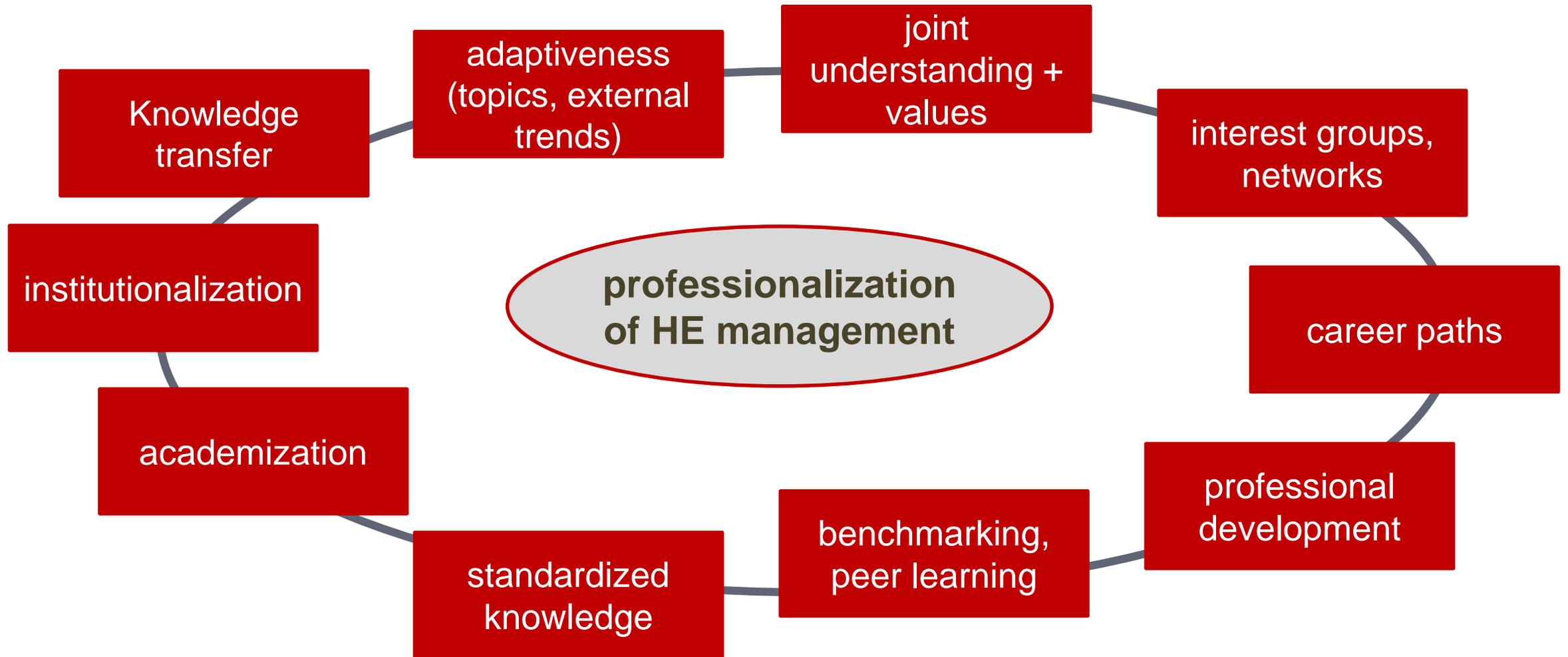




Higher Education Management - State of the Art -

Prof. Dr. Frank Ziegele | IDC Conference Berlin | 28 November 2017

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



Challenges, needs)



- some deeper thoughts on next slides... main current challenges! (including African examples)

knowledge transfer

(topics, external

joint understanding + values

- „Netzwerk Wissenschafts-
 - expanding labor market, many opportunities
 - Challenge: lack of

institutionalization

- professorships, centers, institutes
- training units
- Challenge: long-term funding

- code of conduct
- need: positioning between academia and administration
- need: reflection on leadership styles

- large variety of CPD courses
- academic programs
- Challenge:

academization

- professorships
- research projects
- Journals
- Challenge: collaboration of disciplines

- eboxes, textbooks
- trainings
- ebsites (Wissenschaftsmanagement online)

