

Experience and Research Outcomes of HOCH-N: Educational Governance

Prof. Dr. Inka Bormann

Team

Sebastian Niedlich, Benjamin Kummer, Ann-Kathrin Hoffmann
(Freie Universität Berlin)

Prof. Dr. Marco Rieckmann, Mara Bauer
(University of Vechta)

GEFÖRDERT VOM



Bundesministerium
für Bildung
und Forschung

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 wolves doomed to failure
- need for SD cannot be prescribed

Implementation of sustainability at HEI

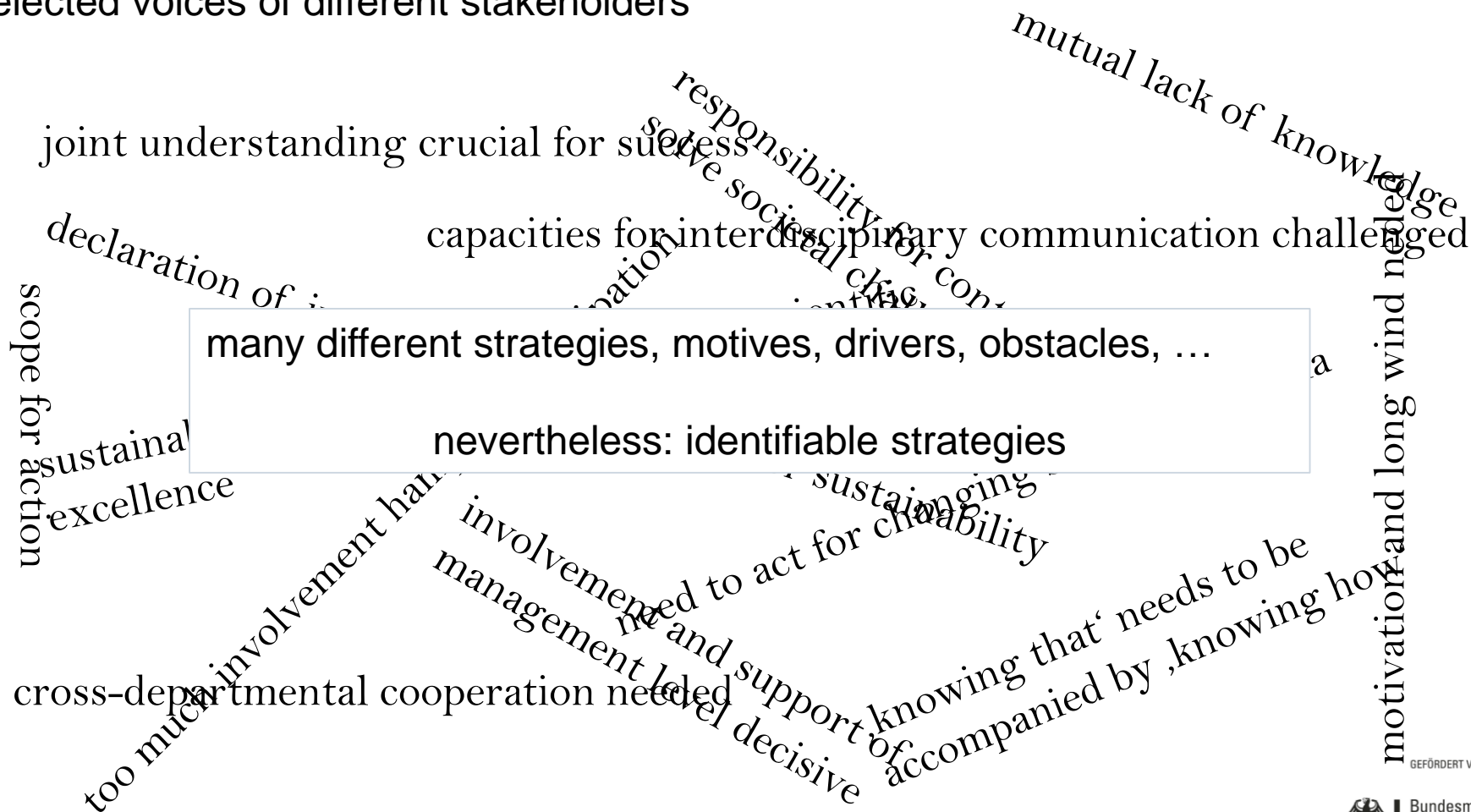
selected voices of different stakeholders

joint understanding crucial for success
 capacities for interdisciplinary communication challenged
 mutual lack of knowledge
 responsibility for contributing to societal challenges
 declaration of intent not compatible with scientific challenges
 sustainability at HEI incompatible with scientific challenges
 scope for action
 excellence
 too much involvement hampers progress
 involvement needed to act for change
 management led
 cross-departmental cooperation needed
 knowing that needs to be accompanied by knowing how
 motivation and long wind needed

GEFÖRDERT VOM

Implementation of sustainability at HEI

selected voices of different stakeholders



GEFÖRDERT VOM

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

What strategies can be recognized?

Which factors play a role in implementing sustainability at HEI?

