

# Open **HOCH** **Working Session**

## **Working Package Governance**

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# Research approach and preliminary results (work in progress)

- Research perspective and focus
- State and progress of research
- Preliminary results (work in progress)
- Discussion



# Research perspective

## Initial assessment [based on a literature review]

The inquiry of underlying processes and structures, actor constellations and sensitivities of SD implementation at HEI – the 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 and Graham, 2010)

- > **Necessity for the development of a research perspective on sustainability governance for HEIs**

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# Research perspective

## Governance Perspective

- We refer to an analytical understanding of governance
- Governance as (various) modes of social co-ordination
- Governance occurs in diverse forms of processes, structures and interaction of heterogeneous actors

## Sustainable Development at HEIs

- Sustainability is a normative goal and guiding principle in the current discourse within many HEIs
- But advocating sustainability does not necessarily lead to a ‘good’ institutional governance within the institutions

→ **Need to research on the various different forms of sustainability governance in HEIs**

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# Research focus

## Processes, structures and actors fostering sustainability within HEIs

### Questions:

- Which conditions are required to institutionalize sustainability?
- In which ways and practices do HEIs acquire sustainability?
- How does sustainability 'come' to the HEIs?
- How do the different stakeholder within the HEI perceive the sustainability process? And how do they perceive their own influence to the process?
- What are the limiting and what are the fostering factors for a functioning sustainability governance?

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# State and progress of research

## Foundations

Literature review on the subjects governance & HEI, & sustainability & HEI

- 10 explorative expert interviews
- Adaptation of our theoretical framework (Governance Equalizer)
- Development of a research-strategy for the main survey



## Main Survey

Interviews among different stakeholder at all 11 partner HEI within HOCH<sup>N</sup>

- *representative from top-management*
- *student initiatives/ students*
- *researcher/ university teacher*
- *(technical) administration*
- *executive department on sustainability*

## Analysis/ Transfer

- Identification of typical forms of sustainability institutionalisation
- Indications on problems and solution approaches
- Guideline development
- Scientific publications



- Focus: Implementation of sustainability at partner HEI
- Analysis regarding the five dimensions politics, organisation, profession, knowledge, public

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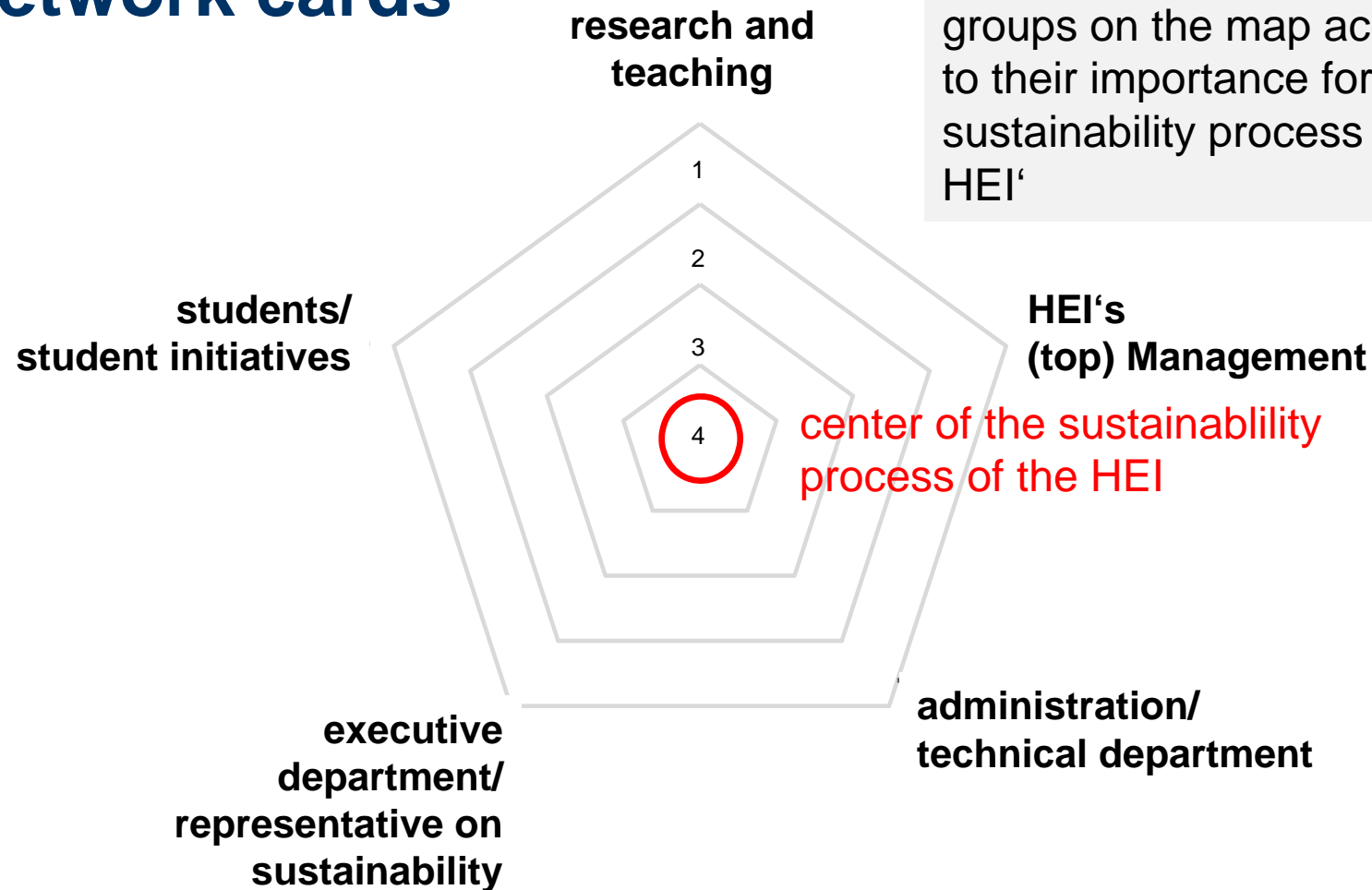


