

LEADERSHIP'S ROLE IN INSTITUTIONAL TRANSFORMATION

FINDINGS FROM THE NEWLEAD PROJECT

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newlead

INNOVATIVE LEADERSHIP AND CHANGE
MANAGEMENT IN HIGHER EDUCATION



NEWLEAD OBJECTIVES



Equip universities and their leaders with skills and competences to address policy priorities and challenges



Enable leaders and senior managers to successfully steer complex institutional transformation agendas



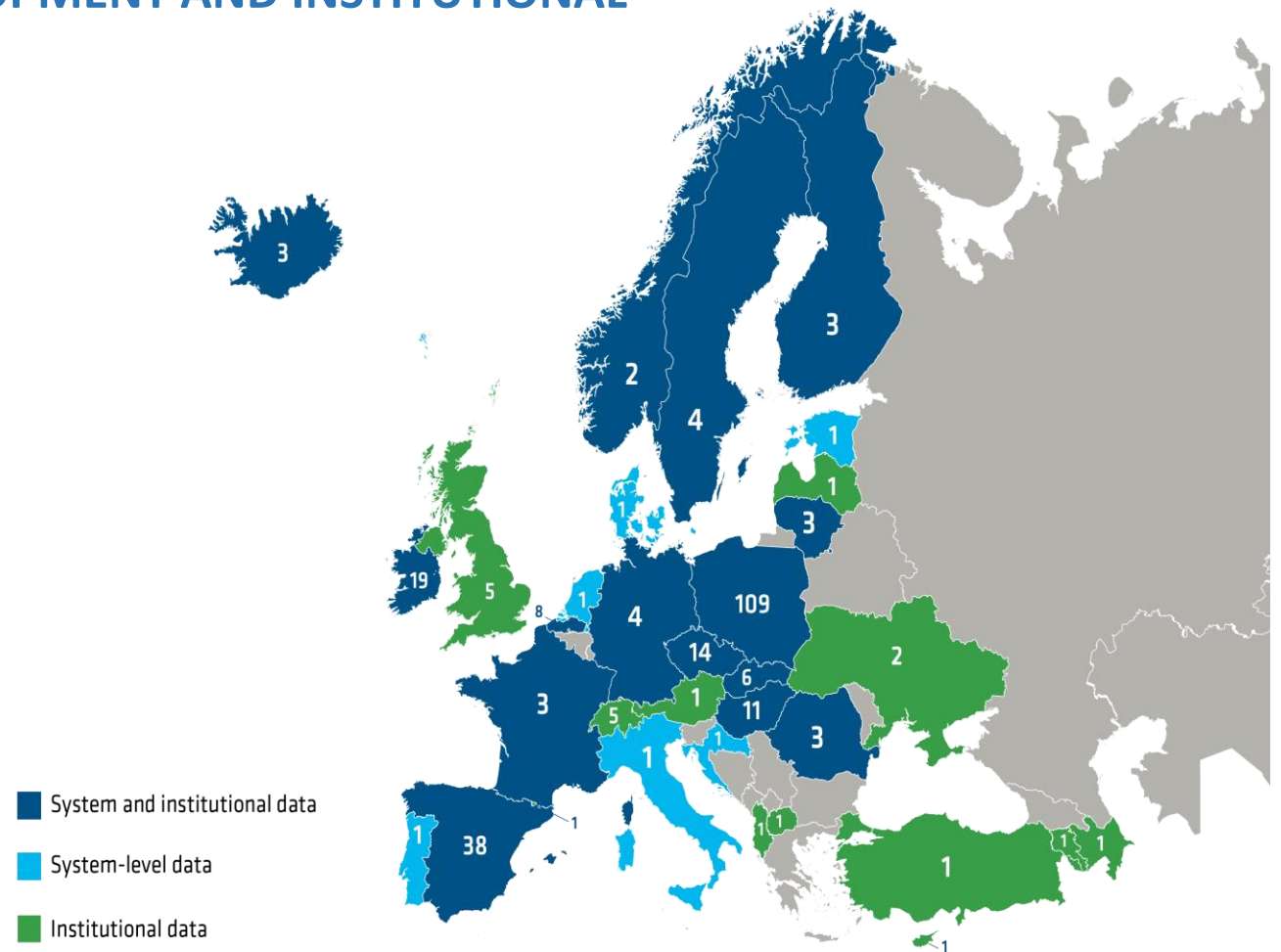
NEWLEAD SURVEYS ON LEADERSHIP DEVELOPMENT AND INSTITUTIONAL TRANSFORMATION (2021)