- Workshops, audits
- Benchmarking Clubs
- lessons-learned-papers
- peer learning and joint approaches in university alliances
- Actors: HRK, CHE...
- Challenge: strong competition

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

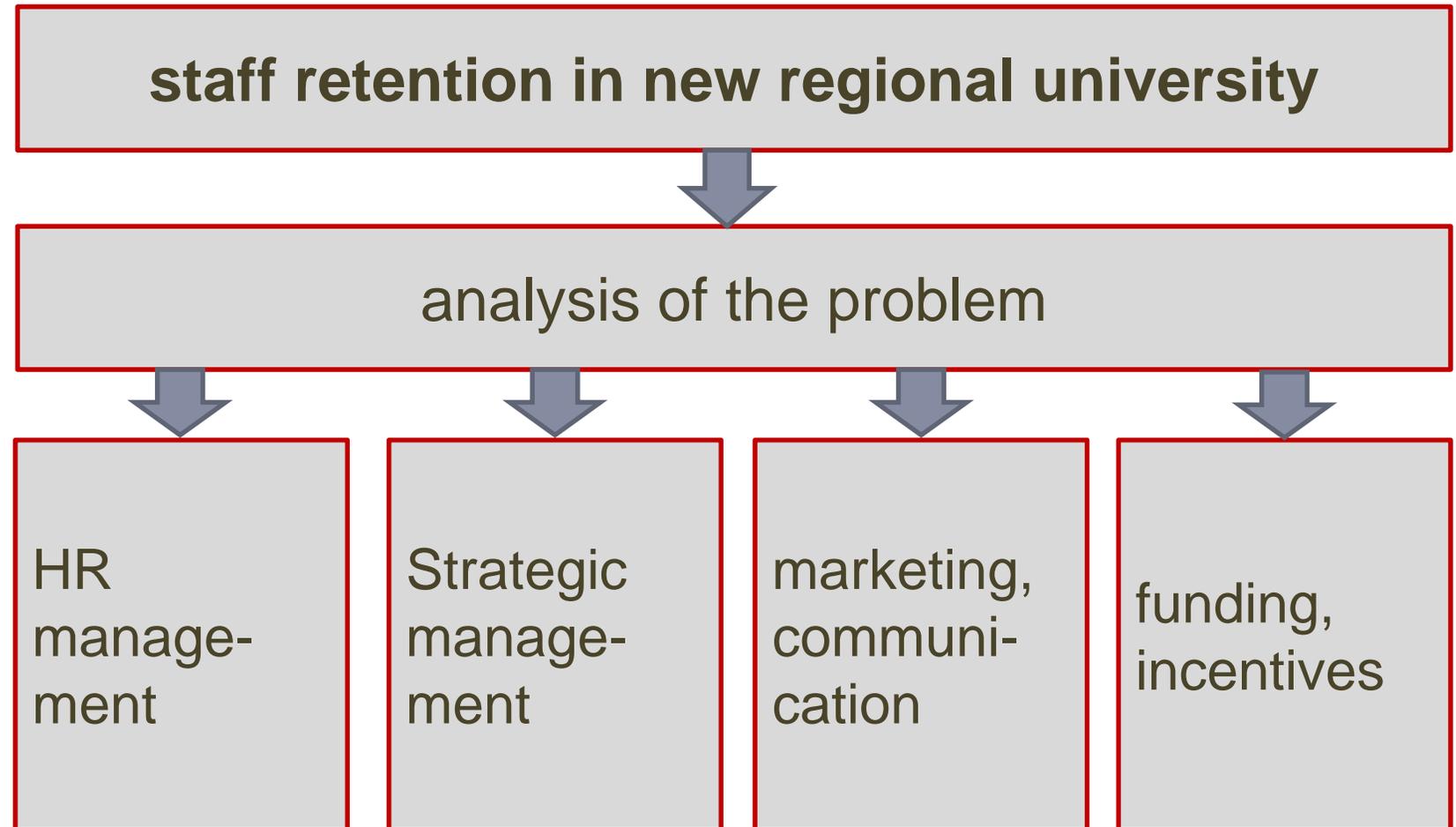
problem-based approach

identify problems, already focus teaching on problem solving



acquire knowledge that could be flexibly used, mix management topics

