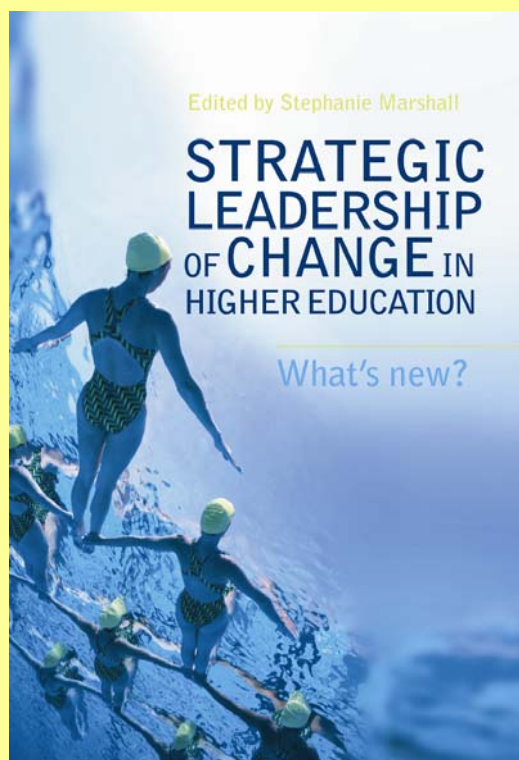


# Strategic Leadership of Change in Higher Education What's New?

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Drawing on the current research base on the management of change, this book analyses the key features in planning, delivery and monitoring the impact of planned change initiatives in higher education. Comparing and contrasting the findings of twenty-five action research high level corporate change management projects, the initiatives discussed include:

- the introduction of Kaplan and Norton's 'Balanced Scorecard' approach, resulting in strategic mapping at all levels
- a major cultural shift programme to bring about globalisation of all aspects of the university, taking account the perspectives as to how this should be achieved
- the introduction of a mentoring scheme to promote diversity and equality and greater understanding and support of black and ethnic minority staff.

Filled with practical lessons for leadership and change in higher education, this book raises awareness as to how to tackle topical issues and effectively lead universities through major change. With expert commentary and feedback from the stakeholders involved at each institution, *Strategic Leadership of Change in Higher Education* is essential reading for all those taking on leadership and management positions in higher education.

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1. Leading and Managing Strategic Change **Section 1: Structured Frameworks for Leading and Managing Change** 2. Management by Process and Facts 3. Conversational not Confrontational: A New Approach to Quality 4. Leadership and Strategy 5. Change at the Top: An Evaluation of Major Changes to Leadership, Management and Organisational Structures at Anglia Ruskin University 6. Developing Leaders: A Structured Approach to the Enhancement of Organisational and Individual Performance **Section 2: Incentivised Approaches to Leading and Managing Change** 7. Leading Change in Developing Research and Scholarship: The Case of a Teaching Intensive Institution 8. The Cultural Understanding in Leadership and Management (CULM) Project: Phase 1 9. Collaborative Research across HEIs: Developing Effective Forms of Governance, Leadership and Management 10. The Leadership Succession Challenge for Higher Education: A Pilot of Leadership Development Centres at Newcastle University **Section 3: Capacity Building to Lead and Manage Change** 11. Towards a Learning Organisation: Innovation in Professional Discourse 12. Embedding Equality and Diversity in the University 13. Developing and Embedding Global Perspectives Across the University 14. The Challenge of Strategic Leadership: Leading Cultural Change

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