

The logo consists of the letters 'ISM' in a bold, white, sans-serif font, centered within a white square. The background of the slide is a dark blue gradient with a faint, light blue geometric pattern of interconnected lines forming various polygons.

ISM

Institutional Development for future Universities

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www.ism.it

Traditional business models

- Bureaucratic and fragmented
- Economies of scale and high fixed costs
- Traditional “delivery” model
- Digital supports traditional model

Traditional Leadership

- Target / goal oriented
- No process orientation or institutional development
- Technocratic leadership

Traditional Strategy

- Based on control and forecasting
 - We know what to achieve
- Excluding unknown and complexity
 - No differentiation

Business Limitations

- Accreditations good for quality assurance, bad for innovations
- Rankings create short term focus
 - Online not profitable
- Management competences

What is happening (context)?

- Technological innovations
- Societal transitions
- No boundaries and limitations

What is happening (ourselves)?

- Knowledge productivity (is not knowledge management)
- Experienced, demanding students
- War for talent (faculty and students)

Need for change

- Change in management
 - Change of delivery
 - Change in cooperation
- Change of the design of the institution

Change in Management

- Business models from scale to quality and customization
- Leadership focused on people, processes and organizational development
- Strategy as learning process

Change in delivery

- Less differences in fundamental and applied research
- Customized and blended learning
 - Real inter disciplinary
 - From teaching to learning
- The student is the designer/developer.

Change in cooperation

- Break the walls in the institution and the institutional walls
- Think and act in communities and horizontal patterns

Change of the institutional design or structure

- Less administration and support costs
- Higher direct resources costs (quality)
- Flexible structure (direct and flexible)

How to change management?

- MD for deans
- HR vision as vision on learning for students
- Delegating full responsibilities and accountabilities
- From mile stones to stepping stones
- Appreciate differences and diversity

How to change delivery?

- Student info systems (SIS) based on individuals
 - Innovation in learning methods
 - From programs to outcomes and certifying people
 - Salary systems of faculty

How to change cooperation?

- Cross functional research and education
- Cross institutional projects (smart cities, circular economy)
- Do not talk about a shared economy but be a role model; practice what you preach

How to change institutional design?

- Lean management and continuous improvements
 - 70% capacity
 - 30% flexible and share
- Digitalization of student processes is cheaper and more customized

I hope

We create more cross collaboration

We will de-institutionalize

We share

We will have less management

We innovate processes

And assess quality by relevance



FUTURE
IS
NOW

Thank You !