Leadership and Academic Management

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Overview

A. Nature of Change and Institutions
B. Strategic Planning
C. Case Study
D. Resource Development/ Allocation
E. Reforming Institutions and Policy Change

A. Nature of Change and Institutions

- Institutions are habits of thought, ways of doing things. For example:
  - Family
  - Education
  - War
  - Central Bank
  - Schools of Public Health

Nature of Change

- Change as Endogenous/Exogenous
- Conflict/Special definition
- Results of Conflict
- Russia
- Bush
- Business Cycle

Change and Leadership

- Responsibilities of leaders:
  - Manage change
  - Policy development
  - Policy implementation
  - Strategic Plan
  - Accomplish goals in a rapidly changing environment

B. Strategic Planning: The Conceptual Framework

- Role of leadership
- Mission
- Goals
- Objectives - quantitative
- Planning
- Allocation of resources
- Constraints

Strategic Plan

I. Mission

II. Comparative Advantage

III. Goal Specification

IV. Constraints

V. Operational Plan

Determination of Mission

- Comparative Advantage
- Opportunity Cost
- Evaluation of Rivals
- Evaluation of External Environment
- Financial Feasibility

Mission Statement

- Determined in large part by comparative advantage
- Comparative Advantage is found by asking:
  - *How is the organization unique?*
  - *How is the organization different?*

Example: Tulane University

Problems in 1980:

- Weak Students
- Weak Faculty
- Low Level of Research
- Poor Physical Facilities

Example: Tulane University

- Poor Morale
- Poor Library
- No Technology
- Small Endowment
- 25 Years of Deficits

Tulane University Mission Statement

- Only
- Highly Selective
- Research University
- Gulf South of United States (USA)

Goals

- Programmatic
- Financial
- Performance Measures
- Feedback Mechanisms

Goal Specification

- Largest Problem
- Number of Goals
- Stay with Goals
- Ancillary Goals
- Goals of Different Power Groups
- Measurement of Goals

Goal Specification Example

Problem Example: Development Banks

- Maximize Output
- Reduce Unemployment
- Reduce Under-employment
- Reduce Inflation
- Reduce Poverty
- Revitalize Urban Areas
- Revitalize Rural Areas
- Redistribute Income

Tulane University Goals

- Better Students
- Better Faculty
- Increase Research
- Increase Financial Strength

Goal Measurement

- Improved Standardized Test Scores for Incoming Students
- Faculty Salaries
- Dollar Volume of Research
- Financial Net Worth
- $ Value of Endowment

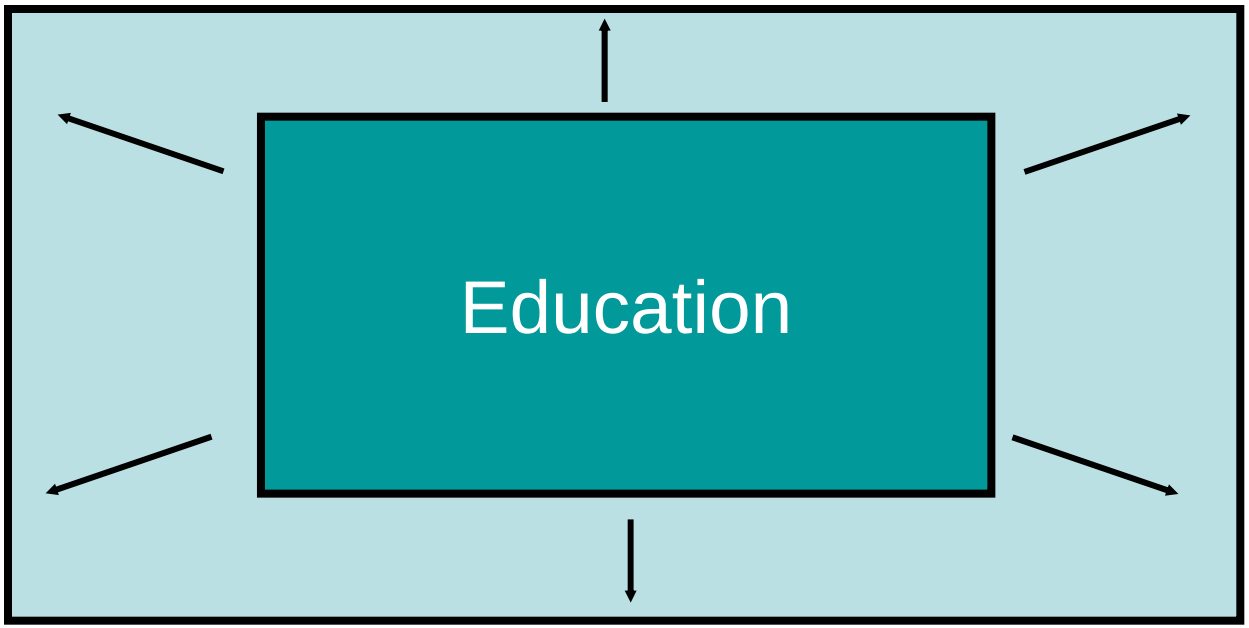
Constraints

- Importance
- Examples
- Policy space
  - Personal/Policy elite
  - Societal pressures/Interests
  - Historical conditions/Cultural factors
  - Economic conditions
  - Administrative capacity
- Dynamic process
- Role of Leadership

