

Strategic anchoring of learning and teaching development

EUA, Paris 28.9.2017/Petri Sjöblom



Turun yliopisto
University of Turku

The challenges of the HEI context

- **Implementing and anchoring a L&T strategy is also about management and leadership**
- **The HEIs are complex entities in terms of leadership and management**
- **The closer the core academic tasks we come, the more demanding the management becomes:**
 - **The academics are often primarily loyal to the international research community, not the organisation**
 - **Teaching may still be considered inferior to research**



The challenges of the HEI context 2

- **There is built-in reluctance among the academics towards institutional strategies or policies which appear as administrative**
- **The structure and nature of HEIs are particularly ill-suited to top-down leadership; there is a deep-rooted desire for academic freedom and collegiality**



Discussion

- What are the essential elements of a good L&T strategy and the implementation of it?
- To what extent are they institution-specific or even field/department-specific?
- What are the main challenges to draw up and implement a teaching and learning strategy at your institution?



Implementing a L&T strategy is also about change management

“Change is disturbing when it is done to us, exhilarating when it is done by us.”

— Rosabeth Moss Kanter