Management Development at the University of Twente

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HWM Jahrestagung 2009:

Professionalisierung des Managements und Management der Professionalisierung

FH-Osnabrück   5 M · a · r · c · h   2 · 0 · 0 · 9

University of Twente

Founded in 1961

Technical & social sciences

7,200 Bsc/Msc students

750 PhD students

20,000 alumni

2,600 staff members

Campus: 330 acres, > 100 buildings

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Management development in Dutch higher education ... in development:

• No national professionalisation strategies / initiatives

• But institutional autonomy for staffing policies since early 1990s

• Institutional policies and training programs (relatively recent)

• *Kennisnetwerk Management Development Hogescholen* (2005)
    annually 2 meetings to inform and share experiences

• University Expert Network for "academic leadership"
   just starting

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Most important: management development programs

- In cooperation with small private training companies

- For professors and associate professors
     often not for deans and central administrators

- Mostly 2-5 days, focused on practical skills

- In *Hogescholen* often longer, but internal, programs
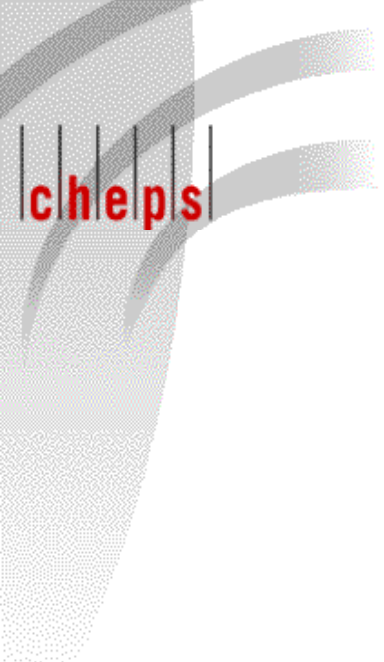   with external trainers

An example – University of Twente
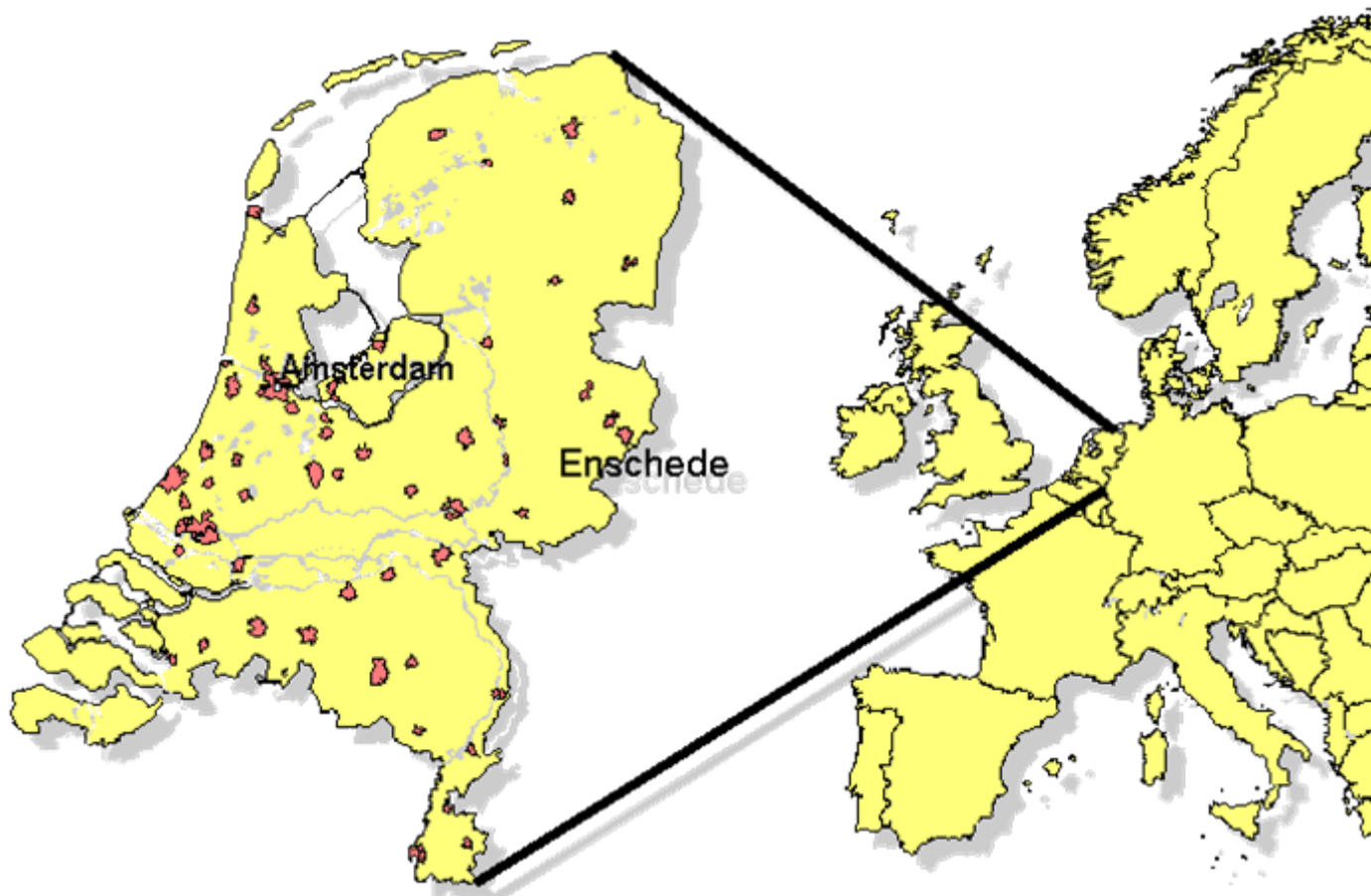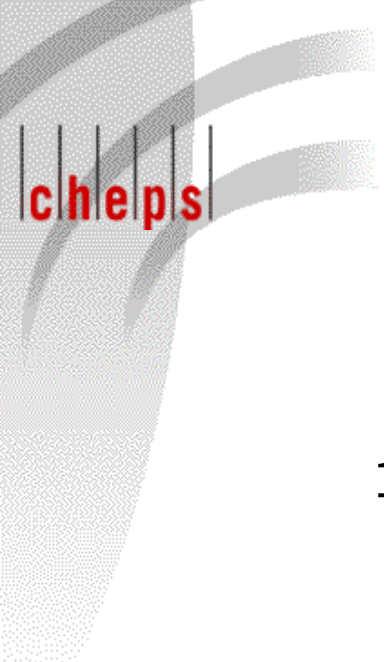
Stages in UT policies