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# Preliminary results (work in progress)

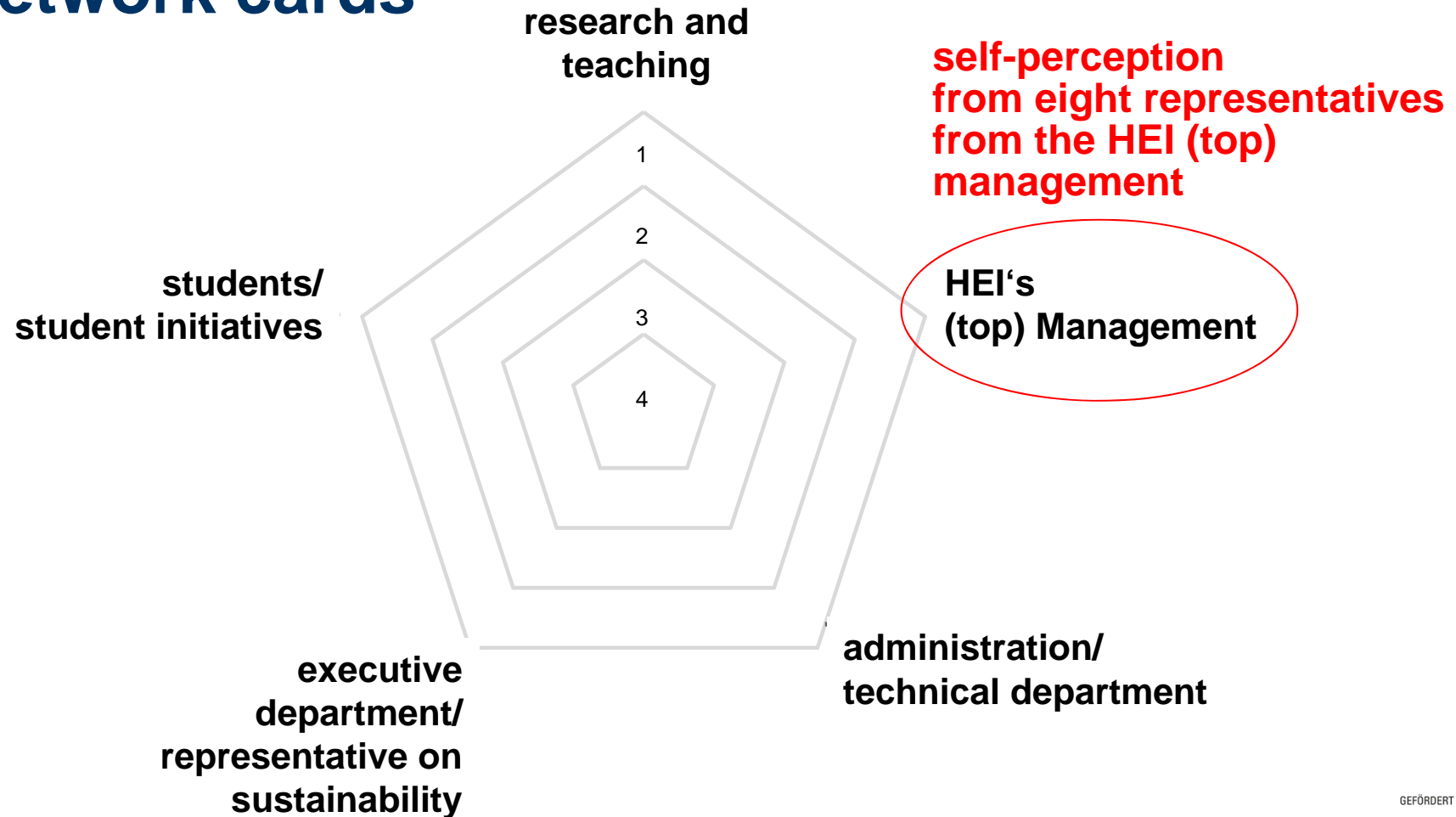
# survey instrument: network cards

„please evaluate the status groups on the map according to their importance for the sustainability process of your HEI“