Institutional survey:

- 236 valid responses from 27 EHEA countries

System-level survey:

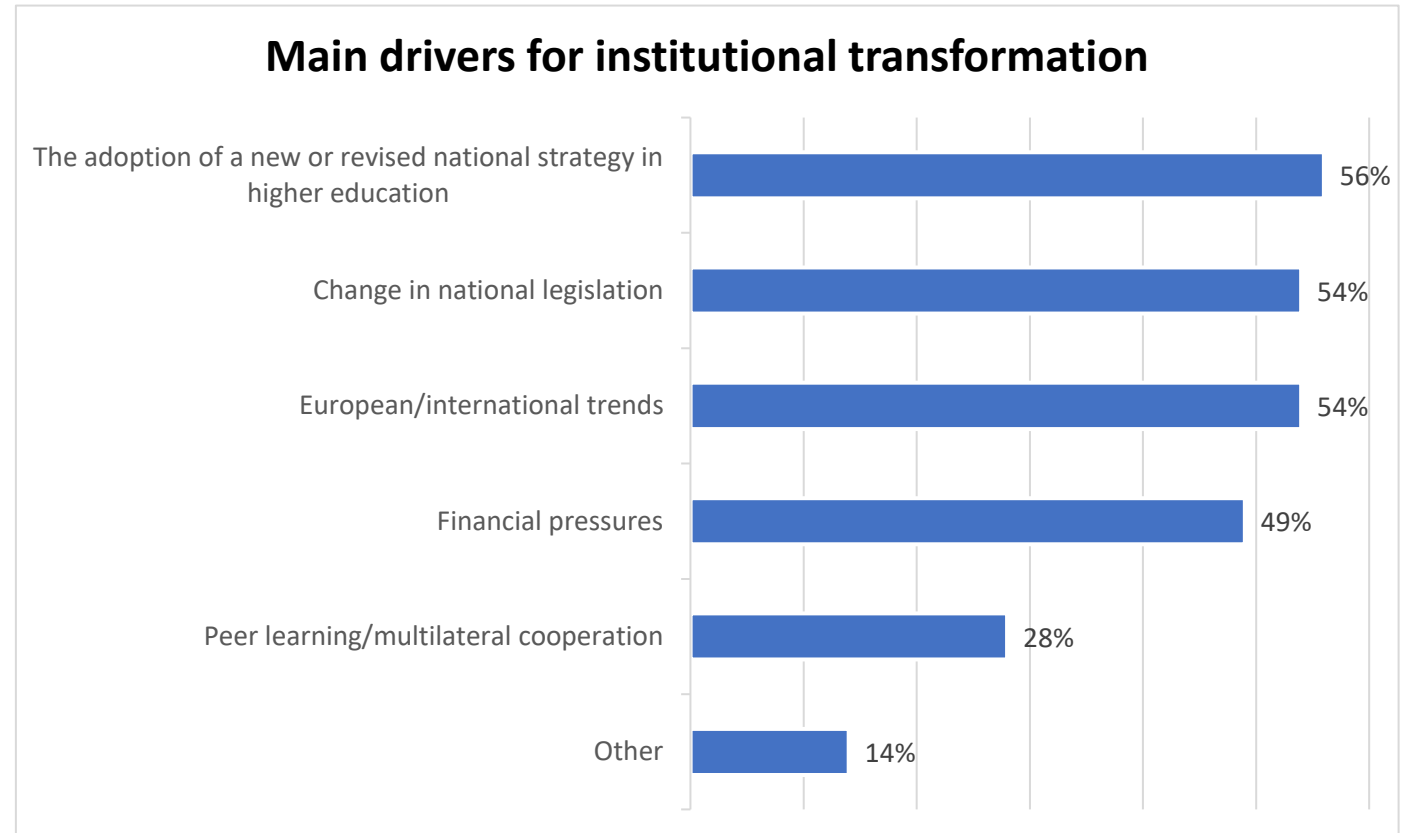
- 21 responses from national university associations (BE-nl, CZ, DE, DK, EE, ES, FI, FR, HR, HU, IS, IE, IT, LT, NL, NO, PL, PT, RO, SE, SK).



INSTITUTIONAL TRANSFORMATION

Main drivers for institutional transformation

Changes in national legislation and national strategies can play out as important factors for institutional transformation in systems where they are underway, but overall European/international trends and financial pressures drive institutional transformation.

