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Selecting the Optimum Management Model for a Branch University Campus

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overriding considerations are, however, the management culture and practices of the university, which determine what authorities will be delegated. Unfortunately, this last consideration can often lead to sub-optimal outcomes stemming from a common obsession to centralise decision making and the maintenance of existing power structures, rather than what is required for a campus to thrive.

ABSTRACT

Under a university parent/branch campus structure, branch campus management models can be divided into five categories. These categories are primarily based around the level of autonomy that the head of campus has over business decision making and the business cycle, the line management arrangements of academic staff, and the localised control of research. Two low or no autonomy models (the study centre and the administrative model) and three high autonomy models (the matrix, faculty¹ and federal campus models) are examined.

The selection of an appropriate model to optimise the outcomes of the branch campus is influenced by whether the campus is specialised or comprehensive in nature, geographical factors, university brand aspirations, the level of community engagement required, and the campus's commercial environment. The

¹ In Australia, the term faculty relates to an academic division, and while their structure and grouping of