Constraints

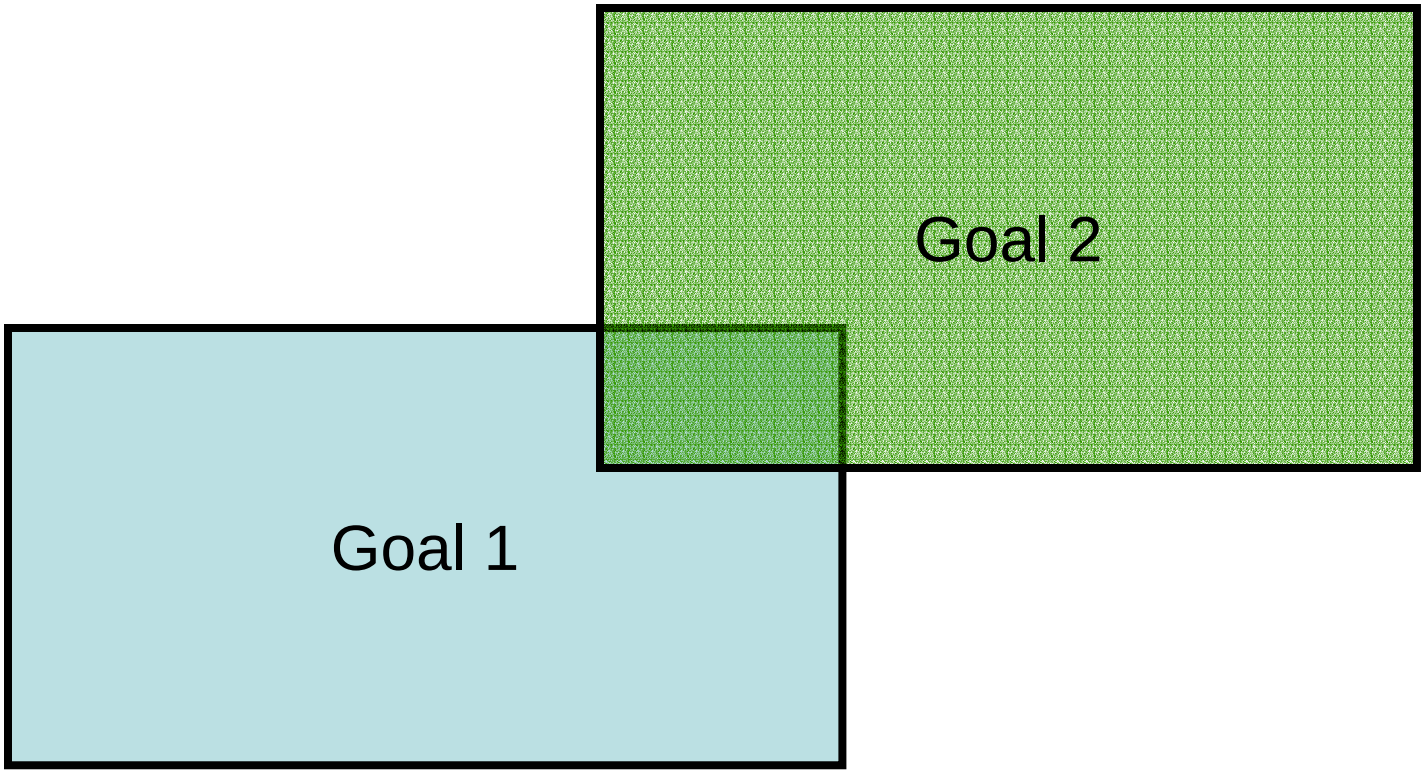
Policy Space

Constraints



Goals – Constraints

Different Goals = Different Constraints



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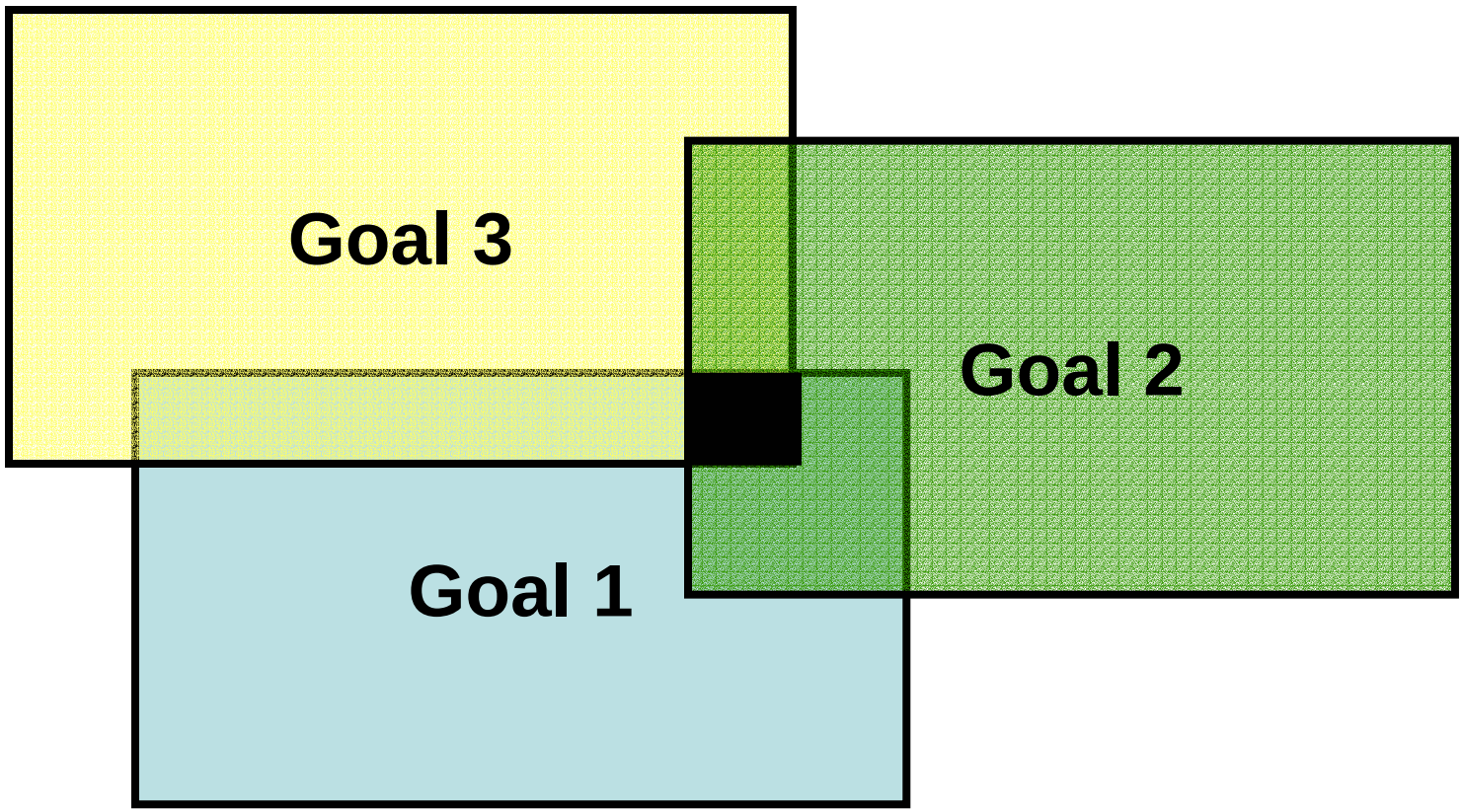

C. Case Study

TULANE UNIVERSITY
1981-1995

Entrance to Gibson Hall

Tulane University Mission Statement

- Only
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Tulane University Goals

