

رهبری در موسسات آموزش عالی:
مرور رویکردها، چشم اندازها

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آنچه رایه خواهد شد

رهبری چیست؟

تفاوت رهبری با مدیریت

رویکردهای رهبری

رهبری جهانی آموزش عالی

مهمترین وظیفه رهبری مدیران در دانشگاه ها

چشم انداز، مأموریت، ارزش مشتری

نگاهی به دانشگاه های ایران و جهان

تعریف رهبری از نظر صامب نظران مدیریت

رهبری عبارت است از عمل اثرگذاری بر افراد به طوری که از روی تمایل و علاقه برای دست یافتن به هدف های گروهی تلاش کنند.

رهبری هنر یا فرایند تاثیرگذاری بر مردم است به طوری که از روی میل و اشتیاق کوشش هایشان را برای رسیدن به هدف های گروهی متمرکز کنند.

Leadership

**The ability to influence a group
toward the
achievement of a particular goal**



What do managers and leaders do?

Managers focus attention & energy on

- how things get done
- their role in events that occur or in a decision-making process.

Leaders more concerned with

- ideas
- relating to others in more intuitive, empathetic ways what events and decisions mean to people

Leadership

Leaders do the right things.

Leadership sets the style and tone for achieving a vision and motivates people to sacrifice for the attainment of the vision.

Leader is responsible for vision and how it relates to each person.

Management

Managers do things right.

Management is the tactical process of executing and achieving the mission.

Manager has to be willingly responsible for the details of the mission.

LEADER

رهبر



SOUL	دل
Visionary	آرمان گرا
Passionate	پر شور
Creative	خلاق
Flexible	منعطف
Inspiring	الهام بخش
Innovative	نوآور
Courageous	شجاع
Imaginative	ایده پرداز
Experimental	تجربه گرا
Initiates change	تغییر دهنده
Personal power	قدرت شخصی

MANAGER

مدیر



MIND	عقل
Rational	عقلانی
Consulting	اهل رایزنی
Persistent	سرسخت
Problem solving	توجه به حل مسئله
minded Tough-	انعطاف ناپذیر
Analytical	تحلیلگر
Structured	ساختار مند
Deliberate	ژرف اندیش
Authoritative	مقتدر
Stabilizing	تثبیت کننده
Position power	قدرت مقام

Approaches to Leadership

- Power-influence
- Traits and skills
- Leader behavior
- Situational approaches
- Reciprocal approaches
- Leader emergence

The Use of Power

Source of Influence	Commitment	Compliance	Resistance
Referent	Likely	Possible	Possible
Expert	Likely	Possible	Possible
Legitimate	Possible	Likely	Possible
Reward	Possible	Likely	Possible
Coercive	Unlikely	Possible	Likely

French and Raven, 1964

Traits of Successful Leaders

- Adaptable
- Alert to social environment
- Achievement oriented
- Assertive
- Cooperative
- Decisive
- Dependable
- Persistent
- Self-confident
- Tolerant of stress
- Willing to assume responsibility
- Modest correlational evidence .20-.30.

Stogdill, 1974

Skills of Successful Leaders

- Intelligent
- Conceptually skilled
- Creative
- Diplomatic
- Tactful
- Good speaking ability
- Knowledgeable of groups
- Persuasive
- Socially skilled

Behavioral Approaches

- Effective leaders behave differently
- Major Findings from Ohio State:
 - Consideration— mutual trust, respect, warmth, concern for others, allowing subordinates to participate in decisions.
 - Initiating Structure— Organizing, planning, defining and monitoring group activities, clarifying and facilitating goals and objectives.

Leadership Dimensions

Production Centered	Univ. of Michigan	Employee Centered
Task Oriented	Blake and Mouton	Social Emotional
Initiating Structure	Ohio State	Consideration

