

# The challenge of academic management

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- *“The task of the college president, reduced to its essential, is to define the mission, develop meaningful goals, recruit the talent, build the consensus, create the climate and provide the resources. All else is peripheral”.*

*Frank H.T. Rhodes (Cornell), “The creation of the future”*

# Define the mission

- *Choose the profile*
- *Stick to the profile*
- *Put emphasis on quality without compromises*
- *Create a culture in which ambitions flourish*

# Develop meaningful goals

- *Keep education and research closely connected*
- *Internationalize both faculty and student population*
- *Combine internationalization with regional strength*
- *Let interdisciplinary research link the university to society, but allow only the best to be engaged in it*

# Recruit the talent

- *Scouting in stead of announcing vacancies*
- *Hire through international job-market*
- *Adopt the tenure track system*
- *Do not hire your own PhD's*

# Build the consensus

- *Academic freedom and compliance with institutional policy go hand in hand*
- *Common understanding about quality is crucial*
- *Involve the best professors in the hiring process (meliores optant similes)*

# Create the climate

- *Provide schools with proper deans (and dismiss them when they turn out to be incapable)*
- *Award (realistic) ambitions*
- *Stimulate cooperation of the best professors*

# Provide the resources

- *Create incentives for quality*
- *Provide schools with decent autonomy*
- *Avoid unnecessary bureaucracy*
- *Celebrate successes*

# All else is peripheral

- *How long should a university leader stay in office?*
- *Academic leadership should not (always) be an end of the career job*

# To conclude

- *Effective presidential leadership means not only framing the agenda, but also driving it to conclusions.*
- *It means being accountable but also being bold.*
- *It means building support but retaining a degree of independence.*
- *Perhaps there was never a time when the opportunities for presidential leadership were so extraordinary or the consequences of presidential failure were so great”*

*Frank H.T. Rhodes The creation of the future*