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
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

- 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

Cont...
Strong Management Core

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