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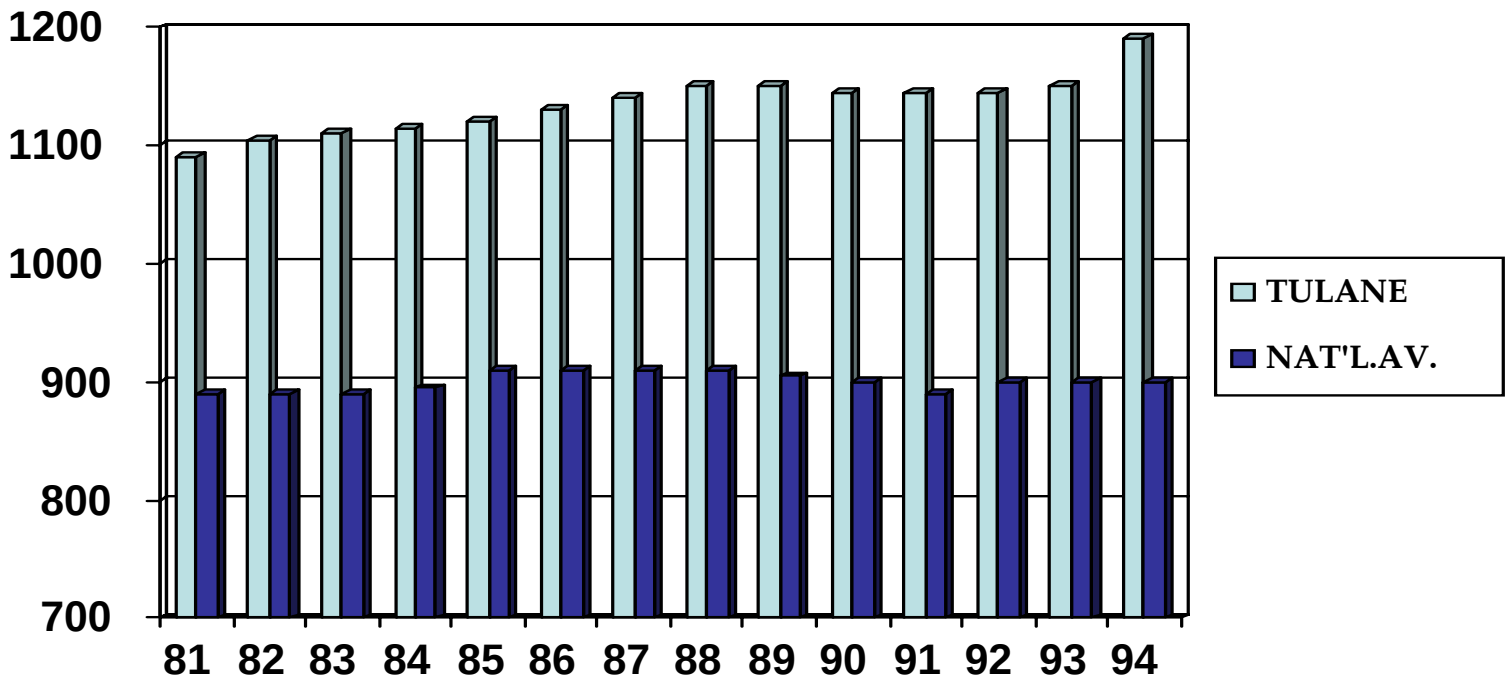
Student Selectivity

