

Philipps



Universität
Marburg

TEMPUS-MOREM

Professionalisation of University Management

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The selection of university management

- Appointed or elected?
- Long-term appointment or restricted term of office?
- Elected by choice from within the university
- Routine rotating appointments
- Representation of all groups(students, teaching staff, administrative staff)
- Status – Professor? Administrative Staff? Students?
- Executive powers or implementation of decisions made by other bodies?

New demands on university management

- More autonomy
- New demands on budget – requires fund-raising and budgeting skills
- Internationalisation and European higher Education Area
- Implementation of Bologna Process as a reform and not a bureaucratic act
- Quality Assurance – quality needs to be defined and established before it can be assured

Competences required for university management

- Budgeting skills
- Negotiating skills
- Linguistic competence
- Leadership skills
- Familiarity with other education systems

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Training university managers

- Common practice in UK & Finland
- Management skills
- Language courses
- IT systems
- Quality Assurance
- Internationalisation (EUA, EAIE, European Commission)

Political issues

- Who decides?
- Just the senate?
- Staff and students?
- Gender mainstreaming
- Influence of external advisory boards, ministries
- Political v. Performance Appointments

Between laissez-faire and control freak

- How strongly should the university management be involved in the day-to-day running of the university?
- Advisory or executive powers?
- Policy decisions v. Interference in running processes
- Devolution of decision-making or tight control over every step

Conclusion

- Appointment of managers who are willing to be managers and leave their academic careers behind them
- Long-term appointments
- Effective communication channels rather than isolated decision making
- Advisory groups

Thank you for your attention – Hvala na pazne