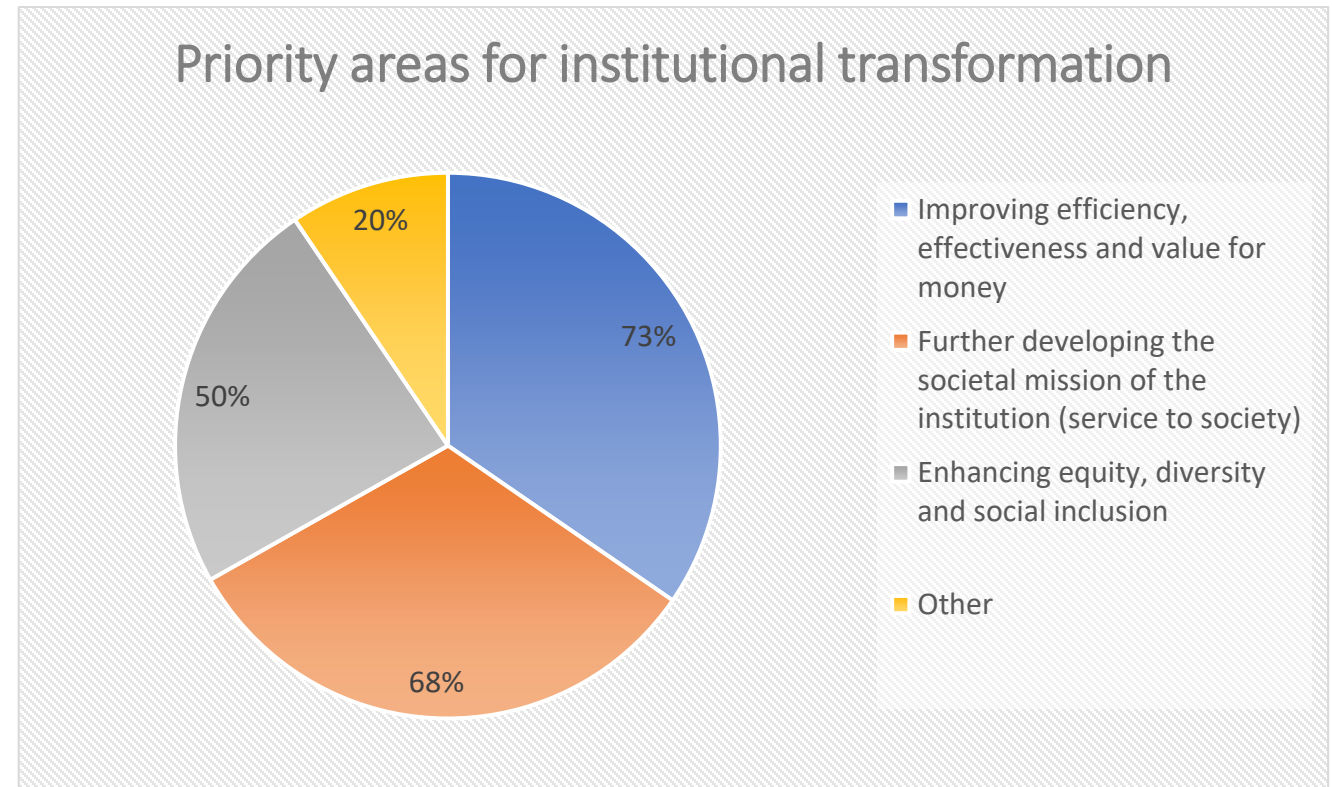


Q1 (institutional survey): At your institution, what would you say are the main drivers for the institutional transformation? Please select all options that apply. *

N=236

INSTITUTIONAL TRANSFORMATION PRIORITY AREAS

Improving efficiency, effectiveness and value for money has become the top priority for institutional transformation.



Q3 (institutional survey): At your institution, what are the key priority areas for (institutional) transformation? Please select all options that apply.
N=219

