

The Case for Deans' Forum: Effective Research Leadership for a Research-led University

Inaugural Deans' Workshop

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Dr. Rhoda Wanyenze

Professor and Dean, School of Public Health

Outline

- Effective research leadership
 - Organizational setting
 - What is effective research leadership?
 - What is our definition of effectiveness or success?
 - Key ingredients for success?
 - Leadership capabilities and approach
 - Opportunities and challenges within Mak
- Deans forum: what are the opportunities?

Organizational Setting

- “Research organizations particularly large ones such as universities may need units capable of doing both radical and incremental innovation” Dingwall et al
- “Innovation may be better placed in smaller organizations or smaller units within large organizations”
- Schools, Departments, Research Centers are critical in activating research and innovations!

Research Leadership

- Leadership is the process through which an individual **influences** another individual or group to willingly strive to **achieve a pre-determined goal**
- Enhancing people's capacity **to make appropriate choices to achieve requisite standards, and to effect processes** within research activity
- Yields optimum results: Focus on the leader, the followers, and the context
- Context: Structures, policies and procedures
- **To what extent are these developed in Mak/Schools?**

The Five Leadership Practices

- Model the way: Standards, principles, example
- Inspire a shared vision: Inspire common vision, passion, trust
- Challenge the status quo: seek opportunities for change, creative
- Enable others to act: collaborative, respect, dignity, enhance capacity
- Encourage the heart: celebrate, recognize, etc.



Evolution of Leadership Research

- Earlier literature largely emphasized traits and behaviors of leaders, context etc.
- More recent literature integrates
 - Vision, Collaboration
 - Transformational leadership
 - Radical, ethical, authentic, **emotionally intelligent** and caring
 - Strong, collaborative relationships: Internal and external
 - Performance enhancing culture that is caring and sustainable
 - Diversity: Disciplines, gender, etc.
 - Learning organizational culture

Success in Effective Research Leadership

- Developing people (including yourself)
- Securing resources: Funding, research infrastructure, people, grants management systems, etc.
- Partnerships and networks: local (including communities) and global networks, etc.
- Research quality and productivity: Generating new knowledge, innovations, research outputs
- Knowledge translation: impacting policy and practice, development, and changing lives!

Ingredients

- Effective leadership!
- Motivating creativity
- Experimental and entrepreneurial culture
- Flexible work processes to allow creativity
- Heterogeneous human resources (multidisciplinary)
- Strong technical competencies: research design, implementation, analysis, grants writing, publication
- Resources to support research and innovations

