

**Taking the Pulse of Higher Education: Challenges,
Opportunities, and Ways Forward
July 27, 2017**

Ho Chi Minh City

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English



CLARK GABLE
VIVIEN LEIGH



FOR THE FIRST TIME IN ITS ORIGINAL TECHNICOLOR® GLORY
AND A REMASTERED DIGITAL SOUNDTRACK



LESLIE HOWARD



OLIVIA DEHAVILLAND



HATTIE MCDANIEL



THOMAS MITCHELL



BUTTERFLY MCQUEEN

DAVID O. SELZNICK'S PRODUCTION OF MARGARET MITCHELL'S

GONE WITH THE WIND

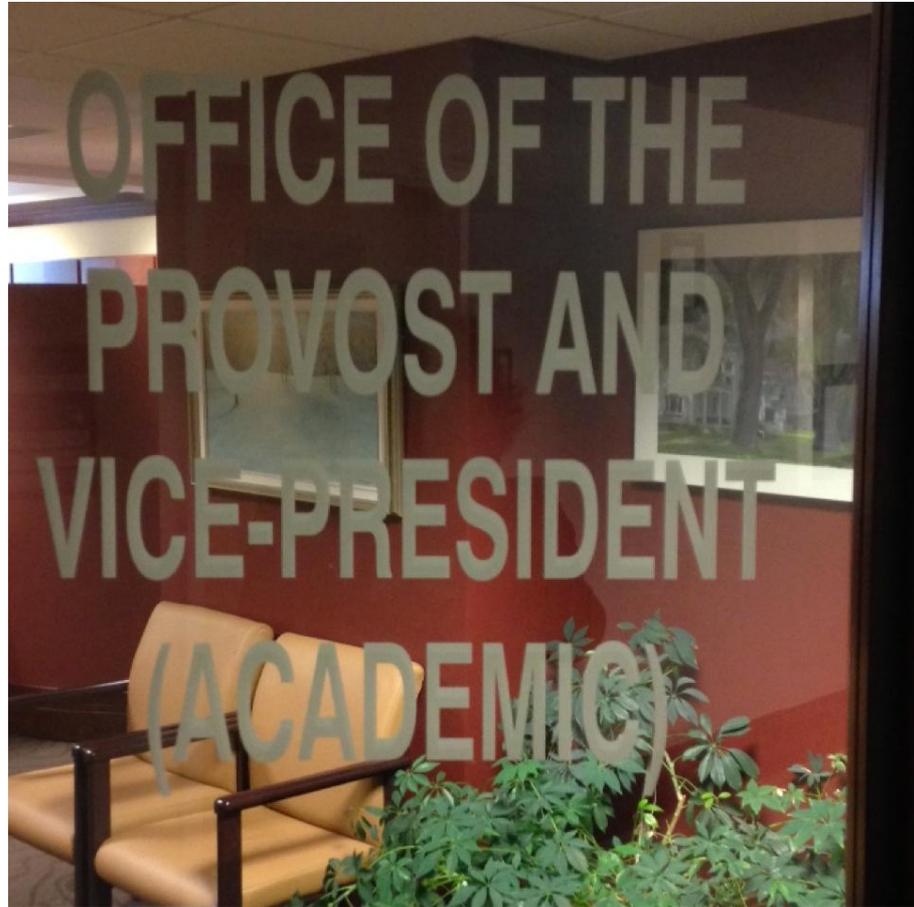
"GONE WITH THE WIND" with CLARK GABLE, VIVIEN LEIGH, LESLIE HOWARD, OLIVIA DEHAVILLAND
A SELZNICK INTERNATIONAL PICTURE DIRECTED BY VICTOR FLEMING COSTUME DESIGNER SIDNEY HOWARD EDITOR MAX STEINER
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IN SPECIALLY SELECTED THEATRES JUNE 26
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Dean of Graduate Studies







How did I get here?

- What prepared me for this senior administrative role?
- Post-secondary institutions very uneven about leadership training and succession planning
- So many 21st challenges for PSE senior administrators

Naming ...

- Important to name obstacles to change and improvement, identify them
- Only then can one move on to (trying to) overcome them

Major Challenges

- Changing demographics
- Rigid curricular and transfer credit protocols
- Technology makes content widely available
- Aging campuses
- Rising inflation, including cost of research, rising tuition
- Frustrated community stakeholders, governments, and students

Our Unsettled Age ...