**knowledge
transfer**



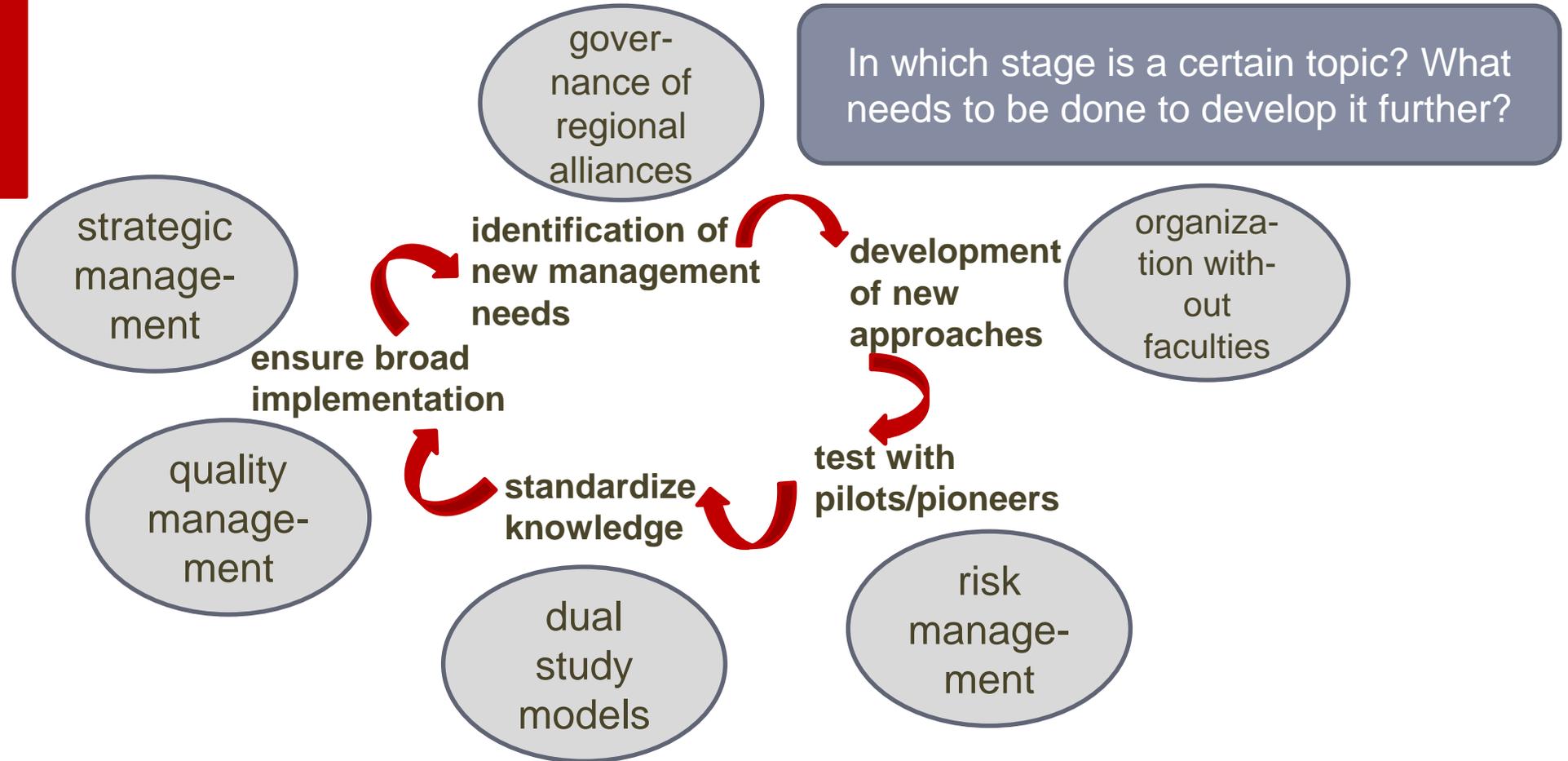
There are more challenges in the African context that could be addressed by HE management

**knowledge
transfer**

- 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

adaptive- ness: topics



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 struc-
tures (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?

