

Strategic Framework instead of Strategy

**an institution-wide approach
to drive values into reality**

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University for Continuing Education Krems
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Strategic Framework vs. Strategy

Does this little difference really matter?

Yes, we do think so ...

A photograph of a modern building with a glass and steel facade, featuring a prominent staircase and a courtyard area. The building is reflected in the glass panels. A red rectangular box is positioned over the text 'Overview'.

Overview

Agenda

Overview

- **Status quo**
- **Challenge „strategic values vs. autonomy“**
- **Problem and starting point**
 - Value-based change process of the University for Continuing Education Krems
- **One possible solution: Strategic framework approach**
 - **Main results**
- *Insights about* **governance and the process**
- *Insights about* **communication and the content**
- *Insights about* **implementation at many governance levels**

Status quo

**University-wide discussion processes
on strategy and values are often resembling a déjà vu**

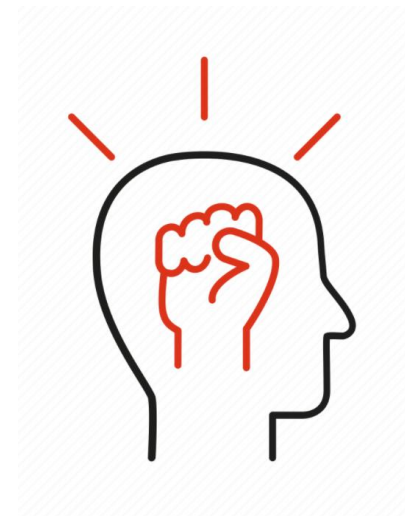
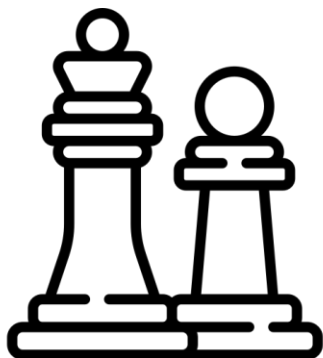


Status quo

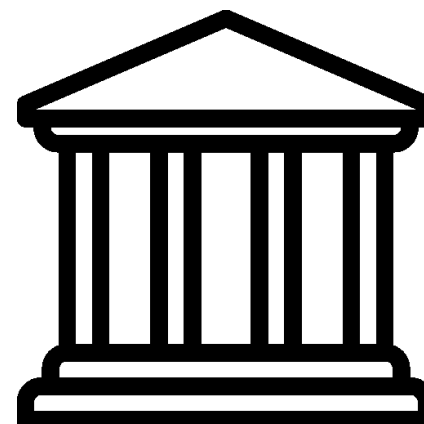
University-wide discussion processes on strategy and values are often resembling a déjà vu

- the discussions and contents have often been there before
- the results written down in comprehensive strategic documents are often interchangeable and hardly differ from other universities
- In practice, strategic values are usually only of direct relevance to a few colleagues
- They can be found in countless high-gloss brochures and hardly offer any support for daily application, orientation and decision-making
- Often conflicts in their development

Challenge



„strategic values“ vs. „autonomy“



Problem and starting point

Many strategies and documents



**Recommendation
of an external Quality-Audit**

Recommendation 1/4:
„University for Continuing Education Krems specifies its objectives and sets out how the objectives are related to each other, how the achievement of which objectives is assessed and how these processes are integrated into a system.“



Agency for
Quality Assurance
and Accreditation
Austria

A photograph of a modern building with a glass facade and a metal structure. The building features a balcony and a staircase. The image is overlaid with a red banner containing the text "One possible solution".

One possible solution

Strategic framework approach

Strategic framework approach

Key points

- With a strategic framework the fundamental characteristic of autonomy is taken into account and applied to its advantage
- It offers both guidance and the necessary freedom to enhance the effectiveness and creative strength
- It sets up a relationship between the individual, the organizational units and the university with numerous development opportunities
- A strategic framework is also an attitude

Strategic framework approach

OVERVIEW / STRATEGIC FRAMEWORK

**MISSION
STATEMENT**



**STRATEGIC
GOALS**



**KEY
STRATEGIES**

Mission
Strengths

KEY PRINCIPLES

MISSION STATEMENT >



MISSION

The University for Continuing Education Krems is the leading **public university for continuing education** in Europe. With its expertise in teaching and research it works to overcome **societal challenges**.