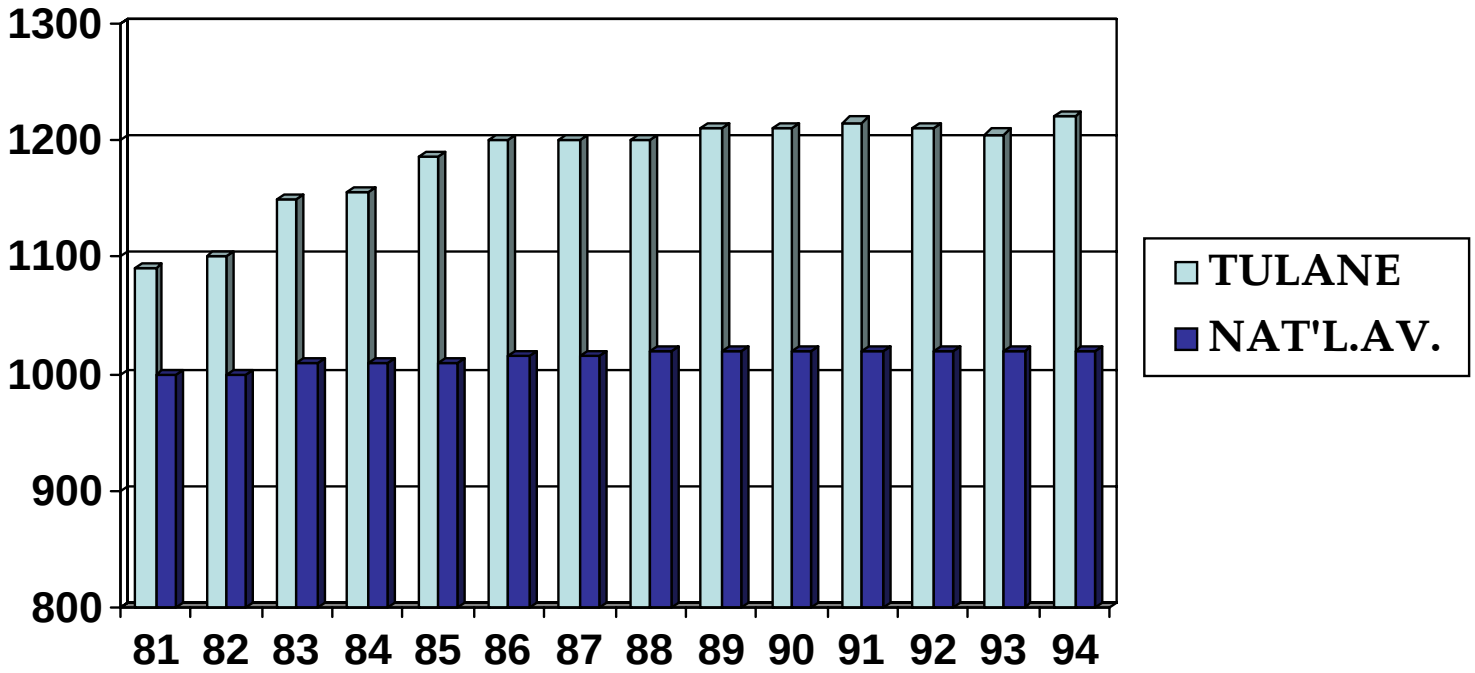
SAT SCORES

ENTERING FRESHMAN



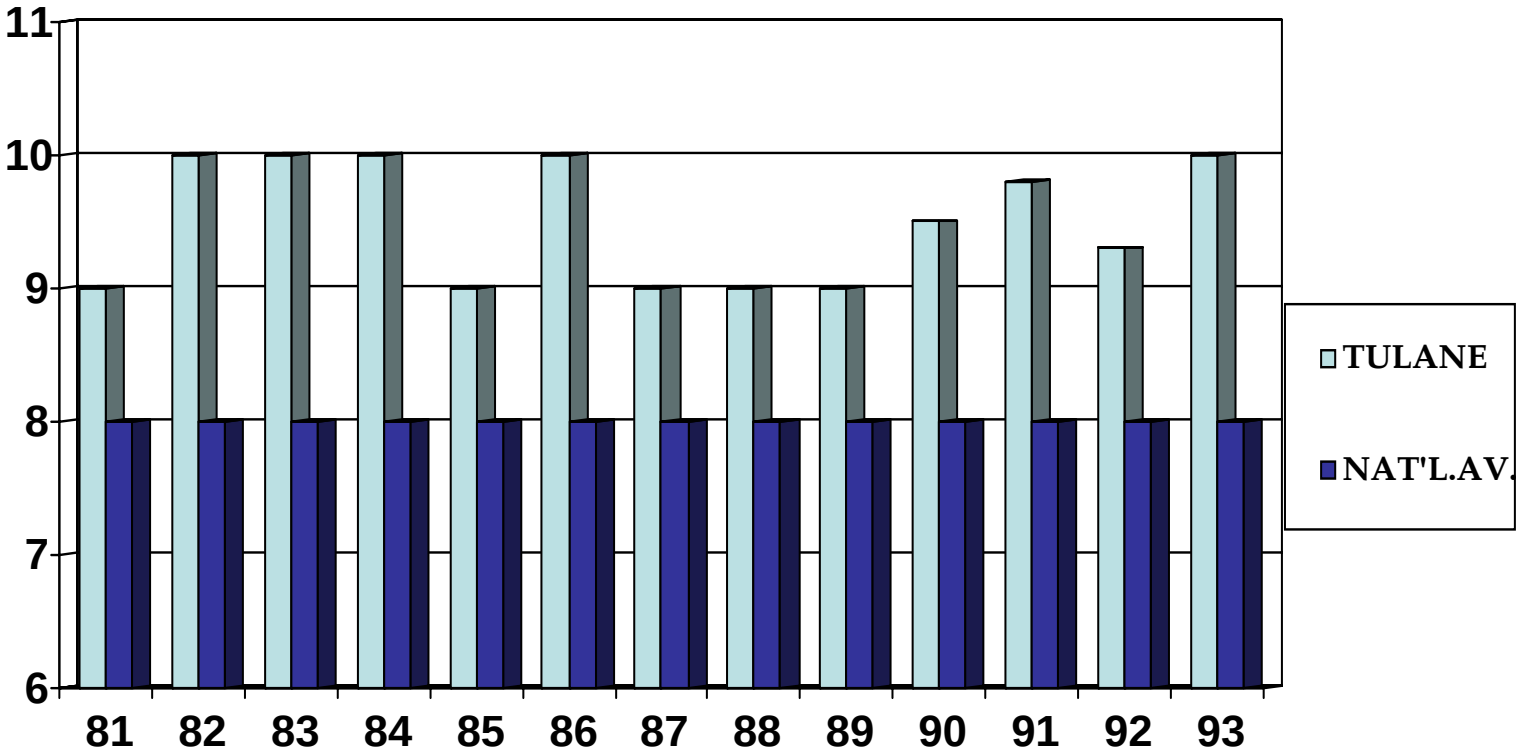
GRE SCORES

ENTERING GRADUATE STUDENTS



MCAT SCORES

