



Strategic Management and New Challenges of Competitive Universities in the Danube Region



Danube Rectors' Conference
23 - 25 September 2007

Danube University Krems
www.donau-uni.ac.at



14:00-16:00
Pre-conference Meeting
Presidency Meeting
Permanent Committee Meeting

Sunday, September 23, 2007

Description of the Tracks

Background

Academic administration and management have become increasingly complex: the institutions have become larger and more multifaceted, the tasks have grown (modern "multiversities") and therefore the need to provide skilled management and administration has grown. Professional management is an important prerequisite to enable the higher education institution to perceive itself as an autonomous organization instead of being subordinate to the central government. The sustainability of higher education reforms especially in the DRC region will depend on the "professionalization" of higher education management. Management tasks tend to degenerate in importance at higher education institutions and become tire some appendages of the "real work". Unfortunately, leadership and management work performed in an unprofessional way make life in higher education needlessly difficult and even painful. Higher education institutions are very often in urgent need of new internal modes of communication, rules and structures that transform formerly competing individuals into communities of collaborating groups, teams and projects. Furthermore, professionalization of the management personnel facilitates and improves collaboration with other institutions and enterprises. Management of "expert organizations" in the higher education sector is a more collective process than management elsewhere. Management tasks are partly an addition, partly a contradiction to the "academic energy". Specific modes of management for a specific organization have to be developed and new forms of participation have to be created. Another important prerequisite for establishing appropriate forms of management is the appreciation of management, meaning that good performance in the field of management and organization is acknowledged and honoured. The quality of management depends on the quality of the administrative web that "ties together" different management functions and administrative positions in different parts of the institutions and with different tasks. Administrators and managers have to know the "song line" of their institutions, which is why many academic leaders come from the ranks of senior professors. Furthermore new challenges like e-learning and university continuing education as part of the LLL concept force universities to advance further, develop new management skills and use instruments like personnel development, marketing and management information systems – all this leading to new processes and skills within universities.

Topics

The DRC conference will discuss the topics listed below in order to find a common understanding for critical success of management tasks and new issues for and at competitive universities:

- > higher education management, especially leadership and personnel development at universities in the Danube region
- > E-learning strategies and their support within the universities
- > the challenges of university continuing education challenges and relevant management tasks for DRC universities
- > International co-competition

Starting at 15:30
Registration/Check-In
in Conference Office at the Audi Max

17:00-17:30
DRC Opening Ceremony
Welcome Address by
Ada Pellert
Vice Rector of the Danube University Krems, Austria
Ivan Rozman
President of DRC, Rector of the University Maribor, Slovenia

17:30-18:00
The Future of Higher Education beyond 2010
Odile Quintin
Director General for Education and Culture, European Commission, Brussels, Belgium
Moderation: Marko Marhl
Vice-Rector of the University of Maribor, Slovenia

18:00-18:30
Higher Education - The Austrian Perspective
Friedrich Faulhammer
Director General for Higher Education, Federal Ministry for Science and Research, Vienna, Austria
Moderation: Marko Marhl
Vice-Rector of the University of Maribor, Slovenia

18:30-19:00
University Continuing Education in Transition
Anke Hanft
Head of the Continuing Education and Educational Management Department, University of Oldenburg, Germany
Moderation: Marko Marhl
Vice-Rector of the University of Maribor, Slovenia

19:30
Gala Dinner
at "Kloster Und" incl. humorous supporting programme

Track I
Higher Education Management
Professional and strategic management is a key factor for the institutional success of education and research and it is a prerequisite for enabling universities to perceive themselves as autonomous organisations instead of as subordinate to central government. Modes of competition for students, staff and contracts will increase significantly. Therefore, more management tasks have to be fulfilled at the institutional level. In particular, modern leadership as a managerial function will define the sustainable development of universities in this period of transition. However, new institutional developments like university mergers challenge university leaders as well. Thus, specific modes of management for a specific organisation have to be developed and new forms of participation have to be created.

Finally, the quality of management will depend on the quality of the administrative web that "ties together" different management functions and administrative positions in different parts of the institutions. Therefore, strategic human resource management and personnel development are needed as well. A combination of thematic inputs by experts and discussions with participants will open up the possibility of improving these fields and managerial tasks in the future and create a new common understanding for the DRC region.

