The general global trend could be described as „professionalization of HE Management“

- Knowledge transfer
- Institutionalization
- Academization
- Adaptiveness (topics, external trends)
- Joint understanding + values
- Interest groups, networks
- Career paths
- Standardized knowledge
- Benchmarking, peer learning
- Professional development

**professionalization of HE management**
Professionalization progresses in Germany (examples: state of the art, challenges, needs)

- Some deeper thoughts on next slides...
- Main current challenges!
  (including African examples)

Knowledge transfer
- Professorships, centers, institutes
- Training units
- Challenge: long-term funding

Institutionalization
- Professorships, centers, institutes
- Training units
- Challenge: collaboration of disciplines

Academization
- Code of conduct
- Need: positioning between academia and administration
- Need: reflection on leadership styles

Joint understanding + values
- Benchmarking Clubs
- Lessons-learnt-papers
- Peer learning and joint approaches in university alliances
- Actors: HRK, CHE...
- Challenge: strong competition

- Challenges, needs
  - "Netzwerk Wissenschaftsmanagement"
  - Expanding labor market, many opportunities
  - Challenge: lack of
- Need: reflection on leadership styles
HE management training should integrate problem–based approaches

**knowledge transfer**

**traditional approach**
- teach strategic management, quality management, (human) resource management, etc.
- use tools/knowledge for problem solving at home

**problem-based approach**
- identify problems, already focus teaching on problem solving
- acquire knowledge that could be flexibly used, mix management topics
example for problem-based approach

knowledge transfer

staff retention in new regional university

analysis of the problem

HR management
Strategic management
marketing, communication
funding, incentives
There are more challenges in the African context that could be addressed by HE management

- Massification, regionalization
- creative participation beyond committees
- „living“ guidelines
- stimulation of research culture
- make something useful out of „management fads“
HE management should push management topics/areas through a life cycle

Adaptiveness: topics

- Strategic management
- Quality management
- Governance of regional alliances
- Identification of new management needs
- Development of new approaches
- Standardize knowledge
- Dual study models
- Test with pilots/pioneers
- Risk management
- Organization without faculties

In which stage is a certain topic? What needs to be done to develop it further?
HE management should react to external trends: example digitalization

**adaptive ness: external trends**

- HEIs have to find a strategy (position as MOOC producer? Or as coach for learning paths? As partner of producers? Or with flipped classroom? Or with flexibility for students?)
- cooperation structures (can you do it on your own as a faculty/university?)
- staff structures (less professors needed? Instructional designers?)
- technical infrastructures (role of mobile devices?)
- Service infrastructure (facilities, didactical knowledge)
What is the situation in your countries? What are your challenges and needs?

- Which are the main (disruptive) problems?
- Knowledge transfer
- Institutionalization
- Academization
- Professionalization of HE management

- Are we prepared for future trends?
- Adaptiveness
- Do we address the right topics?

- Joint understanding + values
- Do we understand the role of deans?

- Do HE managers meet enough?
- Interest groups, networks
- Career paths

- Do we exchange and compare, or reinvent the wheel? Are we open?
- Benchmarking, peer learning

- Do toolboxes exist?
- Standardized knowledge

- Are there modular programs?
- Professional development

- Is there HR development?

- Do just Europeans do the job?
- Do there exist a center? Acad. Program?

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