



University  
of Victoria

# Early Career Leaders in China

A new program from the University of Victoria

October / November 2015 in Victoria & Vancouver, British Columbia, Canada

2015 CASE STUDY **Furthering Sustainability:  
the Environment & Clean Energy**

Governance  
Engagement  
Innovation

# EARLY CAREER LEADERS IN CHINA

## GOVERNANCE, ENGAGEMENT & INNOVATION

The University of Victoria is pleased to announce a professional development opportunity, *Early Career Leaders in China: Governance, Engagement & Innovation*. In 2015, this intensive development program for professionals working in the public and private sectors in China and Hong Kong will have a special focus on “Furthering Sustainability: the Environment & Clean Energy”. The program will be delivered in the beautiful cities of Victoria and Vancouver in British Columbia, Canada.

The program will provide early career leaders with the opportunity to map, assess and address critical challenges bigger than any one actor or sector, which requires seeing the larger picture, working across boundaries, and innovative thinking. The program will provide opportunities for learners to meet and engage with diverse actors in British Columbia to further develop their understanding and skills for approaching complex challenges, including:

- Facilitating Good **Governance**
- Enhancing Policy **Engagement**
- Fostering and Securing **Innovation**

The program will include presentations from experts at the University of Victoria, study visits, co-curricular activities, individual and team activities, guest lectures and panels. Participants will be exposed to smart practices in

leadership, governance, policy and stakeholder engagement, and innovation in Canada. There will be numerous opportunities to engage with national, provincial and local institutions and with leaders in business and government.

The program is tailored to the needs of the participants in China and recognizes their diversity in education and experience. It will be an opportunity for early career leaders to engage and learn with leaders in another jurisdiction who have been grappling with similar challenges to improve environmental sustainability and shift to clean energy solutions.

Early career leaders will be able to enhance their leadership skills for innovating to deepen their understanding of Canadian approaches and to develop international networks. The goal is for early career leaders – independent of the kind of organization they work for – to understand how to see opportunities for innovation, to engage and collaborate with others, and to develop workable strategies to influence the system they seek to change.

This collaborative program at the University of Victoria is hosted by the **Centre for Asia-Pacific Initiatives** with the **School of Public Administration**, the **Peter B. Gustavson School of Business**, and the **Institute for Integrated Energy Systems**.

The 2015 program is made possible by the generous support of:

- **Mr. Chan King Wai, Chairman, King Wai Group**
- **Mrs. Jessica Hung & Dr. Albert Hung, President, Goldpoly Asia Ltd.**



# PROGRAM OVERVIEW

Addressing complex challenges requires contributions from government, business, universities and communities. This program will expose learners to concepts and practical experiences for tackling complex challenges in three broad areas: good governance, enhancing engagement and fostering and securing innovation.

## 2015 CASE STUDY: FURTHERING SUSTAINABILITY

Progress on the complex challenge of promoting clean energy solutions and managing for environmental sustainability requires ongoing leadership and effort. Participants will have an opportunity to see how Canadian governments, business, universities and citizen groups are working to improve governance, increase engagement and foster innovation. They will receive an overview of the clean and traditional energy sectors, as well as hands-on experience examining sustainable energy.

Future programs will explore the core themes of governance, engagement and innovation through new case studies. These might include:

- Transparency and ethics in managing public sector finances;
- Competition versus coordination across administrative jurisdictions; or
- Inter-governmental relations across key sectors.



### GOVERNMENTS

Provincial, local  
and regional



### BUSINESS SECTOR

Local  
entrepreneurs



### NON PROFIT SECTOR

Leaders of community  
engagement initiatives



### UNIVERSITIES

Experts in clean and  
alternative energy





# ADDRESSING COMPLEX CHALLENGES

## THREE CORE THEMES

Addressing complex challenges requires contributions from government, business, universities and communities. This program will expose learners to concepts and practical experiences for addressing complex challenges in three broad areas: facilitating good governance, enhancing policy engagement and fostering and securing innovation.

### 1. FACILITATING GOOD GOVERNANCE

**Understanding good governance:** Modern governments should continually find ways to build and align capacities across departments and agencies to address policy and service delivery needs and foster accountability. This involves developing innovative ways to partner with business and non profit organizations and other levels of government to deliver services and to monitor the quality of public sector, non profit and corporate governance.

**Leadership across boundaries:** Achieving these broad goals requires grooming leaders and managers who understand not only how government works at all levels but also how organizations in the business and non profit sectors can create opportunities for further collaboration, joint planning and design.

**Learning across boundaries – opportunities and limits:** To be effective, best practices need to be contextualized and adapted for the particular public sector scenario. This also applies to learning across different cultures, governance systems and practices to identify promising approaches, understand why they work in those conditions, and strategize about how to adapt and transfer them to new contexts.

### 2. ENHANCING POLICY ENGAGEMENT

**Engagement for sustainability and social responsibility:** Promoting socially responsible public sector management practices in relation to economic reform and pro-competitive business policies has emerged as a key priority in Canada and other countries. The challenge involves encouraging balanced and sustainable economic growth that is sensitive to rising expectations about the environment and quality of life.