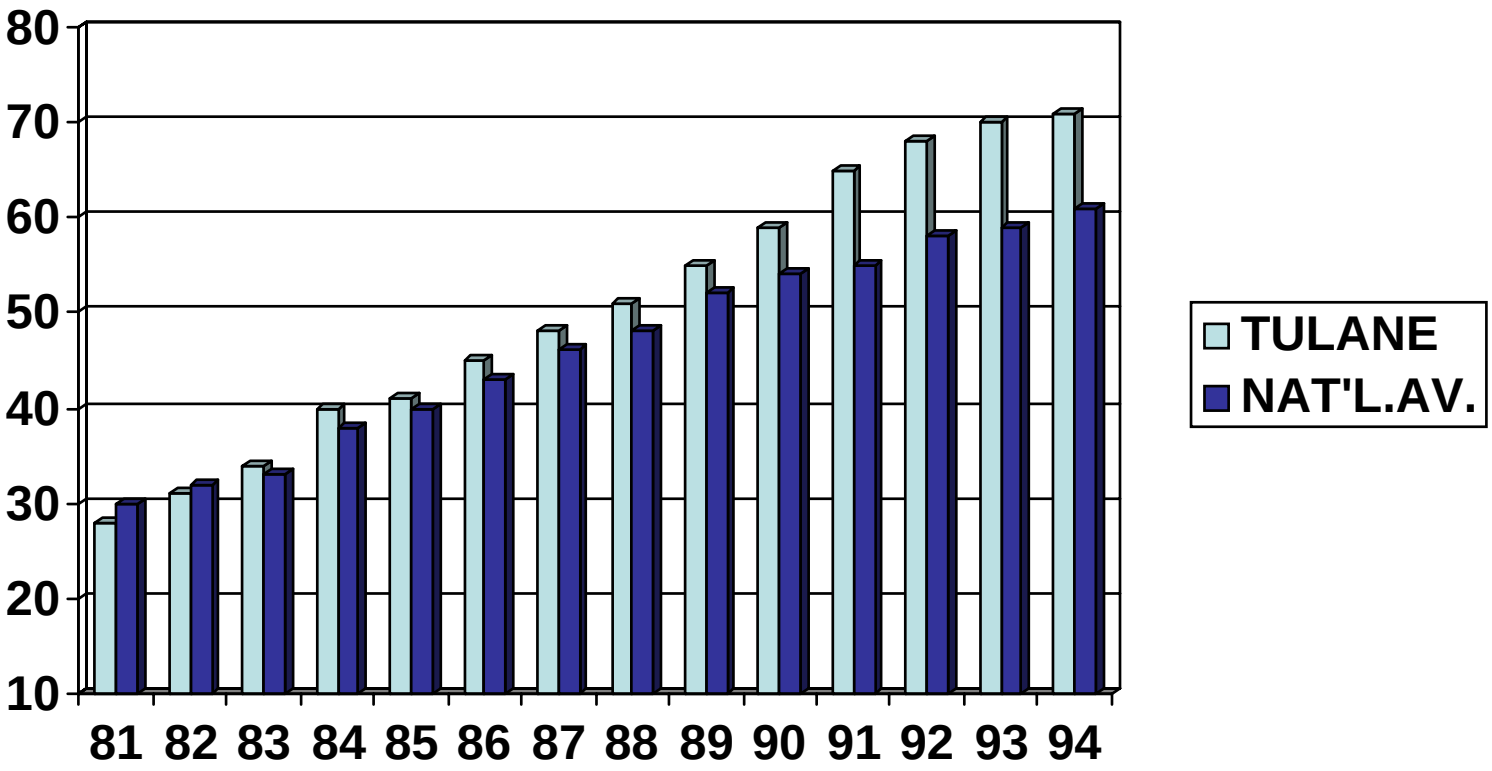
ENTERING MEDICAL STUDENTS



Faculty Resources

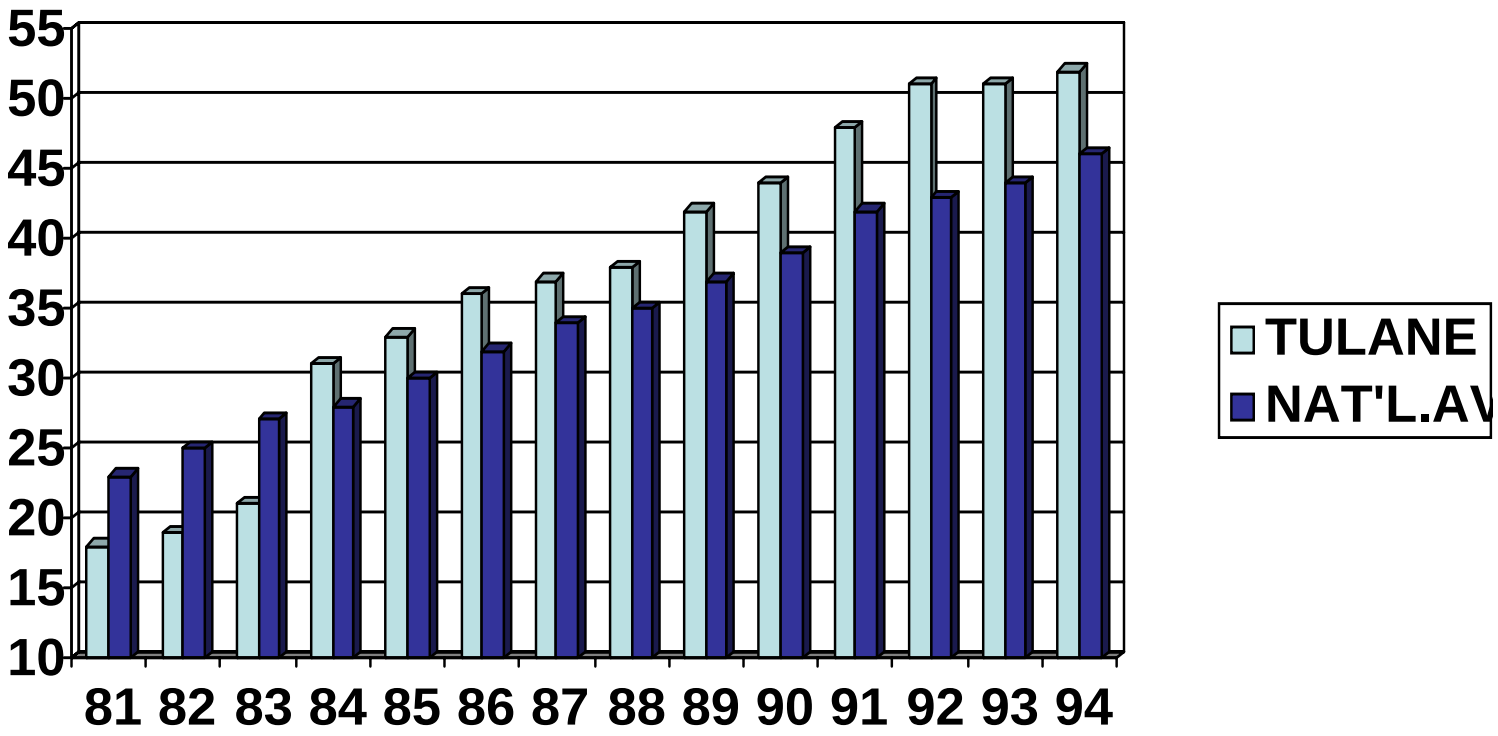
FACULTY SALARIES

FULL PROFESSOR (in 1000s)



