

Change Management

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Outline

- **HEI as expert organisation**
- **Why organisational change**
- **Types of changes**
- **Danube University Krems Case**
- **Lessons learned**
- **Visit at DUK**



The expert organisation

- **discipline vs. organisation**
- **administration vs. academia**
- **academic freedom vs. managerial boundaries**
- **loosely coupled system**

Why organisational change

- Leaving the ivory tower (merit and reputation)
- Internal differentiation (loose collection of decomposed and fragmented units)
- Bottom heavy
- Bologna Process, internationalization, massification
- Demographic developments
- Competition
- LLL, different student types
- New information and communication technologies (campus software, MIS)
- Changing modes of delivery (e-learning)
- Loosing knowledge monopoly
- Accountability, effectiveness and efficiency

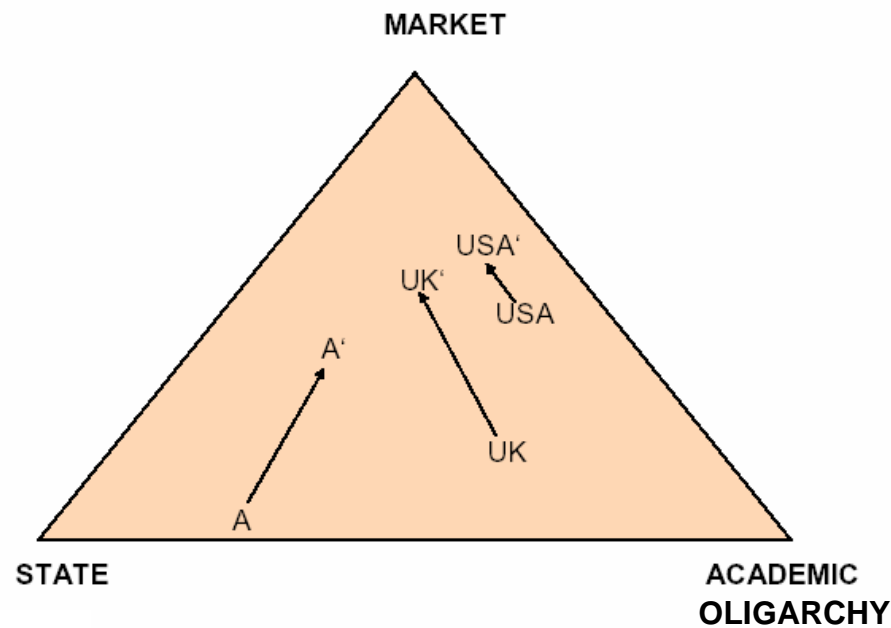
HE institutions in transition

- need for interaction and collaboration with HE stakeholders
- Higher education act(s)
- Focus on skills and outcomes
- partnerships and collaborations
- students to customers, clients, partners
- from seller's to buyer's market
- from “One-Stop-University” to partner for live



HEI development

CLARK'S TRIANGLE (1983)

