

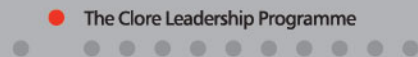


THE UNIVERSITY OF HONG KONG

# CULTURAL LEADERSHIP

Advanced Programme 2016/17

In Association With:



The Clore Leadership Programme

**The University of Hong Kong**  
in association with the Clore Leadership Programme

# Advanced Cultural Leadership Programme



'I think the ACLP programme is an inspiration to both participants and teachers. It is perhaps unique amongst training programmes in that it addresses the whole person. There is no doubt that you come away at the end of the programme knowing far more about yourself and the motivations of others than you ever could imagine. Leadership is complex, hard work, inspiring and rewarding – and this course is all about that!'

**Vikki Heywood**  
*Chairman of the Royal Society for the Arts*

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. Sue is a Cultural Fellow of King's College London and Honorary Fellow of Falmouth University. She was a Trustee of the British Council from 2008 – 2014.

### **Daniel K L 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, University of Manchester and Manchester City Galleries*

As Director of these two major institutions, holding internationally important collections of fine and decorative art of more than 80,000 objects, she is responsible for the artistic and strategic vision for each gallery. An academic by training, she has worked as a Director within the cultural sector for the past 10 years. Maria has also recently taken on the role of Director of Culture for Manchester City Council and was appointed as a board member of Arts Council England in April 2014. Maria was awarded a CBE in the Queen's Birthday Honours for services to the arts in June 2015.

### **Mark Ball**

*Artistic Director and Chief Executive, LIFT*

Mark was appointed Artistic Director and Chief Executive of LIFT in April 2009. From 1998 - 2007 he led Fierce!, the West Midlands-based international festival of performance. A former Clore Fellow (2006/2007), Mark is the winner of the Institute of Director's Young Director of the Year and in 2012 was named by Time Out and The Stage as one of the ten most influential people in British theatre. He is a Trustee of Frantic Assembly and the Chair of artsdepot. Mark has recently completed a job-share in the role of Executive Director Arts & Culture at Arts Council England.

### **Lui Tai Lok (呂大樂)**

*Chair Professor of Hong Kong Studies, EdUHK*

Prior to joining The Education University of Hong Kong, Prof. Lui was Professor at The University of Hong Kong (HKU) where he also took up the position of Associate Dean at the Faculty of Social Sciences (2010-2011) and the headship of the Department of Sociology (2011-2014). Professor Lui has widely researched and published in topics including class analysis, economic sociology, urban sociology, and Hong Kong society. He also actively contributes to the Hong Kong community by serving on various committees in governmental and professional bodies as well as those related to social services over the years.

# World-Class Faculty

## **Andrea Stark FRSA**

*Director, Foundation for FutureLondon*

Andrea Stark is the inaugural Director of Foundation for FutureLondon, supporting the development of a new cultural and educational district at the Queen Elizabeth Olympic Park in East London. Previously, she led the transformation of a derelict site into High House Production Park, a national centre of excellence for creative industries production and training. She led Arts Council England's work with local and national governments on place, economy and skills. Andrea is a creative economy expert for British Council and council member of the Creative Industries Federation.

## **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, University of Leeds, and Associate, Demos*

John is Visiting Professor at the University of Leeds and an Associate at the think-tank Demos. He is a writer, speaker and commentator on many aspects of culture; publications include *The Ecology of Culture, 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 Clore Leadership Programme, and also The Hepworth, Wakefield, and a member of the Learning Committee of the Design Museum, and of the European Expert Network on Culture.

## **Rick Tang**

*Philanthropic Catalyst*

A lawyer by training, Rick has lived and 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 OBE**

*Cultural Entrepreneur*

John is Chairman of Creative England; of Cinema Arts Network; and of the British Council's Advisory Group for Arts and the Creative Economy. 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. 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.

