Experience and Research Outcomes of HOCH-N: Educational Governance

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Outline

• implementation of sustainability at HEI

• preliminary research outcomes of HOCH-N

• core questions
Implementation of sustainability at HEI

- Objective itself
- HEI as specific organisations
- Management issues
Implementation of sustainability at HEI

- knowledge about problems of non-SD is not sufficient
- (E)SD is still in need for explanation

- academic freedom in research and teaching
- modularization of studies
- hybrid structure and functioning of HEI

- lone wolfes doomed to failure
- need for SD cannot be prescribed
Implementation of sustainability at HEI

selected voices of different stakeholders

joint understanding crucial for success

scope for action

sustainability at HEI incompatible with scientific excellence

too much involvement hampers participation but means for sustaining selection criteria

involvement and support of management needed and decisive knowing that it needs to be accompanied by knowing how

motivation and long wind needed

mutual lack of knowledge

responsible societal challenges

capacities for interdisciplinary communication challenged

declaration of intent not participable with scientific participation

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Implementation of sustainability at HEI

selected voices of different stakeholders

joint understanding crucial for success

mutual lack of knowledge needed

capacities for interdisciplinary communication challenged

division of social/civic engagement

cross-departmental cooperation needed

too much involvement hard and management level decisive

nevertheless: identifiable strategies

many different strategies, motives, drivers, obstacles, …

motivation and long wind needed
Implementation of sustainability at HEI

What strategies can be recognized?

Which factors play a role in implementing sustainability at HEI?
Insights into preliminary research outcomes

inquiry of underlying processes and structures, actor constellations and sensitivities of SD implementation at HEI – sustainability governance – is rather rarely dealt with (Baker-Shelley et al., 2017; Dlouhá et al., 2016; Mader et al., 2013; Spira et al., 2013)

research seems to have payed “minimal attention to either critical strategic level dynamics or reflexive activities that could facilitate and accelerate change” (Stephens et al., 2010)
Insights into preliminary research outcomes

Governance Perspective
SD is a normative goal
  • but advocating for SD does not necessarily lead to good governance

analytical rather than normative understanding of governance
  • emerging forms of social co-ordination of different stakeholders

functional demands for enacting institution-wide strategies
  • politics, profession, organisation, knowledge, publicity
Implementation of sustainability at HEI

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multidimensional strategies
# Insights into preliminary research outcomes

## Multidimensional strategies

|                                | 1 | 2 | 3 | 4 | 5 |  
|--------------------------------|---|---|---|---|---|---|
| **Responsibility for sustainability** | matter for management level |  |  |  | joint task |  
| **Commitment of management level** | low |  |  | high |  
| **Understanding of HEI** | academic life (excellence) |  | third mission |  
| **Understanding of sustainability** | unidimensional |  | multidimensional |  
| **Organisation of sust. process** | single fields of action |  | holistic |  
| **Objectives of participation** | oriented towards enforcement |  | oriented towards understanding |  

Bauer, Bormann, Kummer, Niedlich, Rieckmann (alphabetic order, unpublished)
Implementation of sustainability at HEI

What strategies can be recognized?

Which factors play a role in implementing sustainability at HEI?
## Insights into preliminary research outcomes

Functional demands in implementing sustainability at HE

<table>
<thead>
<tr>
<th>Politics</th>
<th>From selective support… to a long-term agenda setting</th>
<th>e.g. mission statements, executive department / specialist team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profession</td>
<td>From a narrow professional perspective… to multi-professionality</td>
<td>e.g. inter- and transdisciplinary task forces</td>
</tr>
<tr>
<td>Organisation</td>
<td>From projects … to networking and collective action</td>
<td>e.g. institution wide strategies for selected issues</td>
</tr>
<tr>
<td>Knowledge</td>
<td>From isolated use of data … to joint and reflexive perspective</td>
<td>e.g. mutual use of expertise including involvement of societal stakeholders</td>
</tr>
<tr>
<td>Public</td>
<td>From little attention for sustainability … to public discussion and high interest</td>
<td>e.g. notification of decisions, procedures, results, …</td>
</tr>
</tbody>
</table>

(adapted from Niedlich, Kummer, Bormann, Rieckmann, Bauer 2017)
## Core questions

<table>
<thead>
<tr>
<th>Politics</th>
<th>How is sustainability implemented and legitimized within and outside the university?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profession</td>
<td>How are different disciplinary and professional perspectives and competencies linked to each other?</td>
</tr>
<tr>
<td>Organisation</td>
<td>How is cooperative work and task processing made possible?</td>
</tr>
<tr>
<td>Knowledge</td>
<td>How is required knowledge developed and used competently?</td>
</tr>
<tr>
<td>Public</td>
<td>How is awareness of the need for sustainability achieved?</td>
</tr>
</tbody>
</table>

(adapted from Niedlich, Kummer, Bormann, Rieckmann, Bauer 2017)
Thank you!

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https://www.hochn.uni-hamburg.de/en.html
(joint project)

https://www.hochn.uni-hamburg.de/en/2-handlungsfelder/01-governance.html
(partial project on governance)
Further reading

https://www.hochn.uni-hamburg.de/-downloads/governance-verstaendnis1.pdf

https://www.hochn.uni-hamburg.de/-downloads/ap2-governance-regler.pdf