- Brexit
- Rise of nationalist and populist thinking in the West
- Current White House
- Travel bans
- Walls and the hardening of borders
- Growing discrepancy between rich and poor
- Climate change

Clark Kerr, Berkeley, and UC Chancellor

- “The three purposes of the University?--To provide sex for the students, sports for the alumni, and parking for the faculty.”
- The “Multiversity”
- “The university is so many things to so many people that it must, as of necessity, be at war with itself.”

DC COMICS PRESENTS...
[channel 5]

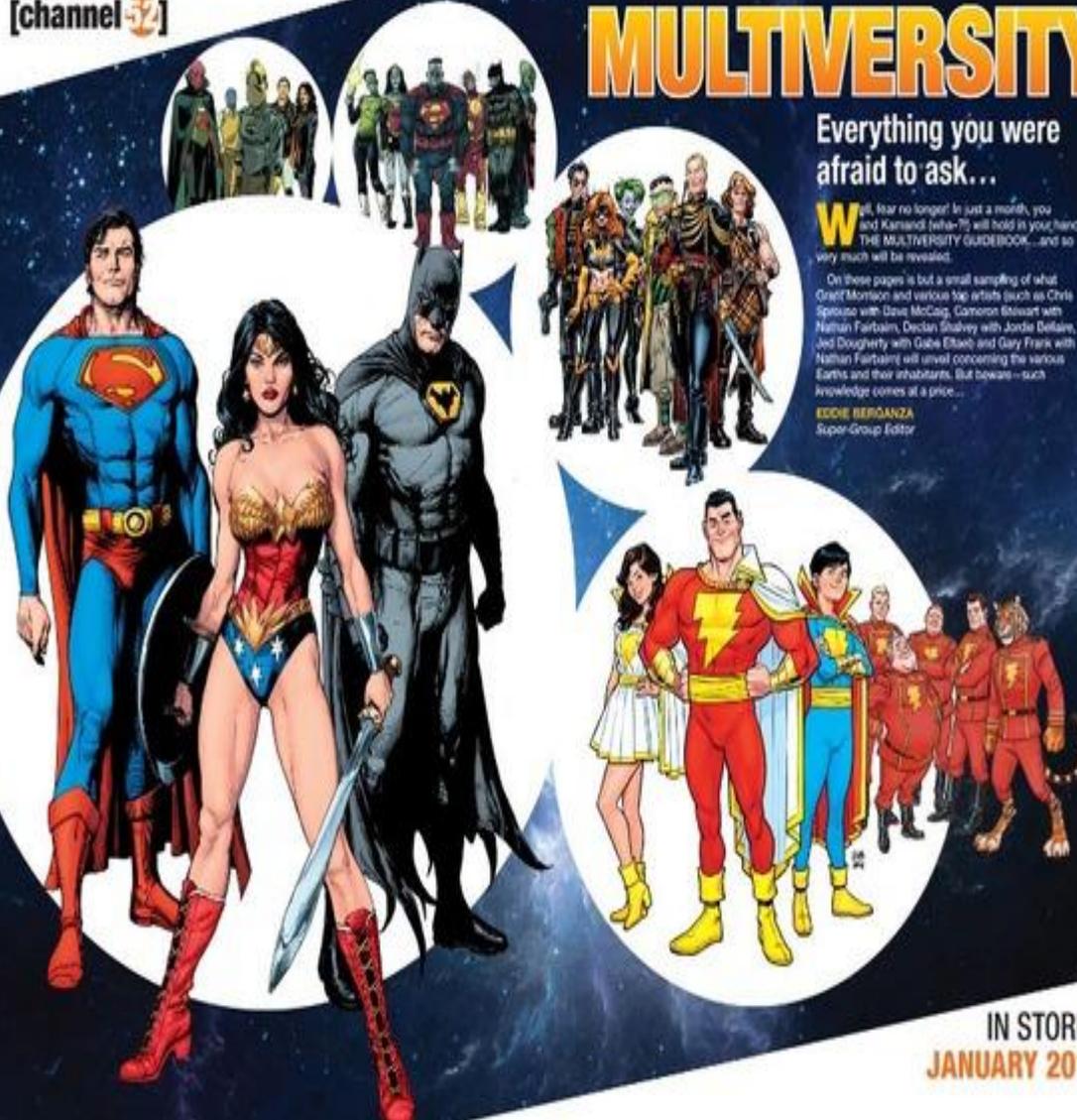
MULTIVERSITY

Everything you were
afraid to ask...