1.   2001: Restructuring to Schools and Research institutes

2.   2005: Structural management development programmes

3.   New Management Development plan 2009-2014: Talent Management

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Major organisational changes

• Merging faculties, from 13 Faculties to 5

• Organisation of research in 6 Research Institutes

• Professional Deans and Scientific Directors

• Stimulation of interdisciplinary research, PhDs and
   prestigious research council grants

• Stimulation of entrepeneurship

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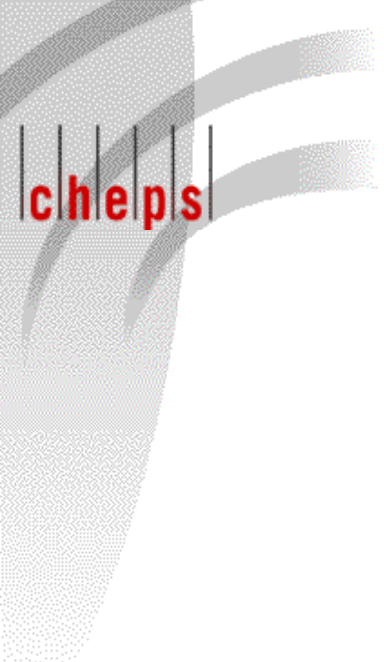
Impact:

• Stronger research focus

• Way more PhDs & Research Council grants

• More business like directing of faculties

• Clashes between Deans and Scientific Directors

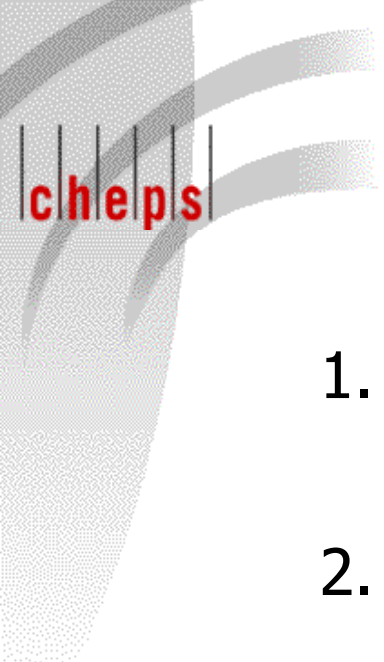• Questions about academic leadership by professional deans
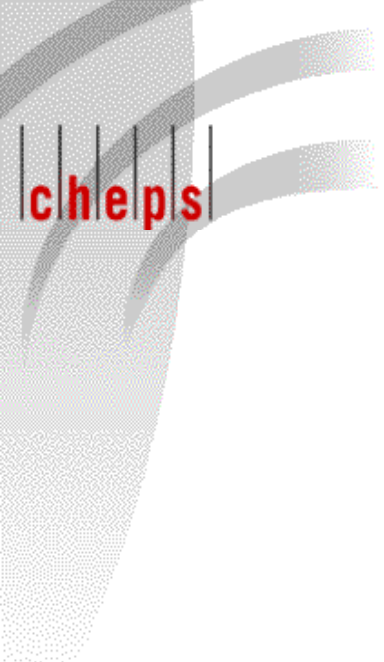
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- No structured policies to attract or reward managers

- Ad hoc filling of vacancies

- But … development skills of leaders & managers:
  - Leading meetings
  - Negotiating
  - Steering / leading projects
  - Coaching colleagues
  - Time management
  - Conflict management

Management Development at many levels

1. Course Academic Leadership
     professors

2. Course Academic Leadership for potentials
     Associate professors

3. Course Professional Leadership
     managers of supporting staff

4. Course Coaching and management
     project managers/coaches/policy-advisors

5. Course for managers of small operational teams
     administrative managers

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Impact:

• Management programs well used & evaluated

• Except for "leadership for professors"

• Larger pool of better trained project leaders etc.

• No structural talent scouting (external training bureau)

• No linkage to entrepeneurship / proposal writing / networking

• No structural personal development plans

Challenges for HR-policy University of Twente

- Human Resource Management in line with the new Strategic Vision RoUTe 14:
  - Be entrepeneurial
  - Stronger technology focus & multidisciplinarity
  - Develop vision and perspectives: internationally

- White paper on staffing policy:
  - UT as an attractive employer
  - UT as an employer stimulating development and growth
  - Organisational development
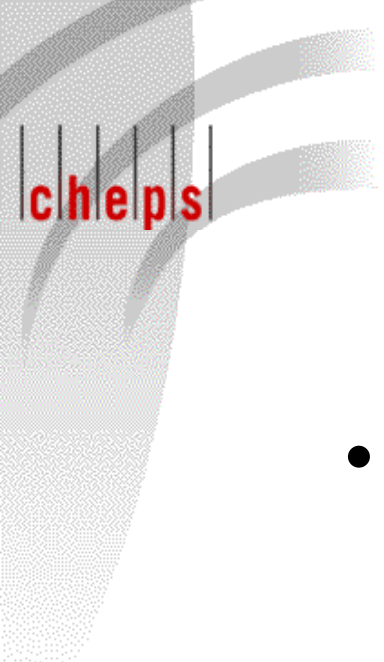
Management development in RoUTe '14 & HR-policy

- Becoming an employer of choice for talent from all over the world

- Focus on recruitment and development of talent

- Focus on entrepeneurship and multidisciplinarity

- Focus on education (grow)

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Instruments for academics, managers and administrators:

- Active scouting and recruitment of talent: internal & external

- Offer challenging scientific career paths: agreements

- Flexible employment conditions: rewarding

- Train managers to identify, bind and supervise talents

- Selective in contracting and career paths: define staff profiles

- Develop the right HR-support infrastructuur:
  profiles and required competencies
  performance & support agreements with managers

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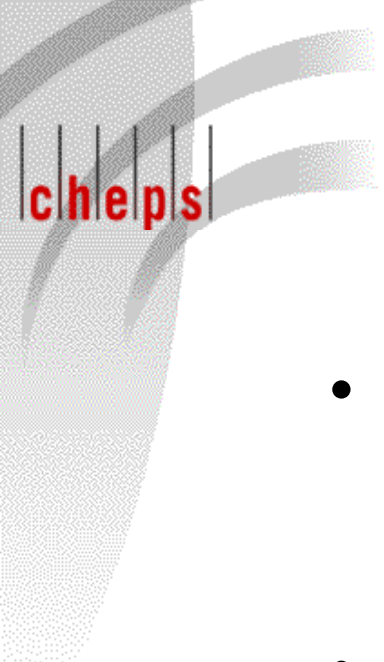
- New programmes for all leaders and managers:

    Board, Deans, Research Directors, Administrative Directors, Project Managers

- Management programmes more focus on:

    change management / vision development

    multidisciplinarity

    talent management: identify, recruit, develop

    academic entrepeneurship / networking

- Creating a management pool for potentials

    to replace retiring generation

    trained in small groups (networks): skills & leading