

From a one stop university to partner for life

Attila Pausits

**Head of the Center for University
Continuing Education and
Educational Management (CUEEM)**



Agenda

- **Danube University Krems**
- **Points of departure**
- **Relationship Management Approach**
- **SRM Framework**
- **Conclusions**





The Entrepreneurial University

- ✓ From 90 to 5,500 students in 15 years
- ✓ Specialist for continuing education
- ✓ Leading provider in Austria and Europe
- ✓ state university with profit centre structure and management by objectives
- ✓ Budget: €42 mill. (2008)
- ✓ Own earnings 78%



Centre for University Continuing Education and Educational Management

- **HE management and LLL**
- **CSEE Region**
- **Research, teaching, consulting**
- **Postgraduate Master „Higher Education and Research Management“**
- **EU projects**



Points of departure

- Ivory tower (merit and reputation)
- Internal differentiation (loose collection of decomposed and fragmented units)
- New information and communication technology
- Changing modes of delivery
- Demystified science
- Loosing knowledge monopoly

Changing times

- **transdisciplinary, heterogeneous and transient environment**
- **Bologna Process, LLL, autonomy**
- **from a state or academic oligarchy dominated systems into a market oriented or market driven environment**
- **demographic developments**
- **competitive advantages**
- **different student types**

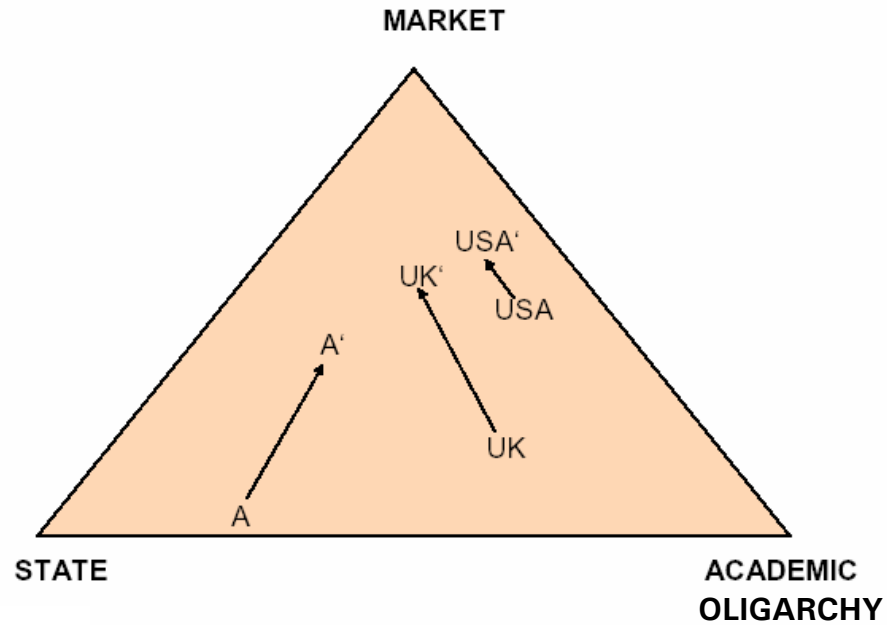
HE institutions in transition

- need for interaction and collaboration with HE stakeholders
- focus on job skills and outcomes
- partnerships and collaborations
- students to customers, clients, partners
- from seller's to buyer's market
- transaction vs. relationship
- from “One-Stop-University” to partner for life



HEI development

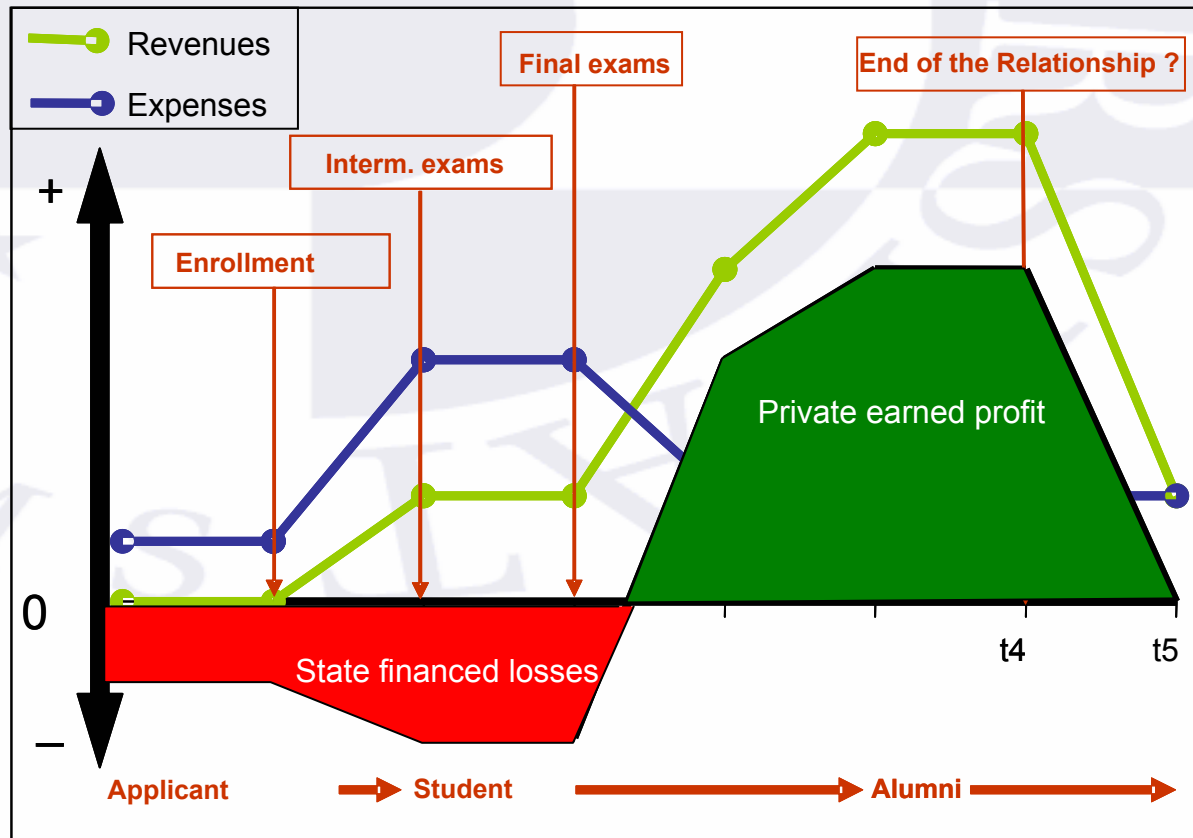
CLARK'S TRIANGLE (1983)