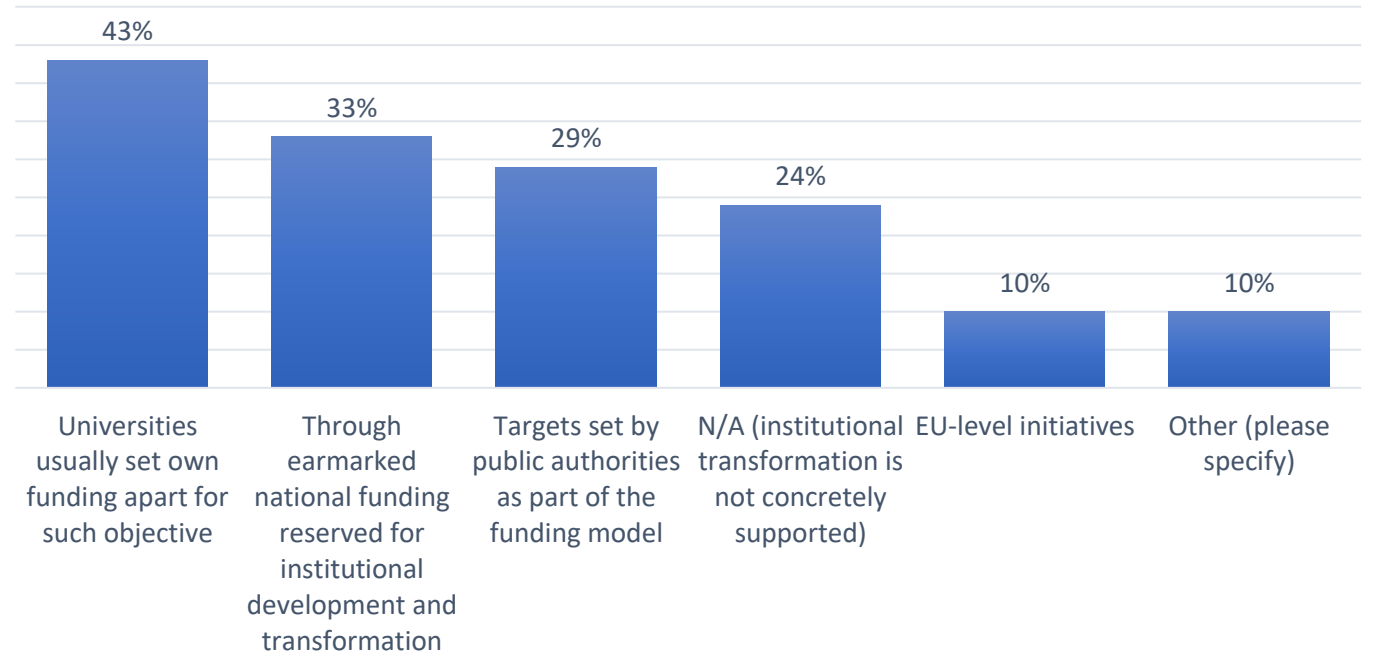


INSTITUTIONAL TRANSFORMATION SUPPORT

Institutional transformation is mostly supported by universities themselves.

EU support for institutional transformation is the least widespread source of funding, while national funding also remains limited.

Support for institutional transformation



Q16 (system-level survey): How is institutional transformation of higher education supported in your system? Please select all options that apply.

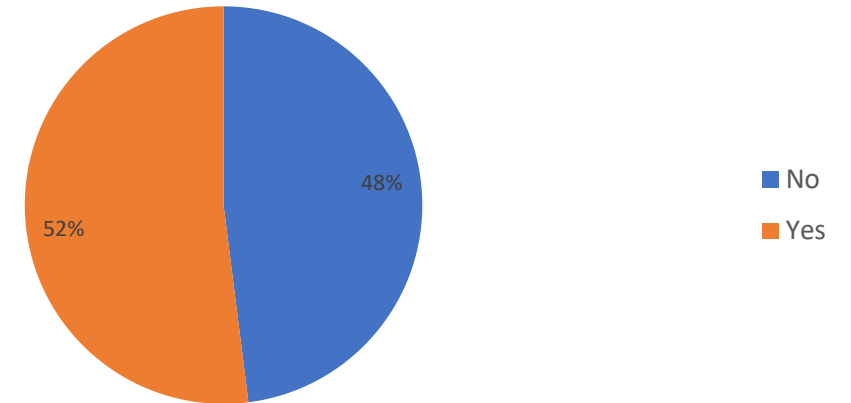
N=21

INSTITUTIONAL LEADERSHIP

Developments in the profiles of higher education institutional leaders were registered, especially in terms of:

- *Gender and ethnic diversity*
- *Age*
- *Importance of managerial roles*

Development and change of institutional leader profiles



Q11 (system-level survey): In your system, has the profile of institutional leaders evolved in the past?