Track II
E-Learning
E-learning as a new learning environment at universities raises the question of its importance, role and forms within higher education institutions. This track aims to address the real needs of DRC universities in order to facilitate the implementation of effective strategies and practices. Initial experiences through case studies by DRC members open up the possibility of discussing and reflecting the participants' own practices. The thematic inputs of the experts invited will also support this track by stimulating the process of exchange. The main focus is on the strategic aspects of e-learning, but new ideas will also be discussed by some state-of-the-art topics like open educational resources as well as e-portfolios.

Track III
University Continuing Education
In the light of lifelong learning, university management has paid more attention to university continuing education in recent years. Grass root activities in the past in the field of continuing education at universities have become more accepted in recent days. In fact, continuing education is totally different from university education for "regular" students. High competition with other suppliers like private universities and business schools as well as reflexive practitioners as participants in the programmes are challenging universities in a specific way. Therefore, key issues of continuing education at universities will be presented and discussed in this track. International experts as well as university representatives of continuing education will exchange experiences and new ideas during the sessions.

Track IV
International Development of the DRC Region
This track supports the exchange process between rectors and vice-rectors responsible for international relations and IRO staff and the discussion on common developments within international relations. This track is dedicated to co-competition as the mean logic of action of DRC members. Based on the IRO meeting in Budapest in summer, this track will discuss critical issues like DRC information flows and communication channels. An initial result is to be achieved by the development of a strategic information flow during the first session. Mobility is one of the main ideas of the DRC, and thus the second session is dedicated to this. Different experiences with mobility will describe the DRC-mobility landscape and will try to discuss how the DRC should support mobility in the future. DRC members are cooperative partners in education and research, but also strong competitors in the light of the Bologna process. How to deal with this discrepancy will be discussed in the last session.

08:30-9:00

Opening of the Poster-Exhibition of DRC Universities

Ada Pellert, *Vice Rector of the Danube University Krems, Austria*
Ivan Rozman, *President of DRC, Rector of the University Maribor, Slovenia*

09:00-9:15

Introductory Note and Moderator's Note

Ada Pellert, *Vice-Rector of the Danube University Krems, Austria*
Marko Marhl, *Vice-Rector of the University of Maribor, Slovenia*

09:15-10:00

Strategies of Universities in Europe

Georg Winckler, *President of the European University Association, Brussels-Geneva*
and *Rector of the University of Vienna, Vienna*

10:00-10:30 Coffee Break, Press Conference

When the wind blows, you can either build a wall or a windmill.

Chinese proverb



Monday, September 24, 2007

10:30-12:00

Track I
Higher Education Management

Session 1
LEADERSHIP

Track chair: Aleksa Bjelis
Rector of the University of Zagreb, Croatia

Introduction by track chair

University Leadership in Transition
John Davies
former Pro-Vice-Chancellor at both Anglia Ruskin University (UK) and La Trobe University (Australia), United Kingdom

Invited Case Studies

- Moderation:** Aleksa Bjelis
- Input by Radmilla Marinkovic-Neducin
University of Novi Sad, Serbia and Montenegro
 - Input by Branko Kovacevic
Rector of the University of Belgrade, Serbia and Montenegro
 - Input by Paul Serban Agachi
Prorector of the Babes-Bolyai-University Cluj- Napoca, Romania

10:30-12:00

Track II
E-Learning

Session 1
E-LEARNING STRATEGIES

Track chair: Peter Baumgartner
Head of the Department for Interactive Media and Educational Technology, Danube University Krems, Austria

Introduction by track chair

Strategic Aspects of E-Learning at Universities
Peter Baumgartner
Head of the Department for Interactive Media and Educational Technology, Danube University Krems, Austria

Network Learning Experiences

Istvan Bessenyei
Head of the Information Society Research and Teaching Group, University of West Hungary, Hungary

Can (E-learning) Technology Make Lifelong Learning a Reality?