Relationship Management Approach



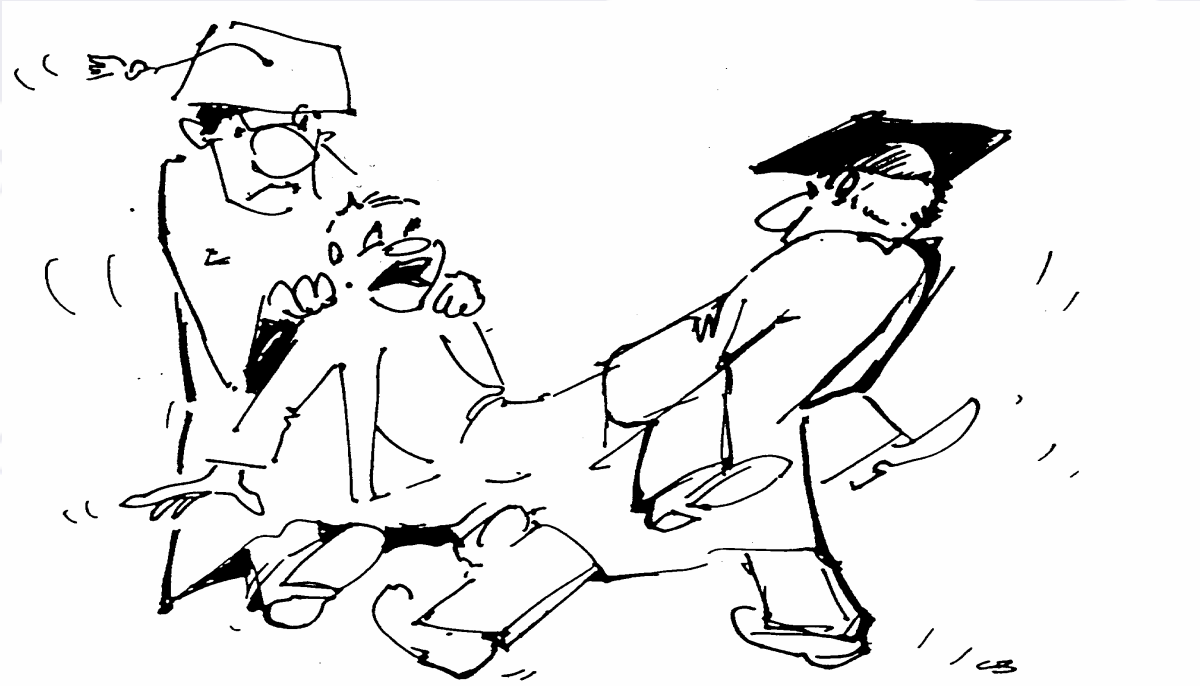
The life cycle paradox



Klumpff, M., Fröhner, S., 2005, S. 7



Everybody is looking for good students



AlBook



Students are

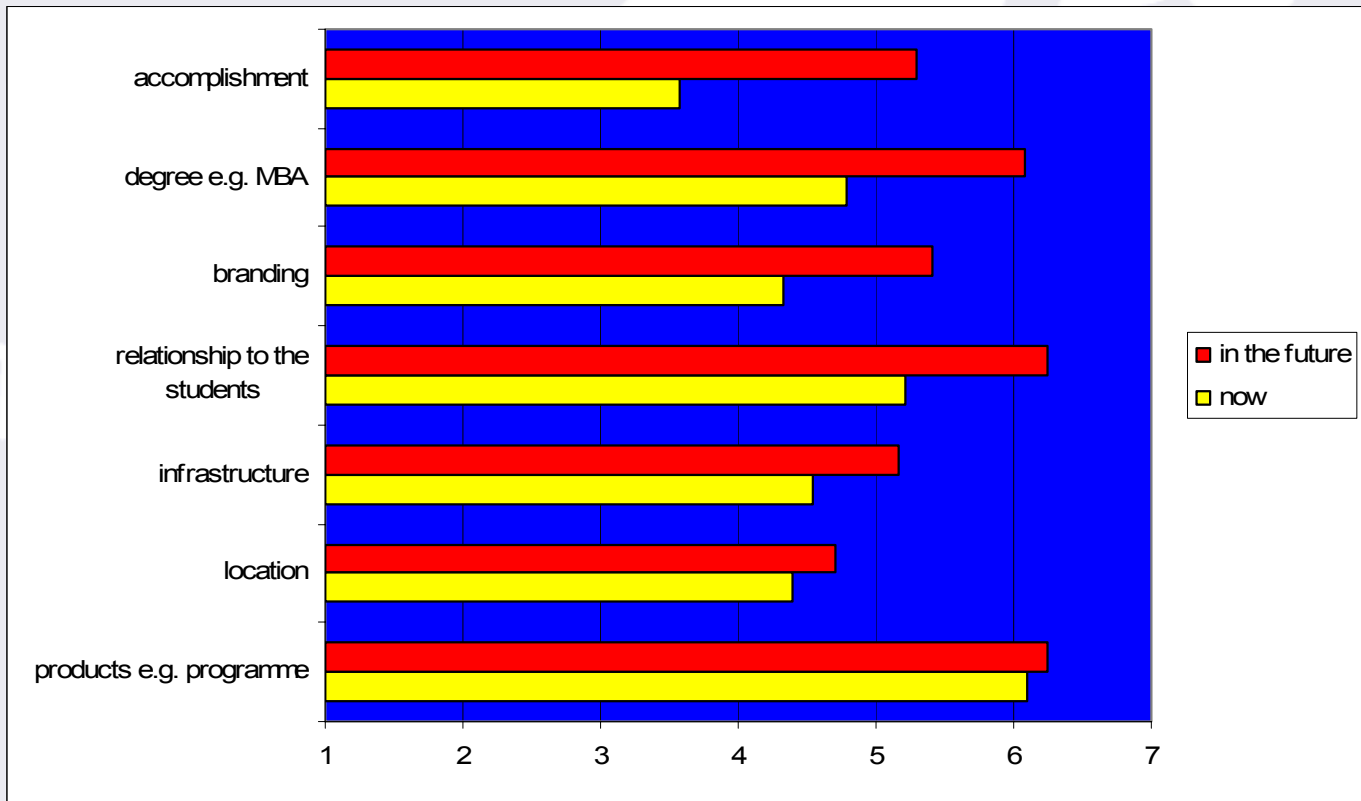
- **Co-producer**
- **Funding basis**
- **Alumni contact**