**Designing and implementing smart regulatory and policy frameworks:** The program will cover effective regulatory and policy frameworks that protect consumers, promote investment and ensure transparency and accountability in regulatory regimes. In addition, strategies for securing public support for policy and regulatory change will be explored.

**Engaging stakeholders and promoting integrity:** Examples of engagement among government and business organizations and how to create effective public-private partnerships will be examined. Innovation in developing and managing participatory processes which aim to involve society in public policy deliberations will also be addressed.

### 3. FOSTERING AND SECURING INNOVATION

**Innovation as a key to sustainable and responsible growth:** Innovation through research, development and technology transfer are increasingly important drivers of sustainable growth and development. Successful social innovation will be examined, including the importance of leadership, research, partnership and organizational culture.

**Innovation and strategic leadership within and across organizations:** Leadership in the public, business and non profit sectors is critical for fostering creativity and securing innovative change. The program will explore strategies to identify and overcome barriers to innovation and creativity within and across organizations in order to encourage and sustain cultures of innovation.

Governance  
Engagement  
Innovation

# 2015 CASE STUDY

## FURTHERING SUSTAINABILITY: THE ENVIRONMENT & CLEAN ENERGY

Participants will have an opportunity to see how Canadian governments, business, universities and citizen groups continue to improve governance, increase engagement and foster innovation in sustainability, the environment and clean energy.

### **FOSTERING INNOVATION AND COLLABORATION:**

Making progress on sustainability and cleaner energy solutions requires contributions and insight from engineers, economists, entrepreneurs, environmental scientists and policy frameworks to further innovation. Participants will get hands-on experience, examining entire sustainable energy systems – from harnessing, storing and converting energy sources to delivering end-user services.

### **ECONOMICS, TECHNOLOGY & GOVERNANCE OF SUSTAINABILITY:**

Learners will be given an overview of the traditional and clean energy sectors, and the roles of government, businesses, civil society and university organizations in furthering sustainability.

### **STRATEGIES FOR IMPLEMENTING CHANGE:**

This theme will discuss strategies to overcome barriers to the adoption of sustainable practices, the effectiveness of clean energy policies to reduce emissions in relation to key technologies and expertise, and collective action for mitigating climate change.





# THE IDEAL PARTICIPANT

This program has been developed for participants who are:

- Ambitious early career leaders in their late 30s or early 40s;
- Director level or above in local or regional government, or in a state owned or private enterprise;
- On a career path that involves managing for environmental sustainability and promoting clean energy solutions;
- Able to fully participate in English speaking settings; and
- Willing to actively contribute to networking relations after completion of the program.

# PROFESSIONAL DEVELOPMENT OUTCOMES

Participants in the Early Career Leaders program will gain the knowledge and skills to:

## FACILITATE GOOD GOVERNANCE

- Understand how major governance challenges are handled in Canada by federal, provincial and local governments and the role of the business, non profit and university sectors;
- Foster creativity and innovation in their organization and other partners;
- Be able to assess regulatory and policy frameworks that balance diverse competing values, including those of citizens, businesses and communities, and;
- Develop and apply policy analysis skills to address governance challenges.

## ENHANCE POLICY ENGAGEMENT

- Understand how organizations in the non profit and business sectors work to further collaboration and improve public sector planning and policy making;
- Assess the individual and collective benefits, as well as the challenges of particular forms of policy collaboration, consultation and engagement;
- Determine which engagement strategies are best for particular circumstances of policy making within various institutional and social contexts, and;
- Determine how government can interact effectively with firms, universities and civil society organizations.

## FOSTER & SECURE INNOVATION

- Exercise effective leadership within and across organizations to foster collaboration and innovative change and understand how these may be applied;
- Appreciate the range of scientific and technological innovations in clean energy and the mitigation of carbon emissions in Canada and British Columbia;
- Understand the economics of clean energy and public and private sector management for sustainable development, and;
- Become familiar with and critically analyze examples of Canadian smart practices around public administration for environmental sustainability.



# Governance Engagement Innovation

## SCHEDULE OVERVIEW

### 1 – ORIENTATION

- Arrival and welcome
- Orientation to the University of Victoria
- Introduction of program, faculty and case study

### 2 – MAJOR THEMES

- Explore challenges and issues of leadership
- Exploration of leadership and major themes: governance, engagement and innovation

### 3 – CASE STUDY

- Further exploration of governance, engagement and innovation in the context of the clean energy case study
- Roundtables – hearing about recent Canadian experiences with clean energy
- Site Visits – tours of local businesses, non profits, government agencies and educational institutions, and presentations about their experiences and innovations in the area of clean energy

### 4 – REFLECTION

- Reflections on the case study, leadership strategies and major themes
- Perceptions of Canadian approach and the issues ahead for China
- Implications for the participants' organizations and personal development
- Participant feedback on program and experience and suggestions for further development of program

VICTORIA, BC ..... VANCOUVER, BC

**Pre- and post-program and weekend activities** such as of the Royal British Columbia Museum and Butchart Gardens, Whale Watching excursion, visit to the Robert Bateman Centre, dinners and free time to explore Victoria and Vancouver.







# Governance Engagement Innovation



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**For further information contact the  
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