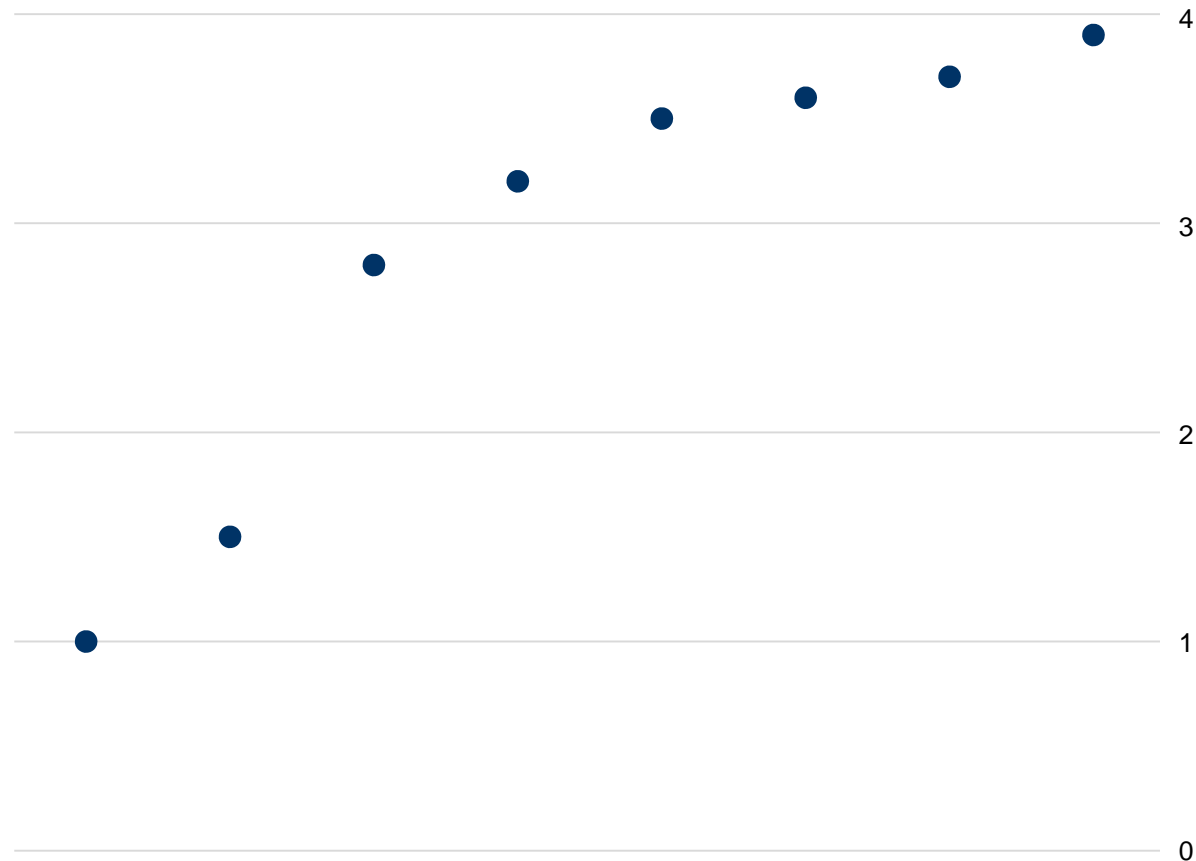




# survey instrument: network cards



# Preliminary results (work in progress) Self-perception of HEI management



(small HEI)	(big HEI)	(small HEI)	(small HEI)	