Marketing Mix



Marketing in HE

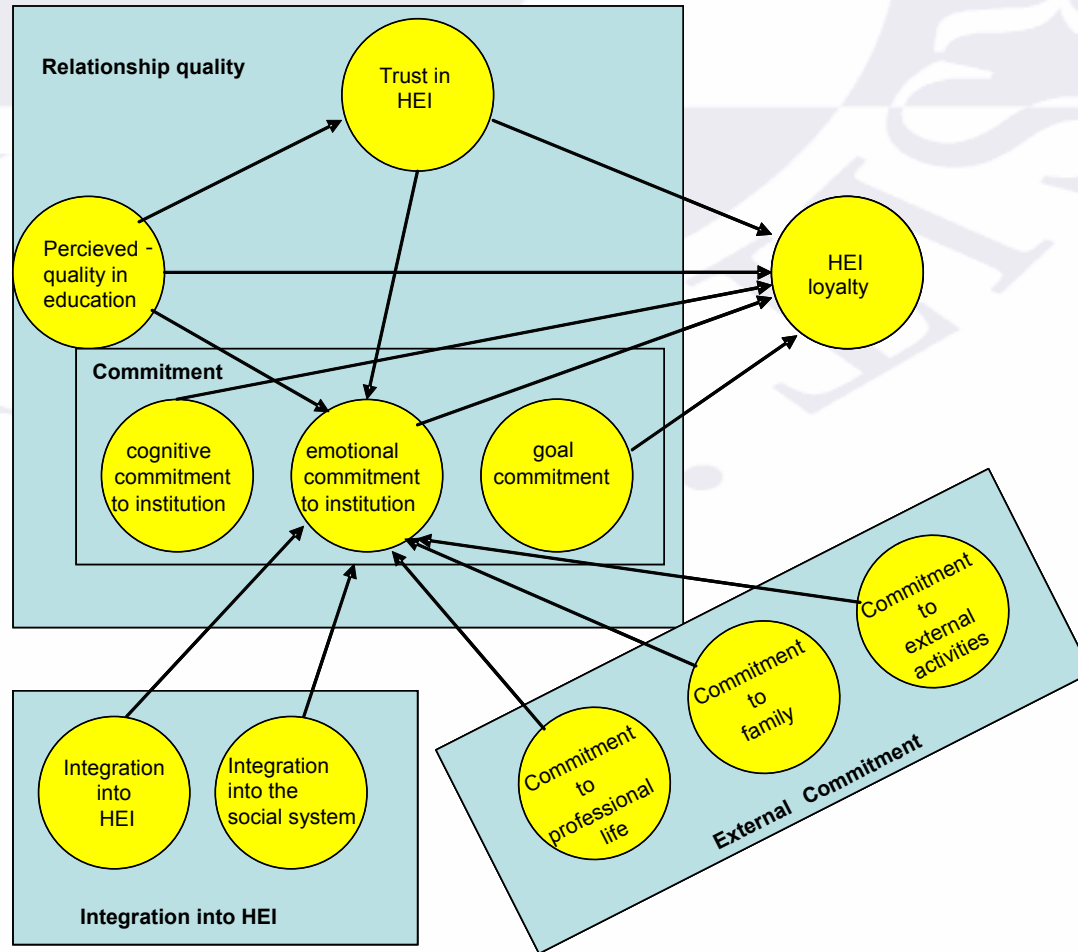


Some conclusions

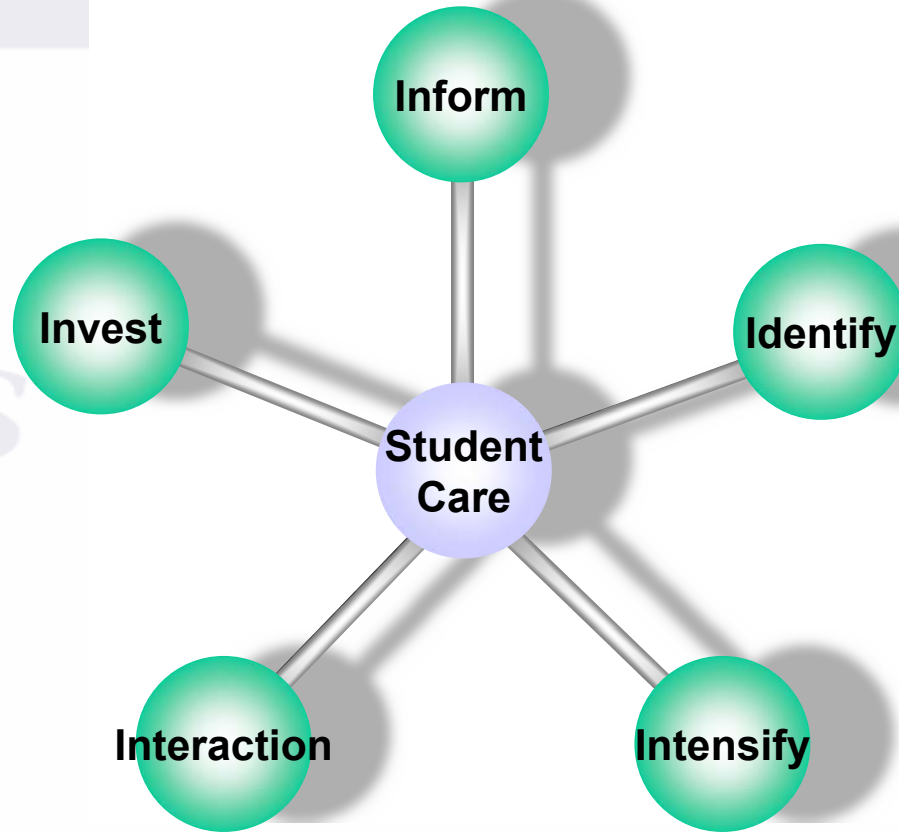
- **We need not only satisfied students but loyal students**
- **Long term relationships cost less than new acquisitions**
- **Focus change from product/programmes to relationships**
- **Service portfolio (third mission)**



