

# Leadership Imperatives: What's Missing on the Leadership Front?



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THINK BEYOND



# The Brief



The last 3-5 years has seen numerous 'leadership crises' particularly for presidents and vice-chancellors of open, distance and e-learning universities. In a number of high profile cases, the chief executives have been summarily dismissed or urged to consider their career choices. What critical leadership voids are driving this vulnerable environment? How do the issues differ across cultures and countries?



## NEWS

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# University of Queensland chiefs stand down after investigation exposes enrolment problems

DES HOUGHTON THE COURIER-MAIL NOVEMBER 05, 2011 12:00AM

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# South African university crisis needs a change of policy, not just more money

October 28, 2016 4.43am AEDT

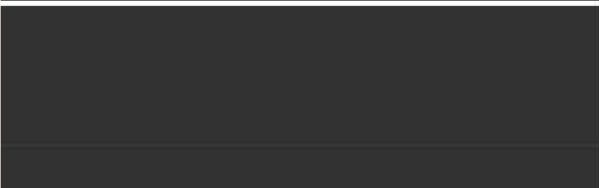


Thousands of students marched to parliament where South Africa's finance minister presented his mid-term budget. EPA/Nic Bothma

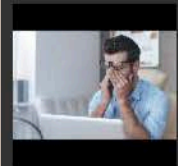


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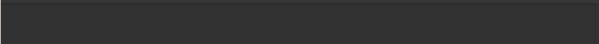
Top Issues Facing Higher Education In 2014



*+95k views in the last 24 hours*



Never Trust A Boss Who Glorifies 'Face Time'



*+38k views in the last 24 hours*



Five Interview Turn-Offs That Can Cost

of a shrinking minority.

- **A leadership crisis is looming.** It is debatable whether the need to prepare new leaders in higher education is coming or has already arrived. Demographic data show an increasingly “seasoned” group at the top of our colleges and universities. According to an American Council on Education report (“The American College President, 2012”), “Two decades ago the average age of college and university presidents was 52. Today, it is 61.” Only the community college sector seems to recognize this as a problem and it is taking action. Community college leadership programs are springing up in schools of education across the country. And while some may question whether these are the right places to be training future leaders in areas such as the use of technology, innovation, advocacy and entrepreneurial thinking, there is little else filling the void.

Tuesday, Nov 15, 2016

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HIGHER ED AS A BUSINESS

Published on 2015/12/01

# The Peter Principle is Alive and Well in Higher Education

*Robert Hill | Professor of Higher Education Leadership, Nova Southeastern University*



The trouble ranges from vice-chancellors facing probes for corruption or misconduct to revolts by faculty and staff. This has reportedly been accompanied by falling academic and research standards, sparking a debate on the capability of those at the helm of higher education.



**With the increasing amount of responsibility being placed on the shoulders of administrators across the higher education landscape, senior leaders need to put more thought into how formal succession planning is managed at their institutions.**

Cronyism, nepotism and political appointments are still ubiquitous in American higher education and, unlike in other industries, the people in the academy, one would think, should know better. Both public and private colleges have seen unprecedented administrative bloat. The traditional coordinator, director, department chair, dean, provost, vice-president and chancellor positions are apparently no longer enough for the different divisions within institutions. Now it is routine to see byzantine organizational charts (if a college still bothers to update or produce one) that add the words *assistant*, *associate*, *special assistant to*, *senior*, and *executive* in front of such senior management titles. Some private universities (both nonprofit and for-profit) even borrow from corporate lingo and also use administrative titles such as CEO, CFO, CIO, and COO.



OPINIONISTA FLOYD SHIVAMBU



## The crisis in higher education is a crisis of political leadership



FLOYD SHIVAMBU 22 OCT 2015 05:57 (SOUTH AFRICA)



85

**The student protests around the country give us cause to reflect on the politics behind the higher education funding crisis in South Africa. Those at the forefront of the student protests correctly proclaim that the #FeesMustFall campaign is not a party political programme, but a consolidated student movement that cuts across racial, political and class lines. Students with affiliations to different political parties are at the forefront of the protests, and the demands are centred on securing no fee increases for the academic year 2016, and variety of genuine worker demands.**

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HIGHER ED IMPACT

# Rethinking Higher Education's Leadership Crisis

Date Published: June 6, 2011

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America's higher education enterprise is facing multiple challenges -- increasing demands from students and government; changing demographics; structural fiscal challenges; and technologies that are disrupting how information and education is delivered. Not to mention an aging workforce and an uneven track record for developing leaders.

