



Managing Change in Higher Education: Learning from Practical Experience – an Active Learning Workshop for Senior Managers

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Purpose of the Course:

Change is endemic to higher education. New knowledge changes the undergraduate curriculum; new social needs change priorities for professional development and the balance between subjects; new technologies change the processes of teaching and learning; new communications systems internationalize research communities. All these trends are world wide. So is the reduction in resources available as student numbers expand faster than national economies, and other social issues are seen as more important. In Central and Eastern Europe and the former Soviet Union, other changes are experienced, particularly in the political and cultural fields. Most countries in the region have reviewed higher education in the past five years, especially its relationship with the state and its contribution to regional economic development. New Higher Education Acts have been passed.

In the middle of all this are leaders in universities, colleges and institutes. Some of them have managed extensive change. This course brings them together to help them continue to do so, to learn from one another's successes and mistakes, and to develop guidance for others in the region on leading change, based on an analysis of concrete practical experiences.

Course Description:

This workshop covers four days. It will be organized around case studies prepared by the participants. The case studies will analyze the changes they have been involved in as leaders and managers in higher education. Participants, typically, will be heads of departments, university secretaries, deans, pro-rectors, heads of major service units (library, computing), or senior administrators responsible for students, buildings, finance, etc.

A common framework for the case studies has been developed dealing with:

- ▲ the pressures to change
- ▲ the process of change
- ▲ the problems met
- ▲ evaluating the outcome
- ▲ next steps to embed and sustain the change

Applicants are asked to provide an outline of their study. This will be an important item in the selection process (see *Special Course Application Requirements*).

Participants will work in small groups for much of the course, giving extensive examination to the case studies. The case studies will be paired and all participants will have the chance to consider most of those submitted.

A plenary session to set the general socio-political context of change will start the workshop. There will be a mid-way review, drawing out key characteristics of the studies and relating them to models of change developed in the fields of policy studies, management and education. The final half day will be spent synthesizing lessons learned, developing guidelines for wide dissemination to others in the region, and preparing individual action plans for further work at home institutions, helped by a partner from among the other participants. The case studies and a commentary will be published. ►

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Special Course Application Requirements:

Prior to the course, participants are required to develop an analytical case study of a significant change or innovation with which they have been involved. This could deal with, e.g. restructuring an institution, a merger, a new basis for resource allocation, changes in course design, the use of new approaches to teaching, change in student admissions policy, introduction of quality assurance. The final case study will be between 3,000 and 5,000 words. An outline of the final study must accompany the initial application. The applicant should identify the nature of the change and its location, what prompted the change, and what were the pressures to change. It should describe briefly the process of change, and the problems met and overcome. Finally, it should identify the outcome of the process, an evaluation, and a proposal for the next phase.

Course Dates:

July 17-20, 1996

Application Deadline:

April 1, 1996