

South East Europe Higher Education Administration Development
A project of the University of Graz in cooperation with the Salzburg Seminar, Austria

SEE-HEAD: State of the art in University Management

This international course will involve the participants in an intensive analysis of highly topical questions and the most up-to-date approaches to university management. The SEE-HEAD International Short Course 2004 will concentrate on: Trends in Higher Education, Regional Role of Universities, University Strategic Management and Transformation, Financing University Development, Evolution of University Organisation, and Processes of Policy Formation.

SEE-HEAD: Professionalism in University Management

SEE-HEAD's intended partners in this project are universities abroad and the ministries of education responsible for them, and its aim is to introduce to the present and to the up-and-coming generation of university and government administrators the professionalism required in today's university management.

SEE-HEAD: Aims and Objectives of the Seminar

The programme will give participants the opportunity to acquire pertinent expertise, and to profit from an exchange of ideas with an international peer group. Moreover, it will help them to analyse the current situation at their own universities and to examine the relationship between the universities and the ministries of education. The programme will specifically address questions of the strategic development of universities in terms of long-term policy direction, strategic priorities, financial support, regional contribution and role, and the evolution of the organisational infrastructure.

The SEE-HEAD project has been specifically developed to address the needs of university management in the following countries: Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Cyprus, Hungary, Greece, Macedonia, Moldavia, Montenegro, Romania, Serbia, Slovenia and Turkey.

SEE-HEAD: Open Forum for University Management

Participants will benefit from a spirit of partnership promoting discussion and analysis of themes and questions of common interest.

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The Principal Seminar Themes

The seminar is organised around a series of interlocking themes, of considerable significance to institutions in South East Europe. They are by no means exhaustive, and the particular emphases of detailed subtopics will be determined after a close scrutiny of issues which we invite participants to identify shortly after they have been accepted on the programme. The detailed content is thus partly negotiated with participants to ensure relevance to their needs. At this stage, the indicative content is thus:

Theme I: International and regional trends in higher education

Here, we shall explore such issues as

- globalisation of HE and the significance for the region;
- university roles in creating and sustaining a civil society in its various domains;
- universities and the social, economic, cultural and informational development of their region;
- lifelong learning;
- the significance of the European HE and Research Areas;
- knowledge, development and the Information Society.

Theme II: The Regional Role of Universities

As well as the international discussion of the university's role, national and regional stakeholders (governmental, economic, NGO's, etc.) are developing precise expectations of the universities' contribution to regional life in terms of economic, human resource, social and cultural, political and communications development. In this theme, we shall explore experiences from across Europe, as a means of assisting participants analyse the effectiveness of the university's contributions to their own region.

Theme III: University Strategic Management and Transformation

This will be a major thread running through the programme, and will encompass

- adaptiveness and improvements to external challenges;
- differentiated visions, missions and profiles;
- methods of strategic planning in different settings and resource planning;
- methods of institutional transformation.

The particular focus here will be the SWOT analyses which participants will prepare in advance of their own institutions. In small groups of four to five, each will be discussed at length (1½ hours each) and constructive suggestions will be provided to authors on the issues they have defined. This is a very effective means of helping participants obtain good ideas for subsequent use back home.

Theme IV: Financing University Development

The above agendas clearly have cost implications and in this theme we shall examine an institution's capacity for competent financial management:

- managing public funds;
- alternative sources of finance and strategies for income generation;
- cost-effectiveness;
- possibilities and limitations of entrepreneurial approaches.

Theme V: The Evolution of University Organisation

Considerable challenges to traditional conceptions of the university organisation are apparent. Here we shall examine participants' perceptions of

- the relevance and limitations of existing patterns of organisation, including rectorates, structure of the administration; interface organs with society; centralisation and decentralisation; effectiveness of Senates etc.;
- how the culture of universities may be changing, and the significance for leadership and structure.

Theme VI: Processes of Policy Formation and Managing Change in Universities

The previous discussions will have identified particular directions for institutional change, and this theme considers how these are brought to institutional agendas, how policy is formulated and how decisions are made and implemented, i.e.

- good governance;
- leadership styles in devising change strategies;
- institutional micropolitics: pressure groups, bargaining, coalitions;
- phases in policy formation;
- influencing tactics.