



University of Twente
The Netherlands

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Management Development in Dutch Higher Education

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Instrumente zur Karriereförderung des Wissenschaftsmanagement

Berlin

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International Experiences with Professionalisation in Higher Education Management



Australia, Czech Republic, France,
Netherlands, UK, USA

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Dutch higher education



- Binary system: Universities and *hogescholen*
- 42 *hogescholen*: 360,000 students and 34,000 employees
- 13 universities (plus Dutch OU): 200,000 students and 47,000 employees
- 9 general universities, 3 technical, and 1 agricultural
- (Very) low levels of systemic diversity i.t.o. prestige, quality, research role etc.
- Conditions of employment decentralised to umbrella organisations
- Since 1997: Modern University Governance structure
 - Strong power at executive
 - Strong power at the deans } professionalisation

Management development in Dutch HE



Management development in Dutch higher education ... **in development:**

- No national professionalisation strategies / initiatives
- No central management training programmes
- Institutional autonomy for staffing policies since early 1990s
- Institutional policies and training programs (relatively recent)
- *Kennisnetwerk Management Development Hogescholen* (2005)
annually 2 meetings to inform and share experiences
- University Expert Network for “academic leadership” (2008)

National conferences, seminars & workshops

Multitude of general management training opportunities:
like leadership, coaching, HRM, financial mngmnt, MBA, ...

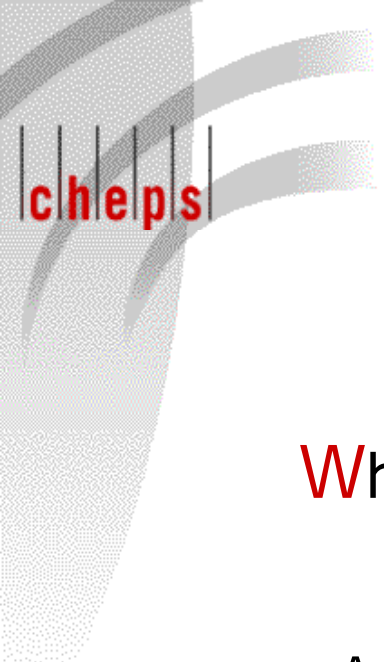
But for HE private providers only offer:

- half-day topical expert workshops
- 1-2 days expert conferences
- up to 8 days intensive management courses
- *HEI's predominantly left to themselves:
organise own training & support*

Institutional recruitment strategies

What mechanisms to identify management talents ?

- No structural mechanisms: random processes, networks
- Some universities use staff overview talks (*Vlootschouw*):
 - identify talented and problematic staff members
 - 360 degree feedback method
- Annual appraisal talks:
 - ambitions, achievements, capacities, expectations, career plans



Institutional recruitment strategies



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What mechanisms to recruit management talents ?

- Again, no structural mechanisms: random processes, networks
- General employment conditions / regulations for recruiting staff
- Priority given to attractiveness of academic careers
- ...

Institutional recruitment strategies

What mechanisms to recruit management talents ?

- ...
- Heads of departments responsible to recruit management talent
- Vacancy → ad hoc profiles
- Security to return into academic jobs: e.g. education director
- Academic man. = part-time Administrative man. = fulltime
- Advantageous policies for female talents
(university stimulation funds)
- Career development plans, tenure track, training

Institutional rewarding & retaining strategies



How to reward and retain managerial talents ?

- No special rewarding system for managers in collective employment agreements
- But University Functioning Profiles: salaries linked to tasks
- Flexibility in rewarding: bonuses possible for tasks or academic and managerial achievements or to compete with private market
- Deans responsible for staffing (rewarding) issues
- Other rewarding mechanisms: conferences, sabbatical, ...
- In general: do not pay to retain people

"if people want to make a career move they will leave sooner or later" 9

Institutional management training programs

Management development programs

- National networks to share experiences (universities / hogescholen)
- In cooperation with small private training companies (all institutions together use 7 private providers)
- Seperate courses for:
 - (associate) professors, department heads (academic leadership)
 - administrative managers (professional leadership)
 - coaching and operational management
 - often not for deans and central administrators
- Mostly 2-5 days, focused on practical “soft” skills (negotiating, coaching, project/time/conflict management)
- In *Hogescholen* often longer (internal programs with external trainers)

Impact of management training

Impact:

- Management programs well used & evaluated
- Except for “leadership for professors”
- Larger pool of better trained project leaders etc.
- Trained managers often get quickly into next career steps
- Better institutional management networks
- Better structured career development plans



Best Practices

University of Utrecht

University of Twente

Maastricht University

University of Applied Sciences Amsterdam

Driestar University of Applied Sciences

Interesting management development instruments

Instruments:

- New initiative “Talent Management”:
 - structured function & competencies profiles
 - active scouting (recruiter)
 - challenging career paths, supervise & coach
 - performance agreements & rewarding
- Management pool
 - part-time management tasks for “high-potentials” (learn on the job)
 - job rotation (work in different departments)
- “Vlootschouw”: Annual discussion between deans and department heads about talented staff (and problematic cases)
- Mentee – Mentor system to stimulate female career paths into leading positions

Interesting management development instruments

I Instruments:

- Obligatory participation in management courses
 - online course guide
- “Digital workspace” for managers:
 - management cohorts communicate and coach
- Include multidisciplinary and entrepreneurialism in management

Weaknesses

- Structural management development policies often lack