

HOW TO BUILD 'A SUCCESSFUL UNIVERSITY'?

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There is no one successful formula for building a successful university. However, based on extensive observation of internationally acclaimed institutions, it is possible to state that all successful universities have at least these features in common:

- dynamic leadership from the Rector (President);
- transparent and supportive governance from a strong Board;
- an engaged and enthusiastic senior management team;
- a policy environment that enables full institutional autonomy while ensuring accountability for the expenditure of public funds.

In a successful university, the Rector leads the Board and the academic community in the development of a clear mission statement and detailed strategic plan which together ensure that the institution's particular profile and distinctive strengths are developed and maintained.

The Rector has the required human resource tools to attract, recruit and retain excellent academic staff to deliver on the institution's strategic goals.

The university's Strategic Plan sets out a vision and ambitious goals for:

- The distinctive education offered to students;
- The quality and impact of research and scholarship;
- The strong links and collaboration between research and teaching;
- The diversity and inclusiveness of the student body and the quality of student experience;
- The global scope of the university's teaching and research;
- The university's effective engagement with enterprise, the community, civil society and the state;
- The university's commitment to excellence, innovation and collegiality;
- The university's collaborative contribution to the national system of higher education and to the economic, social and cultural life of the region and of the nation.

The Strategic Plan specifies objectives that will develop the University's capacity to:

- offer students an outstanding university education which challenges and supports all students to achieve their full potential, and prepares students for life, work and citizenship, and for complexity, diversity and change;
- set a timeline to be recognised as the clear national leader in a number of thematic areas of research that address the major societal challenges of the 21st century;
- strengthen the university's engagement with all stakeholders through sustained strategic partnerships with enterprises, communities, civil society and public bodies at regional and national level;
- open new opportunities for research and learning;
- create an internal culture of quality assurance whereby every dean and department head takes responsibility for the excellence of all aspects of teaching and learning within their own discipline;
- enable the achievement of these strategic objectives through a focus on excellent campus services and infrastructure and on sound governance and management.

The President with the Academic Council and other senior office holders develops an implementation plan and agrees a set of detailed key performance indicators to measure the progress of the University towards meeting its goals.