Elements of Loyalty



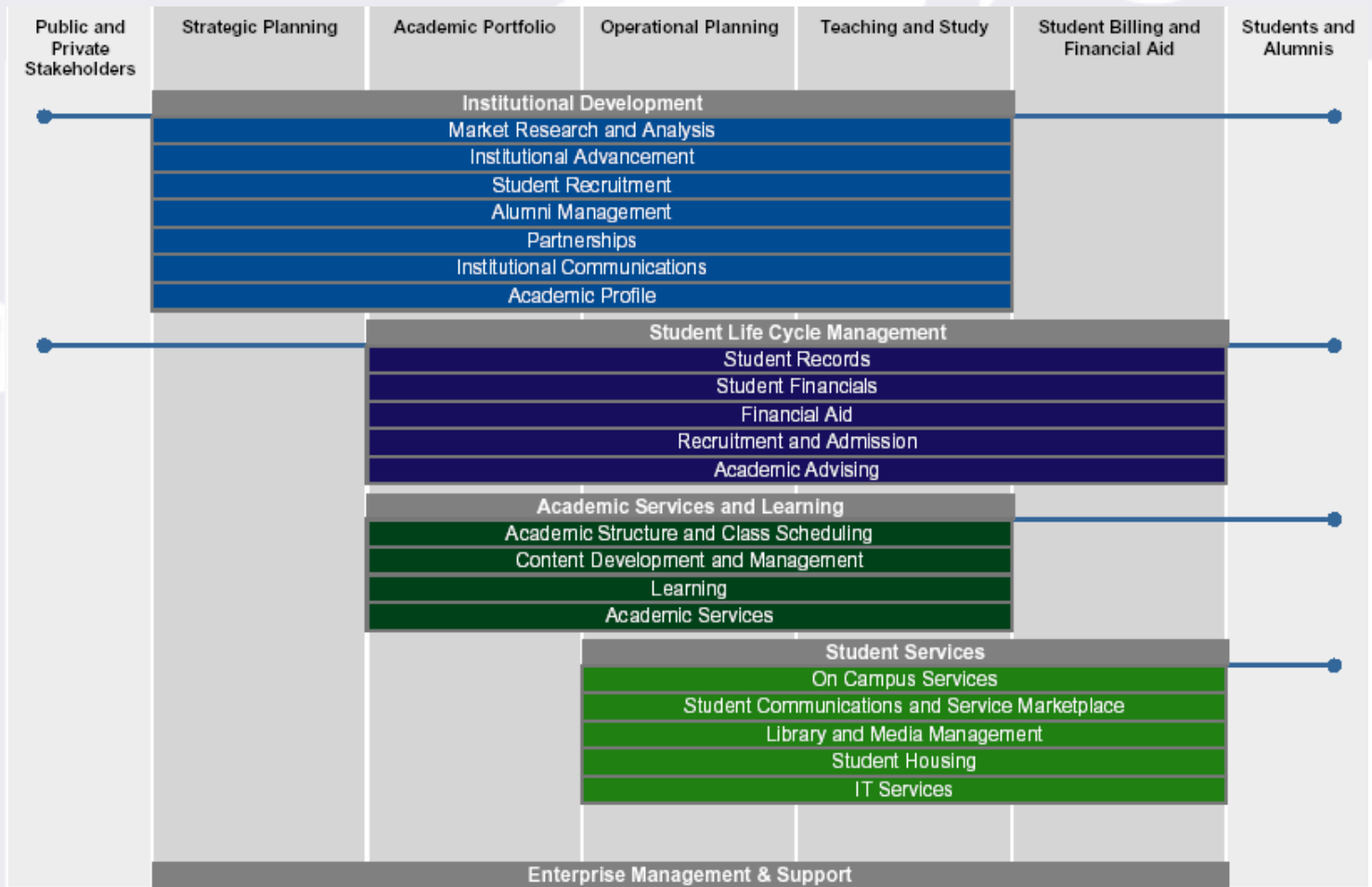
5 I's in Student Care



