

# The Leadership, Management and Governance of International Collaborative Academic Programmes

## Queen Mary, University of London

Leadership Foundation Fellow: Nigel Relph, Director of Corporate Affairs

Project Manager and Author: Sam Brenton, Senior Learning Technologist

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# Overview

- The project at Queen Mary, University of London has explored the leadership, management and governance of international collaborative programmes.
- Examining our own practice, with the aim that this will be useful to the sector.
- Analysing: programmes in detail; the role of leadership and governance in supporting, expanding these across an institution.

# Aims

- To evaluate institutional governance and managerial factors bearing upon collaborative programmes.
- To identify mechanisms to disseminate effectively the good practice developed from the collaborations at Queen Mary, University of London.
- To identify and disseminate the challenges for leadership, governance and management.

# Outcomes

- The project produced much useful internal documentation.
- Papers already considered by leadership and governance functions.
- Some changes made, others under discussion.
- Public: a guide to key issues for senior management within UKHEIs either interested or engaged in the leadership, management and governance of international collaborative programmes.
- The guide will be disseminated via the Leadership Foundation and will be published in December 2005.

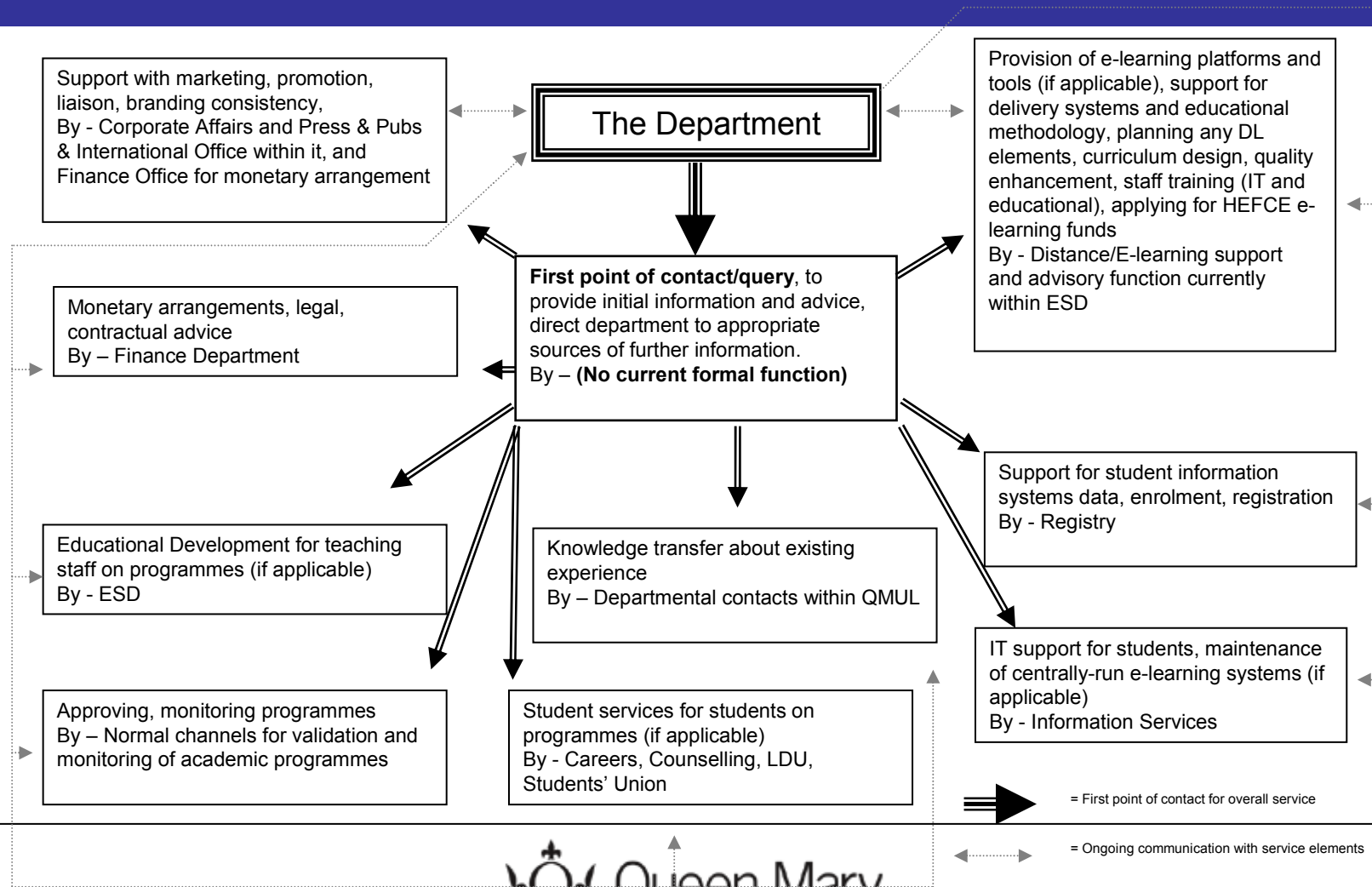
# Context

- Use of web-based media to deliver education has matured
- High profile failures (e.g. UKeU)
- Post dot-com boom realism
- A blend of delivery approaches increasingly being used
- Initiatives by pioneers now able to inform *strategic* development

# Themes (1)

- Identifying opportunities and building relationships
- Ensuring quality
- Delivery methods
- Staffing
- Finance
- Infrastructure

# Infrastructure



# Themes (2)

- Regulatory issues
- Risk and sustainability
- Cultural Issues
- Access and accessibility
- Learning management and student information systems
- Leadership and Governance – Leading from the Top

# Leadership

- These themes all contain complex challenges.
- Change management needed across a host of areas.
- Challenges the 'silo mentality' of service functions, departmental functions, information flow.
- To encourage bottom-up growth these challenges need a top-down lead.