
Dr. Rossitsa Yalamova

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ROSSITSA YALAMOVA is an associate professor of Finance at the University of Lethbridge in Alberta, Canada. She holds a Ph.D. in finance from Kent State University and MD from Saint Petersburg State Medical Academy, Russia. She was a visiting professor in the Facolta di Scienze Economiche, Universita della Svizzera Italiana, Lugano, Switzerland in 2009/10; in the Faculty of Business and Law, University of Canterbury, Christchurch, New Zealand in 2016. Dr. Yalamova's research interests related to Sustainability and Resilience of socio-economic systems were recently extended into the area of blockchain technology and its promise for participatory democracy in University Governance. Her previous work includes recommendations for design and regulations of academic institutions in the context of complex adaptive systems. In such complex organization a leader has to possess expertise in building resilience through co-operation and open communication. Implementation of change is a difficult process that may endanger stability of system's dynamics when the push comes from the top in a hierarchical system with central control. Complexity leader is successful in incorporating innovative ideas of members from all levels in the organization in their strategic plan. Strategic Planning theory and practices are also built-in her collaborative research with Bill McKelvey – Professor Emeritus of Strategic Organizing at UCLA.

Expertise in complex networks structure and dynamics facilitates Dr. Yalamova's quest for internationalization of higher education utilizing her cultural awareness towards transformation of society through cultural diplomacy.

UNIVERSITY GOVERNANCE IN THE AGE OF BLOCK CHAIN TECHNOLOGY

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ABSTRACT

1) What are the institutional characteristics that attract highly qualified staff and students, encourage academic excellence and free enquiry, alongside with social and economic responsibilities?

- Inspire and support student potential
 - Develop and Implement Student Retention Strategies
 - Ensure the Health, Safety, and Security of Students
 - Maintain/update Internationalization Strategy
- Promote access to quality, affordable post-secondary education
 - Evolve Student Recruitment Strategies
 - Quality Programming and Financial Support for Students
- Build internal community and enhance relationships with external communities
 - Continue to build a healthy, supportive, and collaborative environment and culture that promotes students, faculty, staff, and alumni success and satisfaction
 - Strengthen links to regional centres of excellence in research and development
- Enhance the sustainability of the university
 - Economic Sustainability
 - Social Sustainability
 - Environmental Sustainability

2) What are the main autonomy-related factors that have affected these settings and institutional characteristics?

Centralization, formalization, standardization, legitimization and flexibility in the organizational design allow for enhanced autonomy through reforms of the internal governance structure. Interactions between the academic staff and the executive structure may experience various degrees of tension. The level of tension should be monitored and adjusted to maintain positive collegial atmosphere, stimulate creativity and high productivity.

The answer to the above questions shapes the dynamic framework of the leadership opportunities, it is competition for resources (funding, attention,

dominance, space, legitimacy, people, ideas, etc.) that provides the adaptive tension and drives the system forward.

Expertise in Complex Adaptive Systems structure and dynamics enables me to provide analysis and strategic direction for academic, economic and cultural leadership. I am going to develop a decentralized model of governance based on the principles participatory decision making, transparency and smart contract based on my expertise in block chain technology.

Strategic change is one of the big challenges for a leader. Change is difficult to implement, moreover strategic change pays off in the long run. It is hard to motivate people when they do not see immediate positive results. Undertaking the challenge of sustainability I have proven that I am committed to maintain and improve my organization for the long run. I understand complex systems dynamics and the interrelated parts impact on the integrity of the system. I know what it takes to position an organization for a success in the long run. I have been working on strategic planning committees, I've been involved in the process of creating organizational roadmap, mission and vision. Outside of my work I am a member of the Canadian Association for the Club of Rome, where I presented my work Multilevel Governance in a Complex Socio-Economic System.

I worked and studied in many different countries, I develop good cultural awareness, respect and ability to adapt. I consider diversity as a primary source of value for any organization, increasing organizational learning, creativity and resilience. I suppose my strengths are rooted in my vast knowledge, experience, analytical skills, political acumen and eagerness to extend my research horizons, forging connections across disciplines enabling talented people to reach their full potential. I will continue promoting and explaining complexity aspects of organizational development in order to overcome resistance to change.