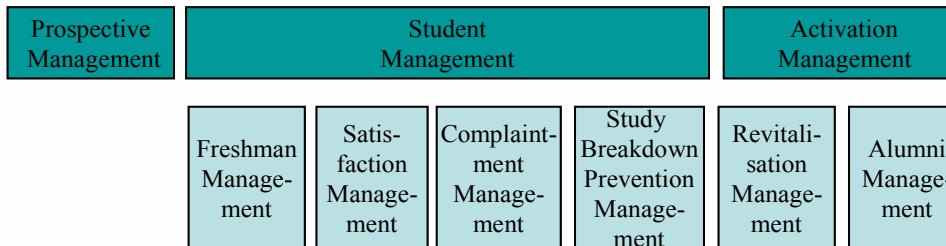
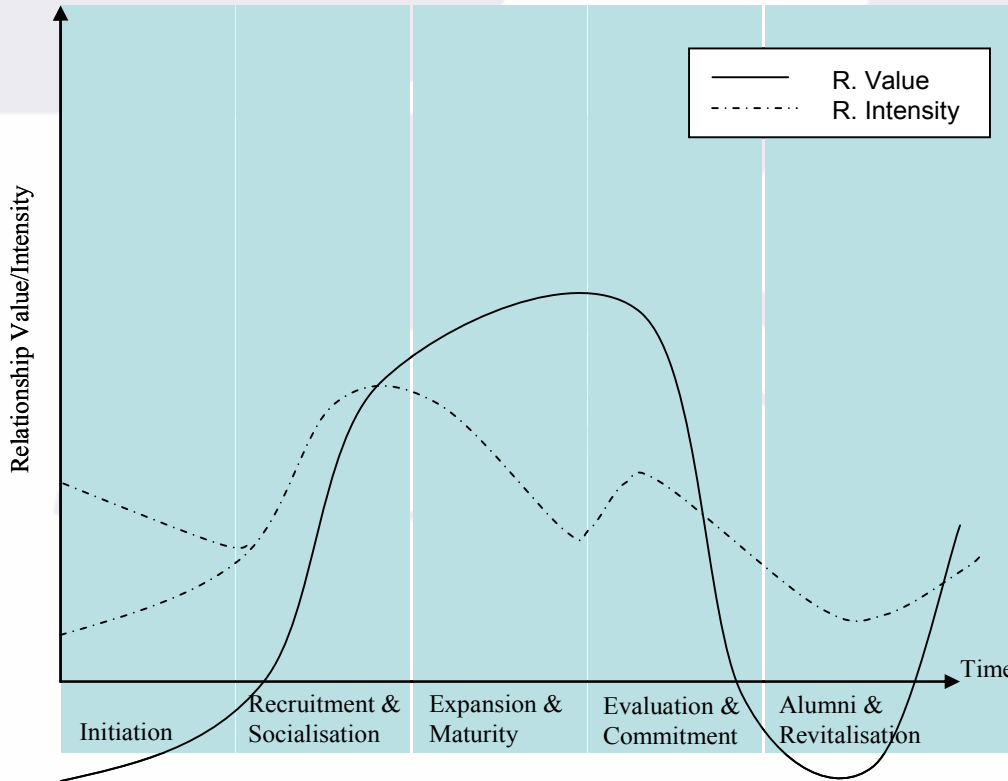
SRM Framework