RECENT MONTHLY DIAGNOSTIC



Building Leadership Resilience in Higher Education



# University World News

THE GLOBAL WINDOW ON HIGHER EDUCATION



Issue 00436

15 November 2016

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INDIA

## INDIA: Crisis of leadership in higher education

[Alya Mishra](#) 05 December 2010 Issue No:150

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When PK Abdul Aziz, Vice-chancellor of Aligarh Muslim University in the north Indian state of Uttar Pradesh, was forced to flee his house under police protection after students locked him inside, demanding the revival of the students' union, the incident was seen as a reflection on Aziz's leadership skills.

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This Week

SPECIAL REPORT



IREG  
Forum 2017

Rankings:  
**Excellence  
as University  
Driving Force**

# Is there a crisis in higher education?

Published on February 22, 2016



**Dr. John Papazafiropoulos** | [Follow](#)  
Professor and Organizational/Leadership Consultant



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- An increasing number of people over the last few years have been talking, writing, and debating the crisis facing higher education. I think that these people are simply wrong.

The reality of higher education in the United States is that higher education is evolving:

There is no question that things are changing and institutions that are refusing to accept or fail to understand that this evolution is happening are doomed to failure. The simple fact is that the visible transformation of higher education started over three decades ago but like everything evolutionary has been underway since the time of Socrates in ancient Greece. Some would love to blame new modalities and training platforms, such as distant education (online) - or simply the departure from traditional lecture-based training to other methods such as competency-based learning, case studies, Socratic presentations, or synchronous and asynchronous online training as the basis of this perceived crisis. Online training has been criticized ever since it became the mode selected by most if not all for-profit higher education institutions - this simple



# HE is evolving



- ICT makes it possible to communicate all over the world in seconds
- The internet make things more public
- We are getting more serious about the standards we apply – expecting more
- So we need to work with this, not against it
- Make technology our friend



# Moving forward



- I trained as a discipline scholars, but I also need to train myself to be a leader
- I need to aligning my institution with a range of quality indicators
- Surround myself with people in life that I can trust
- Mentor those beneath me; always looking to replace myself
- Being thought leaders and thought catalyzers, using social media – being courageous
- ICDE facilitate quality measures/mechanisms



# Leadership training



## Learning technologies leadership institute (LTLI)





# Benchmarking



- In June this year in Canberra
- 27 institutions from 5 countries





# Accountability



- To be seen as accountable  
I need to be seen as being accountable
- I generally meet weekly with 3 other people on a similar standing to myself
- We have formally agreed to keep confidences
- We ask each other the hard question:
  - Have any of your decisions lacked integrity?
  - Have all your financial dealings been above board?
- Support each other through international platforms





# Mentoring



Australasian Society for Computers in Learning in Tertiary Education



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## Community Mentoring Program

The ASCILITE Community Mentoring Program seeks to involve participants in a professional mentoring relationship built between learners (the mentees) and experienced practitioners (the mentors). Whilst the new learners may be experienced in some areas of educational technologies, the ASCILITE Community Mentoring Program is a vehicle for enhancement of specific knowledge, skills or capacities in an area of developing expertise. This arrangement is formalised through a Mentoring Agreement.

We define mentoring as collaboration between ascilite members for the purpose of achieving an agreed goal through dialogue, action and reflection. The focus of these collaborations can be across a number of areas which can include:

- Academic practice
- Early career research
- Teaching innovations
- Learning design
- Graphic design
- Programming



Could ICDE facilitate something like this?



# Sharing is caring



“The ICDE 2016 Presidents’ Summit is about sharing leadership experiences, strategies, and solutions that enable chief executives to effectively lead their innovative institutions and hopefully to help us all find the right road.”

- The sharing does not stop on Wednesday
- Share the lessons you learn on a regular basis



# A Decision Matrix Tool



- NSW Public Service Commission:

<https://www.psc.nsw.gov.au/employmentportal/ethics-conduct/behaving-ethically/behaving-ethically-guide/section-3/3-1-difficult-decisions-the-decision-matrix-tool>

## Criteria: Ethical Framework principle

In the public interest

Consider people equally without prejudice or favour

Place the public interest over personal interest

Build relationships based on mutual respect

Uphold the law, institutions of government and democratic principles

Provide services fairly with a focus on customer needs

Focus on quality while maximising service delivery

Be fiscally responsible and focus on efficient, effective and prudent use of resources



# Self Reflection



- Identify the type of leadership style you have
  - Hostile
  - Aloof
  - Abrasive
  - Untrustworthy
  - Unappreciative
  - Unapproachable
- How do we deal with these things



# Final Activity



- What challenges/conflicts are you facing as a leader?
- How do we address these?