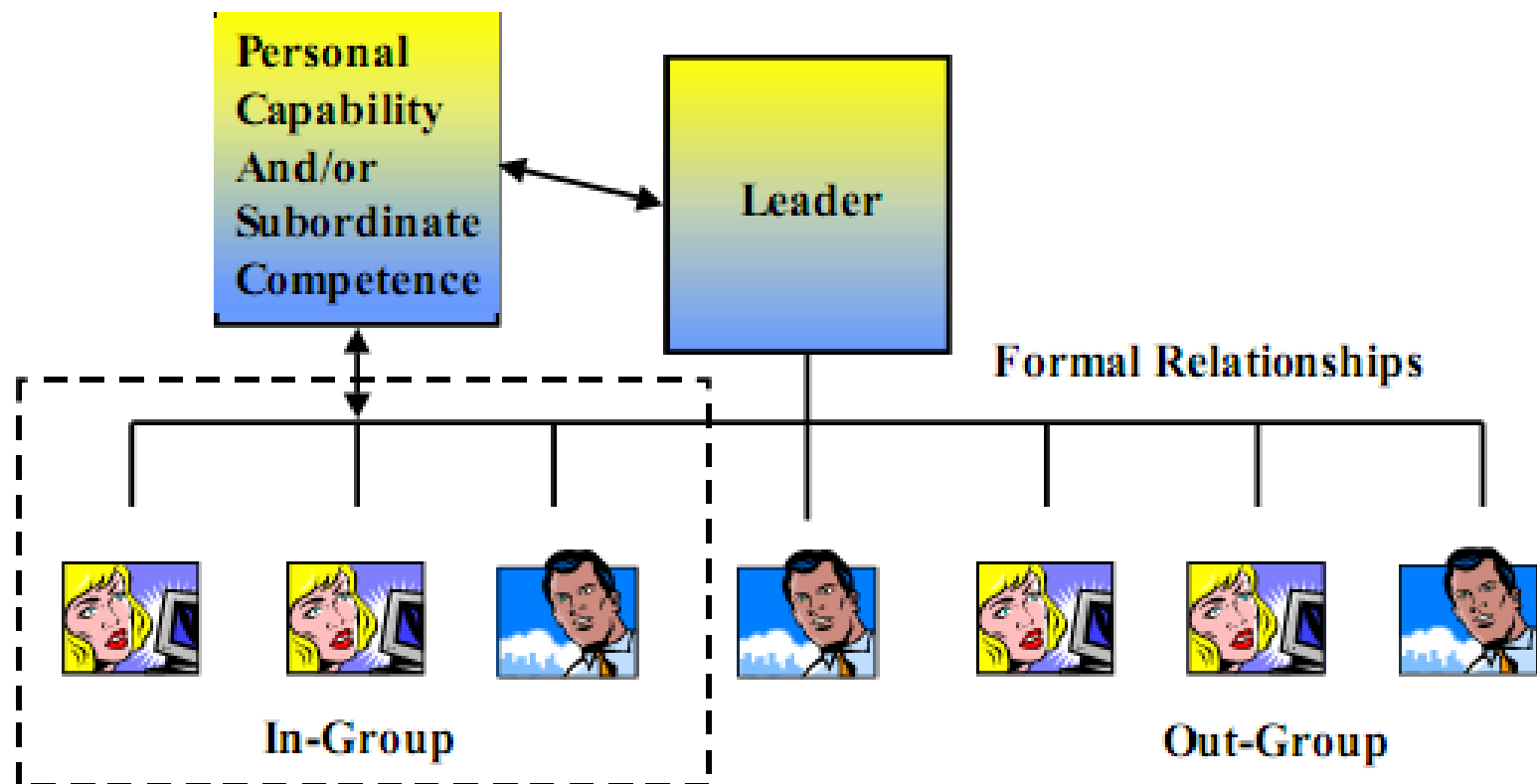
Situational Theory

- The theory focuses on followers' maturity.
- Maturity, the ability and willingness of people to take responsibility for directing their own behavior.

Leader-Member Exchange Theory

- Based on Social Exchange Theory (1979)
 - Situation
 - Followers
 - Leader
- It proposes that there is a continuous dynamic exchange between the leader and the followers

Leader – Member Exchange Theory



Leader's Relationships

- In group
 - Informal
 - Autonomy is given to followers
 - High quality interactions
 - Participation in important decisions
- Out group
 - Formal
 - Little autonomy
 - Low quality interactions
 - Little participation

Transformational Leadership

- Develop a clear and appealing vision
- Develop a strategy for attaining the vision
- Articulate and promote the vision
- Act confident and optimistic
- Express confidence in follower
- Use early success in small steps to build confidence



رهبری جهانی آموزش عالی

IAU

The International Association of
Universities

IAU



Leaders of higher education institutions and their academic colleagues are in a **key position** to contribute to an equitable and ecologically sound future by making sustainable development a central academic and organizational focus.