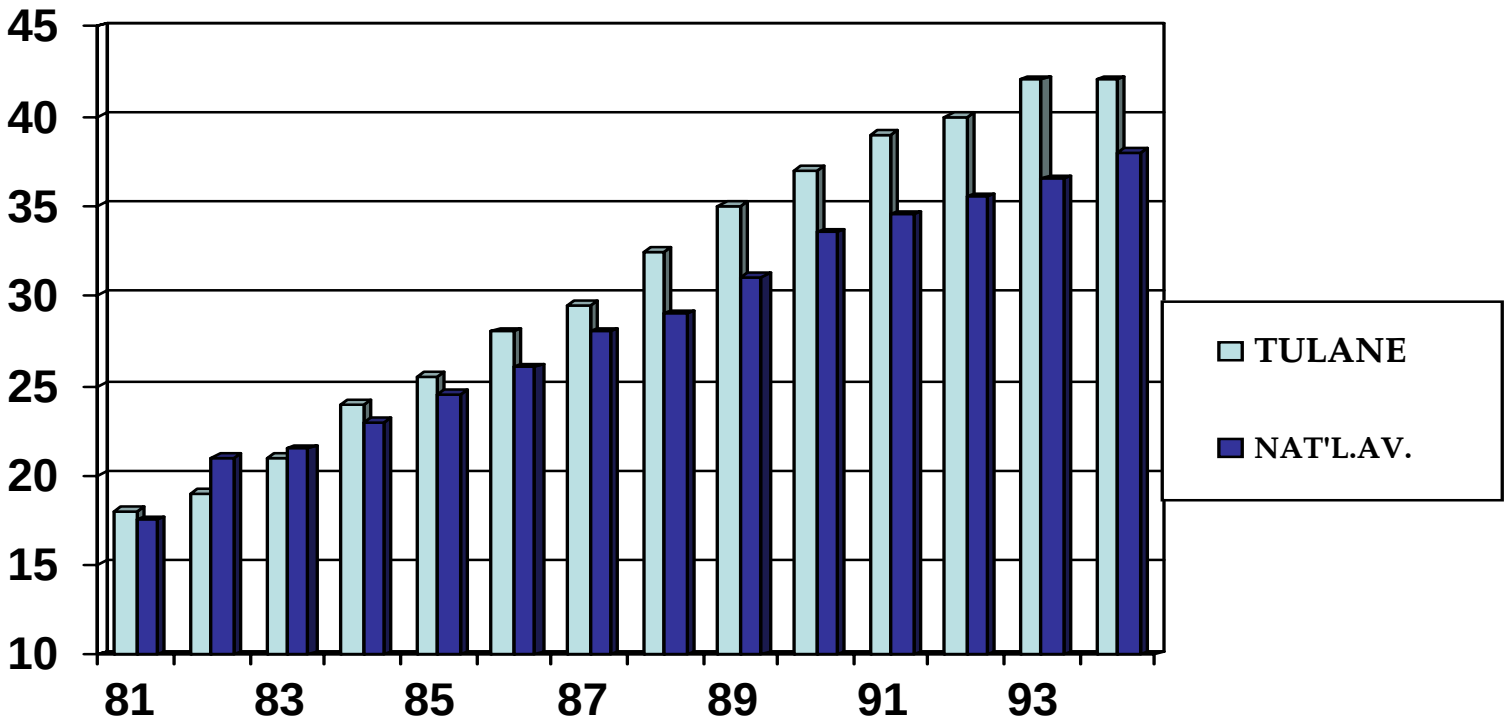
Faculty Salaries

ASSOCIATE PROFESSOR (in 1000s)



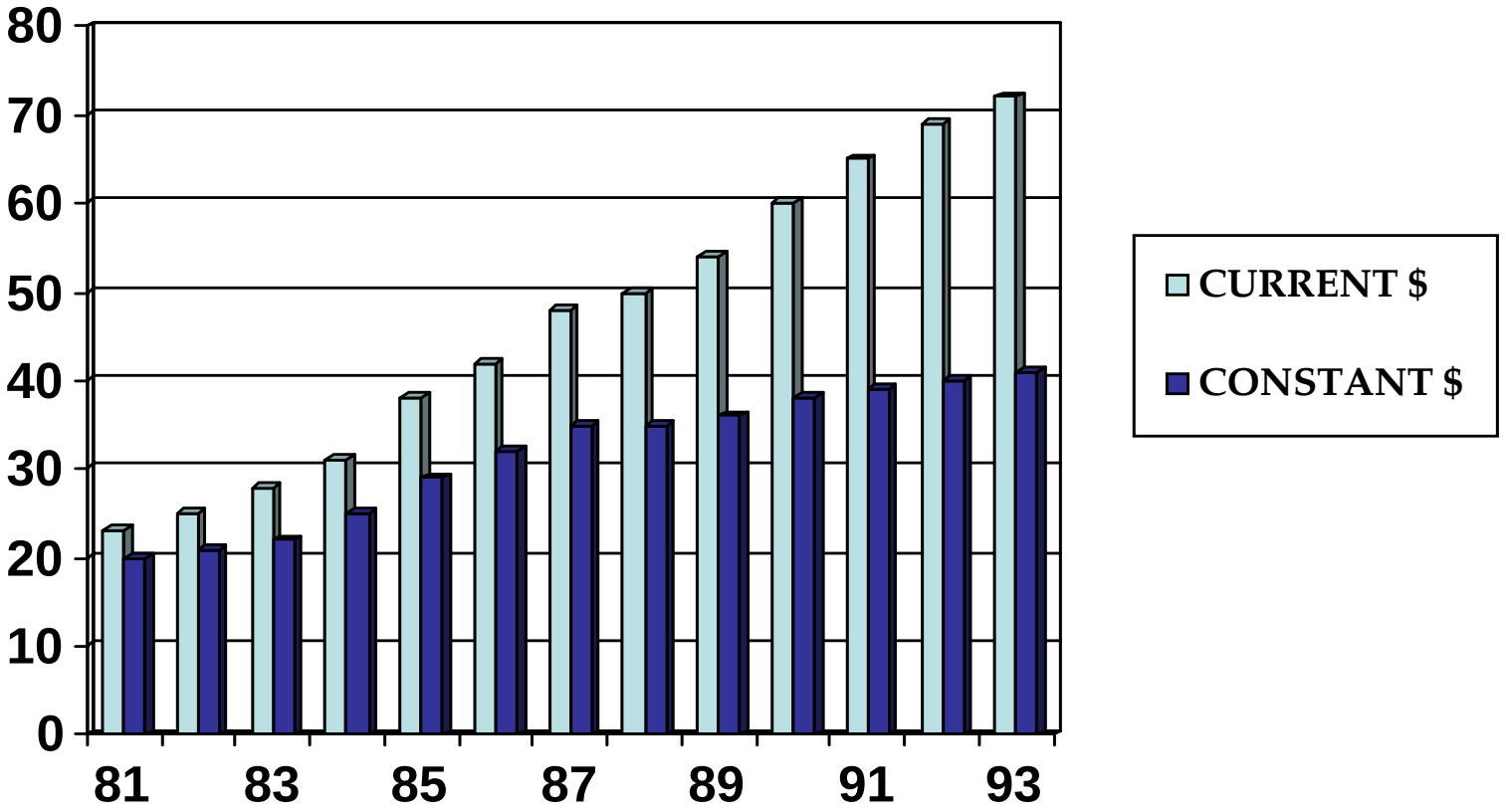
Faculty Salaries

ASSISTANT PROFESSOR (in 1000s)



