



Leadership (and) Governance in Indonesian University

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DIES International Deans ' Course South-East Asia 2020/2021, Part I June
13 – 26, 2020 ONLINE
June 17, 2020



Deutscher Akademischer Austauschdienst
German Academic Exchange Service



HRK German Rectors' Conference
The Voice of the Universities



Managing University

University is a **complex and unique organization** (a scholar community, with creative people, a creative organization), and to manage it requires **knowledge** (including the *nuance and values of academic life*), **competencies and skills**.

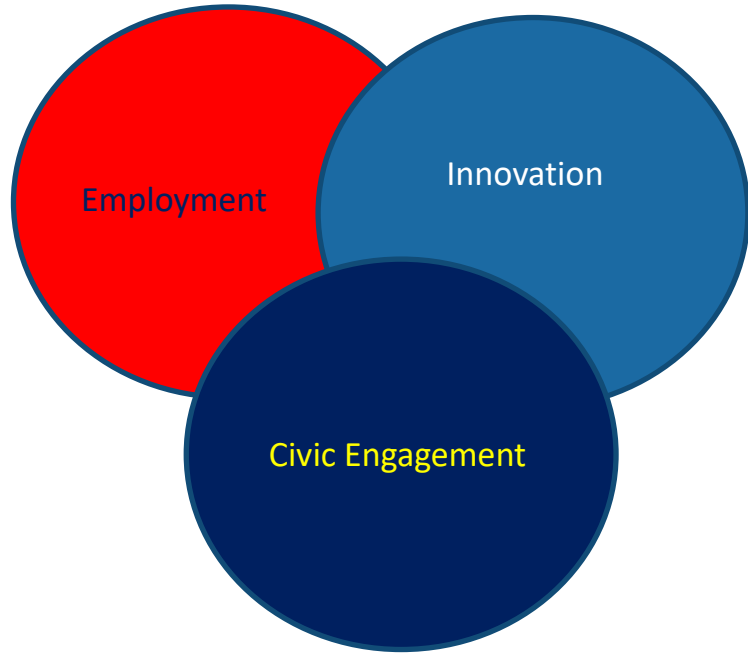


And most importantly has the **LEADERSHIP**

(e.g. inspire and manage the academic community) [Albach, 2010, Fremerey, 2012]

“many deans have learned hard lesson about trying to manage highly independent-minded faculty and researchers” (Florida, 2002)

The (competing) goals of higher Education; mission differentiation



| Stakeholders | Students & Parents (undergraduate) | Public Sector | Private Sector |
|---------------|--------------------------------------|--|------------------------------------|
| Goals | Employment | Source of well-trained labor force | Source of well trained labor force |
| | Avenue to explore academic interests | Source of research and innovation | Source of research and innovation |
| | Path to adulthood | Training of enlightened and responsible citizens | |
| | Independence | Positive regional and economic impact | |
| 2020 | | Foster commitment to common good and social cohesion | |
| The Economist | INTELLIGENCE UNIT | | 3 |

