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Conference Communiqué

“The Dean in the University of the Future”

Saarbrücken / Germany, June 28, 2013

http://www.orga.uni-sb.de/dean/Dean_communique2013.pdf

The Conference “The Dean in the University of the Future”
is part of the research project KORFU (kor-fu.de),
which is funded by the German Federal Ministry of Education and Research and
coordinated by the DLR German Aerospace Center.

It is a joint project of the Universität des Saarlandes (Saarbrücken, Germany)
and the University of Siegen, Germany.

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Saarbrücken / Germany, June 28, 2013

From June 26 to 28, 2013, the international academic conference “The Dean in the University of the Future – Learning From and Progressing with Each Other” took place at the Universität des Saarlandes in Saarbrücken, Germany.

As part of the project kor-fu.de, it brought together 41 participants, being deans, members of university management, and researchers in higher education from 23 countries and five continents (see Annex).

These participants endorse the following “Conference Communiqué”.

In particular, the following researchers (“*signatories*”) have signed the “Conference Communiqué”:

- Dr. Benjamin Akinyemi, Mount Kenya University, Rwanda
- Ákos Barna, Universität des Saarlandes, Germany
- Mónica Bonifaz, Pontificia Universidad Católica del Perú, Perú
- Dr. Rosemond Boohene, University of Cape Coast, Ghana
- Thomas Brekke, Vestfold University College, Norway
- Dr. Priscilla Brown Lopez, University of Belize, Belize
- Prof. Dr. Malcolm Cooper, Ritsumeikan Asia Pacific University, Japan
- Prof. Dr. Christian Joseph R. Cumagun, University of the Philippines Los Baños, Philippines
- Marina Elias, Universitat Autònoma de Barcelona, Spain
- Prof. Dr. Dennis Farrington, South East European University, Republic of Macedonia
- Prof. Dr. Rudolf Fisch, University of Administrative Sciences Speyer, Germany
- Dirk Hans, scienceRELATIONS, Germany
- Daniela Jänicke, International Science Management and Consultancy, Hamburg, Germany
- Dr. Matthias Klumpp, University of Duisburg-Essen, Germany
- Prof. Dr. António M. Magalhães, University of Porto, Portugal
- Dr. Eriko Miyake, Doshisha Women’s College of Liberal Arts, Japan
- Prof. Dr. Michael Olbrich, Universität des Saarlandes, Germany
- Prof. Dr. Martin Paul, Maastricht University, The Netherlands
- Prof. Dr. Christian Scholz, Universität des Saarlandes, Germany
- Prof. Dr. Volker Stein, University of Siegen, Germany
- Dr. Sauda Swaleh, Kenyatta University, Kenya
- Prof. Dr. Célestin Tagou, Protestant University of Central Africa, Cameroon
- Javier Trejos, University of Costa Rica, Costa Rica
- Dr. Amélia Veiga, Centre for Research in Higher Education Policies, Portugal
- Dr. Edgar Vogel, University of Talca, Chile
- Prof. Dr. Kiyoshi Yamamoto, University of Tokyo, Japan
- Prof. Dr. Ahmad F. M. Zain, University Malaysia Pahang, Malaysia

This “Conference Communiqué” will be presented to:

- The Ministries of (Higher) Education and Research in the following countries: Albania, Andorra, Armenia, Australia, Austria, Azerbaijan, Belarus, Belgium, Belize, Bosnia and Herzegovina, Bulgaria, Cameroon, Canada, Chile, Costa Rica, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Ghana, Greece, Hungary, Iceland, Ireland, Italy, Japan, Kazakhstan, Kenya, Kosovo, Latvia, Liechtenstein, Lithuania, Luxembourg, Republic of Macedonia, Malaysia, Malta, Moldova, Monaco, Montenegro, the Netherlands, Norway, Peru, Philippines, Poland, Portugal, Romania, Russia, Rwanda, San Marino, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom, Vietnam.

