

Expert pool: Policy and Strategy Development

**Leading in Changing Times:
Case Studies in Strategy and Policy Development**
Friday 23 June: 14.00 - 15.30 (CEST)

By: Professor Mark Brown: Director, National Institute for Digital Learning
Dublin City University

Abstract

This webinar invites participants to discuss and reflect on contemporary models and approaches to institutional leadership and strategy development in today's rapidly changing digital era. It argues that leadership remains one of the major challenges facing higher education institutions seeking to harness the transformative potential of new technology-enhanced models of teaching and learning. A strong case is made for a more distributed understanding of leadership in fostering transformative change in complex organisational ecologies. After outlining and inviting feedback on a number of guiding principles emerging from contemporary literature on effective leadership in higher education, the webinar briefly describes three interesting case studies. Firstly, it illustrates based on the experience at Dublin City University (DCU) the importance of aligning the language we adopt with the outcomes we seek in attempting to foster new digitally enhanced models of teaching and learning. Secondly, building on this example, the crucial role of vision, stakeholder engagement and strategic alignment are discussed in the context of envisioning and shaping our own institutional futures. Lastly, the webinar describes the experience of the Empower Online Learning Leadership Academy (EOLLA) and some of the lessons learnt about developing strategic leadership for such uncertain times. Overall the objective of webinar is to share and critically reflect on different experiences of institutional leadership, as we grapple with the challenge of the modernisation of higher education in the European context.