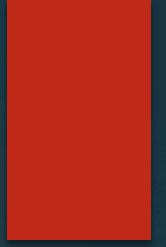




Authority & Advocacy

PAT BUCKLEY



Making meaningful & sustainable
improvements in graduate research

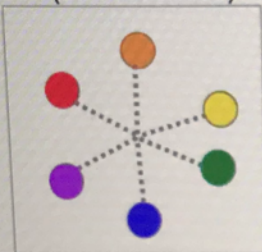


Making meaningful & sustainable
improvements in graduate research

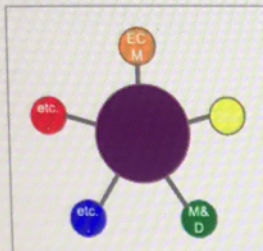
....without much (direct) authority
....with much (expected) advocacy

Some Types of Operating Model – modified from Sato Juniper presentation 2015

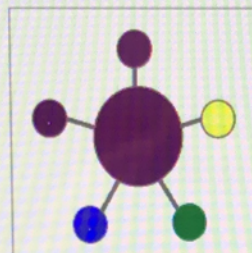
1 Federated
(Decentralised)



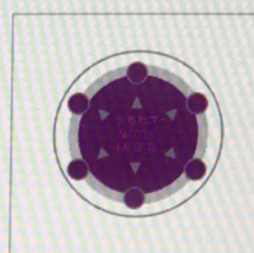
2 Centre-led, (inc
hub and spoke)



3 Hybrid



4 Fully centralised



Each cluster/faculty/school/department responsible for all levels of activity.

Pros

- Decisions are made by those who have the most knowledge about local conditions
- Increased local control
- Potentially increased agility (locally)

Cons

- Maximum duplication of effort, resource and cost
- Maximum potential to lose sight of wider university strategy
- Siloed operations
- Potential loss of quality
- Potential conflicts of interest
- Less agile for whole institution
- Hard to change

Central strategic direction and reporting local operation and administration; line management and governance are local

- Greater alignment to overall strategy
- Central and local control over operational matters
- Strong connections between eg admissions and outcomes

- Less local strategic control
- Duplication of effort, resource and cost
- Siloed operations
- Potential loss of quality
- Potential conflicts of interest
- Perceived loss of agility (locally)

Some combination depending on activity (eg local governance for admissions vs central governance for thesis examination)

- Location of activity and governance can be fit for purpose

- Location of activity and governance might not be fit for purpose but hard to change
- Potential for disconnection between eg admission and outcomes
- Communication challenges
- Potential for layers of committees, with all that comes with that

All governance, strategic and administrative work is coordinated centrally and only supervision is devolved.

- Cost effective due to central control
- Highly specialised capabilities
- High strategic and operational alignment
- Access to economies of scale

- No local strategic or operational control
- Perceived lower local agility and responsiveness
- Potential for complacency

UniSA =
part 2,3

UniSA: How the Portfolio Operates

- ✗ Graduate Centre
- ✗ Budget
- ✗ Direct reports

- ✓ 7 Academic Units
- ✓ Student Services – 4 teams
- ✓ Research Services – 3 teams
- ✓ Other Services: International, Marketing, Business Intelligence, Finance
- ✓ DVCRE

Portfolio has strategic, improvement, operational, and case management elements.

And shifting sands.

