

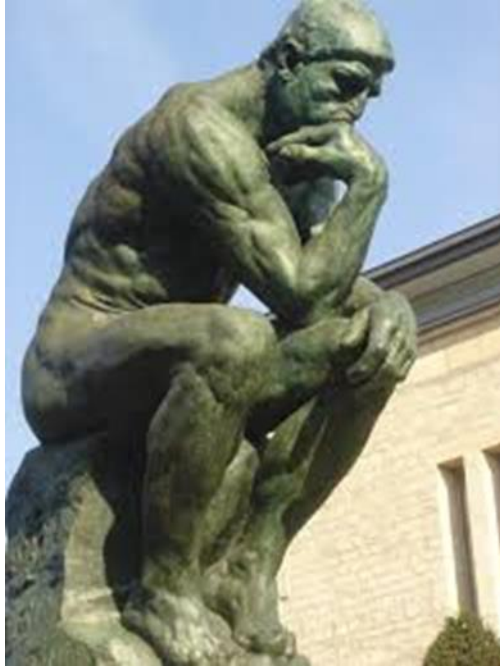
AHEIA Sydney2017

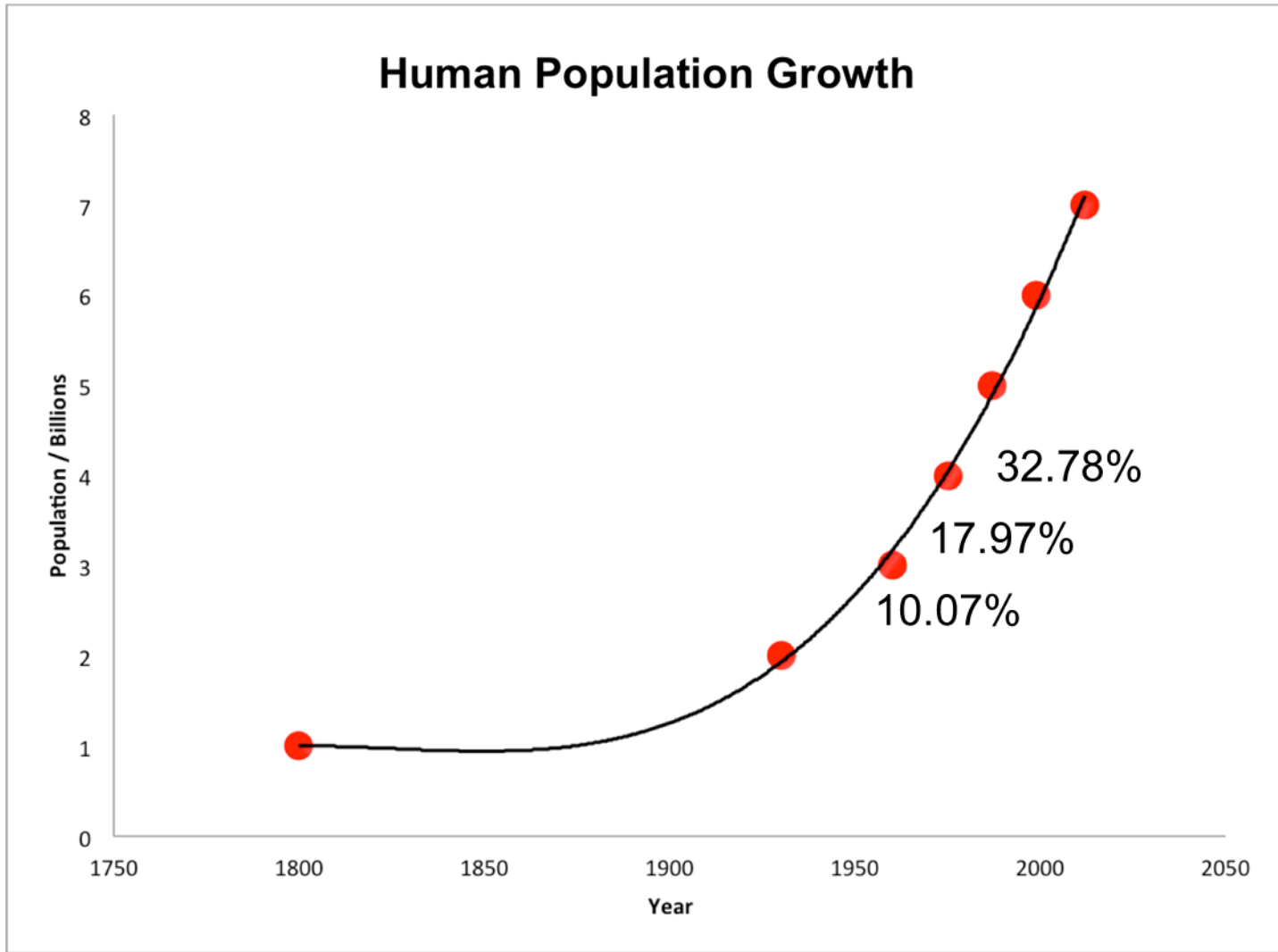


Prof Brigid R Heywood
May 2017

From abacus to iPhone:
Designing the Academy for the 21st
Century – *a workforce of the future.....*







1 5/17

No more Corinthian columns & togas

The modern university



The 'academy' is now diverse and non conformist....

