

CHALLENGES AND CAPACITY BUILDING FOR ACADEMIC LEADERSHIP

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- The need for a strategic plan – an exemple
- Building a composite portray of today's academic leaders

2

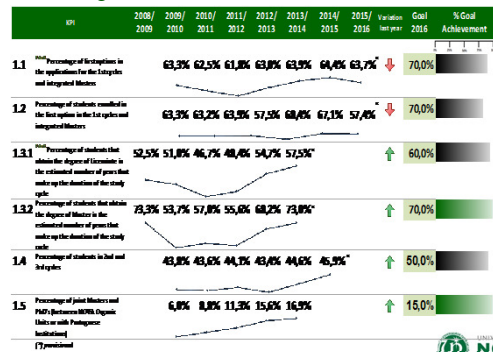
The strategic plan of NOVA – managerial issues

36 indicators distributed by 7 areas:

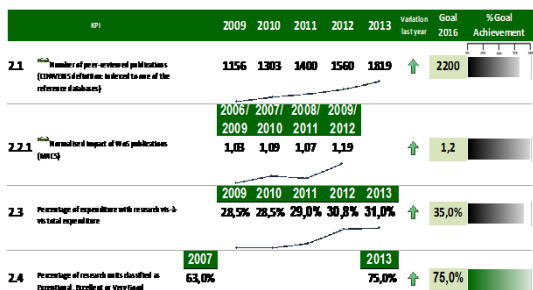
- Teaching (6)
- Research (4)
- Innovation and Creation of Economic and Social Value (6)
- Internationalization (8)
- Human Resources (4)
- Financial Resources (2)
- Social Services (5)



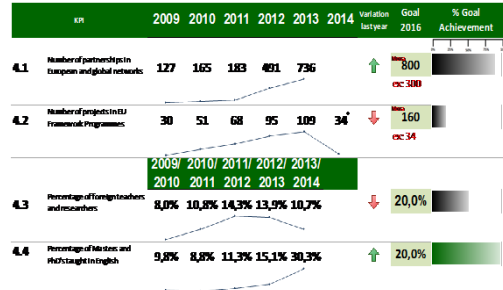
Teaching



Research



Internationalization



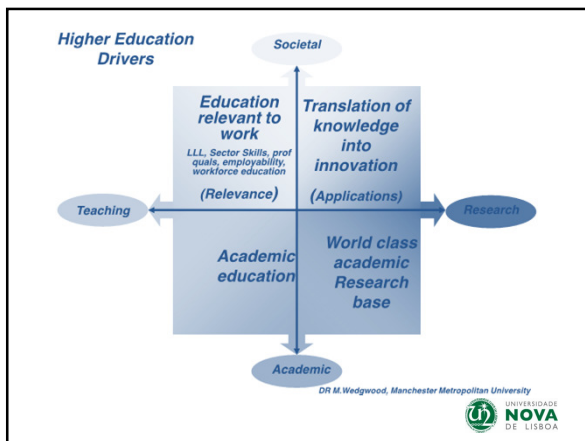
(*) provisório



KPI	2009	2010	2011	2012	2013	2014	Variation last year	Goal 2016	% Goal Achievement
4.5.1 Percentage of students enrolled in international mobility programmes (incoming)	3,0%	3,3%	3,6%	5,3%	5,4%		↑	4,0%	
4.5.2 Percentage of students enrolled in international mobility programmes (outgoing)	2,1%	2,4%	2,5%	3,6%	3,6%		→	3,0%	
4.6 ²⁰⁰⁹ Percentage of joint Masters and PhD's with international institutions	4,0%	3,8%	3,6%	4,3%	4,6%		↑	10,0%	
4.7 Number of public projects funded by European/International agencies (excluding the 7th FP) (*) previous	26	40	53	60	45		↓	60 ex: 29	

Managing the strategic plan

- Transparency
- Internal competition
- Incentives
- Accountability
- Benchmarking



The University and the Public Good – a dilemma?

"We treat our opportunities to do **research** not as public trust but as reward for success."

"Rewards for research are deeply tied up with the production of academic hierarchy and the relative standing of institution."

BUT

"Public support for universities is based on the effort to **educate** citizens in general, to share knowledge, to distribute it as widely as possible in accord with publically articulated purposes."

Craig Calhoun (2006)

The University and the Knowledge Society

"The University is the institution in society most capable of linking requirements of industry, technology and market forces with demands of citizenship. Given the enormous dependence of these forces on university based experts the university is in fact in a position of strength not weakness."

"The great significance of the university is that it can be the most important site of connectivity in the Knowledge Society... (and)... a key institution for formation of cultural and technology citizenship... (and)...for reviving the decline of the public sphere."

Gerad Delanty (2002)



A composite portray of today's university leader

A political and academic leader ...
... managing a complex community
... fostering the development of the institution
... responsible for financial sustainability

University Leaders Perspectives, EUA, 2015