The University Governance

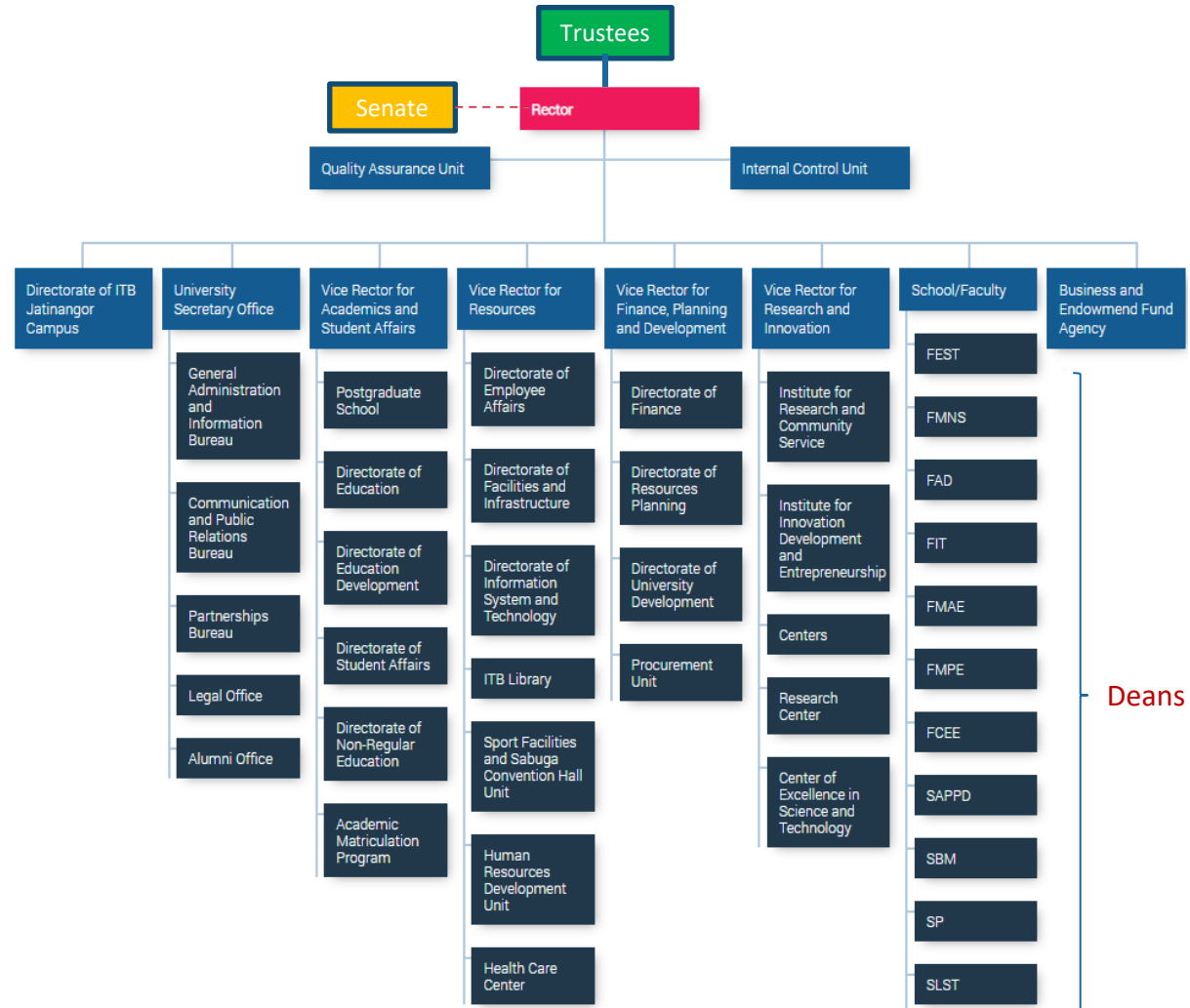
-Role and function organ of governance

-Who has the “power” in the decision making process (academic leader, faculty/professor, other?)

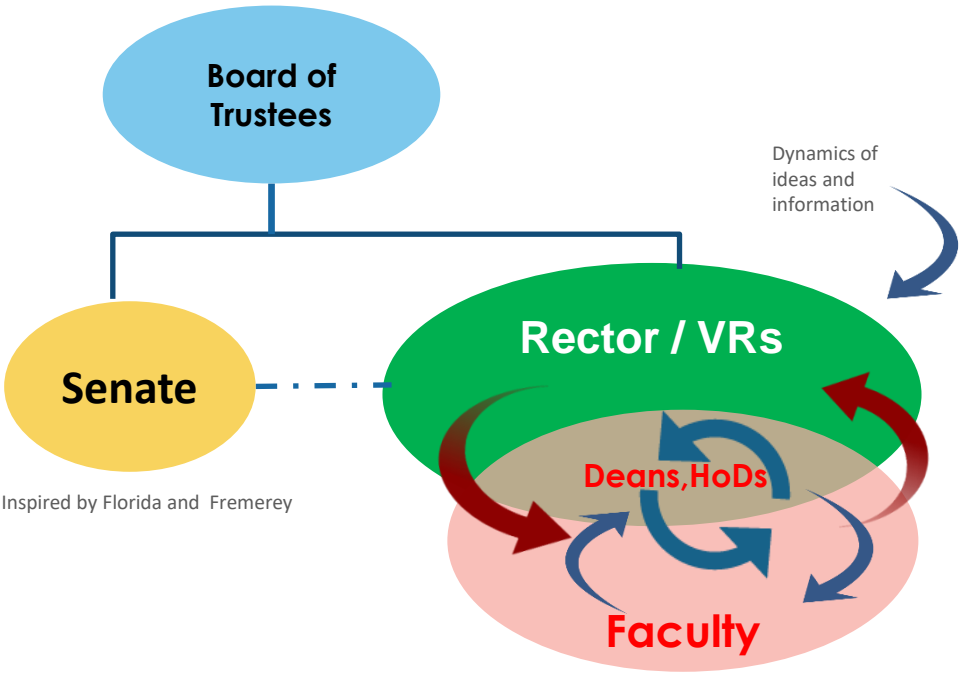
-How the vision and goals are implemented in the management system