(big HEI)	(small HEI)	(big HEI)	(big HEI)
HS1	HS3	HS7	HS4	HS6	HS9	HS11	HS8

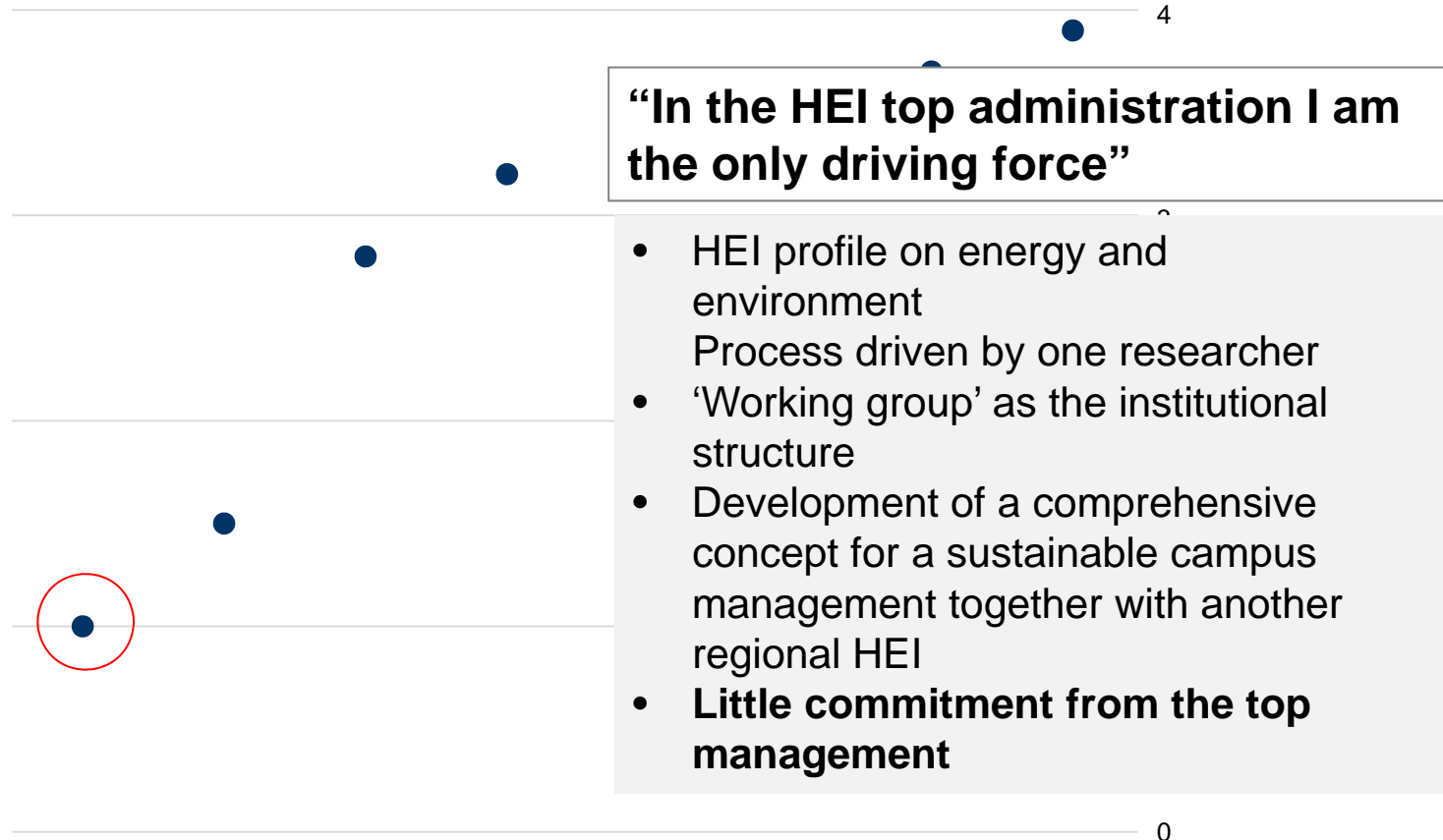
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# Preliminary results (work in progress)

