1st International Deans’ Course

Programme

May 6th – 16th 2007
Osnabrueck (University of Applied Sciences, FH Osnabrueck, Caprivistraße 30, 49076 Osnabrueck)
Berlin (Harnack-Haus, Ihnestraße 16-20, 14195 Berlin)

Programme Committee

Dr.-Ing. Abebe Dinku, Associate Professor, former Dean, Faculty of Technology, Addis Ababa University, Ethiopia

Dr. Jutta Fedrowitz, CHE Consult, Centre for Higher Education Development, Guetersloh, Germany

Christoph Hansert, Head of Division, Higher Education Management, German Academic Exchange Service (DAAD), Bonn, Germany

Prof. Dr. Peter Mayer, Professor, former Vice-President and former Dean, Faculty of Business Management and Social Sciences, University of Applied Sciences Osnabrueck, Germany

Prof. Dr. Naomi Shitemi, Professor, former Dean, School of Arts & Social Sciences, Moi University, Eldoret, Kenya

Marijke Wahlers, Head of Section, Asia, Australia, Oceania, International Department, German Rectors’ Conference (HRK), Bonn, Germany

Prof. Dr. Frank Ziegele, CEO, CHE Consult, Guetersloh and Professor, University of Applied Sciences Osnabrueck, Germany
Further Experts and Presenters

Stefan Bienefeld, Head of Project Quality Management, German Rectors’ Conference (HRK), Bonn, Germany

Christoph Bissinger, Trainer, Psychologist, Trainergemeinschaft Berlin

Prof. Marie-Thérèse Claeys, PhD, former Dean, Faculty of Business, Asian University, Thailand, former Professor of Intercultural Communication and management, ICHEC Brussels School, Fulbright alumna, Trainer, Belgium

Petra Dreimann, Trainer, Psychologist, Coach; Lecturer, University of Applied Sciences Heilbronn, Senior Consultant for Kempkes. Gebhardt Consulting, Cologne

Anja Flender, Head of Administration, Department of Biology, Chemistry and Pharmacy of the Freie Universitaet Berlin (tbc)

Prof. Dr. Arno Fruehwald, Dean, Faculty of Mathematics, Informatics and Natural Sciences, University of Hamburg

Dr.-Ing. Dereje Hailu, Head of Department, Civil Engineering, Addis Ababa University, Ethiopia

Dr. Katja Hartmann, Berlin Office Director, Alexander von Humboldt-Foundation (AvH), Berlin, Germany

Jörg Hassmann, Coordinator for E-Learning, University of Applied Sciences Osnabrueck, Germany

Prof. Dr. Ursula Hübner, Faculty of Business Management and Social Sciences, University of Applied Science, Osnabrueck, Germany

Prof. Dr. Uwe Jens Nagel, former Vice-president, former Dean, Faculty of Agriculture, Humboldt University, Berlin, Germany

Lars Oeverdiek, Head of Faculty, Administration Faculty II, Technical University, Berlin

Prof. Dr. Marie-Luise Rehn, Vice-President, University of Applied Sciences Osnabrueck, Dean of the Faculty of Business Management and Social Sciences

Felix Streiter, Head of Division, Europe II, Middle East, Africa, Latin America, Alexander von Humboldt-Foundation (AvH), Bonn, Germany (tbc)

Dr. Tim Stuchtey, Office of the President, Humboldt University, Berlin, Germany

Dr. Hanns Sylvester, Director, Department for Development Cooperation, German Academic Exchange Service (DAAD), Bonn, Germany

Prof. Dr. Christian Thomsen, Dean, Faculty of Mathematics and Natural Sciences, Technical University, Berlin

Professor Dr. Michael Tolksdorf, Deputy rector, Berlin School of Economics

Prof. Dr. Hans Vossensteyn, Center for Higher Education Policy Studies, The Netherlands (CHEPS), and University of Applied Sciences, Osnabrueck, Germany
Sunday, May 6th

Arrival of participants at Muenster/Osnabrueck Airport, pick-up and check-in in Hotel Kulmbacher Hof and Hotel Westermann