Well, fear no longer! In just a month, you and Keanu Reeves (aka-75) will hold in your hands THE MULTIVERSITY GUIDEBOOK...and so very much will be revealed.

On these pages is but a small sampling of what Grant Morrison and various top artists (such as Chris Sproule with Dave McCaig, Cameron Stewart with Nathan Fairbairn, Declan Shalvey with Jordie Bellaire, Jed Dougherty with Gabe Eltaob and Gary Frank with Nathan Fairbairn) will unveil concerning the various Earths and their inhabitants. But beware—such knowledge comes at a price...

EDDIE BERGANZA
Super-Group Editor



IN STORES
JANUARY 2015

“Hard times, hard feelings”

Thomas Chase—University of Regina

- Budgets tightening, tempers fraying
- Steady withdrawal of public funding
- Trust in collegiality eroding
- Administrators accused by students and faculty of not being transparent, of hiding funds, failing to consult, and—the lowest of all blows—being incompetent
- *Why take this job?*

The “Othering” Blame Game

- Symptomatic of trends in wider society
- Adversarial mood
- Oppositional politics
- Automatic assumption of bad faith
- Quick to criticize without awareness of complexity of issues or alternative solutions
- Social media a scourge

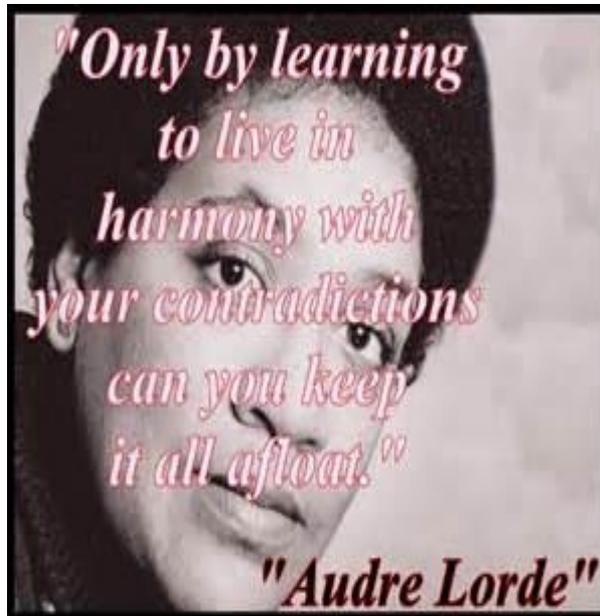


Accountability ...

- Pressure on administrators by all (opposing) forces (governing boards, faculty, staff, students, alumni, public) to be ...
- responsive, nimble, leading edge, highly ranked, revenue generating, diverse, global in outlook

Contradictions ...

- Inevitable in this context
- Living with them gracefully while sticking to principles



What You Want to Do

- You want to take risk but are pressured to be cautious
- You want to be bold and experiment but are wary of failing
- You want to speak truth to power but truth is a fragile concept right now (see “Our Unsettled Age”)

“Administrative bloat” ...?

- Commonplace of our time, aimed at senior administrators (who make too much \$\$\$)
- But university growth (in the West) a response in part to student demands for services and support: career advising, mental health, experiential learning, accommodation ...
- And in part to demand from external sources for: better financial reporting, audit and risk management ...

How I Often Feel



And ...



How to keep calm and carry on....

- Stick to good *collegial* governance . . . keep order, don't fan disorder
- Manage the bicameral model: board and administration accountable for management; faculties and senate/councils accountable for academic matters
- Be disciplined: watchdog for standards, ethics, and faculty career advancement
- And keep students first: enrich learning, discovery, potential—and include them as much as possible

The New Normal ...

- “All that is solid melts into air: the experience of modernity” (Marshall Berman, 1982, via the *Communist Manifesto*)
- Explores “relationship between a liberating social and philosophical idealism and a complex, bureaucratic materialism.”
- Adapting to flux
- Embracing change and ambiguity

Fight the Othering Habit

- Assume good will as much as possible
- Respect and show respect to all stakeholders
- Consult widely to determine what's working, what's not – listen well in order to lead well
- Understand that innovation must drive 21st century learning
- Challenge traditional disciplinary borders, ways of scheduling program delivery (smaller units? hybrid approaches?)

Multipliers ...

- “How The Best Leaders Make Everyone Smarter”
(Liz Wiseman 2010)
- Multipliers enable us to imagine a better future
- Multipliers change with and through others
- Multipliers creative value
- Multipliers are hard-edged, set high expectations, generate ideas



Another Story ...



Can't We all Just Get Along?