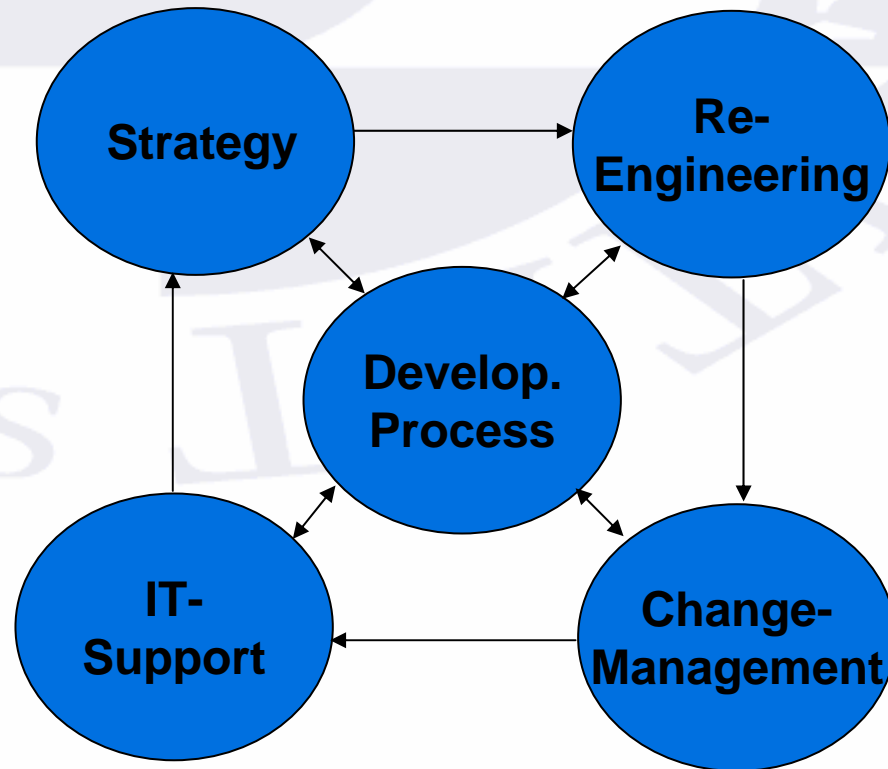


Welcome to the jungle – HEI is not HEI

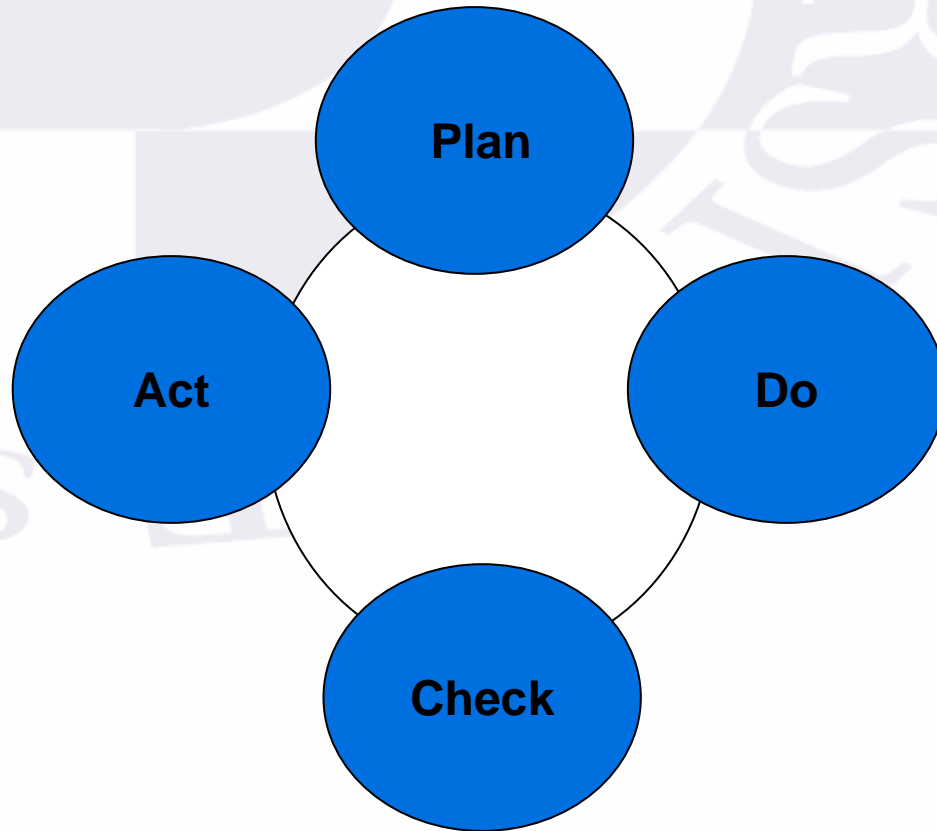
- **small – mega-sized;**
- **integrated, semi-integrated, non-integrated**
- **research-based – teaching only;**
- **professional and liberal arts type;**
- **specialized – comprehensive;**
- **campus-based, online-based;**
- **public –private,**
- **non-profit – for-profit**
- **national - international**