- The Rectors’ Conferences in the following countries: Austria, Belgium, Chile, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Ireland, Italy, Latvia, Lithuania, the Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Spain, Sweden, Switzerland, Turkey, United Kingdom.

- Other Institutions related to Higher Education such as: ARENA Centre for European Studies, Center for Research in Higher Education Policies (CIPES), European Association for Quality Assurance in Higher Education (ENQA), European Association of Institutions in Higher Education (EURASHE), European Centre for Strategic Development of Universities (ESMU), European University Association (EUA), International Association of Universities (IAU), Network of Protestant Universities in Africa (NPUA), The Commission of Higher Education (CHED).

Preface

Wherever located in the world, universities play an important role in the production of knowledge and advancement of people and nations. Modern universities do not follow one general model but are highly different. They have a growing number of internal and external stakeholders and a broad understanding of diversity will be important in the university of the future.

The conference considers that empowering the dean is a critical part of ensuring that universities maintain and extend their innovative strength, autonomy, social influence, and competitive power in moving societies forward.

The Signatories, having discussed

- “Strategy of Deans and Faculties in Higher Education”,
- “Management of Faculties and Dean’s Competence Profile in Higher Education”,
- “Faculty’s Autonomy in Higher Education”,
- “External Relations of Faculties in Higher Education”, and
- “Performance Controlling of Faculties in Higher Education”,

suggest the following:

- (1) Deans can be elected or appointed according to criteria consistent with university autonomy.
- (2) Deans are academic managers with appropriate academic qualification, experience, and skills.
- (3) Recognising diversity of management approaches in universities, the dean has to design a management approach that incorporates performance management, open communication channels, articulation of faculty mission and values, HR management, and respects academic freedom of faculty members.

- (4) Operating in a complex external environment, deans should assume the following important roles:**
 - **team leader under conditions of complexity,**
 - **translator of institutional strategy and responses,**
 - **manager of academic resources and strategy at the faculty level,**
 - **link between external and internal stakeholders,**
 - **educator empowering faculty, staff, and students,**
 - **advocate for the university system, and**
 - **key figure in upholding university standards and protecting academic freedom.**
- (5) The dean's role is pivotal in the university carrying out its societal role.**
- (6) Deans should lead the process of strategy formulation and implementation at faculty level.**
- (7) The strategic and operational decisions of a dean need to be evidence-based, academically justifiable, and sustainable.**
- (8) In order to increase transparency and to improve the decision making process, deans should have access to accurate information and data of the university.**
- (9) Deans as well as potential deans should have access to training courses in modern faculty management.**
- (10) Deans should inform all faculty members and students about university governance and the role of faculties within it.**
- (11) Deans make a vital contribution to university governance, and opportunities for them to collaborate in and provide collective input for university decision-making should be encouraged.**
- (12) Decision-making in faculties should be open, accountable and collegial.**
- (13) Ideally, faculties should independently manage and negotiate their financial resources, within established university parameters.**
- (14) Faculty strategies must be responsive to the development of new research and teaching entities within the university.**
- (15) Decisions on the extent of cooperation with external stakeholders should be consistent with the overall strategy of the faculty.**