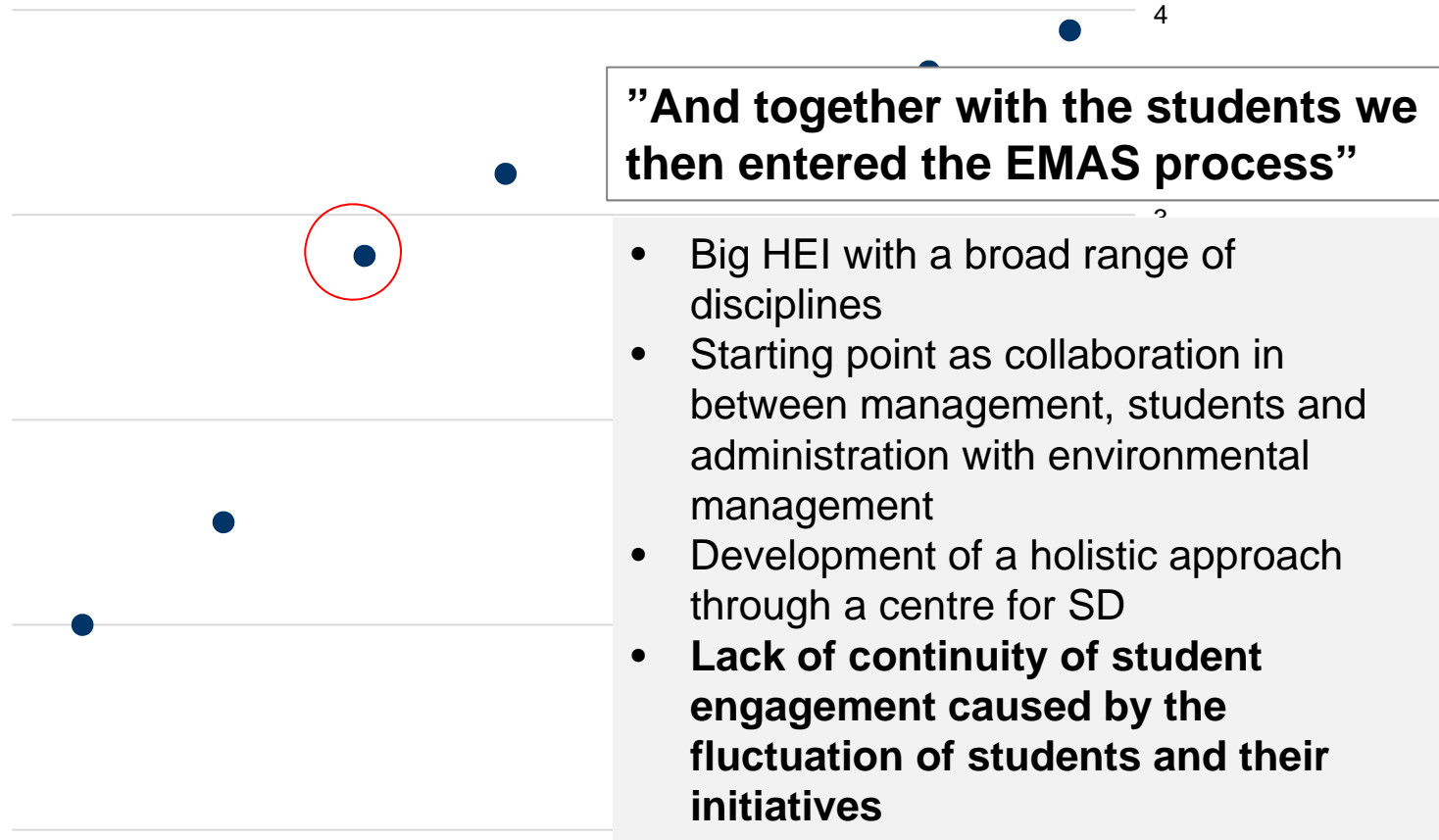
## Self-perception of HEI management



(small HEI)	(big HEI)	(small HEI)	(small HEI)	(big HEI)	(small HEI)	(big HEI)	(big HEI)
HS1	HS 3	HS 7	HS 4	HS 6	HS 9	HS 11	HS 8