Dejan Dinevski
Head of the Center for E-Education and Lifelong Learning, Deputy Secretary-General of the University of Maribor, Slovenia

10:30-12:00

Track III
University Continuing Education

Session 1
ORGANISATION

Track chair: Attila Pausits
Head of the Center for University Continuing Education Research and Educational Management, Danube University Krems, Austria

Introduction by track chair

Continuing Education and Accreditation of Personal and Professional Experience at French Universities
Dr. Jean-Marie Filloque
President of the French UCE NETWORK: CDSUFC, Director of the Continuing Education Department, Vice-Rector for LLL of the University of Western Brittany, France

Status Quo and Future Challenges of Lifelong Learning at Austrian Universities

Eva Cendon
Researcher at the Department for Continuing Education Research and Educational Management, Danube University Krems, Austria

Invited Case Studies

- Moderation:** Attila Pausits
- Input by István Szabó
Vice-Dean of the Faculty of Mechanical Engineering and Director of the Center for Continuing Education, Szent Istvan University, Hungary
 - Input by Andrea Waxenegger
Head of the Center for Continuing Education, University of Graz, Austria
 - Input by Holger Heller
Director of the Johannes Kepler University Business School LIMAK, Austria

10:30-12:00

Track IV
International Development of the DRC Region

Session 1
THE DRC AND THE IROs - CHALLENGES AND PERSPECTIVES

Track Chair: Jakub Dürr
Vice-Rector for External Relations, the Palacký University Olomouc, Czech Republic (to be confirmed)

Introduction by track chair

Report on the IRO Meeting in Budapest, June 2007
Gábor Gercsák
Head of International Relations at the Eötvös Lorand University, Budapest

Strategic Aspects of the Communication Structure in the DRC

Ana Ružicka
Head of the International Relations Office, University of Zagreb, Croatia

13:30-15:00

Track I
Higher Education Management

Session 2
UNIVERSITY MERGERS

Track chair: Aleksa Bjelis
Rector of the University of Zagreb, Croatia

Introduction by track chair

From the Crisis of 1968 to the Creation of Paris Universitas, the Slow Revival of the French Universities
Gilbert Béréziat
Immediate former Président of UPMC, Général delegate and Président of the Administrative Council of Paris Universitas, France

Thriving on Chaos: Managing HE under Changing Legal and Financial Condition in CEE Countries

László Komlósi
Director for International Affairs of the University of Pécs, Hungary

Invited Case Studies

- Moderation:** Aleksa Bjelis
- Input by Werner Inderbitzin
Founding Rector of the Zurich University of Applied Sciences, Switzerland

13:30-15:00

Track II
E-Learning

Session 2
E-LEARNING STRATEGIES

Track chair: Sabine Zauchner
Head of Research at the Department for Interactive Media and Educational Technology, Danube University Krems, Austria

Introduction by track chair

OER - Challenges and Opportunities
Sabine Zauchner
Head of Research at the Department for Interactive Media and Educational Technology, Danube University Krems, Austria

Invited Case Studies

- Moderation:** Sabine Zauchner
- Input by Director Zoran Bekic, M.Sc.
Head of the University Computing Centre (SRCE), University of Zagreb, Croatia
 - Input by Jan Skrha
Vice-Rector for International Affairs and Mobility, Charles University Prague, Czech Republic
 - Input by Stefan Szamosközi
Vice-President of the Academic Council of the Babes-Bolyai-University Cluj-Napoca, Romania
 - Input by Valentin Smyntyna
Rector of the Odessa National I.I. Mechnikov University, Ukraine

Open Discussion on „E-learning Strategies“

Moderation: Sabine Zauchner

13:30-15:00

Track III
University Continuing Education

Session 2
INSTRUMENTS

Track chair: Attila Pausits
Head of the Center for University Continuing Education Research and Educational Management, Danube University Krems, Austria

Introduction by track chair

University Continuing Education as a Service. Key Elements and Instruments for Market Success
Attila Pausits
Head of the Center for University Continuing Education Research and Educational Management, Danube University Krems, Austria

Developing a Competence-Based Curriculum: Theory and Practice

Dumitru Chirlesan
Vice-Rector for International Relations and European Integration, University of Pitești and Georgeta Chirlesan, Director of the Dept. for International Relations and European Integration at the University of Pitești, Romania

Invited Case Studies

- Moderation:** Attila Pausits
- Input by Christine Stöckler-Penz
Head of „TU Graz Life Long Learning“, Austria
 - Input by Jaroslav Kuba
Vice-Rector for Student Affairs and Marketing, Czech Technical University, Czech Republic