Annex: List of Conference Participants

- Akinyemi, Benjamin (Rwanda; Mount Kenya University, Kigali)
- Barna, Ákos (Germany; Universität des Saarlandes, Deputy Head of Strategic Controlling)
- Bonifaz, Mónica (Perú; Pontificia Universidad Católica del Perú, Faculty of Management, Dean)
- Boohene, Rosemond (Ghana; University of Cape Coast, Department of Management Studies, School of Business)
- Brekke, Thomas (Norway; Vestfold University College, Faculty of Business and Social Sciences)
- Brown Lopez, Priscilla (Belize; University of Belize, Faculty of Education and Arts, Acting Dean)
- Carr, Graham (Canada; Concordia University, Montréal, Department of History, Professor and Vice-President Research and Graduate Studies)
- Cooper, Malcolm (Japan; Ritsumeikan Asia Pacific University, College of Asia Pacific Studies, former Vice President)
- Cumagun, Christian Joseph R. (Philippines; University of the Philippines Los Baños, College of Agriculture, Associate Dean)
- Danowski, Iris (Germany; German Rectors' Conference HRK, Head of Section Cooperation with Western and Southern Europe and Latin America)
- Elias, Marina (Spain; Universitat Autònoma de Barcelona, Sociology Department)
- Escarre, Roberto (Spain; University of Alicante, International Project Management Office, Director)
- Farrington, Dennis (Republic of Macedonia; South East European University, President of the Board)
- Fisch, Rudolf (Germany; University of Administrative Sciences Speyer, Chair for Empirical Social Research, former Dean, former Rector, former President)
- Fumasoli, Tatiana (Norway; University of Oslo, Faculty of Social Sciences, ARENA Centre for European Studies)
- Goedegebuure, Leo (Australia; University of Melbourne, LH Martin Institute, Director)
- Hans, Dirk (Germany; Executive Associate at scienceRELATIONS GbR, Head of (external) Communication, LCSB/SnT, University of Luxembourg, Lecturer, University of Oldenburg)
- Huisman, Jeroen (United Kingdom; University of Bath, School of Management, Director of the International Centre for Higher Education Management ICHEM)
- Jänicke, Daniela (Germany; International Science Management and Consultancy, Hamburg)
- Klumpp, Matthias (Germany; University of Duisburg-Essen, Institute of Production and Industrial Information Management)

Kornacker, Julia (Germany; Technical University Dortmund, Chair of Management Accounting and Control)

Magalhães, Antonio M. (Portugal; University of Porto, Faculty of Psychology and Education Science, Center for Research in Higher Education Policies CIPES)

Miyake, Eriko (Japan; Doshisha Women's College of Liberal Arts)

Nguyen, Chi Ngon (Vietnam; Cantho University, College of Engineering Technology, Vice Dean)

Olbrich, Michael (Germany; Universität des Saarlandes, Faculty of Law and Management, Vice Dean)

Paul, Martin (The Netherlands; Maastricht University, President)

Rudolph, Dirk (Germany; Frankfurt School of Finance & Management, Programme Director Design & Development)

Scholz, Christian (Germany; Universität des Saarlandes, Chair for Organisational Behavior, Human Resource Management, and Information Management, Faculty for Law and Management, former Dean) (*organizer*)

Seidler, Hanns H. (Germany; Center for Science & Research Management Speyer ZWM, Managing Director)

Swaleh, Sauda (Kenya; Kenyatta University, Deputy Director of Student Affairs)

Stein, Volker (Germany; University of Siegen, Chair for Human Resource Management and Organisational Behavior) (*organizer*)

Tagou, Célestin (Cameroon; Protestant University of Central Africa, Faculty of Social Sciences and International Relations, Dean)

Trejos, Javier (Costa Rica; University of Costa Rica, Faculty of Science, Dean)

Veiga, Amélia (Portugal, Agency for Assessment and Accreditation of Higher Education A3ES, Center for Research in Higher Education Policies CIPES)

Vogel, Edgar (Chile; University of Talca, Faculty of Psychology, Dean)

Wagenfeld, Felix (Germany; German Academic Exchange Service DAAD, Deputy Head of Section Joint Higher Education Management Programme DIES)

Wells, Julie (Australia; RMIT University, University Secretary and Vice-President, Governance and Planning)

Winter, Stefan (Germany; Ruhr-University Bochum, Chair for Human Resource Management, Educational Dean)

Yamamoto, Kiyoshi (Japan; University of Tokyo, Graduate School of Education)

Zain, Ahmad F. M. (Malaysia; University Malaysia Pahang, Faculty of Manufacturing Engineering)

This document is available online

http://www.orga.uni-sb.de/dean/Dean_communique2013.pdf

