

Strategy, they say, is emergent as well as planned: a pattern that rises up from the interaction of events and intent. I am learning that JANZAM issues can work the same way. This issue contains a happy confluence of papers around the theme of universities and management. David Poole and Bob Robertson offer an extensive review of the challenges of university management and strategy in our age of declining state funding, rising participation rates, and energetic diversification of revenues. If the role of the university is changing, what is it changing to, and how will we make its discovery? David Bubna-Litic and Suzanne Benn ask very much the same question at the level of university programmes, specifically the canonical programme of business schools everywhere – the MBA. In their wonderful phrase, they urge us to accept that ‘the MBA is fundamentally a child of modernism’ whose rationale is now in need of radical re- (or de-) construction.

While these two papers were going through the review process, the ANZAM executive met to brainstorm new ideas and roles for our Journal. One of these was to include interviews with leading management practitioners. The idea, as I recall, was Gael McDonald’s. The application to university management found an immediate candidate in Auckland University’s John Hood who next year becomes Vice Chancellor of Oxford, apparently the first external appointment in the institution’s 900 year history. I express my thanks to him for making the time for a long interview and for sharing his experience with JANZAM. To me at least, John Hood’s experience is fascinating for revealing how a senior and successful university manager deals with, and rides, the forces of change uncovered in these two academic papers. The clear conclusion from these researchers, and this practitioner, is that the trajectory of change in our sector is taking us towards far more diversity in the institutions we now call universities.

Should anyone see in these accounts of change a one true way forward for universities and their managers, Patrick Dawson’s paper is prescribed as an immediate antidote. In it, we are urged to recognise that accounts of change will always be several, and that care must be taken not to accept the dominant account as the only, or most accurate, account. It seems that not only will our future be diverse, but the record of its discovery must be also.

The diversity of papers submitted to JANZAM continues unabated with papers in this issue on call centre compensation strategies by Gary Crone, and on new techniques for mapping organisation cultures by Noel Burchell and Darl Kolb. I thank all of these contributors for choosing JANZAM as the outlet for their work. As always, I am grateful to the Associate Editors for looking after the review process for papers in their field. Especially I thank the reviewers, whose contribution of time and expertise to the work of their fellow researchers is a powerful expression of the collegiality that flourishes still in university life.

**Colin Campbell-Hunt**

**Editor**