13:30-15:00

Track IV
International Development of the DRC Region

Session 2
DIRECTIONS OF MOBILITY - ANALYSES & RECOMMENDATIONS

Track Chair: Márta Font
Vice-Rector for Research and Academic Affairs, University of Pécs, Hungary

Introduction by track chair

Mobility within the DRC - The Hungarian Experience
Gyöngyi Pozsgai
Head of the International Relations Office, University of Pécs, Hungary

Mobility within the DRC - The Slovak Experience

Jana Berešová
Vice-Rector for International Relations, University of Trnava, Slovakia (to be confirmed)

12:00-13:30 Lunch Break

15:00-15:30 Coffee Break

Monday, September 24, 2007

Tuesday, September 25, 2007

Registration

15:30-17:00
Track I
Higher Education Management

Session 3
HUMAN RESOURCES MANAGEMENT

Track chair: Aleksa Bjelis
Rector of the University of Zagreb, Croatia

Human Resources Management in Expert Organisations

Ada Pellert
Vice-Rector of the Danube University Krems, Austria

Achievement-oriented Payment Systems in Higher Education

Melanie Fröhlich
(University of Oradea, Romania) and Lil Reif (University of Ventspils, Lettland), East European Center, University Hohenheim, Germany

Open Discussion on "Achievement-oriented Payment Systems in Higher Education"

15:30-17:00
Track II
E-Learning

Session 3
E-PORTFOLIO

Track chair: Erwin Bratengeyer
Head of Consulting at the Department for Interactive Media and Educational Technology, Danube University Krems, Austria

ePortfolio Developments in Europe

Erwin Bratengeyer
Head of Consulting at the Department for Interactive Media and Educational Technology, Danube University Krems, Austria

ePortfolio and the Valorisation of Acquired Competencies

Georgeta Chirlesan
Director of the Dept. for International Relations and European Integration at the University of Pitesti, Romania

Multimedia Technologies and ICT in Organising Students' e-Portfolio

Margarita Todorava
Head of the Department for Computer Systems and Technologies, Veliko Turnovo University, Bulgaria

15:30-17:00
Track III
University Continuing Education

Session 3
QUALITY MANAGEMENT

Track chair: Attila Pausits
Head of the Center for University Continuing Education Research and Educational Management, Danube University Krems, Austria

Total Quality Management: A Philosophy of Change

Georgi Apostolov
Scientific Secretary, South-West University, Bulgaria

The Significance of Staff Development and Selection in Scientific Continuing Education for Quality Management

Doris Carstensen
Head of Quality Management, Danube University Krems, Austria

Invited Case Studies

- Moderation:** Attila Pausits
- Input by Ivan Ostrovsky
Vice-Rector for University Development, Comenius University Bratislava, Slovakia
 - Input by Alina Pamfil
Vice-Director of the Center for Continuing Education and Distance Learning, Babes-Bolyai-University Cluj-Napoca, Romania

15:30-17:00
Track IV
International Development of the DRC Region

Session 3
COOPERATION AND COMPETITION AT DRC UNIVERSITIES

Track chair: Ivan Šimonovic
Vice-Rector, University of Zagreb, Croatia (to be confirmed)

A Competitive Advantage - International Accreditation of Business Programs - ACBSP (USA) and ECBE (Europe)

Douglas Viehland
Executive Director of the Association of Collegiate Business Schools and Programs (ACBSP) and R. Bryan Holden Executive Director of the European Council for Business Education (ECBE)

Open Space Discussion

Moderation: Ivan Šimonovic
(to be confirmed)

09:00-09:30
Quo Vadis, Higher Education?

