Welcome from the Vice Chancellor

The Management and Leadership Program (MALP) is a new formal program of professional development designed for School Deans, which addresses issues and strategies in managing and leading business units and also provides an opportunity for networking amongst this key group of University leaders and managers.

This Program is also being extended to Associate Deans in the School of Medicine and staff who have been identified by their Executive Deans as having the potential to be future leaders in their Schools.

I see the Schools as the academic ‘engine-rooms’ of the University. The School Deans/Associate Deans (School of Medicine), in leading and managing their Schools, have a vital role to play in ensuring that the University achieves its strategic goals. The Deans are the interface between policy and practice and they have a crucial role in the day-to-day operation of the University and as importantly, in its future direction.

The Program seeks to assist individuals to meet the challenges of being a School Dean/Associate Dean (School of Medicine) and it also responds to Key Strategy 7: Valuing People in our Strategic Plan, where we have committed to ‘nurture leadership skills and identify and develop outstanding leaders with high standards of staff management at all levels of the University’.

I believe it is critical for all staff in School Dean/Associate Dean (School of Medicine) roles – both experienced and new – to engage with the program and I look forward to your participation.

Professor Michael N Barber
Background

In June 2009 Council approved a new structure and nomenclature for the academic organisation of the University comprising the following:

‘Faculty’ - academic cost centre, established by Council, headed by an Executive Dean reporting to the Vice-Chancellor and appointed in a manner consistent with membership of the senior executive management team of the University; and

‘School’ - academic organisational unit within a faculty, established by Council, and with formal responsibilities in the governance and decision-making structure of the University including staff supervision, workload and performance management, student load and student:staff ratio calculations, and (at the discretion of a faculty) budget management. In 2011 budgets were devolved to all Schools.

Council also determined that a School will be headed by a Dean, reporting to the Executive Dean, and that Deans will be expected to provide academic and strategic leadership consistent with the directions of the University, including being accountable for the quality and performance management of their Schools.

Aims of the Program

The aims of the program are to:

- Explore leadership in a university context;
- Provide a Flinders’ strategic context for the role of School Deans / Associate Deans (School of Medicine);
- Build capacity for accountability of quality and performance management of Schools;
- Facilitate networking with peers; and
- Identify further development needs and options.

The role of a Dean is very broad and demands expertise and knowledge in many different areas, e.g. financial management, people management, risk management, quality improvement and planning and compliance.

Many Deans find themselves in the role with little preparation for these varied demands and the Management and Leadership Program is a structured approach to building capacity and is primarily designed to provide support for Deans.

MALP Reference Group

The Program is sponsored by the Vice Chancellor, Professor Michael Barber and guided by a Reference Group

- Deputy Vice Chancellor (Research) as Chairperson – Professor David Day
- Executive Dean – Professor Richard Maltby
- 2 Deans – Professor Carol Tilt, Professor Paul Worley
- Director Human Resources (Program Leader) – John White
- Manager HR Client Services – Judi Wetherell
- Senior HR Policy & Projects Officer – Jane Bromley
- Manager Professional Development – Gillian Lay
The Elements of the Program

This new Management and Leadership Program comprises a series of events (to roll out over the next 12 months), commencing with an initial one-and-a-half day event concerning “Understanding Business Unit Leadership” comprising sessions delivered by external and internal presenters, including the Vice Chancellor.

Understanding Business Unit Leadership (23 & 24 June)

1.5 days – Belair Park Country Club

- Welcome from Vice Chancellor - Purpose of the program
- Building a School Strategy: A Case Study
- Business Unit Budgets
- Governance & Risk Management
- Higher Education context, strategic agendas, management dilemmas – LH Martin
- Strategies for Leading People – LH Martin
- Feedback on future topics

Strategies for Leading People

4 x ½ day Sessions – Off Campus – External provider(s)

- Restoring an Academic Dept to Health
  Assists participants to understand the causes of poor motivation, the behaviours they may have to deal with and how to develop strategies for improvement

- Workload management
  Examines effective approaches to developing workload models, drawing on best practice case studies from the sector

- Having the Difficult Conversations
  Provides insights into the causes of individual performance problems, strategies for working with individuals to improve performance and how to manage yourself in these difficult situations

- Implementing and Managing Change
  Managing change means managing people’s fear. Change is natural and good, but people’s reaction to change is unpredictable and irrational. It can be managed if done effectively

Implementing core obligations

2 hour Lunchtime sessions - focusing on themes such as Risk Management & Governance, Finance Management, Legislative & Policy Framework, Human Resource Management, Workplace Obligations / Duty of Care. Actual topics will be determined from participant feedback. Suggested topics could include:

- Managing Business Unit Budgets
- Managing Risk
- Quality Improvement / Managing Performance of the School
- Managing Teaching Performance
- Managing Human Resources – PDs, recruit & select, induction/probation, progress
- Managing Occupational Health, Safety and Welfare including Injury Management
- Marketing & Entrepreneurship
- Building an organisational culture
### Proposed Schedule for 2011 (second half)

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<thead>
<tr>
<th>Details</th>
<th>Date</th>
<th>Time</th>
<th>Venue</th>
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<tbody>
<tr>
<td>Launch</td>
<td>23 June</td>
<td>8.30 – 5.30 + dinner &amp;</td>
<td>Belair Park Country Club</td>
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<tr>
<td>Understanding Business Unit Leadership</td>
<td>24 June</td>
<td>8.30 – 1.00 + lunch</td>
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<tr>
<td><strong>Strategies for Leading People</strong></td>
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<td>Having the Difficult Conversations</td>
<td>18 July</td>
<td>9.00 – 2.00</td>
<td>Off Campus</td>
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<td>Workload Management</td>
<td>September</td>
<td>9.00 – 2.00</td>
<td>Off Campus</td>
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<td><strong>Implementing Core Obligations</strong></td>
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<tr>
<td>Planning (Strategic, operational, project)</td>
<td>August</td>
<td>12:00 – 2:00</td>
<td>Flinders Campus (with video-conference facilities)</td>
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<td>October</td>
<td>TBA</td>
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<tr>
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<tr>
<td>Review and future planning (with Reference Group)</td>
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### Proposed Schedule for 2012 (first half)

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<tr>
<td>Welcome Back Session - refresher</td>
<td>13 Feb 2012</td>
<td>8.30 – 1.00</td>
<td>Off Campus</td>
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<td>Understanding Business Unit Leadership</td>
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<tr>
<td><strong>Strategies for Leading People</strong></td>
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<tr>
<td>Implementing &amp; Managing Change</td>
<td>19 March 2012</td>
<td>9.00 – 2.00</td>
<td>Off Campus</td>
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<td>Restoring an Academic Department to Health</td>
<td>14 May 2012</td>
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<td><strong>Implementing Core Obligations</strong></td>
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<td>Priority identified from feedback</td>
<td>9 April 2012</td>
<td>12:00 – 2:00</td>
<td>Flinders Campus (with video-conference facilities)</td>
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All enquiries about this Program can be directed to

John White, Director Human Resources on 8201 2300, john.white@flinders.edu.au, or
Jane Bromley on 8201 3305, jane.bromley@flinders.edu.au OR
Gillian Lay on 8201 7711, professional.development@flinders.edu.au

Consistent with the University’s ‘green approach’ all Program information will be available from the MALP website: