Challenges in Higher Education Management

HWM Jahrestagung 2009:

Professionalisierung des Managements
und
Management der Professionalisierung

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Global warming:

• economic globalisation
• knowledge based economies, innovation
• ICT, speed & intensity of information

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• Higher education important and challenged

Globalisation and 'Geo-Regionalisation'

	1990		1995		200		2005	
	total	% internal	Total	% internal	Total	% internal	Total	% internal
Ecowas	18	8	21	9	36	8	59	9
Sads	35	3	39	11	47	9	84	9
Mercosur	47	9	70	20	89	20	164	13
Nafta	547	41	853	46	1.214	56	1.478	56
Asean	144	19	324	25	427	23	629	26
Asean+	563	27	1.048	35	1.326	35	2.271	35
EU25	1.526	67	2.098	66	2.409	57	4.012	66

Trade volumes in billions dollars

Source: Unctad

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National & institutional changes:

- mass HE provision
- greater diversity in system
- more autonomy & accountability
- higher levels of competition
- call for innovation, relevance
- growing reliance on diversifying external resources
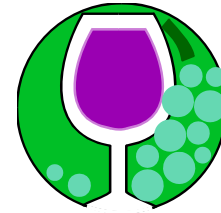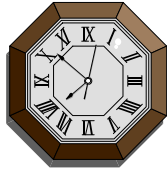- more stakeholders with more involvement

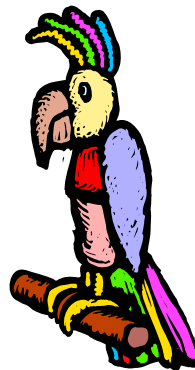$\rightarrow$

- imperfect information: reputation race

cheps

The university as a shopping mall?

University as a modern multi-product organisation

Various outputs:

- teaching
    - bachelors, masters, PhD, post-initial programs/courses
- research & innovation
- contracts, consultancy / capacity building
- community outreach: social/culture/sports centre
- administrative innovation

Various expectations:

- quality: teaching, research and services
- accountability / transparency
- efficiency / effectiveness
- entrepeneurship / innovation

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How to deal with all expectations / challenges?

Management and professionalisation:

- the magic words and phenomena ?
- at what level ?
- academic or administration ?

Can we manage professionals ?

- academic freedom
- academic independence
- academic stubborness
- entrepeneurship / innovation
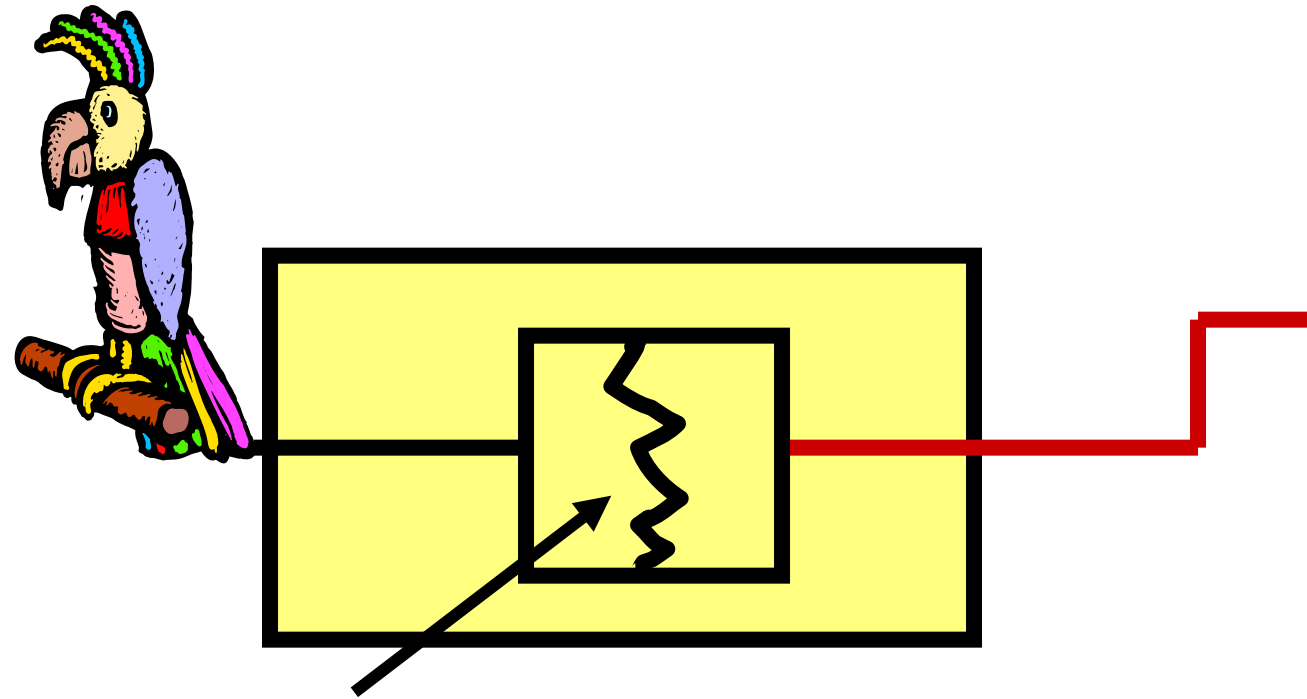
Managing universities managing a black box ?

each turn of the red handle turns the parrot

Tightly coupled connection
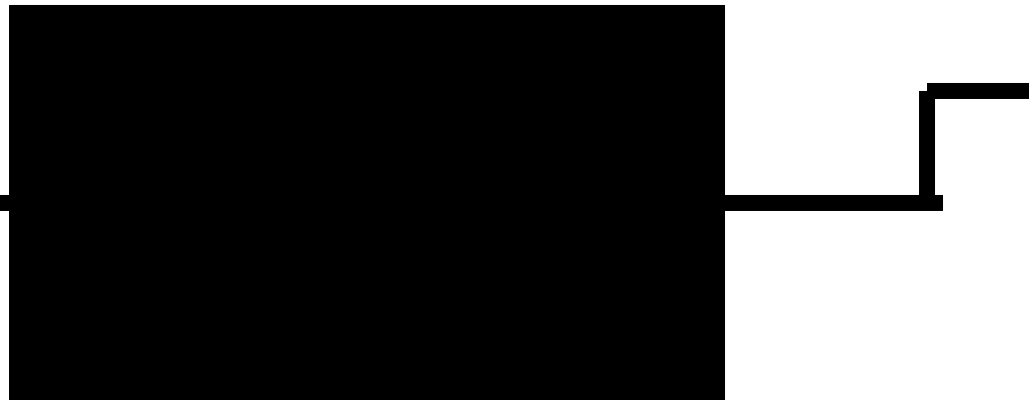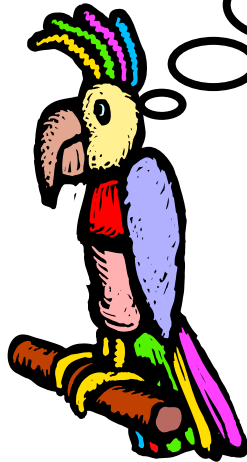
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the parrot turns at unpredictable directions and speeds

large wheel   rubber band   gear

(offset) rotor

plastic piping

Connector bar

black box moderator
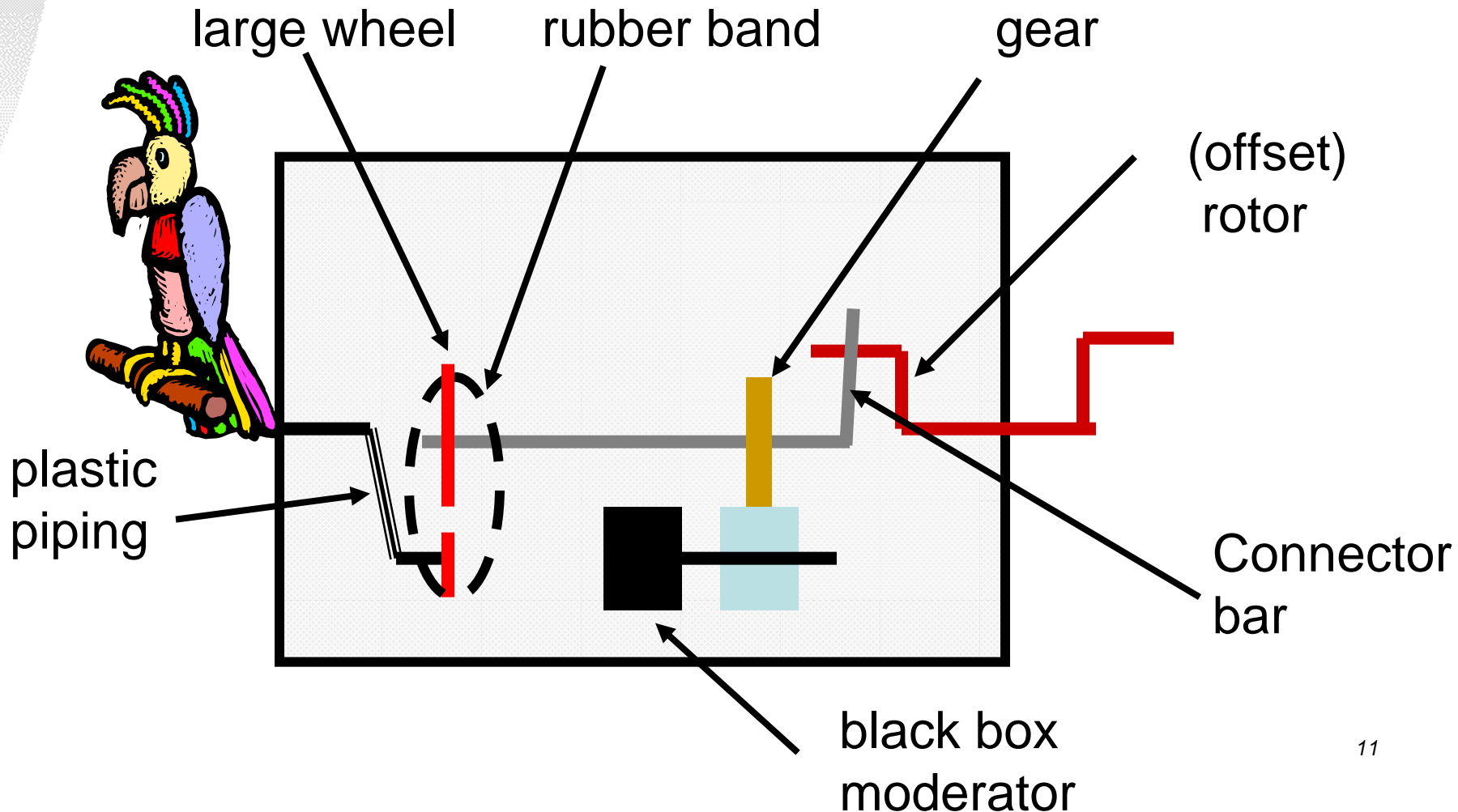
Unravel the black box of professionalisation of HE management

Management and professionalisation:

- magic words ?
- at what level ?
- academic or administration ?

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Trends in higher education management:

- Stronger central governance power
- Appointed presidents & deans
- Stronger staffing & HRM policies
  (appraisal talks, career development plans, rewarding systems)
- Emergence of professionalisation courses
  (Leadership Foundation in the UK, HWM, Krems, …)
- Internal training programs
- …

Professionalisation of management

- What do we professionalise: persons or systems ?
  - individuals systems - processes
  - academics - administrators
- Can professional managers steer academic departments ?
- Can academics steer academic departments ?
- Are expectations in institutions and academic units realistic ?
- Performance based steering versus creativity ?
- …

Management of professionalisation

- Are expectations in institutions and academic units realistic ?
- How to identify managerial talents ?
- How to recruit managerial talents ?
- How to train managerial talents ?
    - skills, knowledge, different target groups
- How to keep managerial talents ?
- Does management professionalisation make an impact ?
    - at institutional level, for academic units, for individuals
- Unintended outcomes: management taking academic time
- …

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May we have fruitful discussions and contribute to the further development of HE Management !!!

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