-How governance and management can work together

Deans



Good governance in an autonomous university



Inspired by Florida and Fremerey

-**BoT**: General university policies, collective decision making

-**Senate**: Academic policies, collective decision making

-**Rector**: Lead the management and administration of university

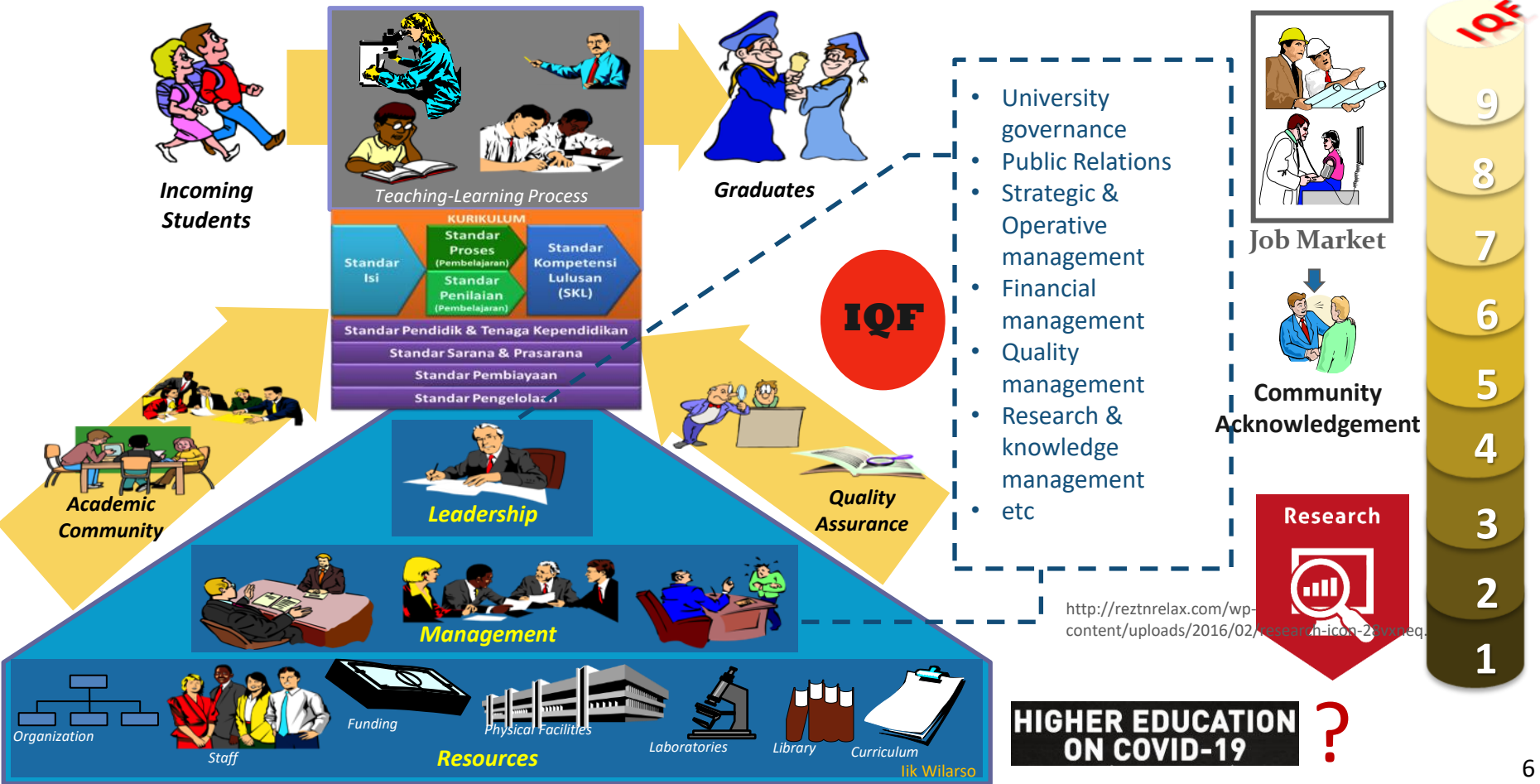
Shared/collegial Governance: decision-making responsibility is shared among those affected by the decision

Role of academic leaders, faculty/Professors (the most important operative capital).

Students: could have some effects on policy: through formal/informal ways

Good governance : To ensure that governance at all levels works well [Board of Trustee], Senate, Rector → Deans → Head of Depts. → Departmental meetings → staff → students
Problems: domination of a powerful president/senate

Complexity : leading and managing an academic institution



Issues and challenges in HEI leadership

Typically come to their position (Gmelch 1999)

- Without leadership training,
- Without enough prior executive experience ,
- Without clear understanding of the ambiguity and complexity of their roles,
- Without recognition of the metamorphic changes that occur as one transforms from an **academic to academic leader**.

Reality of a new academic leader

At the beginning:

The newly appointed academic leader is brimming with enthusiasm and excitement, driven by a profound desire to bring about meaningful change. With a sense of empowerment, they aspire to rectify any existing issues within the faculty, fueled by a strong conviction to positively impact the world.

Facing the reality:

Tight schedule, limited funds, limited facilities, unproductive faculty, non conducive work atmosphere, resistance from staff and students and many other problems

Some management and leadership problems/experience



- Does not really know the difference between **leadership** and **management** [both are needed for organizational effectiveness]-> the role of an academic leader (e.g. what are the priorities)
- Planning but poor execution
- Need encouragement to be more proactive (incl. to grasp new opportunities)
- Encourage to make decision, how to use the discretionary power/roles

As a creative and collegial institution, the university is characterized by individual freedom. Change and improvement will occur if enough individuals follow suit

to look at
every part: be
afternoon browsing
a room browsing
parts of a book, article
ad them: dip into
book, I've just dipp
graphs when
turn

Responding to student protests



Influence of students on academic affairs:
formal and informal ways

Leaders have to learn how to
negotiate/engage, keep the communication
open.



Image: shutterstock.com

Thank **You**



*“The greatest leader is not necessarily the one who does the greatest things, he is the one that gets the people to do greatest things”
(Ronald Reagan)*