Research

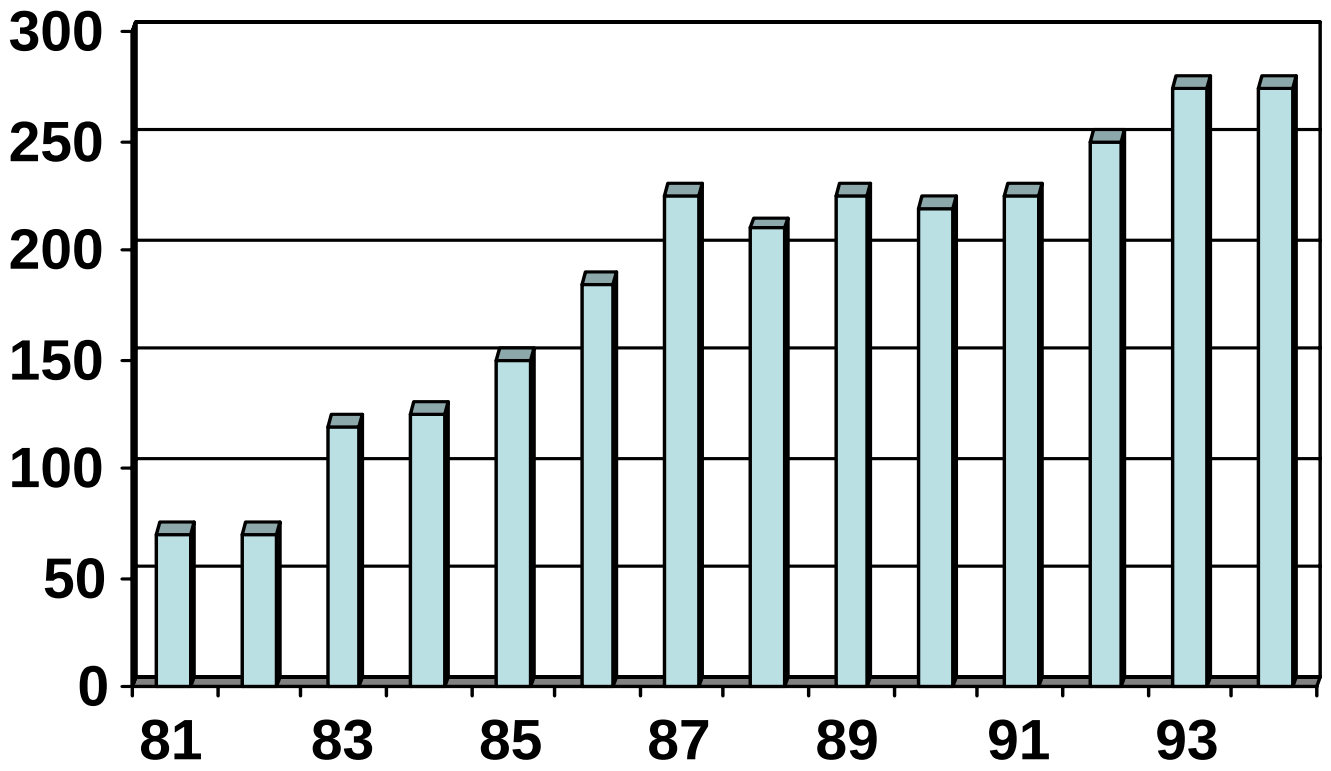
Sponsored Research
(in Millions USD)



Financial Success

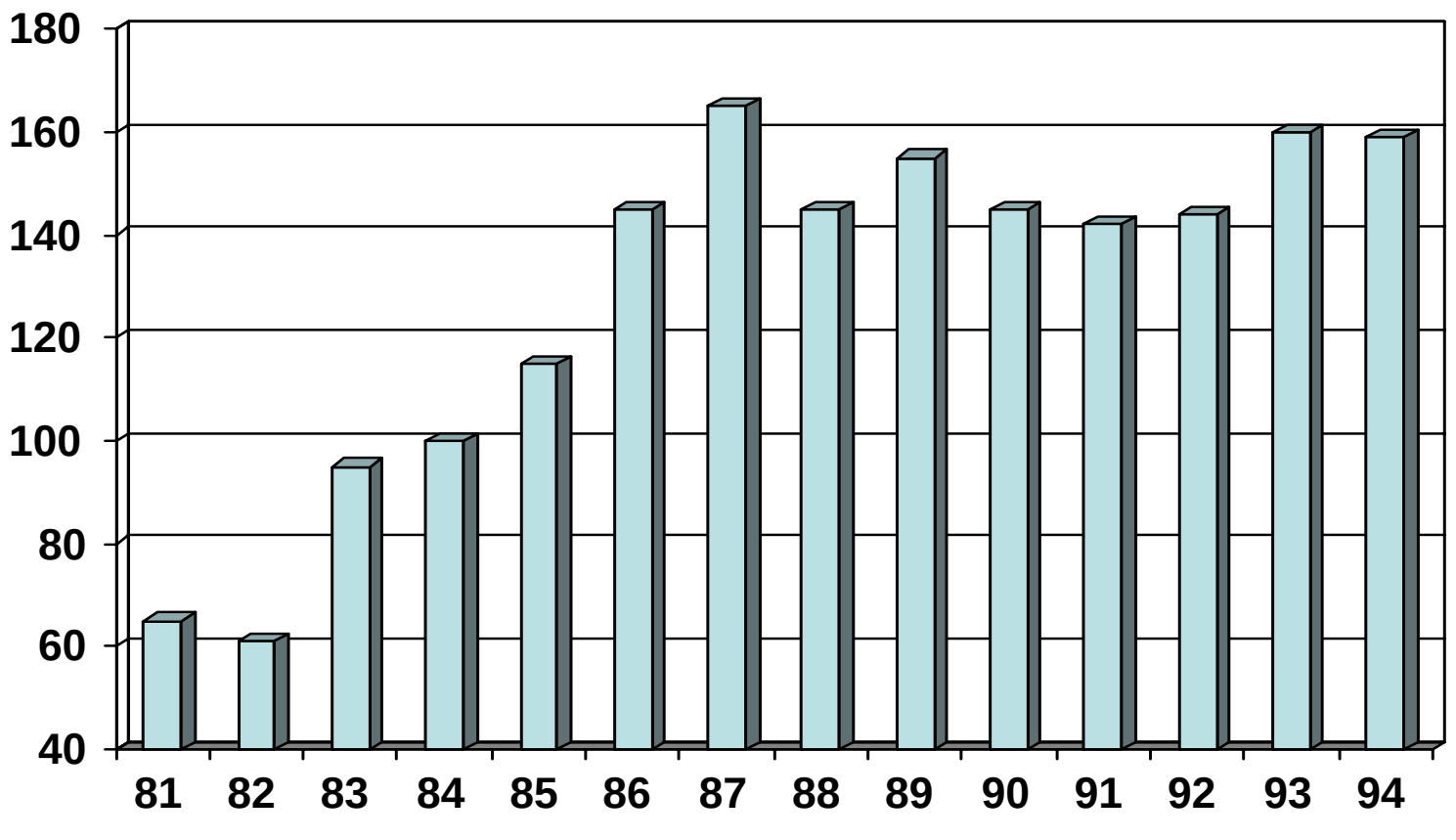
Total Endowment

(IN MILLIONS, MARKET VALUE, CURRENT DOLLARS)

