

The Nature of Universities

- Collegiums / Corporations
- Public bodies / Private trusts
- Applied research / basic research
- National bodies / international reach
- Static / strategic
- Conservative / entrepreneurial

Dichotomies

- Conservative and radical
- Critical and supportive
- Competitive and collegial
- Autonomous and accountable
- Private and public
- Excellent and equal
- Entrepreneurial and caring
- Certain and provisional
- Traditional and innovative
- Ceremonial and iconoclastic
- Local and international

Values and the University, Prof Sir David Watson
Institute of Education, University of London, 2006

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An Entrepreneurial University

Burton R Clark (1998)

- Warwick (UK), Strathclyde (UK), Twente (Holland), Chalmers (Sweden), Joensuu (Finland)
- “More enterprising, even aggressively entrepreneurial”
- 5 common transformational elements

Strong Management Core

The 'Warwick Way'

- Effective management is a critical contributor to success
- Development of a management structure for purpose
- Organisation of decision-making
- Leadership and personality
- Professionals not amateurs in key posts
- Continuity of leadership and culture
- Diverse but cohesive core at centre
- Short lines of communication
- Genuine collegiality

Strong Management Core

Cont...

- Steering Committee
 - Strong steering core
 - Advises, discusses policy, urgent decisions
 - Professional and academic
- Lay Chairs of Council, Finance
 - Continuity, experience, reality
- Strong administration and strong academic departments
- Never forget it's about excelling in teaching and research

Strong Management Core

Cont...

The Administration

- Management is holistic
- “Can do” culture: dynamism becomes self-fulfilling
- Shared vision among Senior Officers
- Appointments – never settling for second best
- Respect for colleagues
- Increasing focus on relationship between administration, academy and other university departments:
 - Importance of communication
 - Value for money demonstration

Management Styles

- Evolving
- Strategic
- Actively support the achievement of teaching and learning goals, nationally and internationally
- Create an innovative, entrepreneurial environment
- Be 'nimble' in decision making and in responding to strategic and tactical needs
- Culture of partnerships between academic and administrative staff
- Reduce bureaucracy and increase creativity and effectiveness
- Includes generalist and specialist staff
- High quality individuals
- Develop skills of University employees

Current Realities for Universities

- Internationalisation
- Expansion - development plans
- Collaboration
- Research
- Interdisciplinarity
- Developing income streams
- Fees package and student support
- Recruiting and retaining first-rate academics
- HR Strategy