



NTNU – Trondheim
Norwegian University of
Science and Technology

*Education leadership at study program level –
what does it mean and is it well defined?*

Prorector

Professor Berit Kjeldstad NTNU

Norwegian University of Science and Technology

Trondheim, Norway

Workshop program

- Introduction 20 minutes
- Groups 40 minutes
- Plenary discussion 30 minutes



Education leadership

- Leadership at Universities / Colleges
- Strategic leadership
- Academic and pedagogic leadership
- Administration leadership (management)



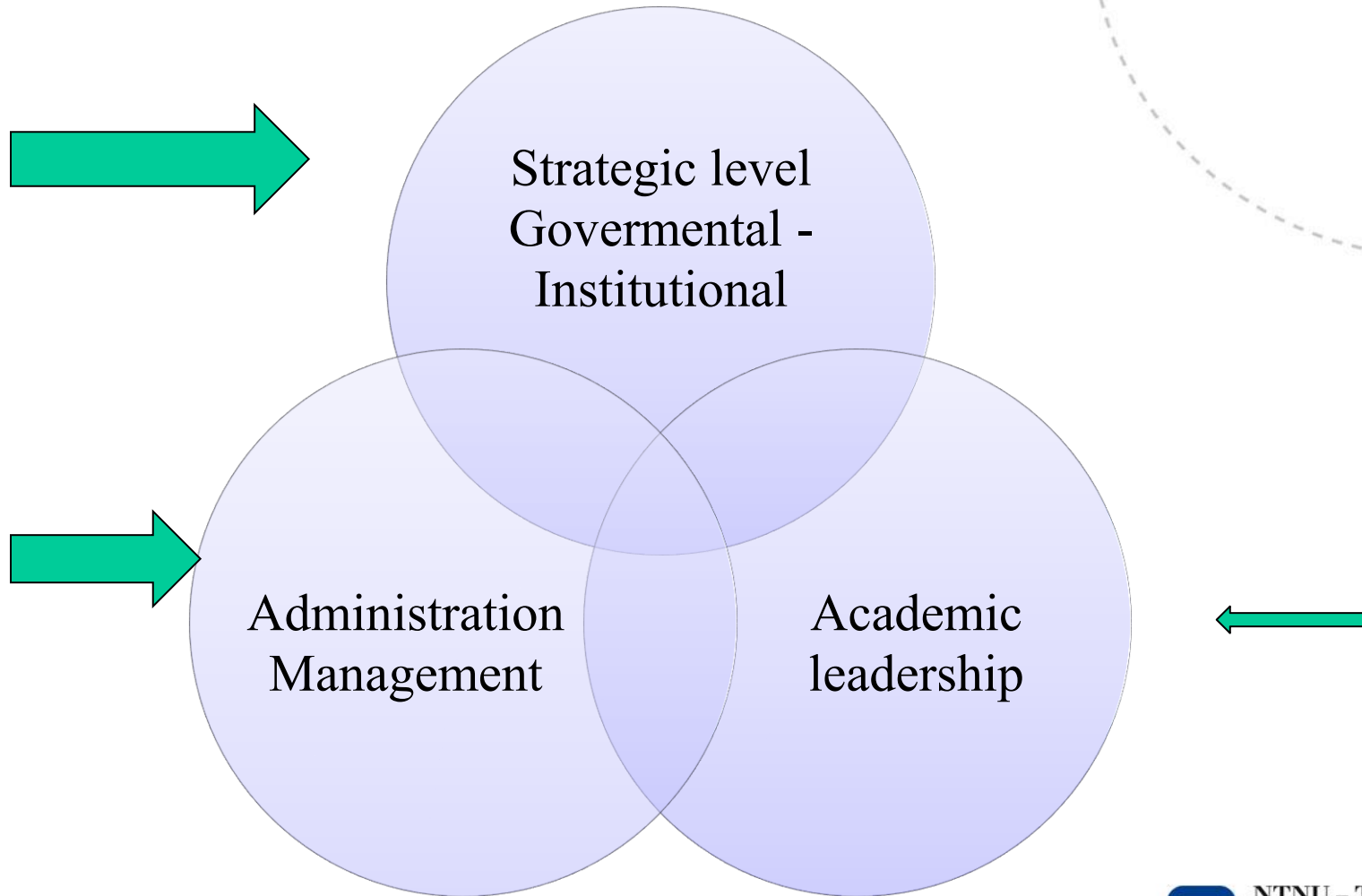
NTNU – Trondheim
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Bologna 19.6.1999