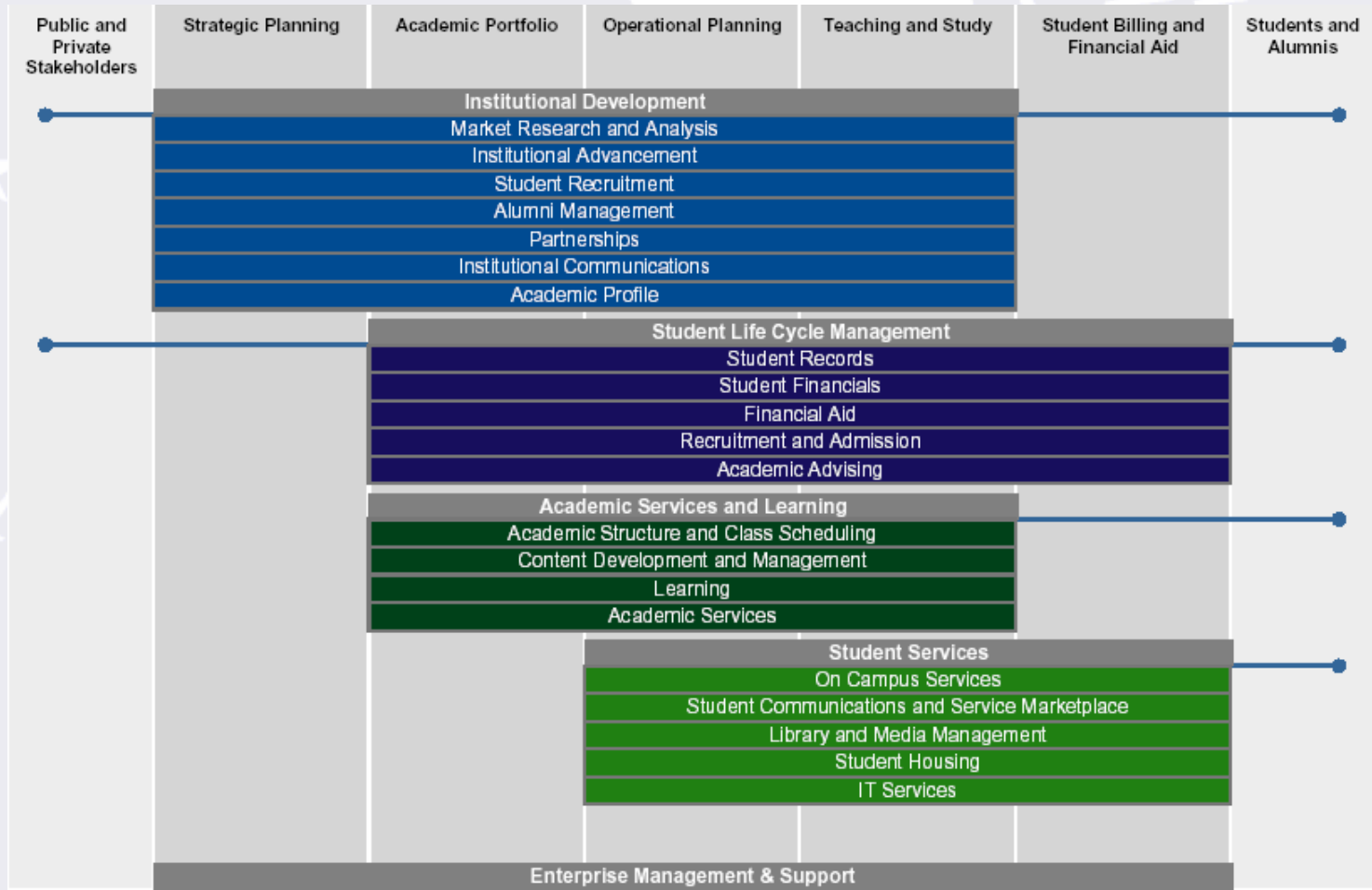
HEIs' Development Processes



The cycle of quality



Higher Education Value Chain



Type of changes at HEIs

	<i>External Driven</i>	<i>Internally Driven</i>
<i>Planned</i>	<ul style="list-style-type: none">✓ Policy mandates✓ Governmental regulation	<ul style="list-style-type: none">✓ Strategic planning
<i>Emergent</i>	<ul style="list-style-type: none">✓ Social and cultural trends	<ul style="list-style-type: none">✓ Grassroots initiatives