*Joint Dinner, China Restaurant “Lotusgarten” (Prof. Dr. Peter Mayer)*

Monday, May 7th

**Official Opening**

Coordination and chair: Prof. Dr. Frank Ziegele

<table>
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<tr>
<th>Time</th>
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<tbody>
<tr>
<td>8.00 a.m.</td>
<td>Departures at the respective hotels, (re-transfers by bus 6 p.m.)</td>
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<tr>
<td>8.15 a.m.</td>
<td>Meeting point for daily allowances, CB building, Caprivi Campus (Frau Wagner)</td>
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<tr>
<td>9.00 a.m.</td>
<td>Opening and welcome addresses on behalf of the organisers</td>
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<td></td>
<td>Prof. Dr. Marie-Luise Rehn, Vice-President of the University of Applied Sciences Osnabrueck</td>
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<td>Marijke Wahlers, German Rectors’ Conference (HRK), Bonn, Germany</td>
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<tr>
<td>9.30 a.m.</td>
<td>Short introduction of participants and introduction of own role by use of the organization chart of their respective university (max. 5 min. per participant)</td>
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<td>Prof. Dr. Frank Ziegele, CHE Consult, Guetersloh and University of Applied Sciences Osnabrueck, Germany</td>
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<td>12.00</td>
<td>Lunch break (Mensa)</td>
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**Higher Education Systems in Germany and East Africa**

Coordination and chair: Prof. Dr. Frank Ziegele

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<th>Time</th>
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<tr>
<td>1.00 p.m.</td>
<td>Three inputs (25 minutes each): examples of Germany, Kenya, Ethiopia:</td>
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<tr>
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<td>Marijke Wahlers, HRK, Bonn,</td>
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<td></td>
<td>Prof. Dr. Naomi Shitemi, Professor, Moi University, Eldoret, Kenya</td>
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<td>Dr.-Ing. Abebe Dinku, Associate Professor, Addis Ababa University, Ethiopia</td>
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<td>3.00 p.m.</td>
<td>Break</td>
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<td>3.30 p.m.</td>
<td>Reception of the Mayor Burkhard Jasper</td>
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<td>Tour: City of Osnabrueck, view from the tower of the St. Mary’s Church</td>
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<td>7.00 p.m.</td>
<td>Welcome Dinner at “Walhalla”, Welcome Address DAAD</td>
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## Tuesday, May 8th

### Module 1: Changing Nature of University Governance

**Coordination and chair: Prof. Dr. Peter Mayer**

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<tr>
<td>8.30 a.m.</td>
<td>Departures from the hotels, (re-transfers by bus 6 p.m.)</td>
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</table>
| 9.00 a.m.  | **Presentation** by Prof. Dr. Hans Vossensteyn, Center for Higher Education Policy Studies, The Netherlands (CHEPS), and University of Applied Sciences, Osnabrueck, Germany  
**Comments of participants** |
| 10.30 a.m. | **Break**                                                             |

### Module 2: Strategic and Operative Management

**Coordination by Prof. Dr. Frank Ziegele**

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<thead>
<tr>
<th>Time</th>
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| 11.00 a.m. | **Presentation**: Introduction of major concepts and special challenges of strategic management in higher education  
Prof. Dr. Frank Ziegele |
| 11.45 a.m. | **Case study**: Strategic management at Moi University, Kenya  
Prof. Dr. Naomi Shitemi |
| 1.00 p.m.  | **Lunch break (Mensa)**                                  |
| 2.00 p.m.  | **Three Working groups**: Strategic management in selected areas (research, fictional case), chaired by  
Marijke Wahlers  
Frank Ziegele  
Naomi Shitemi |
| 4.00 p.m.  | **Break**                                               |
| 4.30 p.m.  | **Plenary session** with presentation of findings  
Prof. Dr. Frank Ziegele and N.N., participant |
**Wednesday, May 9th**

8.30 a.m. Departures from the hotels, (re-transfers by bus 6 p.m.)