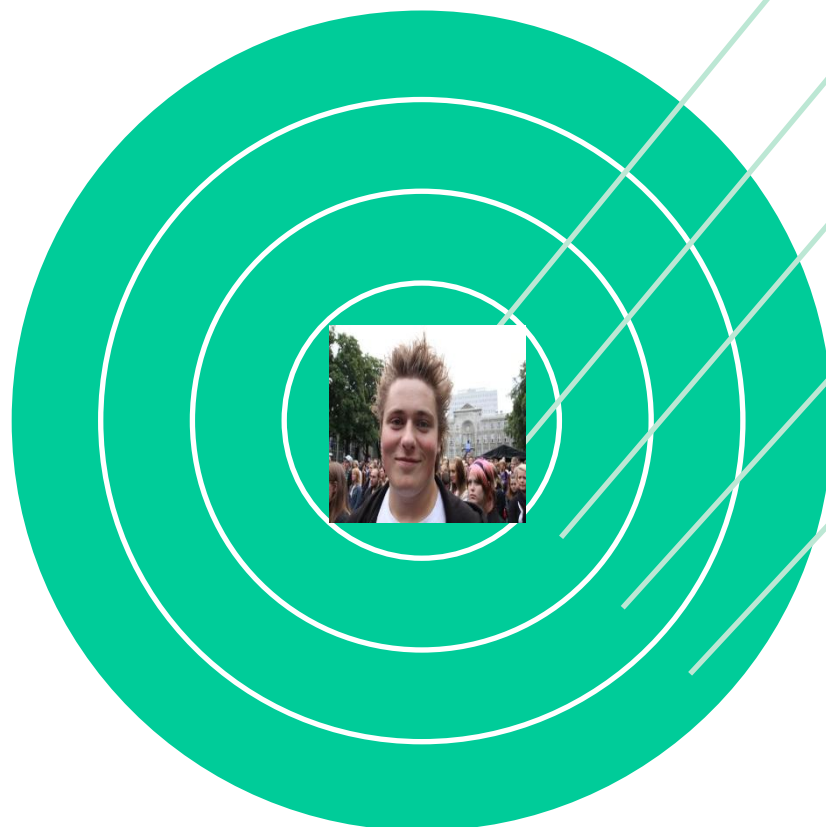
- Adoption of a system of easily readable and comparable degrees, two cycles
- Establishment of a system of credits - ECT
- Promote mobility - students and staff
- Quality assurance - comparable criteria and methodologies
- The European dimension- Integrated programmes of study



Management versus leadership



Education quality
 With in the
 perspective of
 Study programme
 Requires both
 leadership
 and management



Learning outcome
 Student

Course
 Professor,
 Head of Department

Study program
 Study program leader,
 Dean Faculty

Study program portefolio
 Vice Chancellor Board
 University

Student life
 Citymajor ,
 other supporting
 organisations



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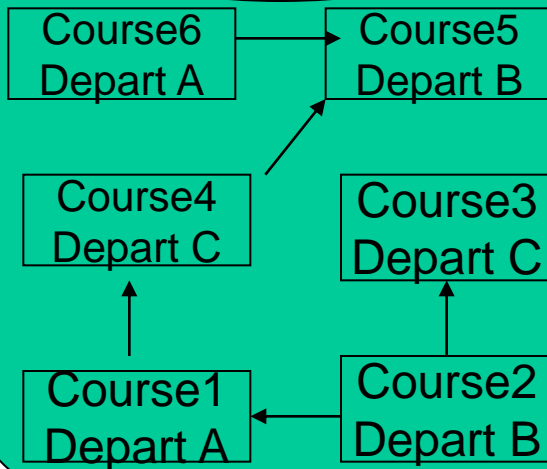
Matrise structure versus line organization