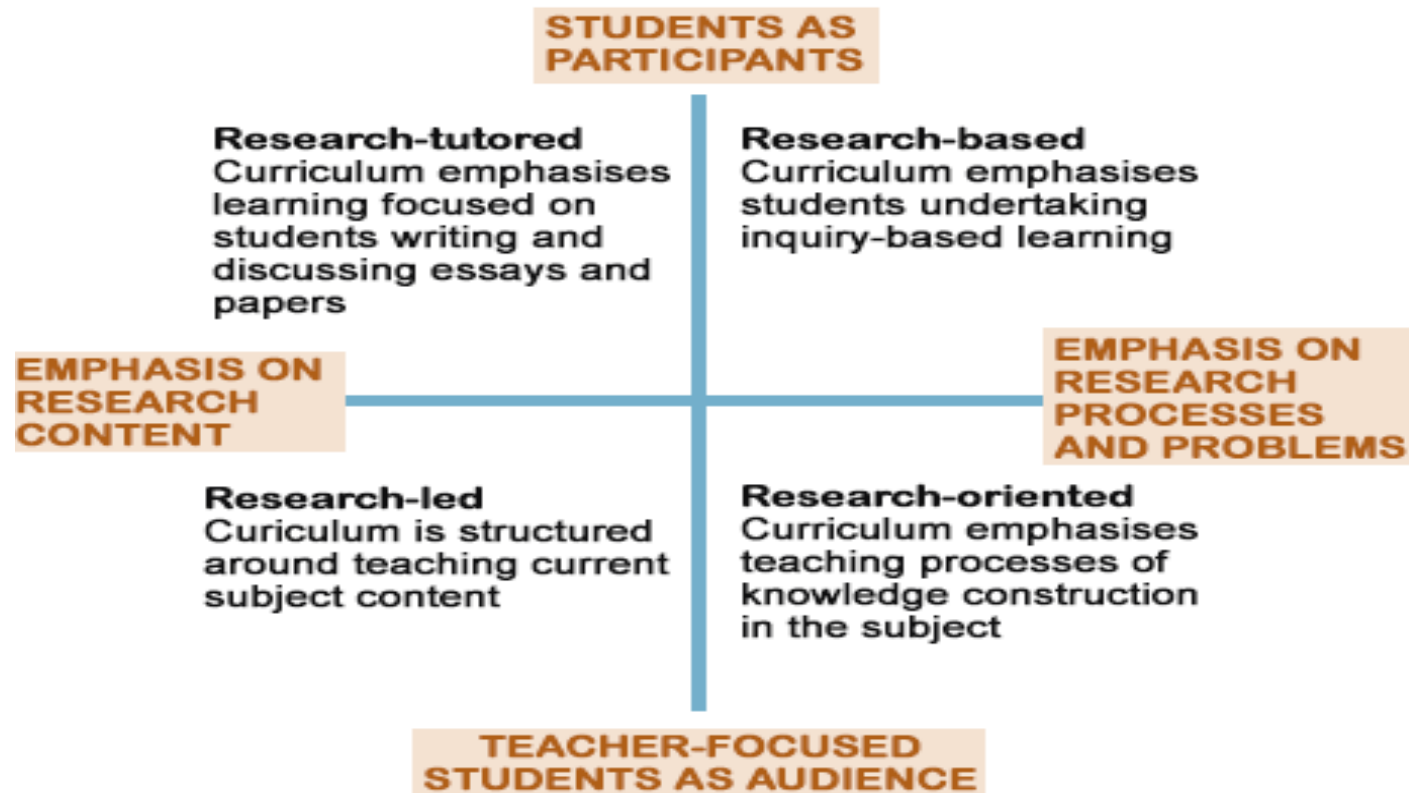
Effective Research Leadership Capabilities

- Five capabilities described by Dingwall R and McDonnell MB in Handbook of Research Management
 - The entrepreneur
 - The networker
 - The collaborator
 - The mentor
 - The multitasker
 - All the 5 are additional to scientific or scholarly credibility
 - Leaders can develop these capabilities over time and/or achieve them through appropriate team organization