## **Fearghus O'Conchuir**

*Choreographer and Dance Artist*

Fearghus is a choreographer and dance artist. He is Artistic Director of The Casement Project, a multi-platform work taking place across the UK and Ireland. He is a former trustee of the BBC Performing Arts Fund and of Dance Digital and 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. He is an IRC scholar, completing a PhD at Maynooth University.

'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

# Endorsements

**Dick Robertson**

*Director, Dick Robertson Associates Ltd.*

Dick is a Director and joint owner of Dick Robertson Associates Ltd, an international consultancy that develops imaginative approaches to leadership development. He has over 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. He has worked with a range of arts and cultural organisations both in the UK and internationally – helping with team development, leadership development and the design of large-scale participative events.

**Kingsley Jayasekera**

*Director, Marketing & Customer Experience, West Kowloon Cultural District*

Kingsley joined the West Kowloon Cultural District in 2013. 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.

**Tseng Sun Man**

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

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 Education University of Hong Kong.

'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*

'It's vital that cultural leaders have specialist training that recognizes and addresses the unique challenge that they will face throughout their careers - that of running organisations which are artistically and intellectually innovative whilst also being commercially viable. The ACLP brilliantly supplies this training, combining key organizational theory with case studies and personal experiences, delivered in intense sessions that really take participants' thinking to the next level.'

**Eleanor Appleby**

*Brand Engagement and Communications Specialist, Jane Wentworth Associates*

'Having had the privilege to be part of the ACLP from the outset, I can see how the programme provides an unparalleled opportunity for participants to reflect on their own potential as cultural leaders and to build a network of support and learning with fellow participants. This time for guided reflection is precious in HK's busy lifestyle, as is the time to get to know professional colleagues. The apparent luxury of time that the ACLP offers is, in fact, a necessity in helping to create a sustainable, innovative and flourishing cultural sector. I am full of admiration for what the ACLP has already achieved and trust that its benefits will continue to be apparent for many years to come.'

**Fearghus O'Conchuir**

*Choreographer and Dance Artist*

'The calibre of the participants each year has been very high and the mix of local and international speakers has been balanced very well. It has been refreshing and inspiring to see such commitment to the cultural sector in Hong Kong and the region and it bodes well for the future that there is now a growing network of leaders who are more confident in their abilities and levels of influence and can call on the support and guidance (when needed) of others in the wider group. I hope this work can continue for many years to come.'

**Dick Robertson**

*Director, Dick Robertson Associates Ltd.*

'The group of participants were from a wide range of organisations and experience but all had a terrific energy, both to learn and to contribute. One felt that the future of the cultural life of the region was in extremely good hands. Daniel and Candy, as ever, ran the course with their usual efficiency, charm and authority.'

**Prue Skene**

*Chair of the Stephen Spender Trust; a Trustee of the Nureyev Foundation, the Rosie Kay Dance Trust and Ambit.*

'Every year, the high quality and deep commitment of participants on the ACLP programme suggests a bright future for the arts in Hong Kong and in the region as a whole. That vision is reinforced by the knowledge that the alumni from ACLP's first four years are already making an impact - one that will only grow stronger in the years to come.'

**John Newbiggin**

*Cultural Entrepreneur*

'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*

# 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*



# The Curriculum

**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

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

The ACLP is conducted in English. Attendance at both the retreats and the module is compulsory.

## ① Residential Retreat 1

**Who Am I as a Cultural Leader?**  
**9-13 January 2017**  
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.





# The Curriculum

## ② Non-residential Module

### **The Business of Culture**

**4-5 March 2017**

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



## ③ Residential Retreat 2

### **Policy, People and Public Engagement**

**22-26 May 2017**

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.

# Application and Fees

## 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:** 30 September 2016  
**Notification of Acceptance:** November 2016  
**Enquiry:** [culture@hku.hk](mailto:culture@hku.hk) / +852 3917 8221

## Programme Fee

Local and overseas cultural leaders can access to the programme with a fee of HKD20,000 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).*

# About Us

## 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)