# Preliminary results (work in progress)

## Self-perception of HEI management



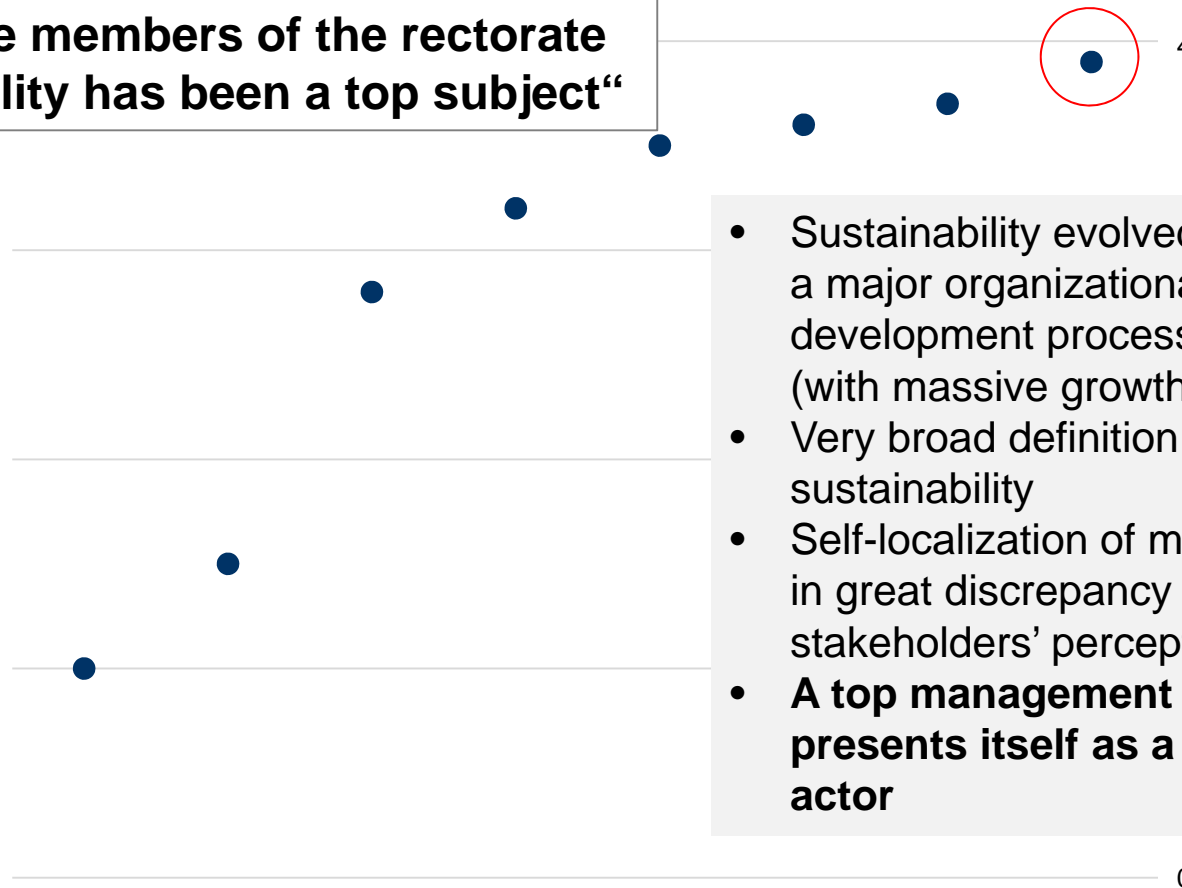
(small HEI)	(big HEI)	(small HEI)	(small HEI)	(big HEI)	(small HEI)	(big HEI)	(big HEI)
HS1	HS 3	HS 7	HS 4	HS 6	HS 9	HS 11	HS 8

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# Preliminary results (work in progress) Self-perception of HEI management

