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**Abstract**

The article presents an up-to-date, comprehensive overview of the evolution of senior staff requirements and the subsequent gradual professionalization of administrative and leadership positions in the German academic landscape during the last fifteen years, as a consequence of and as a response to national and international change processes and developments in higher education and research. The article presents good practices and concrete examples and cases where change is evident, while at the same time highlighting the strengths and the weaknesses of the sector in this respect. (HRK / Abstract übernommen)