This requires the generation and dissemination of knowledge through interdisciplinary teaching and research, policy-making, capacity-building, and technology transfer.

We need international academic partners to develop our leadership capabilities. The LEADHER Program creates opportunities for learning partnerships and collaboration among IAU member Institutions and taps into the wealth of diverse institutional reform experience around the world.



The seven global major sins that HE leaders might be accompanied with:

- 1) Politics without principles,**
- 2) Wealth without work,**
- 3) Pleasure without conscience,**

- 4) Knowledge without character**
- 5) Commerce without morality**
- 6) worship without sacrifice**
- 7) Science and technology without humanity**



مهم ترین وظیفه رهبری مدیران در موسسات آموزش عالی

همان مهم ترین وظیفه های موسسات
آموزش عالی در عصر حاضر است

**بزرگ ترین وظیفه یا کار ویژه دانشگاه ها
در نخستین دهه از سده ۲۱، آشکار
ساختن کل پیکره یادگیری و شرح و
تفسیر مبانی و شالوده های دانش است.**



چشم انداز و مأموریت آموزش عالی (نگاه رهبران دانشگاه ها)



METU



THE UNIVERSITY OF
NEW SOUTH WALES



UTM
UNIVERSITI TEKNOLOGI MALAYSIA



UNIVERSITY OF
TEHRAN



چشم انداز

**A shared dream and
direction, that other people
want to share and follow**





Leaders have **vision**



The leadership **vision goes beyond your written organizational mission statement and your **vision** statement.**

The **vision of leadership permeates the workplace and is manifested in the actions, beliefs, values and goals of your organization's leaders**

جوهره اصلی رهبری آن است که رهبر
باید چشم انداز داشته باشد ... رهبر باید
چشم اندازی داشته باشد که آن را به
دقت تعریف کرده است و برای تحقق آن
در موقعیت های سازمانی در تکاپو است.

Theodore Hesburgh,

President of the University of Notre Dame



هیچ چیز مهم تر این نیست که رهبر به
دقت مشخص کرده باشد که چرا همه ما
در حال انجام دادن کاری هستیم که انجام
می دهیم.





ماموریت

A Mission Statement defines the organization's purpose and primary objectives.



Tehran University

According to Times Higher Education System (THES) in the Year 2009, University of Tehran was ranked 368 among the best universities in the world.



فرهاد رهبر

رئیس دانشگاه تهران

در صفحه اصلی و پیوندهای دانشگاه تهران، پیام خیر مقدم از سوی ریاست دانشگاه یا هیچ کدام از مراجع رسمی وجود نداشت.
در جستجوهای به عمل آمده در دو نسخه فارسی و انگلیسی، هدف، چشم انداز، ماموریت و استراتژی دانشگاه مشاهده نشد.



Middle East Technical University (METU)

TIMES UNIVERSITY RANKING (2010): 183

Ahmet Acar,

METU president



Our Mission

The mission of the Middle East Technical University is to reach, produce, apply and promote knowledge, and to educate individuals with that knowledge for the social, cultural, economic, scientific and technological development of our society and humanity. This is to be done by bringing teaching, research and social services up to universal standards.

Goals as Guiding Principles

- 1. Scientific Approach**
- 2. Academic Freedom**
- 3. Interdisciplinary Approach**
- 4. Lifelong Education**
- 5. The Training of Qualified People**
- 6. Student Support**
- 7. Communication with Society**
- 8. Involved Administration**



Adelaide University

TIMES UNIVERSITY RANKING: 234

Region Rank (Pacific Ocean): 4

JAMES MCWHA,

Vice Chancellor and President,
Adelaide University, Australia



To achieve our strategies, we must, demonstrate leadership and quality in all our activities, build on our past, and pursue even higher aspirations.

Vision



The University of Adelaide will build upon its tradition of innovation through **excellent teaching** and **high-impact research** and across a broad range of disciplines and professions. It will be a growing, internationally focussed and financially sustainable institution, enterprising in its approach to new opportunities as they arise, and clear and consistent in its essential directions. It will provide a vibrant intellectual environment that will be satisfying for staff, rewarding for students, and engaging of the community, engendering a sense of pride in our contribution to contemporary society.

Mission



To be recognized internationally as a great research university
and an Australian leader in teaching and research excellence,
committed to the positive impact we can have on the lives of
our students, staff and alumni as well as the local, national
and international communities.

