

University Management: A Strategic Orphan

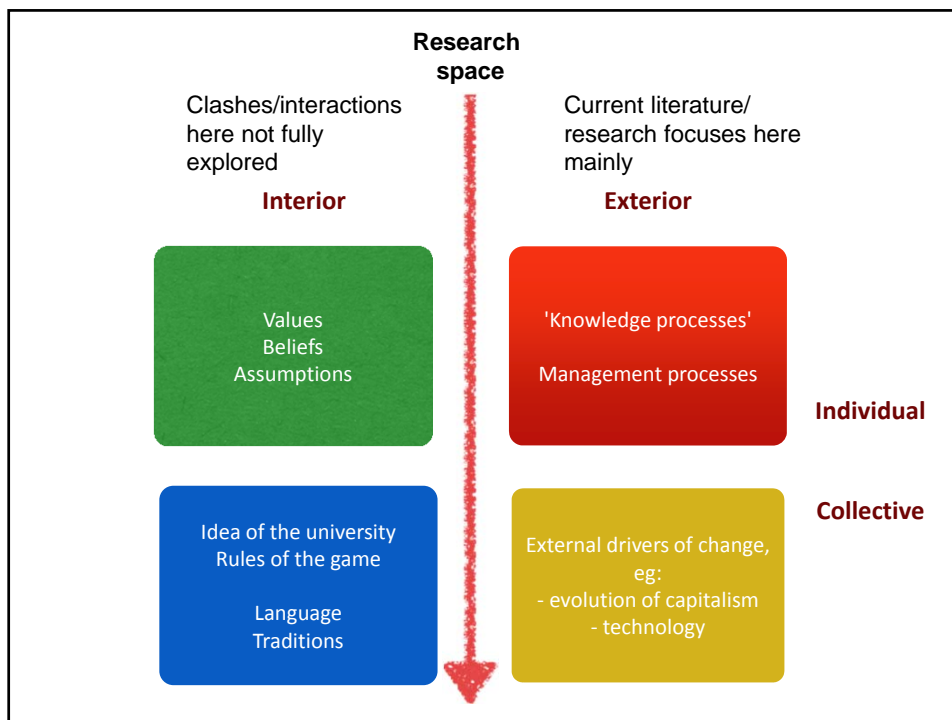


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Me

- Almost 30 years as a university manager in CAEs, TAFE and universities.
- Started Thinking Futures in 2007.
- Long involvement in ATEM, and building levels of professionalism in university management.
- Published on the relationship between academics and administrators
 - perceived lack of respect, parity of esteem, clash of worldviews/values?
 - returned to finish my PhD this year



- What are the drivers of change that will shape the future university?
- What will the future university look like?
- What management models will be appropriate?
- Will future universities need to be managed at all?
- If yes, who will manage the future university?

Thinking...



Managers and Strategy

- Disruptive forces of change facing universities also means significant changes in the work roles and ways of working for both academics and managers.
- Roles of managers usually relegated to organisational effectiveness sections in plans.
- Reactionary approach now - need a **proactive approach** to be ready for the future.



Thinking about the future

- Future contains elements of past, present and unknown.
- Thinking about the future based only on past and present constrains and restricts understanding possibility (change and opportunity).
- If we only ever explore what we know we know, we will always be surprised by what happens.



Today

- Disruptive forces of change.
- Exploring new models of university management.
- Requires you to tap into your imagination and creativity – there are no future facts.



Disruptive Change

- Broad, long term drivers of change
 - **Capitalism**: from growth to sustainable economics? From profit to social?
 - **Technology**: enabling participation and access
 - **Knowledge**: creation and sharing
 - **Open**: beyond the ivory tower
 - **Societal expectations**: around education and universities
- What else?

Discuss...

- **Starting premise**
– that the way we manage universities today is no longer useful.



Discuss

- That university managers manage academic work...
- And therefore, a deep understanding of academic work and values is needed to be an effective university manager.





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