Danube University Krems Case

- **Goals Contact Management 2003 Project**
 - Contact Management
 - Campagne Management
 - Online-Evaluation
 - Student and Finance Records
- **Some figures**
 - From 17 data bases to 1 data warehouse
 - Project total value 450.000 Euros
 - 5 members in the core project team and 22 in the extended
 - Around 1000 working hours
 - 12 trainings within 2 months
 - 50/100/240 licenses
 - from 35k data to 18k in go life and 45k today
 - Project duration in first stage 9 months from go until go life



Contact management

marketing.manager - [Selektion: tm Interessent 9/2004]

Datei Bearbeiten Extras Suchen Oberfläche Option Info Fenster Hilfe

Neu Ändern Löschen Suchen Liste Person

Firma Alcatel Austria AG **Synonym** **Fi. Typ** Firma

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Adresszusatz Internet
Bundesland Wien PF
Label Firma Adr. ungültig Löschen Grund

Adresse Nr / Branche Zusatz Notiz Diverses

Anrede Herr **Titel kurz** Ing. **Sprache** Deutsch
Vorname Julius **Titel nach.** MAS, MSc
Nachname Eiweck **Titel Anrede** Ingenieur

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Position E-Mail julius.eiweck@alcatel.at Email
Label Person/Firma Label Adr. ungültig Löschen Grund

Firma Privat Zusatz Diverses

Kontakt

Kontakt Brief Wichtigkeit hoch
Zweck Ergebnis
Datum 03.09.2004 Zufriedenheit neutral
Status erledigt Wv-Datum

Bearbeiter Pracher Karin Bearbeiter2
Betreff

Kategorie

Hauptkategorie	Nebenkategorie	Te
Interessant Lehrgang	APU 2005 June	
Interessant Lehrgang	Tech Kom	
Interessant Lehrgang		

Beteiligte bei Lehre Neuer Beteiligter Lehrgang

Titel	Art	Status
Research PhD 2005	Seminar	Teilnehmer
Professional MSc Telem	Lehrgang	Vortragender
Professional MSc Inform	Lehrgang	Vortragender
Telematik Management	Lehrgang	Absolvent
Telematikmanagement M	Lehrgang	Absolvent
Professional MSc Telem	Lehrgang	Absolvent

Start 2 Window... 3 Interne... 3 Microso... pausits_slc... 2 Novell G... Adobe Rea... marketing... DE 11:37



Lessons learned

- **Change is difficult to initiate and manage**
- **Always occurring at all levels of the organisation**
- **No revolution, evolution**
- **The importance of the project team**
- **Monitor the changes of the environment**
- **Leadership and power**
- **Show the benefits**
- **Communicate, communicate, communicate**

The challenge of leaders

- **„The ability to plan and implement change as well as capacities for vision and sense making and a willingness to support grassroots initiatives that may lead to new frameworks for organizing the insitutions.“ Bess/Dee 2008**



Wie vom Projekt-Sponsor
beschrieben



Wie im Projekt-Antrag
beschrieben



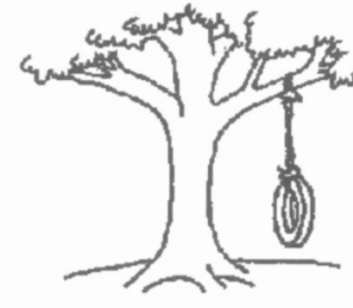
Wie vom erfahrenen
Analysten entworfen



Wie von den
Programmierern entwickelt



Wie beim Kunden
installiert



Was der Kunde wollte!!

Where are the challenges?

- **Political**
- **Strategic**
- **Structural**
- **Process**
- **Human**

Change Management Training, Krems

- Current Developments and Changes in Higher Education Management
- Change management at HEIs – how to do?
- Decision making: shared governance as a change process
- Case: Digital Media as driving force



SEE YOU IN KREMS!!!



Contact

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