Strategy

We will provide a distinctive learning experience of high quality for our students, and produce graduates whose knowledge and attributes enable them to have significant impact within their communities. This will be founded upon the University's strong research culture; on our current research findings and methodologies; on engagement with professional practice; and on student, graduate and employer feedback.





University Technology of Malaysia

QS UNIVERSITY RANKING (2010): 365

V. Zaini

UTM Vice chancellor



Our aspiration

The divine law of Allah is the foundation for science and technology. UTM strives with total and unified effort to attain excellence in science and technology for universal peace and prosperity in accordance with His will.

UTM Strategies



Contribute to human capital development by providing quality education.

Provide leadership & contribution through research & innovation.

Achieve desirable image & branding that fulfills the requirements of stakeholders.

Contribute to society through community engagement and outreach.



UTM
UNIVERSITI TEKNOLOGI MALAYSIA

Our Vision

To be recognised as a world-class centre of academic and technological excellence.



Our Mission

To be a leader in the development of human capital and innovative technologies that will contribute to the nation's wealth creation.



THE UNIVERSITY OF
NEW SOUTH WALES



University of New South Wales

TIMES UNIVERSITY RANKING (2010): 152

Fred Hilmer,

The president
of UNSW, Australia,



"Knowledge by Hand and Mind"
University's central philosophy of UNSW

Fred Hilmer,

The president
of UNSW, Australia,



There are many goals that a leading university with our strengths could seek to achieve. We focus on what we do and can do best. Our strengths are built on our traditions of the highest academic standards, our record of leading the way with industry and community partnerships and our history of engaging internationally.



Guiding Principles

In pursuing our aspiration, in terms of the way in which UNSW is led and managed, we will value and embed in what we do:

1. Academic freedom
2. Leadership
3. Innovation, initiative and creativity
4. Recognition of merit and excellence

5. Integrity and high ethical standards
6. Equity, opportunity and diversity
7. Mutual respect, collegiality and teamwork
8. Professionalism, accountability and transparency
9. Safety
10. Sustainability
11. High service standards

UNSW ASPIRATION

Student Experience

Destination of choice for students with the highest potential



Research

Top 3 in Australia in research performance



Community Engagement

Valued partner with key communities

Capabilities

Improve leadership and operations

Resources



Alexandria University

TIMES UNIVERSITY RANKING: 147

Hind Hanafy

Alexandria University Vice-chancellor



"I will pay particular attention to the promotion of medical education, scientific research and cooperation with European universities"



UNIVERSITY VISION

Alexandria University

This vision acknowledges that higher education will be challenged to meet the needs of society in the 21st century. Alexandria University must be positioned to accept this challenge and responsibility so that it can continue to lead advances in educational and technological innovation, scientific discovery and creative expression by fostering an atmosphere of intellectual excitement and innovation. To exploit its comparative advantages and to identify opportunities for fruitful collaboration beyond its boundaries, Alexandria University remains committed to interdisciplinary research and education, not only within and across academic fields, departments, schools and colleges, but also across institutional, national and cultural boundaries.

UNIVERSITY MISSION

Alexandria University



Alexandria University will be a bold and innovative leader in providing an accessible, adaptable and challenging learning environment to develop graduates. As an academic institution, the University holds the intellectual and personal growth of the individual to be a central purpose. Its programs are designed to broaden perspectives, enrich awareness, deepen understanding, establish disciplined habits of thought, prepare for meaningful careers for students, and thus, to help develop individuals who are informed, responsible, and productive citizens.

UNIVERSITY MISSION

Alexandria University



Therefore, in addition to creation, preservation, transmission and application of knowledge through teaching, research and creative works, the mission of Alexandria University is to contribute to the society through the pursuit of education, learning, and research at the highest international levels of excellence.



Ferdowsi University of Mashhad

One of the top 10 of Iranian Universities

International rank: ?



علیرضا عاشوری

رئیس دانشگاه فردوسی مشهد

FUM is now aiming at placing itself in an outstanding position by paving the way for getting more overseas students together and creating a friendly atmosphere amongst younger generations. I can definitely assure that the environment of FUM, a green university, is a pleasurable one for study and research.



چشم انداز

دانشگاه فردوسی مشهد یکی از دو دانشگاه برتر
جامع کشور در تولید علم، نظریه پردازی و توسعه
فناوری، برخوردار از جایگاه معتبر در بین ۱۰
دانشگاه اول جهان اسلام و جزء ۵۰۰ دانشگاه ممتاز
جهان با هویتی اسلامی- ایرانی است.



