Context

- Cuts
- Complexity and competition
- Pace of change ⇆ rabbit in headlights
- Rollercoaster
- Scrutiny – apparent de-regulation but reality is more control, e.g. KIS
- Uninspiring leadership from government
- Uncharted territory – scary but we have to find a way through. Critical issue is how we respond and our attitudes.

Attitudes administrators need to adopt in this environment

- Hunger/desire
  - Remaining ambitious is hugely important because this enables everything else. Want to win; be reluctant to settle for second best
- Financial literacy
  - Understand your position and your resources and be on top of your budget
- Know everything
  - Know as much as you can about the University as soon as possible and know where to look. Read outside your brief. Could you deliver a presentation at 5’ notice about the University?
- Love academics
  - Respect and cherish them! What makes universities great is the academics who deliver the research and teaching. A first class administration is not sufficient but it is necessary. Educate academics as to the importance of these jobs.
- Take calculated risks
  - Younger colleagues in particular need to have the opportunity to fail. They need a safe environment and manager support
- Have the courage and confidence to speak up
  - It’s our professional responsibility to do this
- Adopt a questioning approach
  - Be unafraid to take contrary positions
- Demonstrate leadership
  - Take a lead and marshal resources to deliver excellence. Define excellence
- Have a clear sense of direction
  - Use a compass rather than a detailed roadmap. A compass encourages you to keep your head up; a road map – head down
- Teamwork
  - Pulling in the same direction
- Creativity
  - Give people space
- Entrepreneurialism
  - Look for new ways to provide services/do things and inculcate this in others
- Network
  - … with others outside your department to talk frankly, learn new ways, share and so on. This includes use of social media
- Have confidence
  - In your abilities, capacities, resources, professionalism
  - Don’t be complacent; do be consistent; share common goals; use a compass; be creative; communicate; collaborate; create the conditions for success; stay cool; keep calm
  - It’s a mad world and can feel very slow. Having the right stance and values will help.

Reading

'Microcosmographia Academia – being a guide for the young academic politician’
http://www.cs.kent.ac.uk/people/staff/iau/cornford/cornford.html

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