Community engagement, the regional development process, and the Head of Campus Dilemma

Or

Leadership, the University, Imagination, and Regional Development – seeking synergy in playing the role of Head of Campus
1. Why present about the leadership experience of someone in university middle management leading a small regional campus?

2. Stakeholder analysis – dance development

3. Dance successes?

4. Observations about leadership process?
   Importance of the lens and the narrative

5. REACH OUT: Reconnaissance, Engagement, Allies, Collaboration, Help, Offer/s, Unjudgemental, Trust
University of Wollongong

• A multi-campus university – nationally and internationally
• Domestic campuses – Innovation, Shoalhaven, Sydney Business School, Southern Sydney, Batemans Bay, Bega, Southern Highlands
• History of supporting academic leadership development
• Recent restructure
Imagination and Perception

In which direction are we flying?
Unless you change direction, it is very likely you will end up where you are going!

Chinese proverb
Stakeholder analysis
– dance development

• **Campus relationships with Uni widely** – Strategic Plan, VC, DVCA, the Business Unit of which you are part, Business units, Faculty – on campus and off campus, campus offerings and staff representing programs and units

• **On Campus stakeholders** & where their allegiances lie – Faculty, other business units, other tenants/residents, your own staff

• **Community** – strategic linkage at all levels of the community – zipper fit model

• **Students** – at the heart of the narrative <This Campus is a University> successes/challenges/diversity/student experience – building & celebrating
There are more birds? and directions?
Exploring where a campus fits

The University at large
Internally

Specific staff
eg VC, DVCA,
Unit of your team
Uni Strategic Plan
Faculty
Business Units
What the uni offers? & at your campus – teaching/research – by what mode?
Programs, Units – who is represented and how?

Externally

The Uni’s wider resonance/stakeholders:
its community, locally, regionally, nationally, internationally

A Campus of the University
Internally

Students
Staff
Other residents
Faculty – on campus or off?
What the Uni offers at your campus?
Business Units – what is there & for whom?

Externally

Its community locally!
Stakeholders/resonances
Does it have its own broader resonances – regionally, nationally, internationally?
Shoalhaven City population trends

Source: ABS Census 2006 and Estimated Resident Population from Kim Houghton, Strategic Economic Solutions Pty Ltd

1996: 79,068
2001: 87,650
2006: 92,196  +13,128 (1.5%pa)
2007: 92,880
Dream versus reality
UOW Shoalhaven needed

A range of changes in regional, institutional, student and staff perceptions of the existence, validity and role of UOW Shoalhaven within the broader regional and institutional context

Rhonda McGuire 2012

The region needed/needs: changes relative to the development of the knowledge economy and to do that a change in aspirations, orientation, indeed a change in regional mindset/lens.
UOW context – voice in the change

- HOC given UOW governance exposure
- HOC empowered to make effective links with Faculty and Service units
- Steps in Strategic awareness of distributed UOW
  1. no visibility 2003
  2. UOW Shoalhaven and UOW Dubai
  3. 2012 multi-campus university
  4. 2015 developing from the restructure
Snapshot numbers Shoalhaven 2003 - 2015

90 → 550 students
10 → c.40 staff (Sessional extra)
2 U/G degrees → 17 Degrees PG & UG

Commerce & Humanities UG 1 →

Commerce UG2, Education PG,
Humanities UG5, Medicine PG MBBS, Nursing UG, UAP +
Vocational Courses + In2Uni
A little EQUITY stuff

• Low SES 2011

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wollongong</td>
<td>13.1%</td>
</tr>
<tr>
<td>Shoalhaven</td>
<td>32.9%</td>
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</table>
# More EQUITY stuff

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Aboriginal Students</th>
<th>Graduates</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>2003</td>
<td>1 (graduated 2005)</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>2006</td>
<td>7 (4 graduated various years)</td>
<td>1</td>
<td>3.2%</td>
</tr>
<tr>
<td>2011</td>
<td>18 (2 graduated)</td>
<td>2</td>
<td>3.1%</td>
</tr>
<tr>
<td>2012</td>
<td>23</td>
<td></td>
<td>3.88%</td>
</tr>
<tr>
<td>2015</td>
<td>30 (4 graduated in 2014)</td>
<td></td>
<td>c.&gt;5%</td>
</tr>
</tbody>
</table>
Academic Snapshot

WAM
2011 Wollongong 66.8/Shoalhaven 66.9
2014 Wollongong 66.7/Shoalhaven 66.7

Dean’s Merit Lists
• Around 4% in 2010 across Arts Commerce and HBS and maintained to 2015

Honours students
• 2010 3 First Class Honours including a Robert Hope Memorial Prize winner
• 2015 problem area
Campus recognition inside UOW

AUQA 2012 Commendation
UOW 2014  VCs Community Engagement Award
GCC – Team in the top 10 for concurrent years
2012? Graduation Ceremony
Medicine
Social Work
Community Engagement

• Built into the activity of a small campus
• Consciously used to leverage UOW growth
• Fostering aspiration to higher education
• Stakeholder development
• Aligning the changes in the region to the Uni development
• Zipper fit
Community Engagement
Campus a Star in the Shoalhaven & part of changing the narratives of the community

• Year 12 Aboriginal Graduation Ceremony
• Shoalhaven Careers Expo
• In2Uni
• Hosting SKYDS
• Shoalhaven Professional Business Association
• School, business and community linkage integral to what happens at UOW Shoalhaven
  • Living REACH OUT
Why should a HOC REACH OUT?
What does a leader do?

- Act to build trust
- Work with others to solve problems
- Act as change agent
- Is a need satisfier accepting of and able to work with different feelings, values, and needs of others
- Establish direction, align people and create conditions in which others will be inspired to act collaboratively achieve agreed goals.

Mostly Kotter
Reconnaissance, Engagement, Allies, Connection/Collaboration, Help, Offer/s, Unjudging, Trust

INTERNALLY and EXTERNALLY

• Meeting with VC repeated with new VC
• Licence to be the voice of Off-Wollongong in governance until the restructure – now we have a Director - Regional Campuses
• Staff SWOT process
• Link up with Community – on and off campus
• Change the campus culture
Tempting to rush about making things happen
Don’t hurry! Create connections
Allies make a difference to your vision
Connections – style of connection
Through allies you can inspire. Ignite possibility.
• You are not alone. You create options.
• You are networked into the knowdes of the knowledge economy in the process of regional development where one gain has potential to leverage another