Vice chancellor

Dean

Study program leader

Student reference group



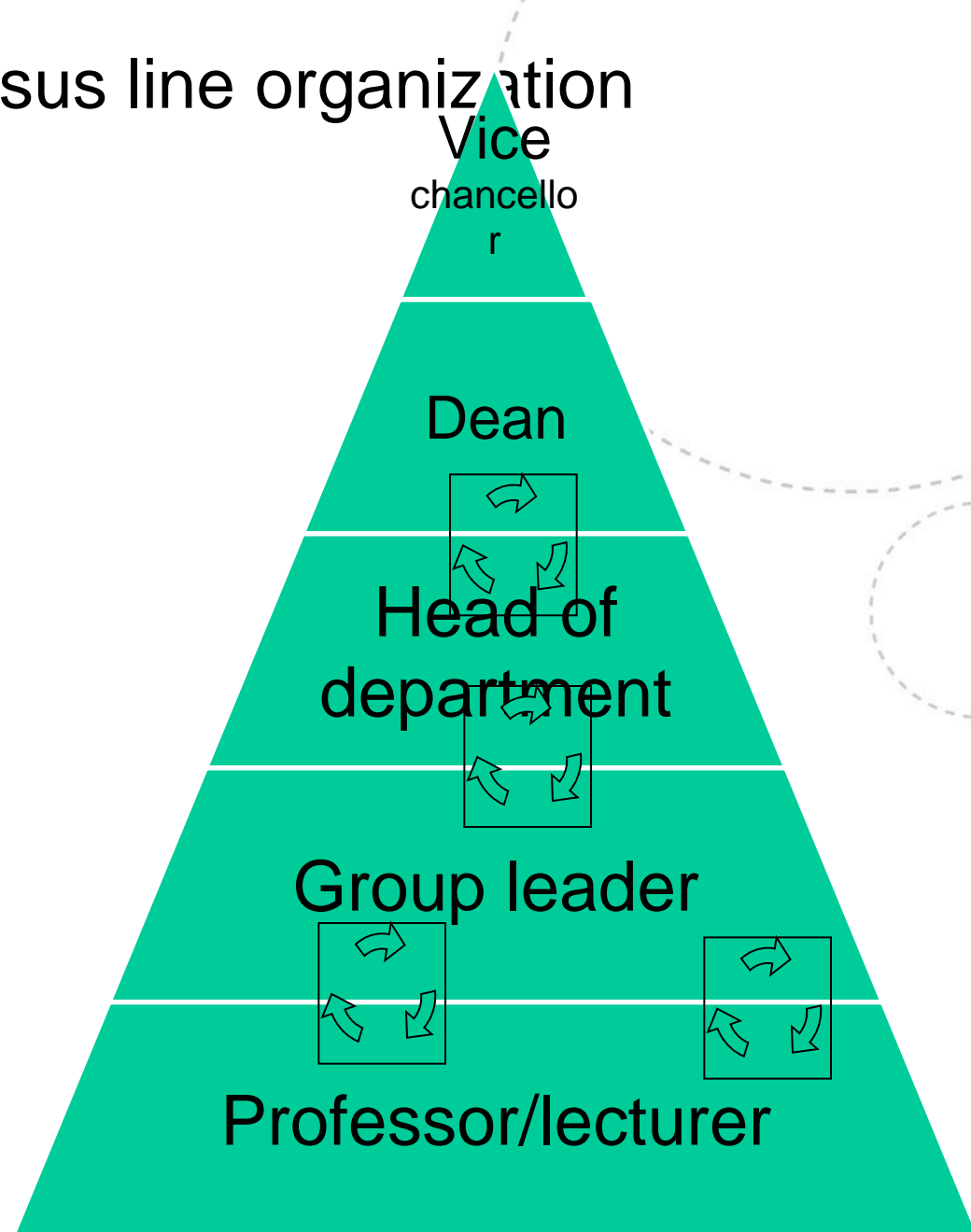
Vice
chancellor

Dean

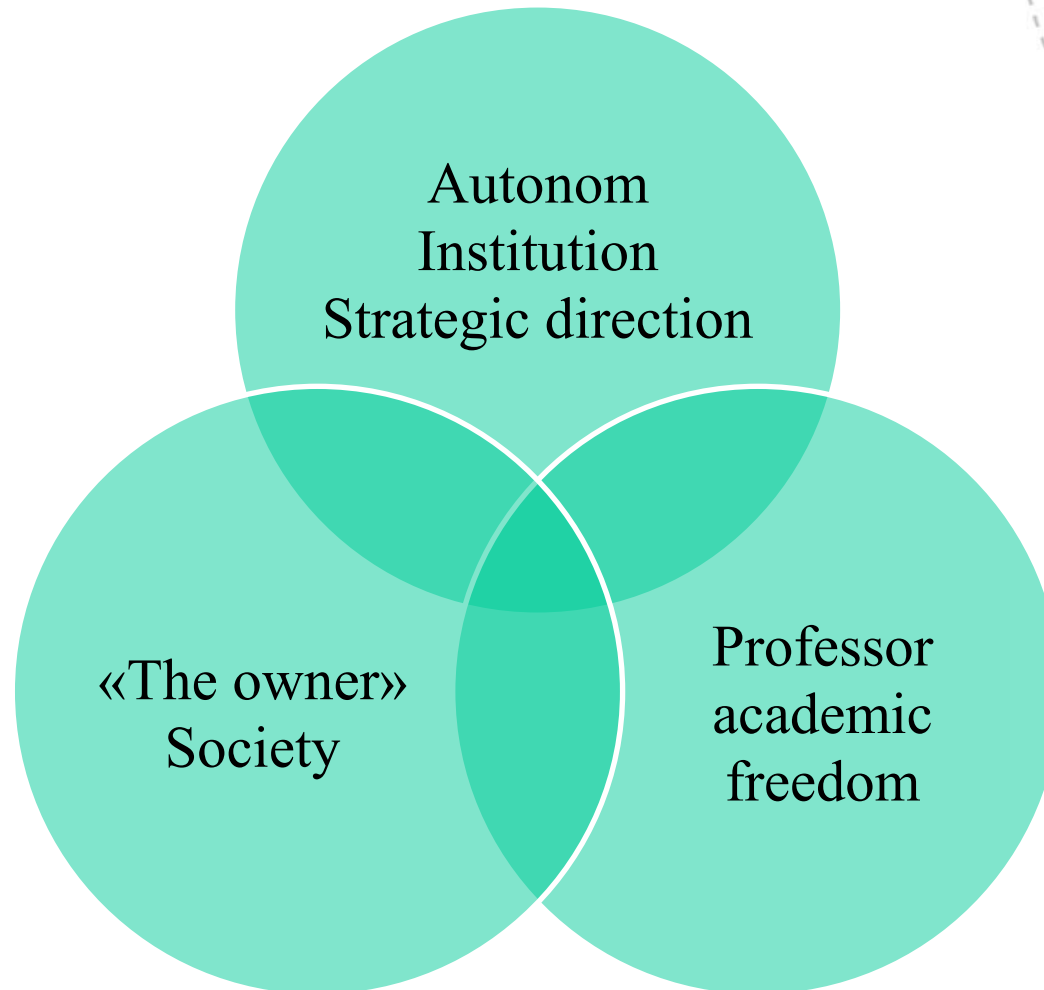
Head of
department

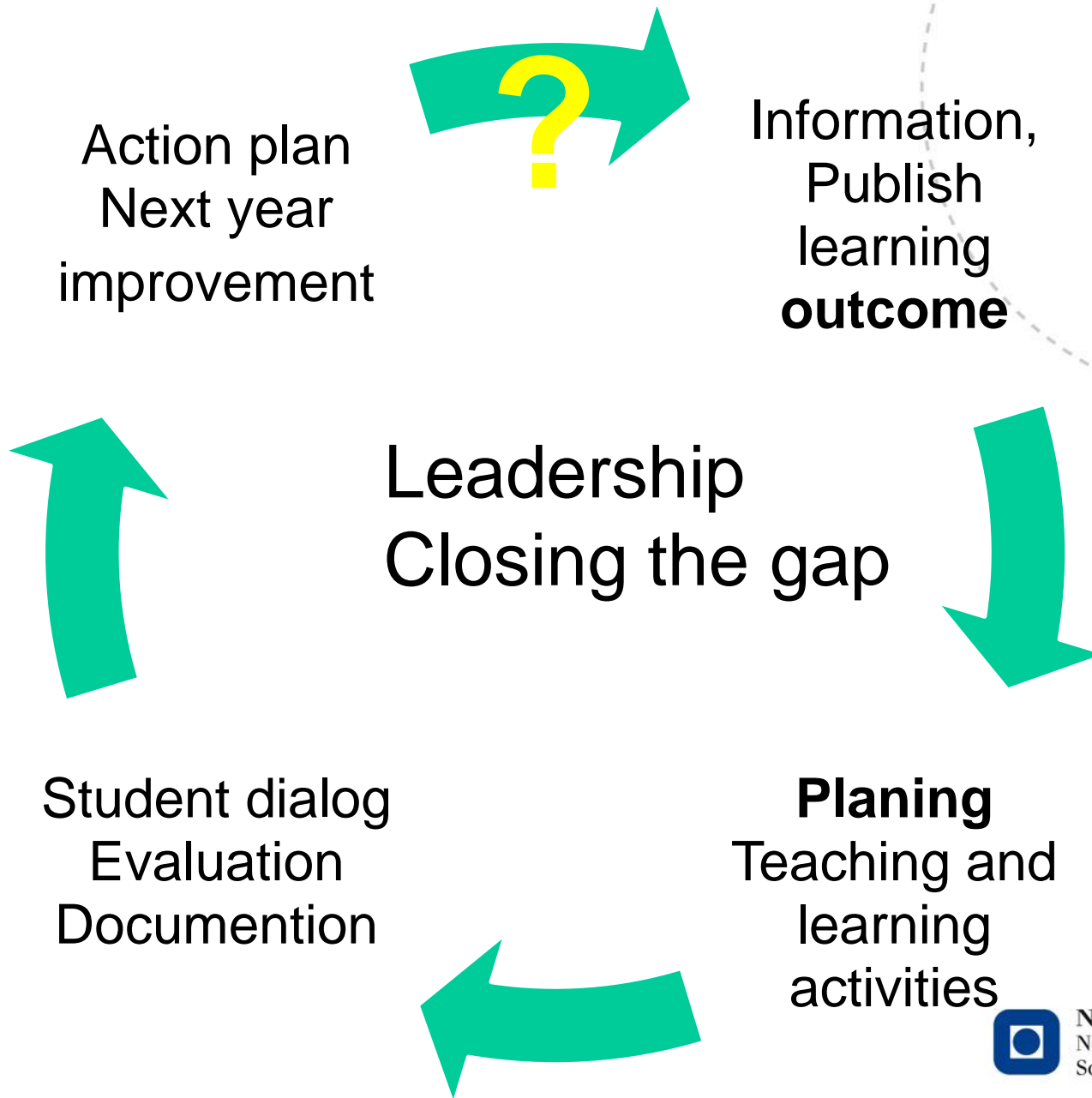
Group leader

Professor/lecturer



Leadership at University - The delta connection





Culture for Quality Collaboration at University level

- Teaching – Student +++
- Teacher - Teacher ++
- Teacher – Leadership -+ (-)
- Leadership- Leadership -+ ?

Qualification framework: shifting focus

- Teaching to learning
- Quality at course level to program level
- Quality in teaching processes to quality learning results
- The role from lecturing to guiding learning processes
- From education management to leadership
- Adapt relevant pedagogical skills

Formulating learning outcome at study program level requires proficiency in writing

Developing learning outcome at study program level requires clever leadership and patience

Questions for group work

- Are these questions relevant for your country ?
- In which way are leadership important for quality enhancement in higher education ?
- What are the three most critical parameters focusing quality in study programme ? Give a report in plenum