Synergies in Teaching and Research

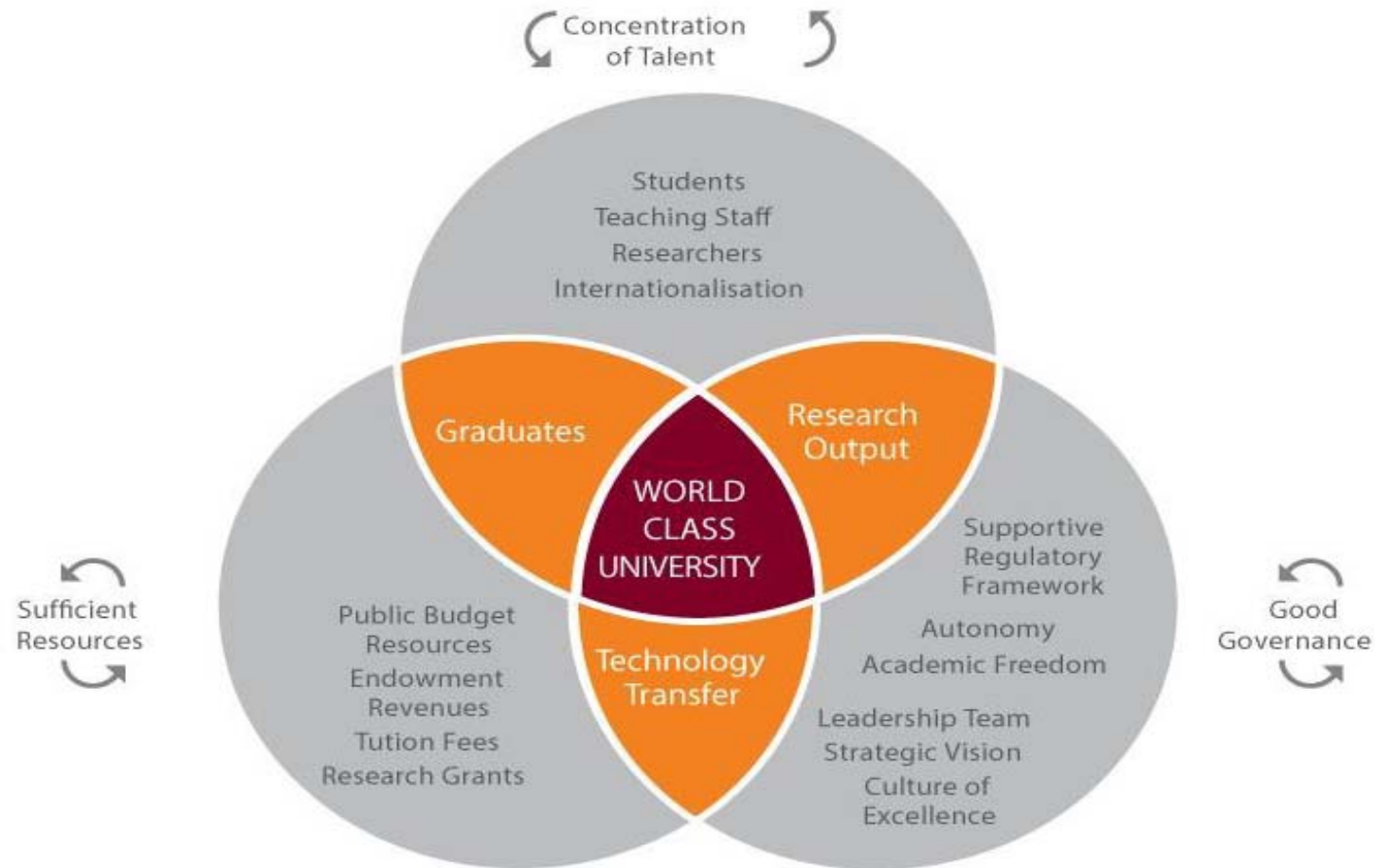
- Teaching and research are synergistic
 - Original and cutting-edge research enhances teaching
 - Students' research and innovations enhance research
- Challenges of achieving both stability for teaching and change or flexibility for research
- Delivering stability and small incremental change is required to address both teaching and research
- Cutting-edge research is inherently disruptive!

Students Participation in Research



*From Healey, M (2005) Linking research and teaching exploring disciplinary spaces and the role of inquiry-based learning, in Barnett, R (ed) **Reshaping the university: new relationships between research, scholarship and teaching**. pp.30-42.*

Integrating Teaching and Research



Source: Excellence in Higher Education: Lessons from Leading Universities in Asia;
National University of Singapore

Activating Research and Innovations

- National policies, structures and systems
- Institutional (Mak) policies, structures and systems
- Units (School): [Leadership](#), structures, and systems
- What is within our control? Have we exhausted all the opportunities within our means?

“Successful leadership looks in the mirror and not out of the window, to take responsibility for poor results, never blaming external factors or bad luck”

Anonymous!

My Experience

- Need to be mindful of issues of leadership in HE
 - Engaging and balancing the diverse mandate and needs of multiple stakeholders: Staff, students, industry/partners
 - Balancing teaching, research, and community engagement
 - Managing highly gifted independent intellectuals requires more tact, flexibility, creativity, change-capability!
- Challenges
 - Gaps in policies, systems, procedures at institutional and Unit levels
 - Leadership capacity enhancement and critical aspects of leadership especially EI not necessarily emphasized

Opportunities within Mak!

- The Makerere Brand!
- Opportunities for partnerships
- Many world class academic leaders and potential mentors
- Many students: Current and future leaders—your networks!
- It is possible to create improvements despite the current limitations!

“The greatest discovery of all time is that a person can change his future by merely changing his attitude.”

Oprah Winfrey

Deans Forum: Opportunities!

- We can learn from one another: there are many good practices within Mak!
- We can inspire one another: Less mourning and more optimism and growth
- Networking and internal Mak collaborations
 - Activate multidisciplinary research and innovations
 - Shared infrastructure, other resources and efficiency
- We can map out crosscutting challenges and jointly engage, peacefully, to create change!

Thank You!

Your Views?