9.00 a.m. **Presentation**: Tools and instruments, contract management  
Prof. Dr. Frank **Ziegele**

10.30 a.m. **Break**

11.00 a.m. **Case study** from Addis Ababa University – Faculty of Technology (10-15 minutes)  
Dr. – Ing. Dereje **Hailu**, Head of Department, Addis Ababa University  
Discussion and reflection

12.30 p.m. **Lunch break (Mensa)**

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**Module 3: Financial Management**  
Coordination and chair: Prof. Dr. Hans Vossensteyn

2.00 p.m. **Presentation**: Introduction into key challenges  
Prof. Dr. Hans **Vossensteyn**

3.30 p.m. **Break**

4.00 p.m. **Case study** from Addis Ababa University  
Dr. Abebe **Dinku**

4.30 p.m. Discussion and reflection

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**Thursday, May 10th**

**Module 4: Quality Management**  
Coordination and chair: Prof. Dr. Peter Mayer

8.30 a.m. Departures from the hotels, (re-transfers by bus 6 p.m.)

9.00 a.m. **Case study** from FH Osnabrueck  
Prof. Dr. Peter **Mayer**  
Discussion and reflection

10.00 a.m. **Welcome** by Dr. Hanns **Sylvester**, Director, Department for Development Co-operation, DAAD  
Importance of the Deans’ Course for DAAD

10.15 a.m. **Break**
Module 5: Soft Skills Workshop
Coordination by Dr. Jutta Fedrowitz

10.30 a.m. - 6.00 p.m.
- Introduction in to the issue and start of the working groups
- Working group “conflict management”
  - Prof. Marie-Thérèse Claes, trainer
- Working group “meeting management”
  - Christoph Bissinger, trainer
- Working group “presentation”
  - Petra Dreimann, trainer

in between Lunch
- Working group “conflict management”
- Working group “meeting management”
- Working group “presentation”

Friday, May 11th

Module 6: Leadership
Coordination and chair: Prof. Dr. Peter Mayer

8.30 a.m. Departures from the hotels, (re-transfers by bus 5 p.m.)
9.00 a.m. Reports to the plenary from the soft skills working groups (10 min. each)
9.30 a.m. Case studies from Addis Ababa University and FH Osnabrueck (25 minutes each)
  - Dr. Abebe Dinku
  - Prof. Dr. Erhard Miehlenhausen
10.20 a.m. Theoretical reflection on leadership
  - Prof. Dr. Frank Ziegele, CHE Consult
11.00 a.m. Break
11.30 a.m. Three working groups: chaired by
  - Dr. –Ing. Abebe Dinku and n.n. participant
  - Dr. Jutta Fedrowitz and n.n. participant
  - Prof. Dr. Naomi Shitemi and n.n. participant
1.00 p.m. Lunch break (Mensa)
Example from Osnabrueck: E-Learning
Coordination by Joerg Hassmann

2.00 p.m.  
**E-learning** in Practice. How FH Osnabrueck does it.  
Prof. Dr. Ursula *Huebner* (video)  
Prof. Dr. Peter *Mayer*  
Joerg *Hassmann*, Coordinator for E-learning, University of Applied Science Osnabrueck

3.30 p.m.  
**Break**

4.00 p.m.  
Continuing **E-Learning**

7.00 p.m.  
*Joint dinner in “Brauhaus Rampendahl” with students of the Higher Education Management Programme (Prof. Dr. Peter Mayer)*

**Saturday, May 12th**

9.00 a.m.  
Departure for Berlin by bus and check in at Harnack-House, Berlin-Dahlem (accompanied by Waldemar Rembold, University of Applied Sciences Osnabrueck)  
afternoon  
Visiting Potsdamer Platz – Berlin City Centre

**Sunday, May 13th**

9.30  
Departure for sightseeing in Berlin

7.30 p.m.  
Dinner, Brauhaus Mitte (including brewery tour), Karl-Liebknecht-Str. 13, Berlin-Mitte, subway station S+U Berlin Alexanderplatz
Monday, May 14th

**Module 7: Berlin Case Studies**

Coordination by Dr. Jutta Fedrowitz

8.15 a.m.  Briefing by Marlene Schwegmann, departure for visits to

**Group A:** Humboldt University (HU Berlin) accompanied by Marijke Wahlers and Waldemar Rembold

- 9.30 a.m.  Introduction of HU Berlin, Dr. Tim Stuchtey, Office of the President
- 10.00 a.m.  Prof. Dr. Jens-Uwe Nagel, Faculty of Agriculture
- 12.00 p.m.  Lunch in the student restaurant "Cum Laude"
- 1.30 p.m.  Campus tour
- 2.30 p.m.  Presentation, Head of Administration of a Faculty of HU
- 4.00 p.m.  Departure to Harnack House

