

## Chapter 12

# Being a Global Leader: Challenges of Internationalisation

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For those of us who follow a career in the law, our history shapes that journey. Earlier chapters have outlined Professor Michael Coper's biography and the significant impact that his early life and family history had on his subsequent path through the law. Arguably, without that diversity of influence and experience, Coper's contribution would have lacked the richness that ensures an enduring legacy. It is a legacy that subsists both in his writing and through the lives that he has shaped through his teaching, his leadership and his engagement in multiple forums.

I was Dean of Law from 2000 to 2008 at Bond University. During that time, I was a member of the Council of Australian Law Deans.<sup>1</sup> Coper was a senior figure in the law and Dean of the ANU College of Law. He was also engaged in several international leadership forums both in his discipline and as part of the international networks of law deans and leaders in the profession. It was Coper's understanding of leadership and leadership in context, that provided a richness to his mentoring, guidance and advice to other law deans.<sup>2</sup> Despite the multiple demands he juggled, he gave unstintingly of his time, mentoring and friendship to other deans both in Australia and internationally, reflecting the tenets of a successful dean.<sup>3</sup>

I served with Coper on the International Legal Services Advisory Council and he joined a team of scholars on a project I led on Internationalising the Australian Law Curriculum.<sup>4</sup> In each of the roles we travelled and worked together. I experienced first-hand Coper's breadth of knowledge and incisive intellect. More important, I saw how his values, character and inclusiveness shaped every aspect of how he lived in situations both intellectual and social, both formal and informal.

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1 <<http://www.cald.asn.au/>>.

2 The value of such leadership in a study of leadership in schools is documented in Simon Clarke and Tom O'Donoghue, 'Educational Leadership and Context: A Rendering of an Inseparable Relationship' (2017) 65(2) *British Journal of Educational Studies* 167.

3 These can be encapsulated in the injunction to maximise good and operate on the basis of principles: Gary Krahenbuhl, *Building the Academic Deanship: Strategies for Success* (American Council on Education and Praeger Publishers, 2004) 36-7.

4 Duncan Bentley et al, 'Internationalising the Australian Law Curriculum for Enhanced Global Legal Practice' (Report for the Australian Government Office for Learning and Teaching, 2013), <[http://curriculum.cald.asn.au/media/uploads/Internationalising\\_Aust\\_Law\\_Curr.pdf](http://curriculum.cald.asn.au/media/uploads/Internationalising_Aust_Law_Curr.pdf)>.

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