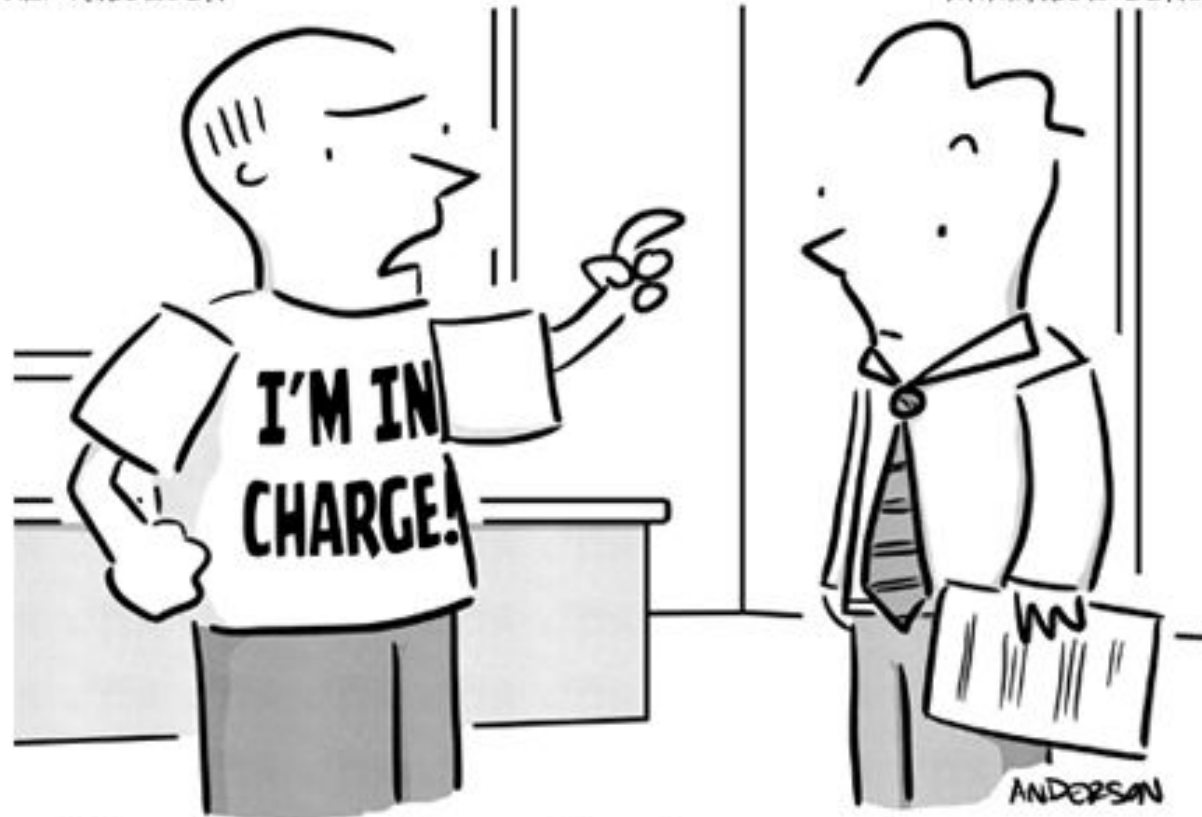


authority tensions in a dispersed model:
delegation, ownership/ responsibility, declaration

Authority

© MARK ANDERSON

WWW.ANDERTOONS.COM



"I'm done exuding authority. From here on out,
I'm announcing it!"

Forms of Authority

Charismatic	Trust, faith
Traditional	Dominant personality; established order
Legal-rational	Grounded in defined laws, rules...



Authority: In an Academic Context

Charismatic	Trust, faith	Personality, qualities, values
Traditional	Dominant personality; established order	Positional
Legal-rational	Grounded in defined laws, rules...	Bureaucratic

Authority: plus one

Charismatic	Trust, faith	Personality, qualities, values
Traditional	Dominant personality; established order	Positional
Legal-rational	Grounded in defined laws, rules...	Bureaucratic
Earned	Credible, judgement, do-er, how you conduct yourself	Necessary

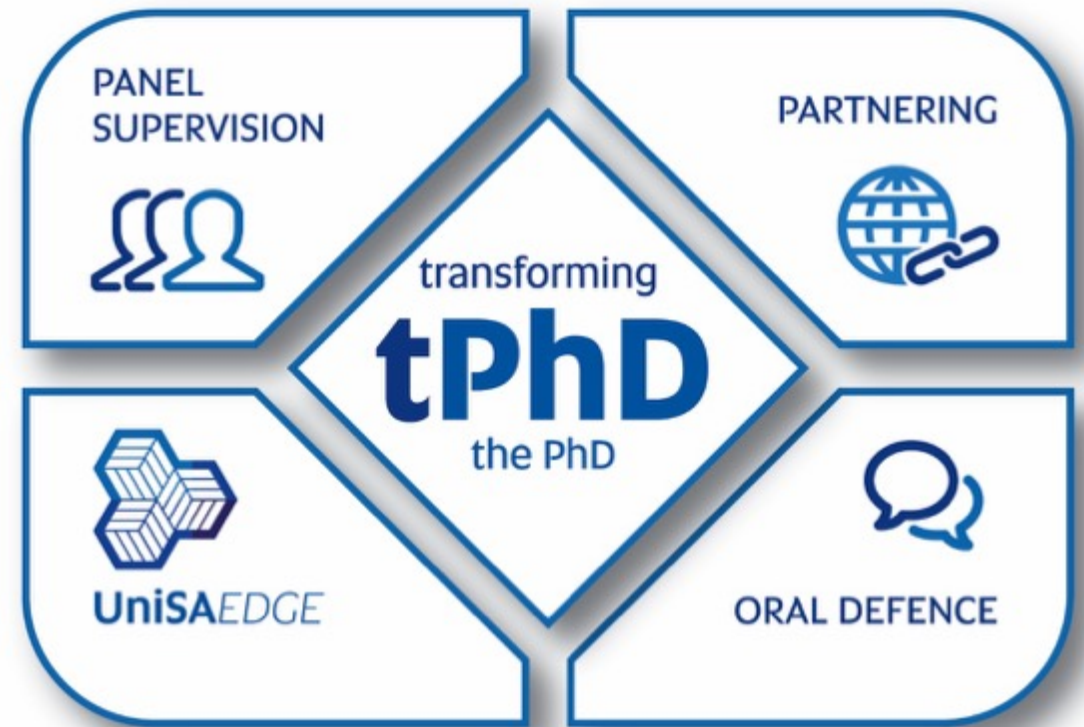
- Building it in others: capability-build; backing the portfolio holders - ass deans, RDCs
- Do stuff. It stockpiles. Stretch into other research domains. It builds intelligence.
- What's yours? Strategic – feasibility, implementation: aim for balance & perspective.
- Establish and nurture key relationships: internal & external
- Make decisions.....
- Candidate-centric/ candidate-focused



AUTHORITY:
HOW TO
BUILD IT &
EXERCISE IT

Advocacy: For What & Who?

- ▶ tPhD
- ▶ candidates
- ▶ supervisors
- ▶ Heads of Units
- ▶ portfolio holders
- ▶ University
- ▶ (myself)



Advocacy: an activity by an individual or group which aims to influence decisions

Aiming for the right outcome

vs

You need to give me/us what we want

ADVOCACY: MAKING IT WORK

- Understand others' positions
- Gather evidence/ information/ be analytical
- Devil's advocate
- Respect, not like
- Manage expectations....time.
- Risk. Not at liberty to disclose.
- Candidate-centric/ candidate-focused



Authority & Advocacy

PAT BUCKLEY