**Group B:** Technical University (TU Berlin) accompanied by Dr. Jutta Fedrowitz and Marlene Schwegmann

- 9.30 a.m.  Presentations Strategic management, quality management by Prof. Dr. Christian Thomsen, Dean, Faculty of Mathematics and Natural Sciences and by Lars Oeverdieck, Head of Faculty Administration
- 12.00 p.m.  Lunch at the university restaurant followed by Organization of Graduate Schools at the Technical University
- 3-D Laboratory for Visualisation
- 4.00 p.m.  Departure to Harnack House

**Group C:** Free University of Berlin (FU Berlin) accompanied by Christoph Hansert and Daniela Kügele

- 10.00 a.m.  Presentation by Anja Flender, Freie Universität Berlin, accompanied by Prof. Dr. Leo Brunnberg, Dean, Faculty of Veterinary Medicine
- 12.00  Campus tour, Mr. Christoph Gibian
- 2.00 p.m.  Lunch at the students’ restaurant

5.00 p.m.  **Joint evaluation** of case studies (in the plenary, Harnack House)

Christoph Hansert

6.30 p.m.  **Joint Dinner, Restaurant of Harnack House**
Tuesday, May 15th

**Module 8: The Future of Faculty Management**
Coordination and chair: Marijke Wahlers

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<tr>
<td>9.00 a.m.</td>
<td>Presentation: Quality management in higher education – Recent trends and perspectives – Programme, institutional or faculty evaluation? Stefan <strong>Bienefeld</strong>, German Rectors’ Conference</td>
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<tr>
<td>9.45 a.m.</td>
<td>Presentation: Higher education systems reform - Major reforms ahead - Consequences for University Management - Changing Role of Faculties <strong>Professor Dr. Michael Tolksdorf</strong>, Deputy rector, Berlin School of Economics</td>
</tr>
<tr>
<td>10.30 a.m.</td>
<td>Presentation: Faculty development and faculty management in the coming decade – Focus on growing importance of intra- and inter-faculty networks Prof. Dr. Arno <strong>Fruehwald</strong>, Dean, Faculty of Mathematics, Informatics and Natural Sciences, University of Hamburg</td>
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<tr>
<td>11.15 a.m.</td>
<td><strong>Break</strong></td>
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<td>11.45 a.m.</td>
<td>Roundtable Discussion</td>
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<td>Stefan <strong>Bienefeld</strong>, German Rectors’ Conference</td>
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<td>Prof. Dr. Franz Herbert <strong>Rieger</strong>, Rector, Berlin School of Economics (tbc)</td>
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<td>Prof. Dr. Arno <strong>Fruehwald</strong></td>
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<tr>
<td>1 p.m.</td>
<td><strong>Lunch, Restaurant of Harnack House</strong></td>
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**Module 9: Opportunities for Cooperation**
Coordination and chair: Christoph Hansert

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<tr>
<td>2.00 p.m.</td>
<td>Presentation: Higher Education Cooperation Programmes of DAAD and AvH Christoph <strong>Hansert</strong>, DAAD Dr. Katja <strong>Hartmann</strong>, AvH, Berlin Office Director</td>
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<tr>
<td>3:30 a.m.</td>
<td><strong>Break</strong></td>
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Module 10: The Way forward and Closing
Coordination and chair: Prof. Dr. Peter Mayer

4.00 p.m. Individual Work: Development of Personal Action Plans of Participants
7.30 p.m. Dinner and Cultural Program

Wednesday, May 16th

9.00 a.m. Individual work: Planning of Personal Action Plans
10.00 a.m. Working groups: Adaption of Personal Action Plans
Programme Committee and participants
1.00 p.m. Lunch, Restaurant of the Harnack House
2.00 p.m. National working groups:
Preparation of Part II
3.30 p.m. Feed Back and Way forward
Participants and Programme Committee
5.00 p.m. Planning of IDC Parts II and III (Programme Committee)
7.00 p.m. Farewell Dinner and Official Closing

Thursday, May 17th

Departure