

Capacity building for higher education leadership

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Changing environment for universities

- From a "closed" academic environment towards an innovation system environment
- Universities have become main actors in the internationalisation of societies
- Universities have become powerhouses of economic development in a knowledge societies
- The social and cultural expectations for universities are strengthening
- Governmental steering/governance have changed from control towards supervision
- Global markets for higher education, research and services of universities have emerged

Internal challenges for universities and leadership 1

- University is an open organisation whose boundaries are becoming difficult to understand
- New institutional functions and activities need to be supported by specialised interfaces
- Accountability to a growing amount of different stakeholders – government is the one of them, although the most important
- Universities are becoming autonomous legal entities
- External representation in institutional governance

Internal challenges for universities and leadership 2

- University is a fragmented organisation whose knowledge production is mainly based on academic disciplines
- Growing cross-disciplinarity
- Need to look for a new balance between academic and applied knowledge production
- Creation of innovative interaction between basic and applied research and educational programmes
- Creation of bottom up dynamics of institutional development and its interaction with top-down dynamics

Traditional capacity building for leadership in higher education

- Short training programmes for existing leaders and administrators
- Expert lectures and seminars (international experiences and practices)
- Leadership skills development

How to create sustainable models for leadership development in HE?

- Diverse target groups
 - Existing institutional and middle level leaders and administrators
 - Training a future generation of academic leaders and administrators
- New mix of academic and professional programmes
- Importance of academic degree programmes
 - Master and PhD programmes
- International cooperation
 - Curriculum development
 - Training of trainers
 - Running the training programmes
 - International Master and PhD programme cooperation
- Focus
 - Understanding the interaction of universities with their renewing environments **and** the internal dynamics of the HE organisation

Finnish experiences

- Higher Education Group (HEG) of University of Tampere, Faculty of Management
- International PhD training on HE Management, Leadership and Policy
- Erasmus Mundus Master programme MaRIHE (Master of Research and Innovation in Higher Education, marihe.eu)
- A national training programme for HE administrators (from universities and government)
 - Mix of an academic and a professional programme (integrated to a Master programme)
- Academic and professional programmes are based on (comparative) research
- Focus regions in addition to Finland are Sub-Saharan Africa and China (and Eastern Europe)
 - Master, PhD and professional programmes in Africa and China
- Mission – supporting transformation of higher education systems and universities
- Instruments – Academic programmes, professional programmes, and research