ACLP is a lifelong friendship.'

'The ACLP speakers are world-class.'

'Through the case studies, you can see how the ACLP speakers demonstrate their artistic leadership and how they brand their visions in a bigger context, for e.g. community. They share their big troubles with you. I am truly inspired by their actions and their influences.'

## Action points from former applicants after taking the ACLP

### I'm going to ...

- 'be the leader of my own life.'
- 'make the shift from rowing the boat to sailing a big ship.'
- 'share this learning with colleagues.'
- 'build relations with other organisations.'
- 'trust my colleagues more.'
- 'work smarter, not faster.'
- 'help grass roots citizens to find their own identity, and to be proud of it.'
- 'help small organisations grow and build their capacity.'

'The Fellows have already demonstrated the talent, curiosity and courage which marks them out as forward-looking cultural leaders. At the Beas River retreat, the international speakers were struck by their collaborative approach which has already led to strong bonds forming across this peer group of exceptional leaders. The ACLP will undoubtedly benefit cultural leaders in Asia, and it will also nourish the Clore Leadership Programme through the exchange of ideas, experiences and knowledge.'

**Sue Hoyle**

*Director of the Clore Leadership Programme and Programme Adviser to the ACLP*

# Fees and Application

# About Us

## Who should apply?

The programme is designed for applicants with a minimum of 5 years' work experience in a leadership position in the arts or related fields, young cultural practitioners with outstanding potential, and professionals who are making a significant contribution to the cultural sector.

## How to apply?

Every application must comprise:

- a complete Application Form
- a photocopy of HKID card for local applicants or a photocopy of the data page of passport for overseas applicants
- resume
- statement on how the programme will help you achieve your long term aspirations and contribution in the arts and cultural sector (no more than 500 words)

Programme application and personal statement forms can be downloaded from: [www.culture.hku.hk/download](http://www.culture.hku.hk/download)

**Application Deadline:** 20 April 2015  
**Notification of Acceptance:** June 2015  
**Enquiry:** [culture@hku.hk](mailto:culture@hku.hk) / (852) 3917 8221

## Programme Fee

With the generous support from the Fu Tak lam Foundation Limited, local and overseas cultural leaders can access to the programme with a fee of HKD15,000 per person.

The programme fee will cover:

- Programme tuition
- Reading materials
- Accommodation on a twin sharing basis with the possibility of an upgrade to a single room at extra cost
- All group meals and receptions

*Details of programme subject to review and changes. Up-to-date details at [www.culture.hku.hk](http://www.culture.hku.hk).*

## The Cultural Leadership Academy at HKU



The University of Hong Kong is initiating the Cultural Leadership Academy to meet the intellectual and economic demands of a growing cultural sector. Hong Kong's cultural aspirations as a world city have raised the expectation of what are required for both its cultural institutions and its society. The CLA is therefore committed not only to nurturing individual leaders but a society where culture leads. Bringing together the valuable resources from different faculties of the University, the CLA aims to engage closely with the region's cultural and artistic communities, providing intellectual depth and practical knowledge to support Hong Kong's transformation into one of Asia's leading cultural cities.

**Website:** [www.culture.hku.hk](http://www.culture.hku.hk)

## The Clore Leadership Programme

The Clore Leadership Programme is an initiative of the Clore Duffield Foundation which aims to strengthen leadership across a wide range of creative and cultural activities, including visual and performing arts, heritage and museums, libraries and archives, film and digital media, creative industries and cultural policy. Since 2004, over 280 Fellowships have been awarded to outstanding individuals drawn from across the UK and from Brazil, Canada, China, Egypt, Hong Kong, Hungary, India, Iran, Ireland, Jordan and the UAE. Many Fellows have moved into senior leadership roles and are heading up independent organisations and developing innovative new projects. In addition to offering Fellowships, the Clore Leadership Programme has run residential courses for over 1000 cultural leaders and a series of training days for Board members and Chief Executives. It has helped re-shape cultural leadership in the UK and is now recognized as one of the world's foremost development programmes for leadership in the cultural sector.

**Website:** [www.cloreleadership.org](http://www.cloreleadership.org)

## Acknowledgement

We are grateful to the Fu Tak lam Foundation Limited for their sponsorship of the Advanced Cultural Leadership Programme.



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