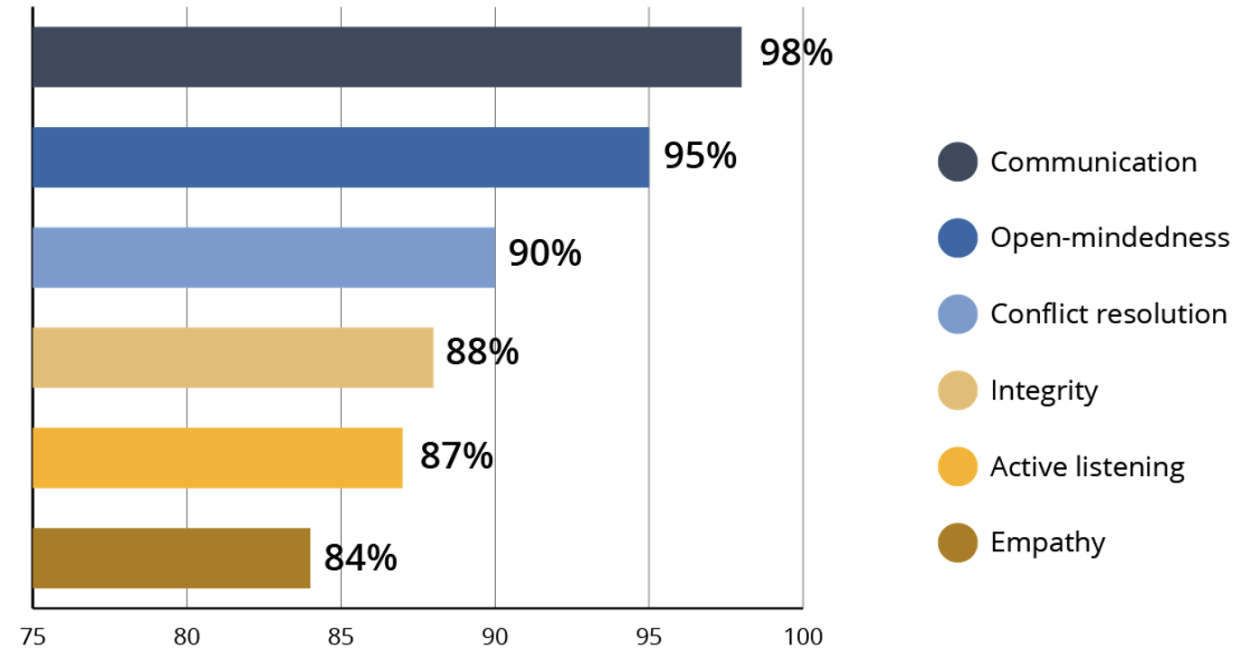
N= 21

SKILLS FOR SUCCESSFUL HE LEADERS

➤ **People management skills**

➤ Strategic skills

➤ Technical skills



Q19: According to you, how important are the following people management skills for a successful higher education leader?

N=207 (institutional survey)

LEADERSHIP DEVELOPMENT

Most often, in Europe, leadership development is supported through soft mechanisms such as access to professional networks and thematic peer groups.

Leadership development schemes at HEIs



Q13 (institutional survey): How is leadership development supported at your institution? Please select all options that apply.

N=229

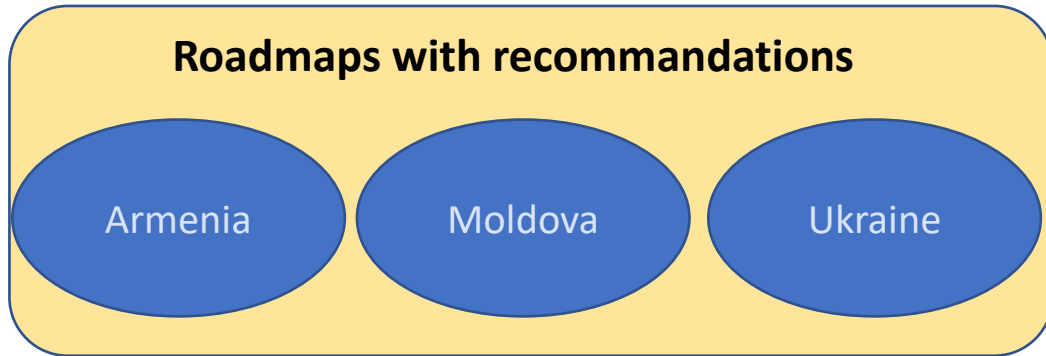
LEADERSHIP DEVELOPMENT PROGRAMMES

TARGET GROUP(S)	CONTEXT
Executive roles – rectors, vice-rectors, deans	European
Middle management - heads of department, unit directors	National
Early career heads of study, programme coordinators, aspiring leaders	Institutional





*Fostering Sustainable and Autonomous Higher Education
Systems in the Eastern Neighbouring Area
(2012-2015)*



- Polish-Ukrainian cooperation of academic stakeholder organisations for improving university performance
- School of Strategic Management in Higher Education

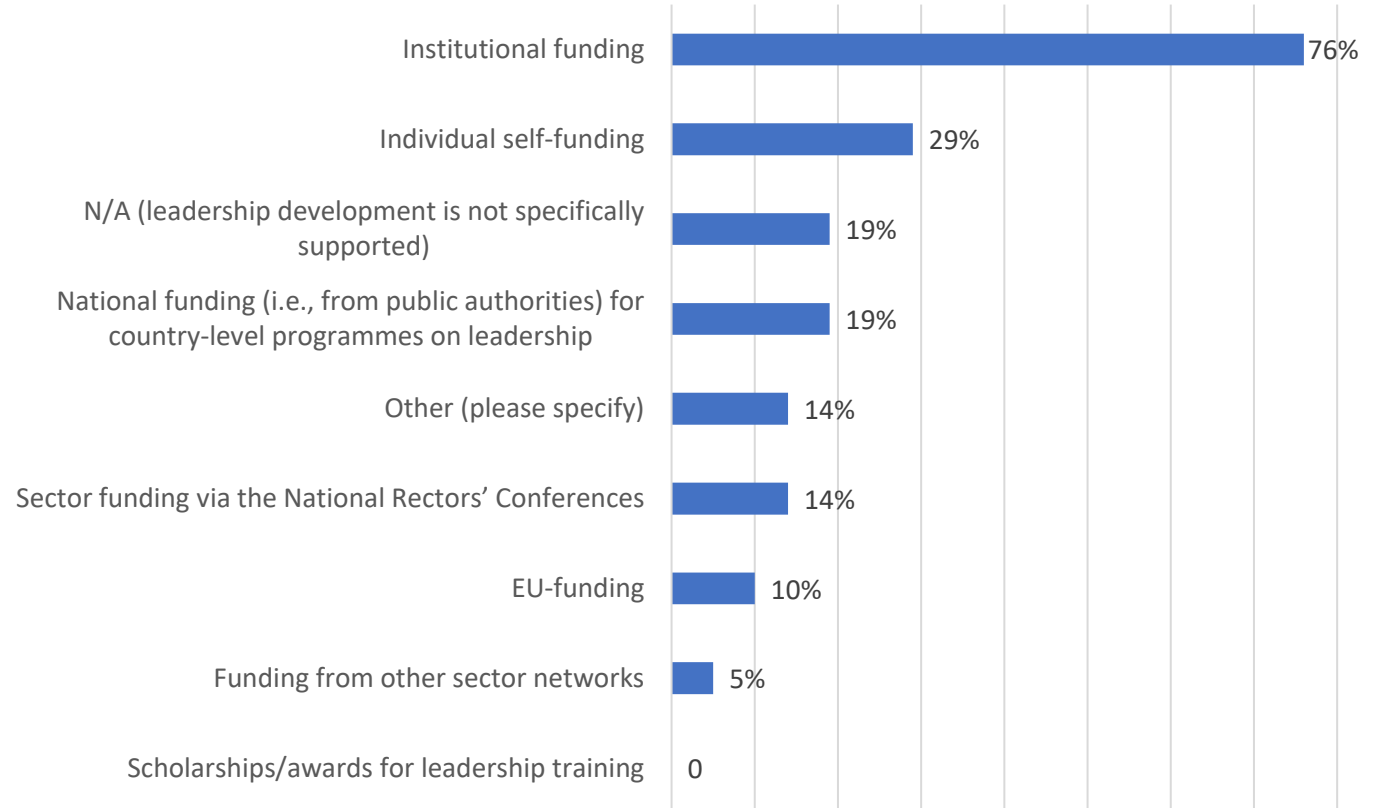
LEADERSHIP DEVELOPMENT

In Europe, leadership development is mostly supported by institutional funding. But only a third of higher education institutions has a special budget for leadership development opportunities.



Need to invest at National and European level

Financial support for leadership development



Q17 (system-level survey): How is leadership development supported financially in your country/system?
 N=21

What is next for NEWLEAD?

- ✓ **Synthesis report: Leading through disruptive transformations in higher education** (October 2022)
- ✓ **Inspirational guide on leadership development programmes** (December 2022)
- ✓ **Final conference** (June-October 2023)

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Thank you very much!

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