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Title

Merging divergent campus culture into coherent educational communities : challenges for higher education leaders

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Abstract

Mergers in higher education are viewed here as a sociocultural issue. Concentrating particularly on mergers in Australia during the late 1980s and beyond, highlighted are some cultural challenges that arose and strategies adopted by institutional leaders in trying to create integrated communities from the merging of campus cultures that were historically and symbolically un-complementary. By viewing a number of cases, how hoped-for post-merger integration or "coherent educational communities" were and were not achieved is a specific focus. Evidence indicates that in newly merged campuses integrated as opposed to federal structures provide more scope for tighter cultural integration. In particular, expert leadership is needed that keeps cultural conflict to a minimum and pays special attention to developing new loyalties, high morale and a sense of community within the newly created institution. (HRK / Abstract übernommen) Harman, Kay, E-mail:

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