



Dynamic Graduate School Leadership

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Context

Shared challenges, local inflections

- Limited executive authority (executive vs. 'persuasion' leadership)
 - Institutional location of Graduate School (centralised vs decentralised model)
 - Funding and institutional priorities
 - Limitations imposed by the educational/government systems
 - Regulatory pressures & requirements
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Eight 'rules' for successful leadership in graduate studies

Rule no. 1: Build and communicate vision

Rule no. 2: Obsess about communication

Rule no. 3: Build & sustain consultation pathways throughout the university

Rule no. 4: Shape your ideas and initiatives through consultation with your advisory committee (this group should be dynamic, diverse and sometimes unpleasant)





Rule no. 5: Build good team of academic and administrative experts

Rule no. 6: Respect the diversity of disciplinary cultures – STEM & Arts/SocSci/Hum

Rule no. 7: Look beyond your institution and learn from others

Rule no. 8: Remind yourself that you are expected to provide academic leadership to academics who often *a priori* resent leadership, rules and governance



In addition...

Build your integrity capital through consistency of decision-making

Display openness and encourage feedback

Seek student voice

Seek advice in difficult cases

When implementing changes think of the impact on busy academics

... every change must be carefully communicated (communication strategy!)

Avoid confrontation and utilise the following tested tools:



Be data driven



Personal experience (restructure of Graduate School)

Identify problem (in my case it was there for everyone to see)

Acknowledge the problem and communicate this acknowledgement to all stakeholders

Forge alliances with the university executive and – importantly – with the university community to ensure support

Identify solution, build the new vision, innovate (what is new and innovative about the proposal?)





Present the vision and consult with critical stakeholders

Implement:

- Review staff profile and rebuild the organisational structure
 - Review all processes (admission, scholarship allocation, candidature management, thesis examination submission)
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Change management cycle