Google Flu Trends

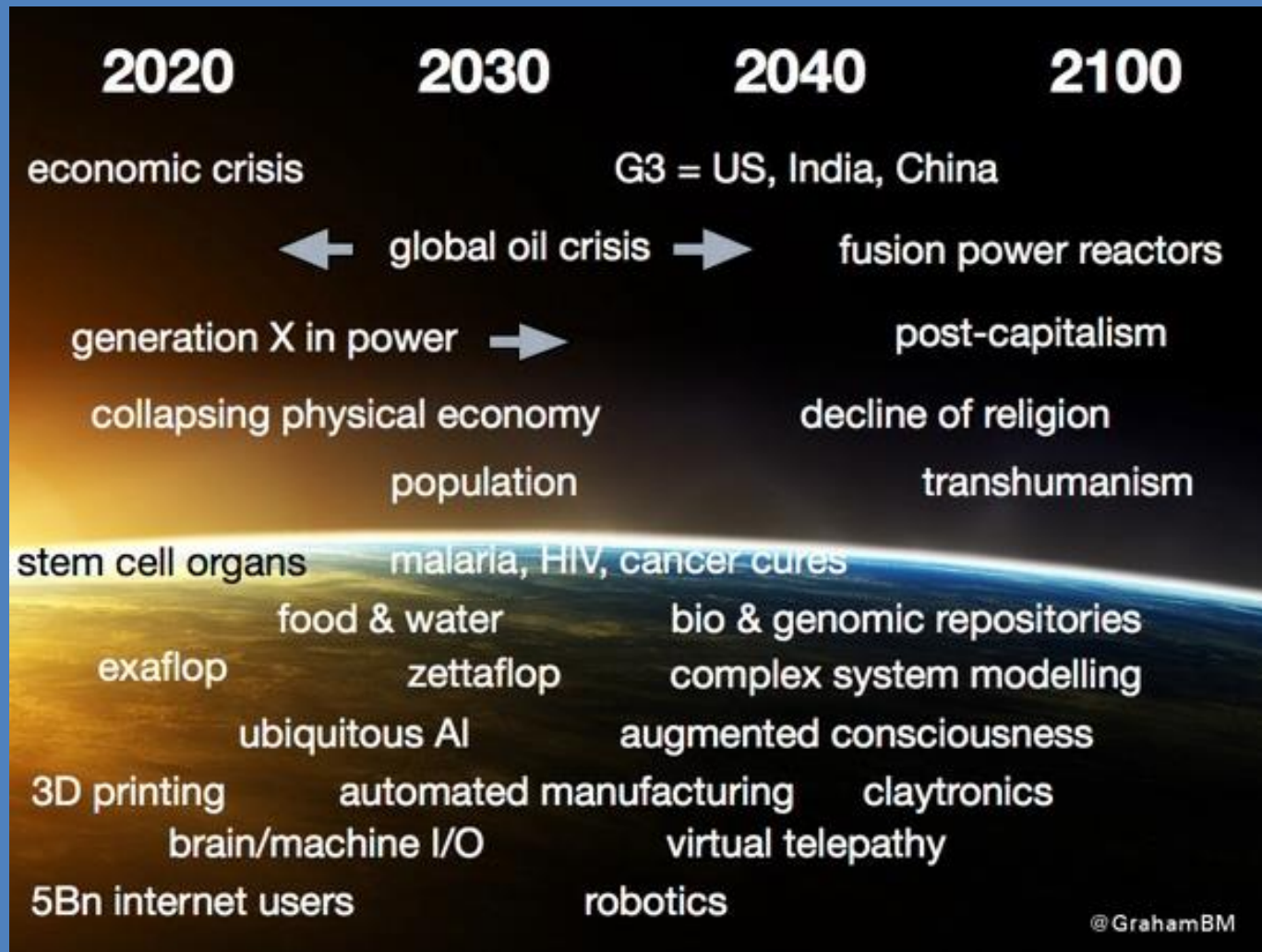


J. Ginsberg, *et al.*,
Detecting influenza epidemics
using search engine query data,
***Nature*, February 2009**

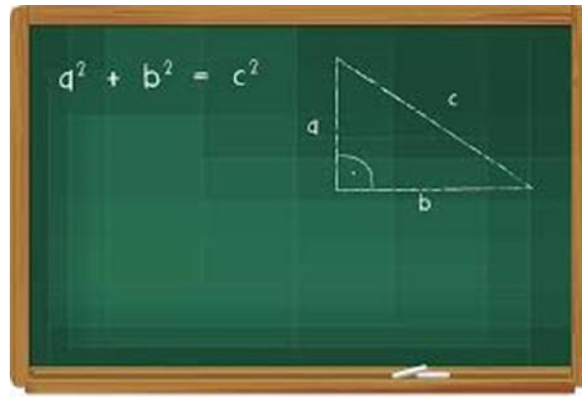
[Link: - www.google.com/flutrends](http://www.google.com/flutrends)



Understanding the technology map.....



Abacus to iphone



- The achievement of a university's mission requires a clear alignment between the graduate outcomes, the benefits of academic scholarship and community engagement.
- Research excellence demands an increased emphasis on performance, research selectivity, engagement and impact in respect of the scholarship of discovery.
- Changing landscape has thrown sharper light on two key issues
- many academic staff were appointed primarily to teach, with research quality given much less emphasis. Thus, many current staff struggle to meet expectations for measures of research excellence.
- teaching modalities are shifting (e.g. widening participation, global online, MOOCs, employability foci) and the demand for modern curriculum and different modes of teaching practice to a more diverse student body requires new pedagogies, methodologies and practices.

Modern universities must engage with industry, business and entrepreneurial endeavours alongside community and public, and deliver high quality teaching and research. Each require skill sets and models of scholarship that many academics have not had to develop and many find challenging.





The design of academic roles, the recruitment and development of faculty and the processes for reward and professional recognition of academic endeavour align more closely with models and structures gestated over a century ago....

Are we confident that they have progressed or adapted to meet current and future needs ?

21st Century Academy

- Universities are linked to ‘community’ and ‘public’ obligations – *critic and conscience of society...*
- Universities are major businesses and manage people, property and profit.
- Student/stakeholder body is diverse and expects quality customer/client relationship.
- Research/knowledge genesis/ innovation cross a broad spectrum
- The expansion and application of information and knowledge is no longer a specialised quasi ‘monastic’ endeavour nurtured within the walls of golden cloisters.....

New Institutional Narratives...

- Majority of funding aligned to strategic national drivers and needs of business and industry.
- Funding is linked to outcomes and outputs.
- Sustainability of core infrastructure a major concern.
- Partnerships & global networks are a significant part of university activity.