Leopold März
Former Honorary President DRC, President of the Austrian FH (Fachhochschulen) Council, Vienna, Austria

09:30-10:00
The Future of International Relations in the DRC Region

Ivan Šimonovic
Vice-Rector of the University of Zagreb, Croatia

10:00-10:30
Higher Education Management in Response to Strategic Shifts

Jan Sadlak
Director of the UNESCO-European Centre for Higher Education (UNESCO-CEPES), Bucharest, Romania

Moderation: Ada Pellert
Vice-Rector of the Danube University Krems, Austria

10:30-11:00 Coffee Break

11:00-12:30
University Lifelong Learning and the Bologna Process - Continuity and Change

Pat Davies
European University Continuing Education Network (EUCEN), Barcelona, Spain

Round Table

- Ivan Rozman
President of the DRC, Rector of the University of Maribor, Slovenia
- Pat Davies
European University Continuing Education Network (EUCEN), Barcelona, Spain
- Adrei Marga
Honorary President DRC, Babes-Bolyai University Cluj-Napoca, Romania
- Ferenc Hudecz,
Rector of the Eötvös Loránd University, Budapest, Hungary

Moderation: Ada Pellert
Vice-Rector of the Danube University Krems, Austria

12:30-14:00 Lunch Break

14:00-16:00
General Assembly

- Conclusions of the Conference by the track chairs
- Presentation and Acceptance of New Members
- Annual Report
- Election of the new president and vice-presidents
- Introduction of the DRC work programme 2008
- Presentation of the DRC Common Plattform

17:00-18:00 Break

18:00
Boarding the „MS Austria Princess“ at the BRANDNER landing stage

On the Ship:
Best Practice Award on Higher Education Management

Laudation: Helena Jasna Mencer
Vice-President of the DRC, University of Zagreb, Croatia

Book Presentation
„Higher Education Management and Development in Central, Southern and Eastern Europe“

By: Ada Pellert
Vice-Rector of the Danube University Krems, Austria

Dinner

16:00 Farewell Coffee

Please register for the DRC on:

www.donau-uni.ac.at/drc

Costs: € 250,-
None for DRC members,
IDM members (Institute for the Danube Region and Central Europe/ Institut für den Donaauraum und Mitteleuropa) and university staff.

Contact

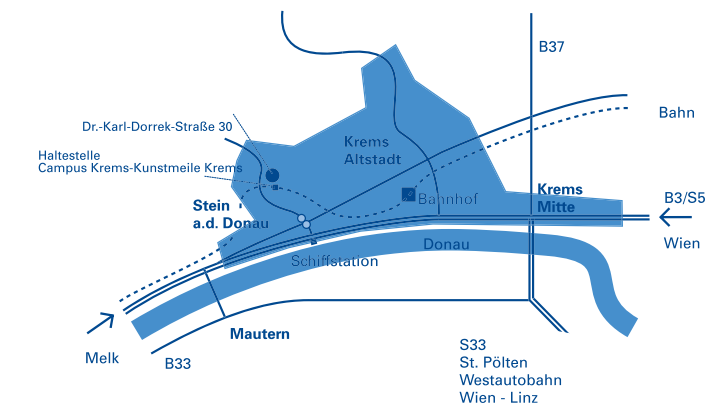
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The **Danube Rectors' Conference** is a regional network. Presently, 49 higher education institutions from 13 countries in the Danube region are active members.

The network's objectives are: to raise the general level of academic performance; to promote mobility, to reduce drop-out rates; and to lower the cost of tertiary education. Furthermore, it underlined the importance of multilateral cooperation in the region and expressly supported the establishment of the Central European Exchange Program for University Studies. Finally, the Danube Rectors' Conference endorsed an integrated university model based on institutional autonomy and established working

groups to address the issues of university legislation, curricula and the evaluation of teaching and research.

The future of the Danube region lies within the goals of the Lisbon strategy, which is to become the best developed knowledge based society in the world.

An important aspect of practical implementation is the link between universities and economic institutions and mutual knowledge transfer. The major task is to attract business to the human resources produced by the universities and to awaken potential interest in joint ventures between business and universities within the applied sciences.



Danube University Krems has specialized in postgraduate academic studies and offers exclusive courses in the fields of • Economics and Management • Communication, IT and Media • Medicine and Health • Law, Administration and International Relations • Cultural and Educational Sciences as well as of • Building and Environment. More than 3,500 students from 50 countries are living the philosophy of Lifetime Learning, and are currently enrolled at the University for Continuing Education. Eighty kilometers outside of Vienna, Krems is located in the unique natural and cultural landscape of the Wachau Region, which has been declared a World Cultural Heritage Site by UNESCO.

Lifetime Learning.