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**Abstract**

The purpose of this study was to investigate the outcome of restructuring the tertiary system in New South Wales, Australia five years after its announcement in the late 1980s. It was hoped that lessons could be learned to assist policy makers in Nova Scotia, Canada in their attempt to restructure higher education. Twenty-four senior administrators were interviewed to collect data on "why" and "how" decisions were made in response to a voluntary restructuring policy. Qualitative data analysis revealed that (1) voluntary amalgamations and federations take place when tertiary institutions fear governments will mandate restructuring; (2) restructuring old established institutions is more difficult; (3) personal ambitions of leaders negotiating mergers play an important role; (4) loose federations are likely to become more bureaucratic and less efficient; (5) organisational change and development are poorly understood by senior administrators. To achieve organisational change, more than one factor must be present. Congruence between these factors is critical to achieve desired outcomes. The data inferred that there is a relationship between leadership, restructuring, managing staff relations,

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organisational development, external pressure for change, and organisational change. To illustrate this relationship, the "primary triad model" was created suggesting a holistic approach to achieving desired outcomes. Otherwise, organisational change may be perception rather than reality. (HRK / Abstract übernommen) Curri, Gudrun, E-mail: [gudrun.curri@dal.ca](mailto:gudrun.curri@dal.ca)