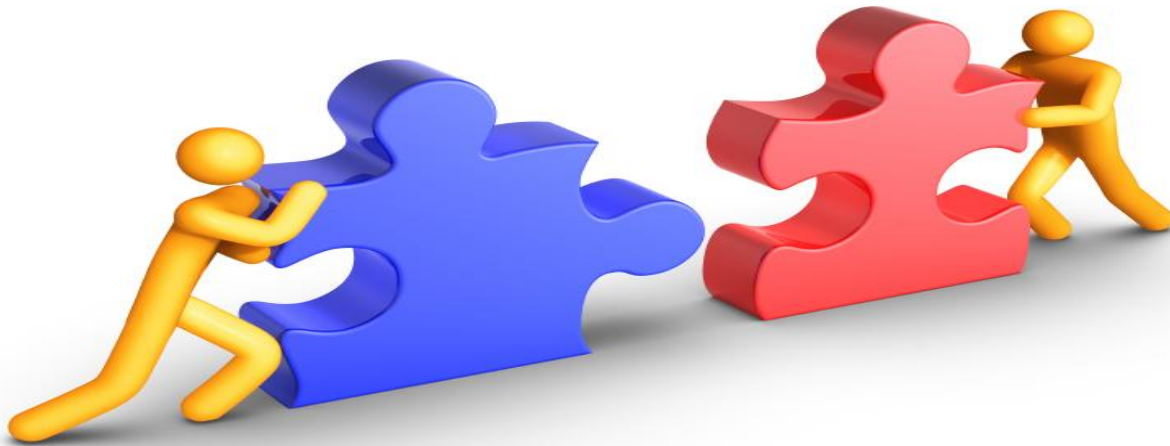


Developments in Leadership & Management in the EHEA



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Outline

- **Context & concepts**
- **Concepts & Models**
- **Trends in leadership & management**
- **Links to graduate employability?**
- **Leadership – for innovation in HE**

Context – structural change & responses

- Economic – European prosperity, crisis, volatility
 - Resource challenges (public & private)
- Socio-demographic changes
 - Demand for HE & mass participation
- Technological
 - ICT potential to transform
- **Impact on policy & politics**
 - **Bologna, Lisbon & 'modernisation' agendas**

Concepts

- **‘Governance’** — structure & process of decision-making at system or institutional level
- **‘Leadership’** — strategic direction, developing capacity & capabilities, organisational purpose & values
- **‘Management’** — achieving intended outcomes through allocating responsibilities & resources, monitoring efficiency & effectiveness
- **‘Administration’** — implementation of authorised procedures & application of systems to achieve agreed results

(Gallagher, 2001)