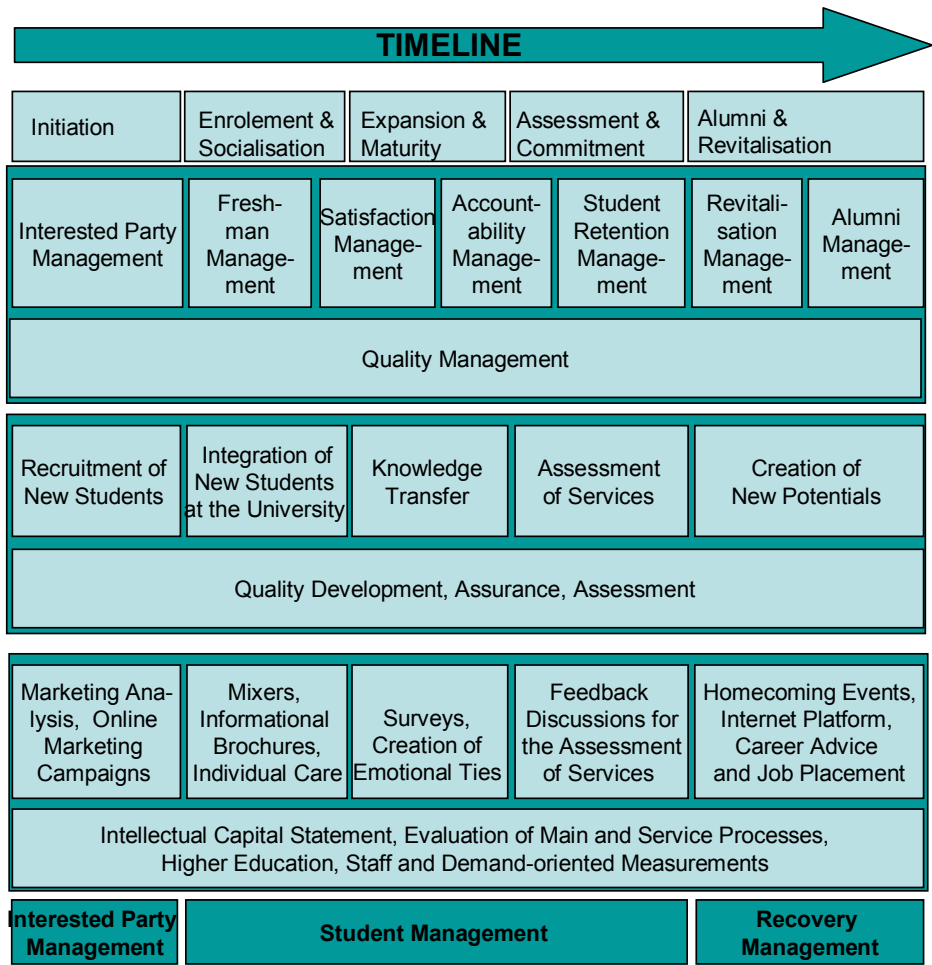
Higher Education Value Chain



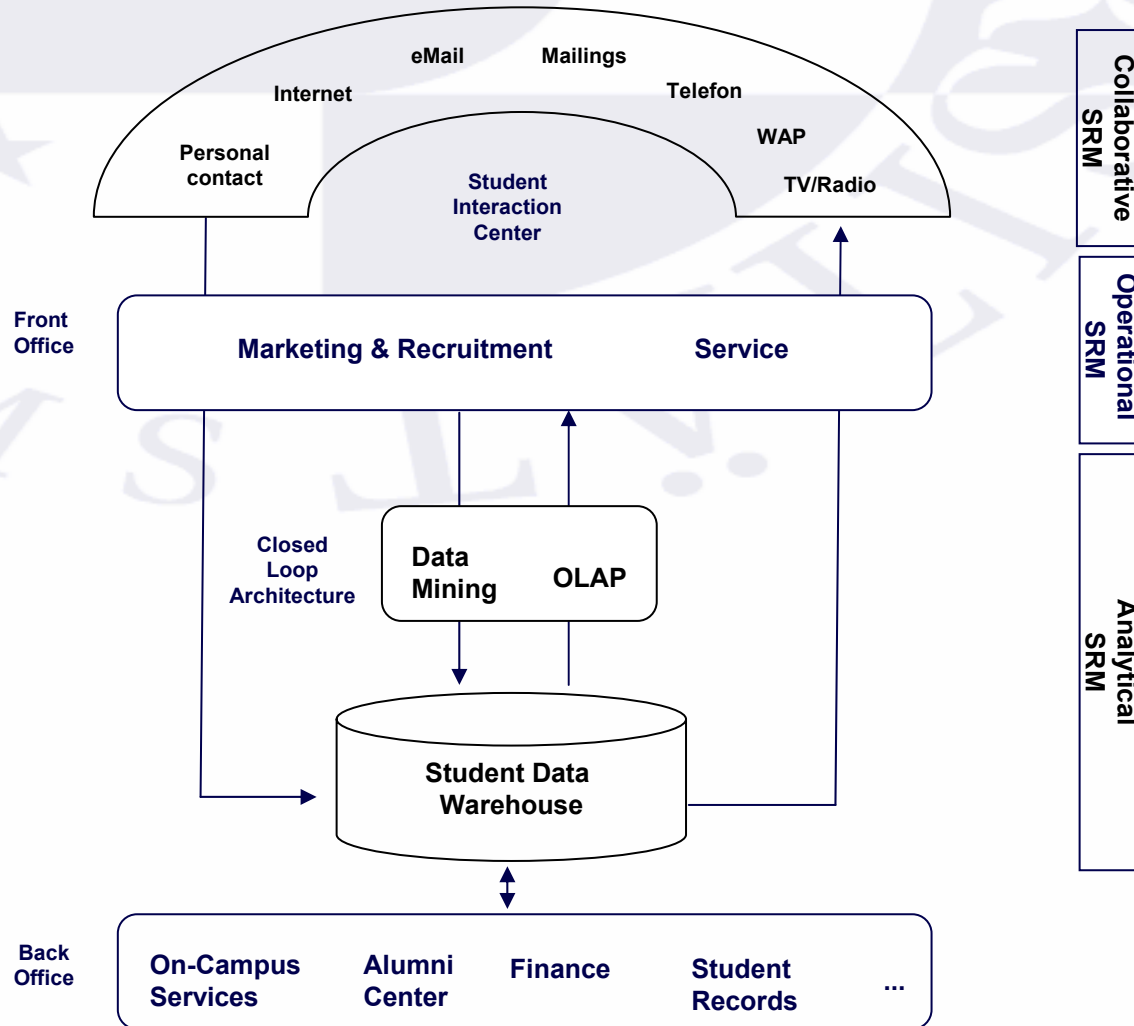
Student Life Cycle Management



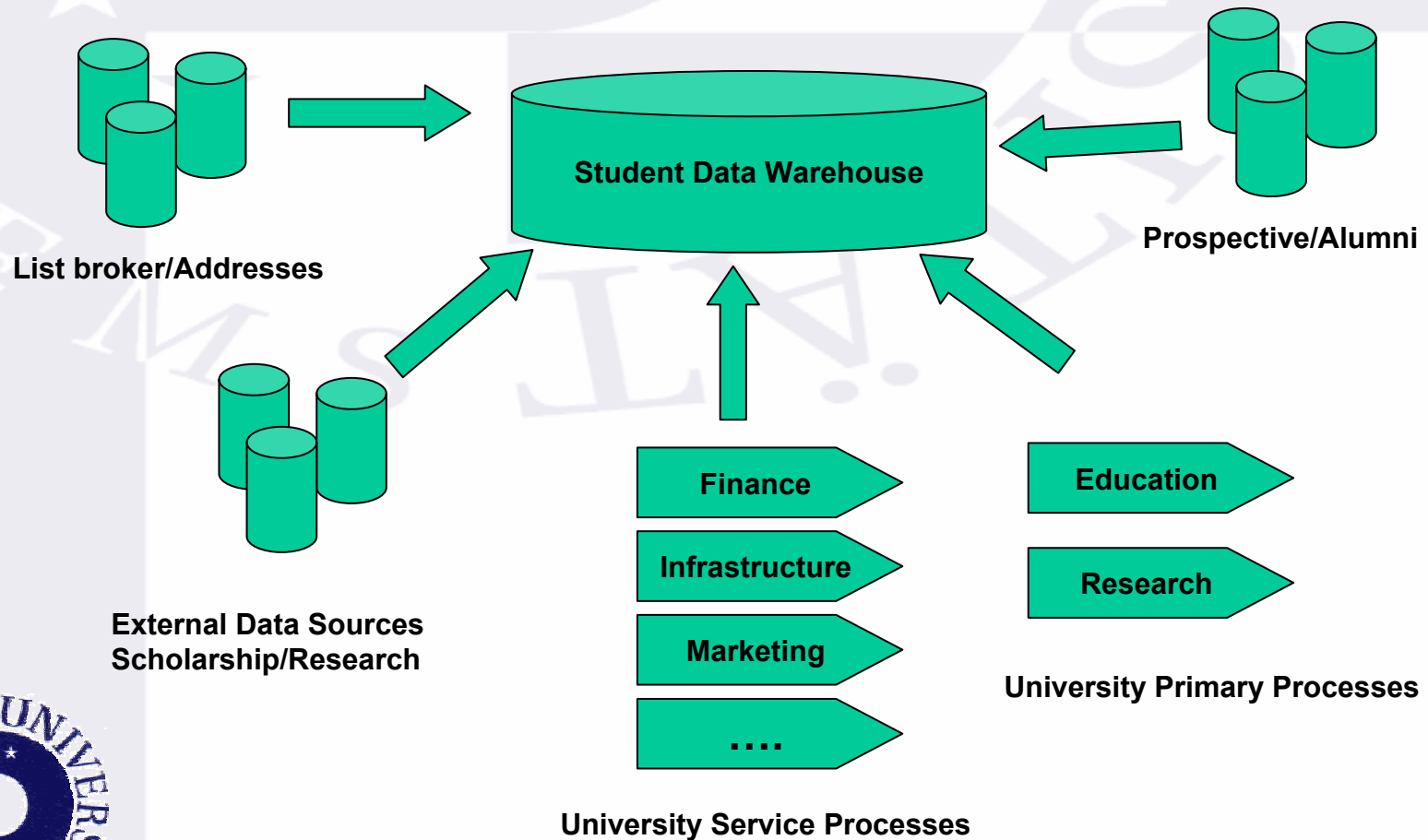
Student Life Cycle Management



Student Relationship Management



Student Data Warehouse



Danube University Krems Case

- Quick wins
 - Contact Management
 - Campagne Management
 - Online-Evaluation
 - Student and Finance Records



Contact management

The screenshot displays the 'marketing.manager' application window. The main area is divided into several sections:

- Firma (Company):** Alcatel Austria AG. Includes fields for Land (ÖSTERREICH), Plz / Ort (1210 Wien), Straße (Scheydgasse 41), Bundesland (Wien), and Label (Firma).
- Anrede (Salutation):** Herr. Includes fields for Vorname (Julius), Nachname (Eiweck), and Titel kurz (Ing.).
- Kontakt (Contact):** Brief, Zweck, Datum (03.09.2004), Status (erledigt), Wichtigkeit (hoch), Ergebnis, Zufriedenheit (neutral), WV-Datum, Bearbeiter (Pracher Karin).
- Kategorie (Category):** A table with columns for Hauptkategorie, Nebenkategorie, and Te. It lists 'Interessant Lehgang' with sub-categories like 'APU 2005 June' and 'Tech Kom'.
- Beteiligte bei Lehre (Participants in Teaching):** A table with columns for Titel, Art, and Status. It lists various roles like 'Research Phd 2005', 'Professional MSc Telem', and 'Telematik Management'.