ماموریت

دانشگاه فردوسی مشهد به عنوان دانشگاهی جامع و منحصر به فرد در نیمه شرقی کشور، بر خوردار از قطب‌های علمی ممتاز، با التزام به اصول متعالی دین مبین اسلام، رعایت اخلاق حرفه‌ای و بهبود مستمر و با اتکا به سرمایه‌های انسانی و اجتماعی کارآمد به تربیت انسانهای متعهد، خلاق، متفحص، پژوهشگر و کارآفرین برای پاسفگویی به نیازهای جامعه و اعتلای فرهنگ آن اهتمام ورزیده و با به کارگیری فناوری‌های پیشرفته و استانداردهای جهانی و تقویت همکاری با مراکز علمی و فرهنگی به تولید و ترویج علم نافع در سطح ملی و بین‌المللی تلاش می‌کند.



Sharif University of Technology

QS UNIVERSITY RANKING: 501-550



رضا روستا آزاد

رئیس دانشگاه صنعتی شریف

آرمان دانشگاه

هدف این دانشگاه، فراهم نمودن محیطی علمی و پویا برای کسانی است که در راستای کسب علم و دانش تلاش می‌نمایند، و پایگاه و نقطه اتکاء و اعتماد آنان است که واقعیات و مقایق علمی را درک کرده، برای نشان دادن آن به دیگران کوشش می‌کنند.

Vision



دانشگاه صنعتی شریف دیدگاه
خویش را در خلق، انتشار و کاربرد
دانش در یک محیط یادگیری کاملاً
پویا جستجو می کند.



Harvard University

TIMES UNIVERSITY RANKING: 1



DREW G. FAUST
HARVARD UNIVERSITY
PRESIDENT

Hello, and welcome
to Harvard. People make a university great, so whether you are a prospective student, current student, professor, researcher, staff member, graduate, parent, neighbor, or visitor, your interest and enthusiasm are valued and appreciated.



Faust Slogan

(September 2010)

Let's break down
boundaries



Drew Faust,

30 June 2010

“Look at the past to help create the future. Look to science and to poetry. Combine innovation and interpretation. We need the best of both. And it is universities that best provide them.”

Vision



ABLE

A Better Learning
Environment



Mission

"The advancement of all good literature, arts, and sciences; the advancement and education of youth in all manner of good literature, arts, and sciences; and all other necessary provisions that may conduce to the education of the ... youth of this country...."

In brief: Harvard strives to create knowledge, to open the minds of students to that knowledge, and to enable students to take best advantage of their educational opportunities.



Cambridge University

TIMES UNIVERSITY RANKING: 6



L. Borysiewicz

Cambridge University vice-chancellor

The University of Cambridge is known worldwide for the excellence of its teaching and research and the quality of learning.

We provide an education which enhances the ability of students to learn throughout life.



Vision

- freedom of thought and expression
- freedom from discrimination

Mission

The mission of the University of Cambridge is to contribute to society through the pursuit of education, learning, and research at the highest international levels of excellence.



آنچه رهبران موسسات آموزش عالی برای
برتری دانشگاه خود انجام می دهند:

تعیین چشم انداز،
مشخص ساختن مأموریت،
یکدست کردن ارزش های مشترک به سوی
چشم انداز

تکیه گاه های چشم انداز رهبران موسسات آموزش عالی که برای برتری کوشش می کنند

- ☐ ایجاد فضا و فرصت های غنی یادگیری
- ☐ برقراری ارتباط با اجتماع پیرامون
- ☐ پشتیبانی از پژوهش و تولید دانش
- ☐ شکستن مرزهای جهل و انحصار دانش
- ☐ پرورش متخصص اندیشمند و نقاد

دانشگاه فردوسی مشهد در سالهای گذشته قدمهای اثربخشی به سوی یک رهبری پویا و پیشگام در حوزه آموزش عالی برداشته است. فرصت های ایجاد شده، در صورتی که مورد قدردانی همه اعضای دانشگاه قرار نگیرند، به سادگی از دست خواهد رفت. توجه به نقش رهبری مدیران، یک اقدام موثر برای تبدیل فرصت ها به امتیاز رقابتی است.



با تشکر از توجه شما عزیزان