„For all the members of the rectorate sustainability has been a top subject“

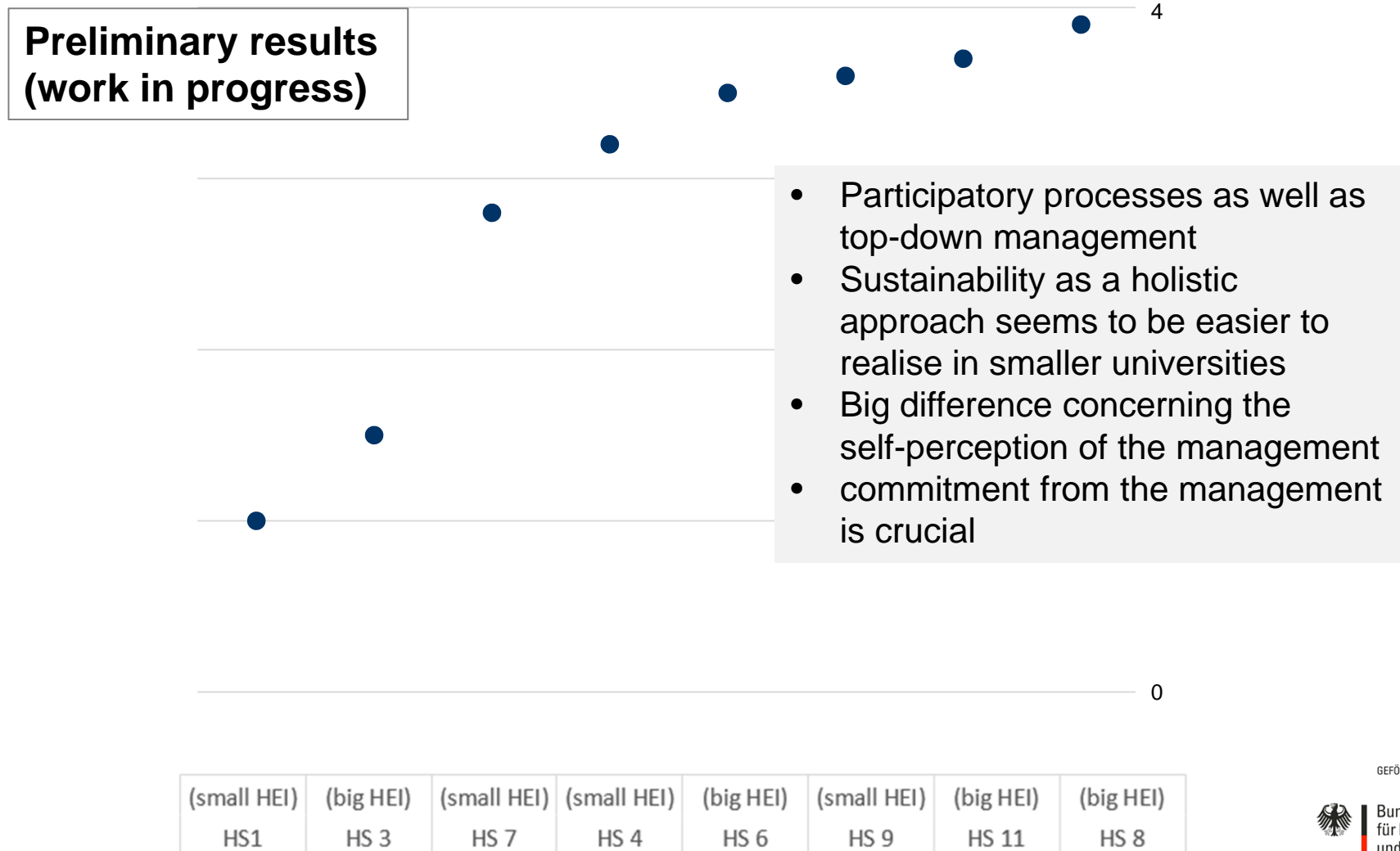


- Sustainability evolved parallel to a major organizational development process of the HEI (with massive growth)
- Very broad definition of sustainability
- Self-localization of management in great discrepancy to other stakeholders' perceptions
- **A top management that presents itself as a central actor**

(small HEI)	(big HEI)	(small HEI)	(small HEI)	(big HEI)	(small HEI)	(big HEI)	(big HEI)
HS1	HS 3	HS 7	HS 4	HS 6	HS 9	HS 11	HS 8

# Preliminary results (work in progress)

## Self-perception of HEI management



# Questions to discuss

## 1. Importance of the HEI (top) management

What is the significance of the top management and its commitment compared to decentral initiatives from students, scientific staff and/ or administration for the HEI's sustainability process?

## 2. Points of consideration for our analysis

What kind of assumptions can be drawn from the self-perception of an HEI's management (representative)?

Which different agendas might be hidden within the interviewees' response?



# Thank you!