Annotations with arrows point to specific areas:

- Master Data:** Points to the company information section.
- Contact:** Points to the contact details section.
- Category:** Points to the category table.
- Study:** Points to the 'Beteiligte bei Lehre' table.

The bottom of the window shows a Windows taskbar with the Start button, several open applications (Internet Explorer, Microsoft Office, Novell G..., Adobe Reader, marketing...), and the system clock showing 11:37.



Conclusions

- **shift from one stop university to partner for life**
- **shift from a transaction-oriented approach to a relationship-based approach**
- **Quick wins**
- **thin line between innovative approaches in HE and institutional integrity**

Lessons Learned

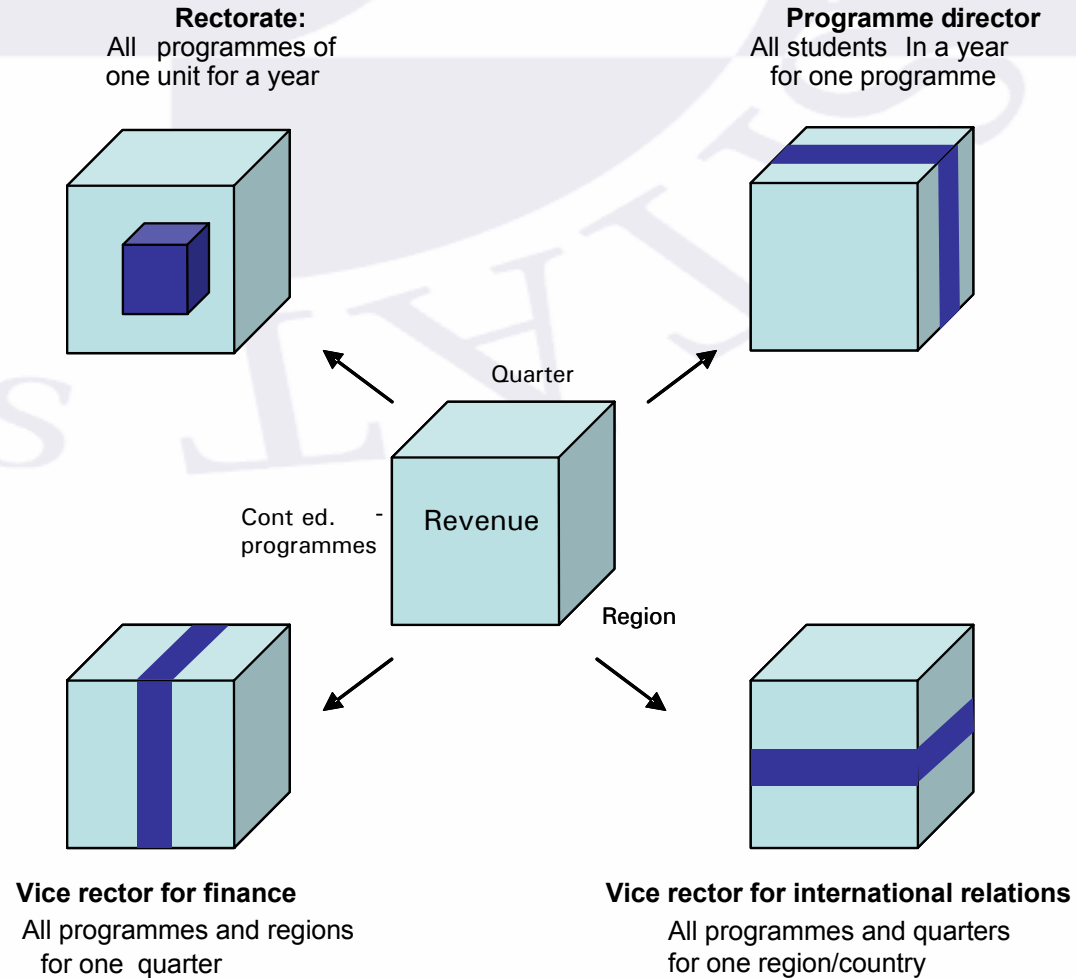
- **To much focus on tools und IT**
- **IT integration or change**
- **Staff commitment**
- **Data quality, data cemetery**
- **Evolution not revolution**

Contact

Dr. Attila Pausits
Head of the Centre for University Continuing
Educational
and Educational Management (CUEEM)
Danube University Krems
Tel.:+43/2732-893-2266
attila.pausits@donau-uni.ac.at



OnLine Analytical Processing



Points of conflict

- **disciplin/organisaton**
- **administration/academia**
- **academic freedom/managerial boundaries**
- **male/female**

- A short-term community relations strategy serves to build up trust by representing and documenting quality and customer orientation. Meetings with graduates of the programme, accreditations and certifications, or financial aid are examples of this.
- A long-term community relations strategy assures the continuity and procedural forms so that the student feels at home and identifies with the higher education institution due to her/his own experiences and her/his knowledge about the institution. Examples of strategic action include: keeping the same contact person, director and assistant of the graduate programme for the length of the student's studies.
- A short-term commitment strategy creates the necessary, temporary stability as a basis so that a long-lasting relationship can be established. Especially at the beginning of the relationship, when trust is initially founded, exit barriers, such as contractual safeguarding, should be organised. For example, fees for reserving a study place can be charged before the student starts to study as a down payment for a continuing education programme.
- A long-term commitment strategy is intended to cement the relationship over time. Exit barriers are required, such as registration for the entire length of the student's studies, tuition fees, setting up a unique study programme, etc.