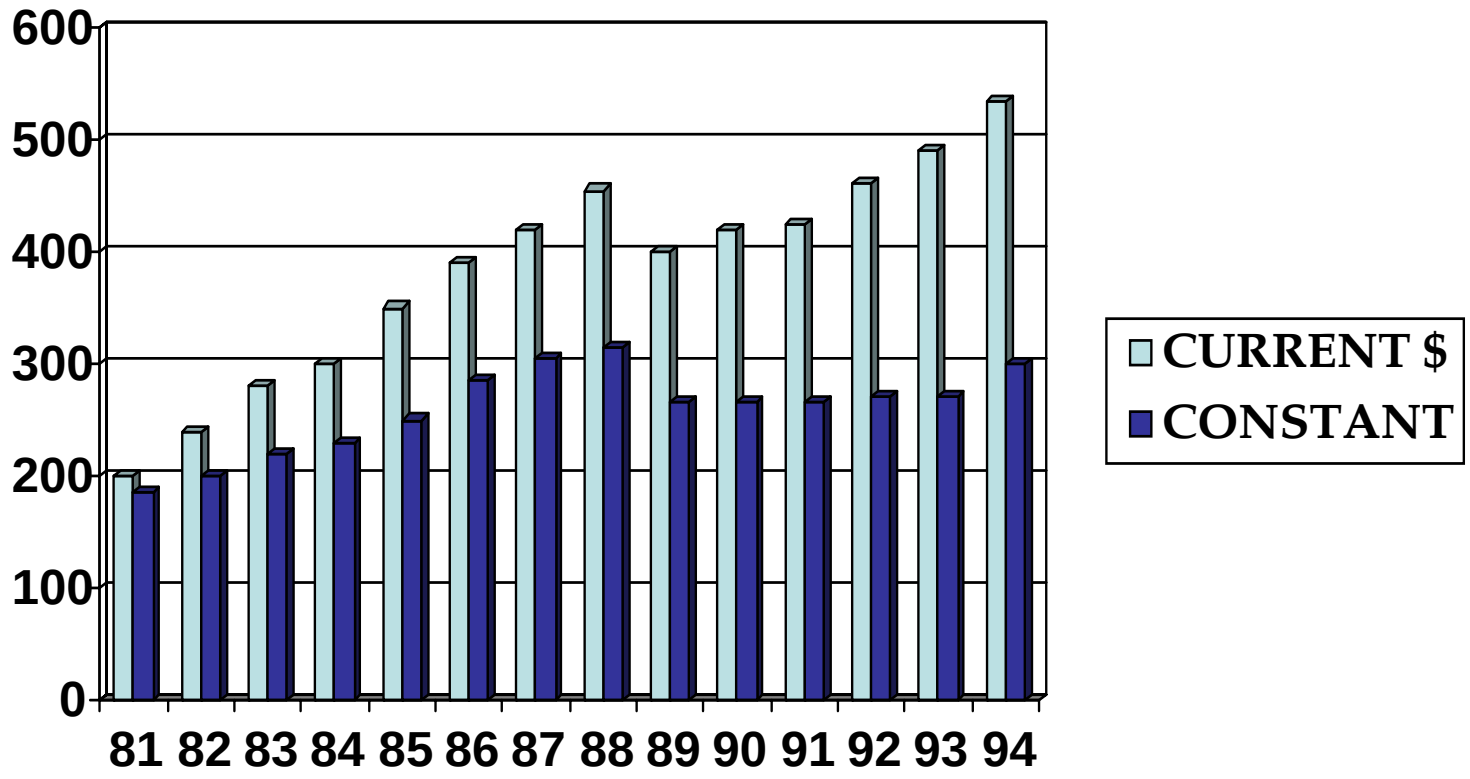


Total Endowment

(IN MILLIONS, MARKET VALUE, CONSTANT DOLLARS)



Net Worth (in Millions)



D. Ressources

Resources

Allocation/ Development of Resources

- Financial
- Human
- Technical
- Political Capital

E. Reforming Institutions and Policy Change

- Public Policy
  - Formulation
  - Implementation

Policy Formulation

- Importance for change
- Policy elite: making a difference
- Economic rent, parallel institutions
- Soviet Union and markets

Policy Implementation

- Policy elite
- Policy space
- Policy constraints

Policy Elites

- Heads of State/Ministries
- Executive Bureaucracy
- Legislators
- Societal Interests
- Business
- Religion
- Military
- Organized Labor
- Media
- Other

Perceptions of Policy Elites

- Personal Attributes and Goals
- Ideological Predispositions
- Professional Expertise/Training
- Similar Policy Experiences
- Position and Power Resources
- Political/Institutional Commitments

Content of Policy Choice

- Societal Pressures/Interests
- Historical
- International
- Economic
- Administrative Capacity
- Other

Society Centered Explanations

- Class Analytical Approach
- Pluralistic Approaches
- Public Choice Approach
- Bureaucratic Politics Approach
- State Interests Approach

Policy in the Developing World

- Uncertain Data/Information
- Poverty
- Pervasive State Influence
- Centralization
- Political Vulnerability

Setting the Agenda: Crisis

- Perception
- Raises the Stakes
- Higher Level of Government
- Reform vs. Incrementalism
- Timing
- *Politics as Usual*

Making Decisions

- Technical Advice
- Bureaucratic Implications
- Political Stability and Support
- International Pressure
- Political Complexity

Implementing Reform

- Important/Crucial
- Difficult
- Requirements for Success
  - Political
  - Financial
  - Managerial
  - Technical

International Forces/1980

- Structural Adjustment
- Stabilization
- Politics/War
- Other