Organisational Models

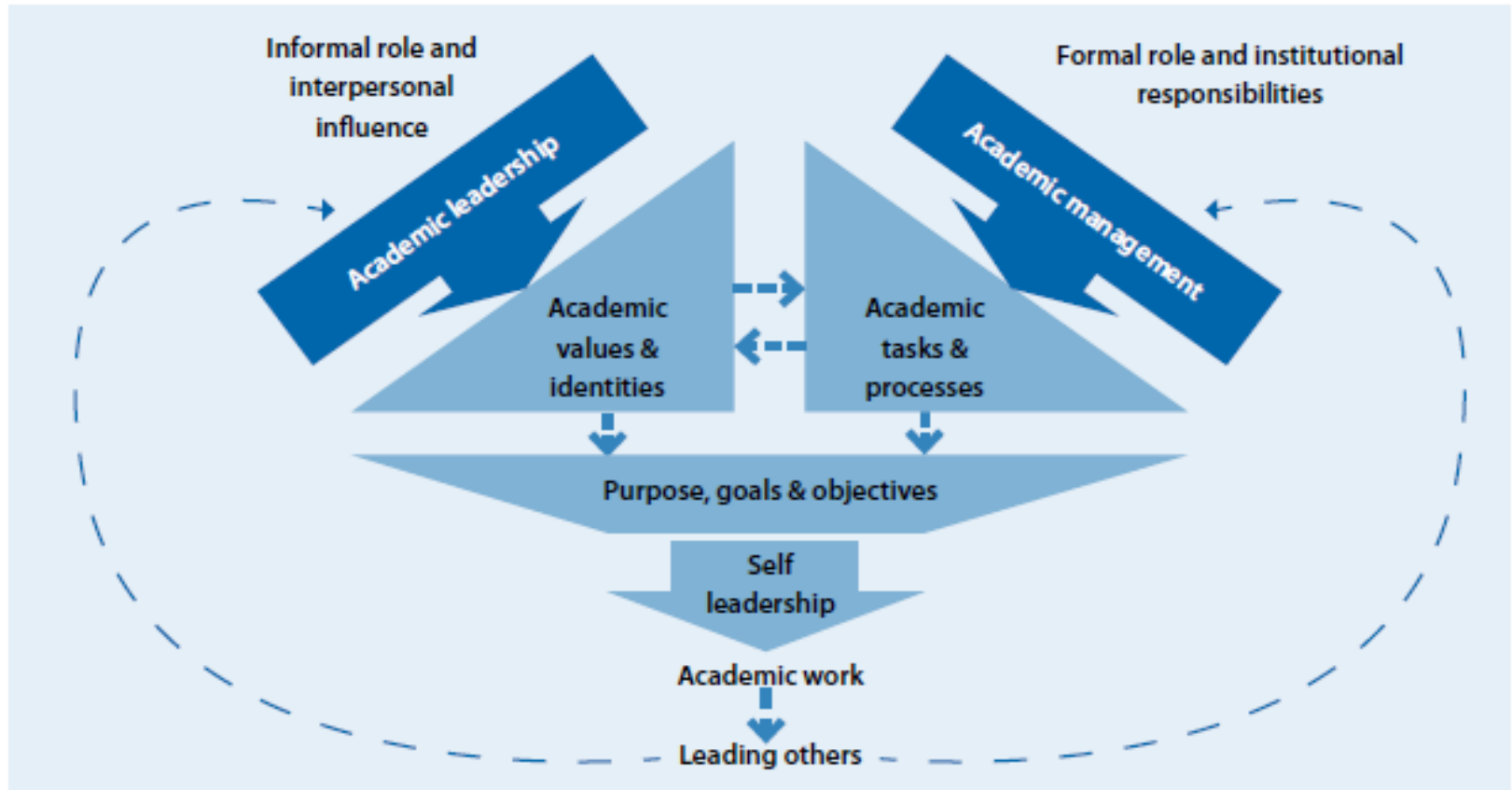
- Bureaucratic – corporation
- Collegial – community
- Political – coalition of different interests
- Entrepreneurial – market-oriented
- Loosely-coupled systems – adaptive

Trends in leadership & management

- Pervasive managerial & economic dimensions of HEIs
- Autonomy (substantive & procedural) + accountability
- Rise of academic management v intellectual & professional expertise in decision-making
- Rise of middle management & strategic leadership
- Reality – ‘eclectic mix of models’

A model of academic leadership & management

Figure 11: Academic leadership, academic management and self leadership



(Bolden et al. 2012)

Links to graduate employability?

- **Modernisation agenda**
 - sharpens focus on HE's economic role with links to jobs & growth
- **Institutional differentiation (or blurred boundaries)**
 - different HE experiences for different career routes
- **Leadership for innovation**
- **Focus on 'outcomes'** – performance & learning outcomes at all levels
- **Leadership & management skills** in professional training & post-graduate education
- **Universities as sites** of graduate training, work experience & apprenticeships

Links to graduate employability?

- **‘Professionalisation’** (of teaching, research, management) & **lifelong learning** for academics and professional staff
- **Students as partners** in learning & governance
- **Students** as co-producers of knowledge
- A compact for the future – graduates & alumni as life-long learners?

Leadership - for innovation in HE



(Ranmore Consulting 2012)