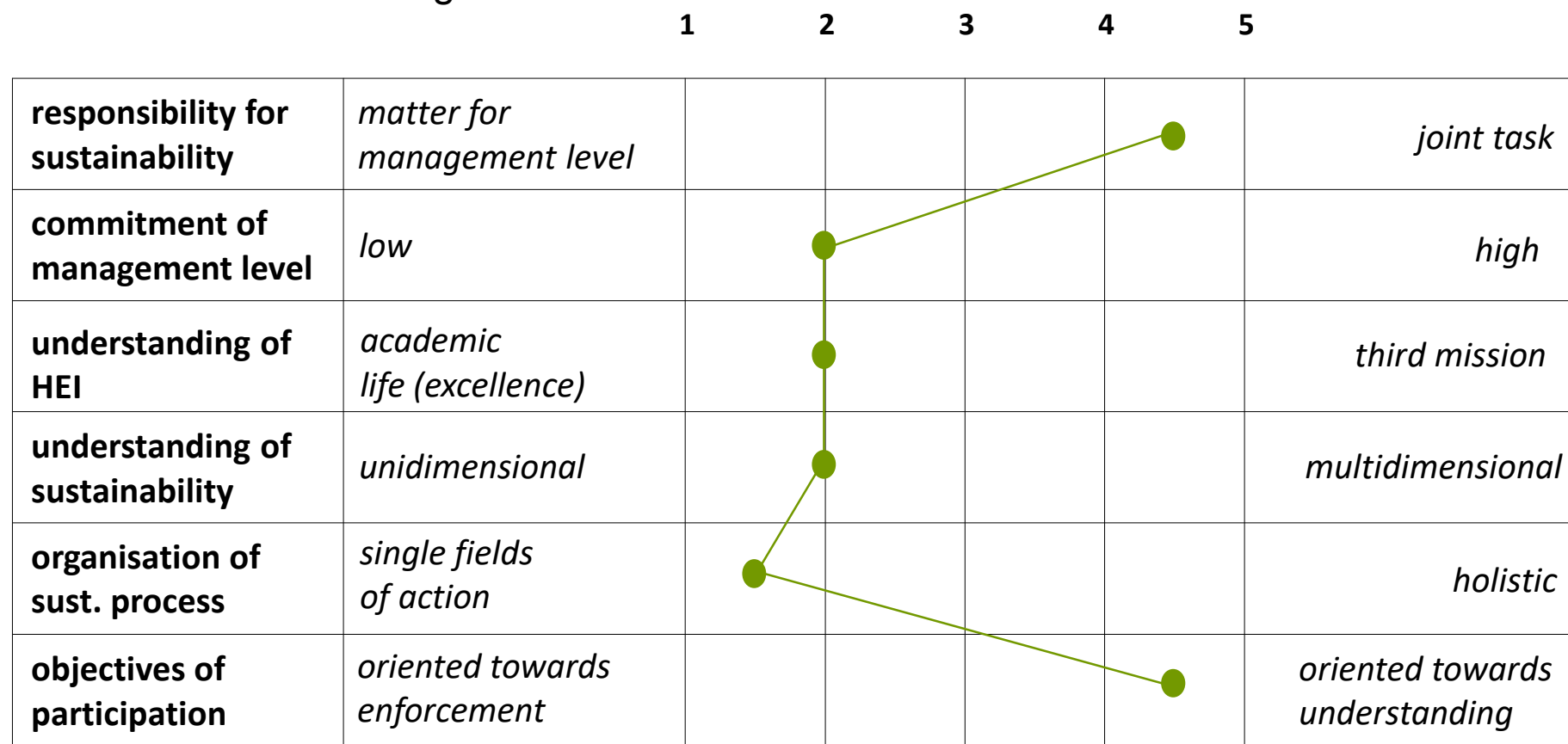
Insights into preliminary research outcomes

multidimensional strategies



Insights into preliminary research outcomes

multidimensional strategies



Bauer, Bormann, Kummer, Niedlich, Rieckmann (alphabetic order, unpublished)

GEFÖRDERT VOM

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

means, initiatives

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

(adapted from Niedlich, Kummer, Bormann, Rieckmann, Bauer 2017)

Core questions

- | | |
|--------------|---|
| Politics | How is sustainability implemented and legitimized within and outside the university? |
| Profession | How are different disciplinary and professional perspectives and competencies linked to each other? |
| Organisation | How is cooperative work and task processing made possible? |
| Knowledge | How is required knowledge developed and used competently? |
| Public | How is awareness of the need for sustainability achieved? |

(adapted from Niedlich, Kummer, Bormann, Rieckmann, Bauer 2017)

Thank you!

inka.bormann@fu-berlin.de

<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

Niedlich, S.; Bormann, I.; Kummer, B.; Rieckmann, M.; Bauer, M. (2017). Governance-Verständnis des AP Governance. AP Gov Arbeitspapier No. 1:

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

Niedlich, S.; Kummer, B.; Bormann, I.; Rieckmann, M.; Bauer, M. (2017). Governance-Regler als Heuristik für die Analyse von Nachhaltigkeitsgovernance an Hochschulen. AP Gov Arbeitspapier No. 2:

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

Bauer, M.; Bormann, I.; Kummer, B.; Niedlich, S.; Rieckmann, R. (accepted). Sustainability Governance at Universities: An Exploratory Multi-Case-Study in Germany. Higher Education Policy (forthcoming, special issue “Higher Education and Research for Sustainable Development: A New Academic Discipline?”; December 2018)

Fields of action

Governance

FU Berlin
Team Bormann
University Vechta
Team Rieckmann

Research

Leuphana
Lüneburg
Team Lang
LMU München
Team Vogt

Transfer

HS Eberswalde
Team Nölting

Teaching

University Bremen
Team Müller-Christ
University
Tübingen
Team Potthast

Coordination

Uni Hamburg
Team Bassen &
Schmitt

Campus/ Operations

TU Dresden
Team Günther
HS Zittau-Görlitz
Team Delakowitz


Expert committee
& multiplier

Sustainability Reporting

University
Hamburg
Team Bassen
FU Berlin
Team de Haan
University
Duisburg-Essen
Team Niemann

Networking

Uni Hamburg
Team Schmitt
Uni Bremen
Team Müller-Christ



international
connections

partner
universities

GEFÖRDERT VOM