Wider Contextual Framing.....

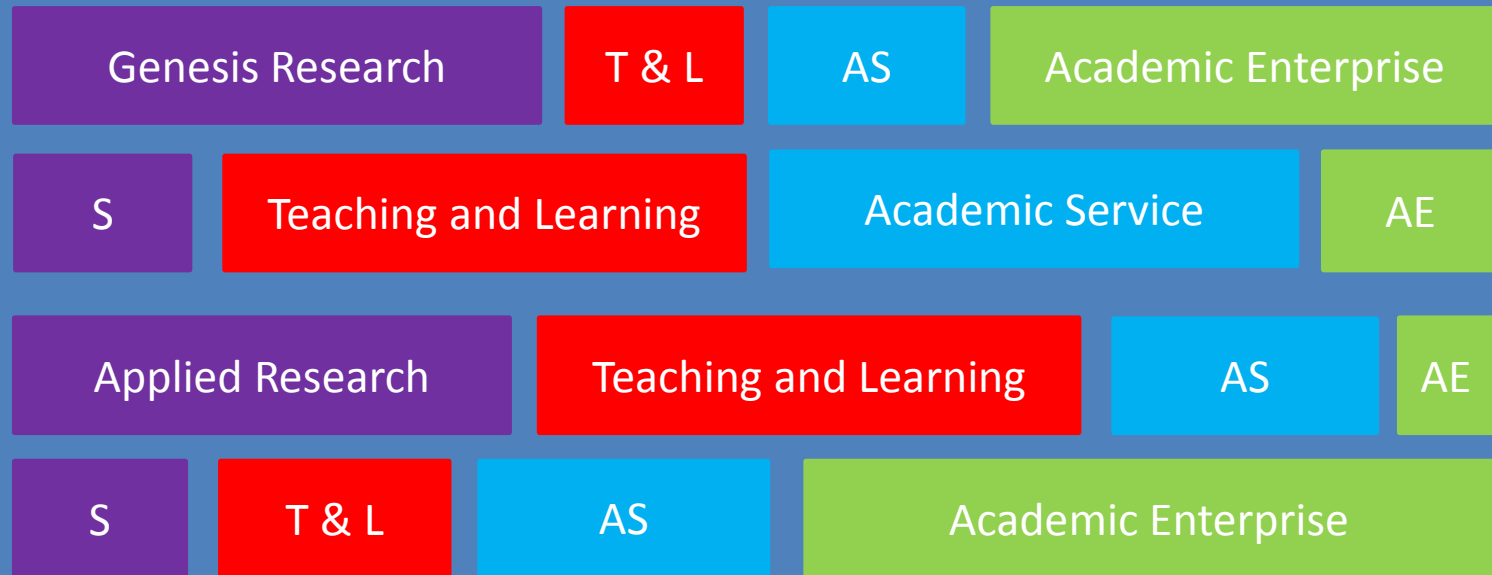
- Academy - 'white and male'.
- The professional/academic binary is no longer suitable as a mode of institutional work force design.
- Effective 'people-bytes' are bigger – (30/40 not 1/2) and effect times are shorter.....
- Teaching and Learning is a 'knowledge domain' in its own right (e.g. > 22,840,000 objects in Google Scholar).
- Research excellence is a strategic institutional driver
- Digital Tipping Point imminent/ past?.

Has the academy shifted too?

Academic Career and/or Life Course Variations



Alternate Models



- Financial management
- Corporate governance
 - HR management
- Multi-professional teams
- Business/industry experience
 - Diversity and Equity

Adjunct skills & expertise
framework

Scholarship

Teching and
Learning

Acade
mic
Service

Acade
mic
Enterp
rise

Corporate & Professional Skills

- Recruitment and development outside of core academic promotion model
- ‘Life-course’ not ‘early career’ professional development;
- Clearer understanding of ‘Academic Freedom’ in a modern institutional context;
- Revised academic promotion criteria;
- More suitable career structures for ‘academic executives’

To be considered.....



Thank you