STRATEGIC GOALS >



KEY STRATEGIES >

Qualitative expansion of the life-phase-oriented study model with a focus on societal challenges

Further development of quality management

Further development of research in the institution-wide research fields

Stronger consideration of the UN's Sustainable Development Goals (SDGs)

Stronger consideration of digital transformation processes

Further development and formalization of partnerships

Expansion of human resources and career development measures

Establishment of additional PhD programs

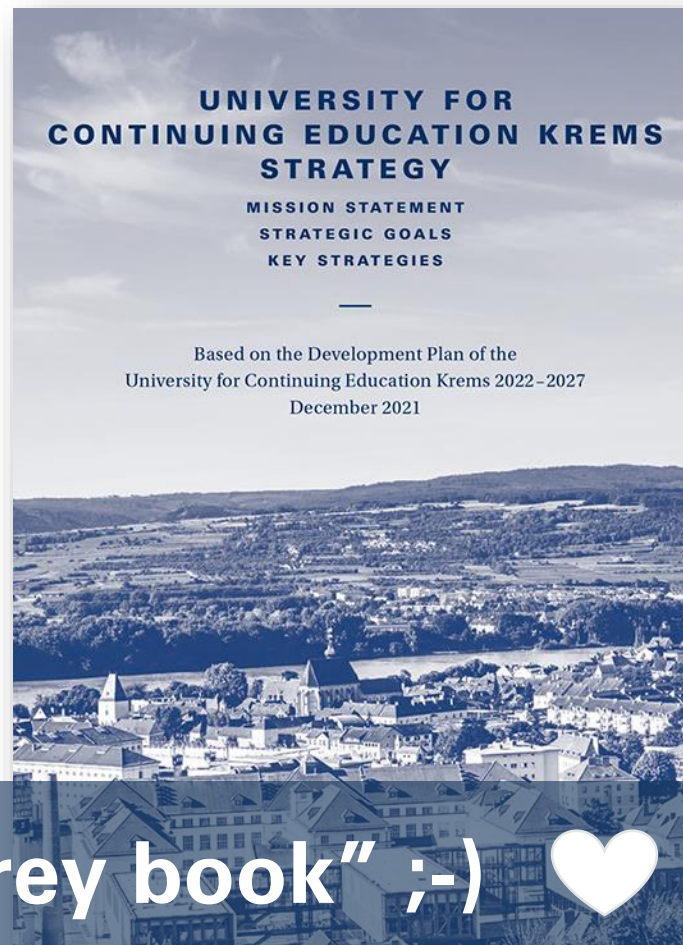
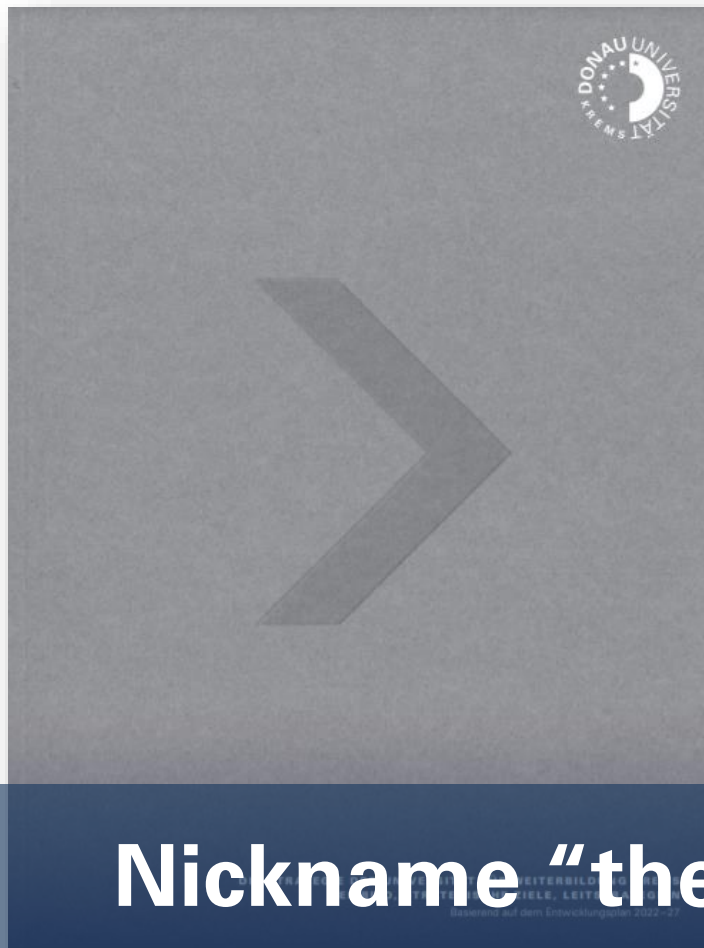
Expansion of international activities

KEY PRINCIPLE
SOCIAL IMPACT

KEY PRINCIPLE
INNOVATION

KEY PRINCIPLE
QUALITY

Main results



Nickname "the grey book" ;-)



A photograph of a modern building with a glass and steel facade, featuring a prominent staircase and a red-tiled roof in the background. The image has a blue tint.

Insights about

Governance and the process

Governance and the process

Summary of strategic documents required by law

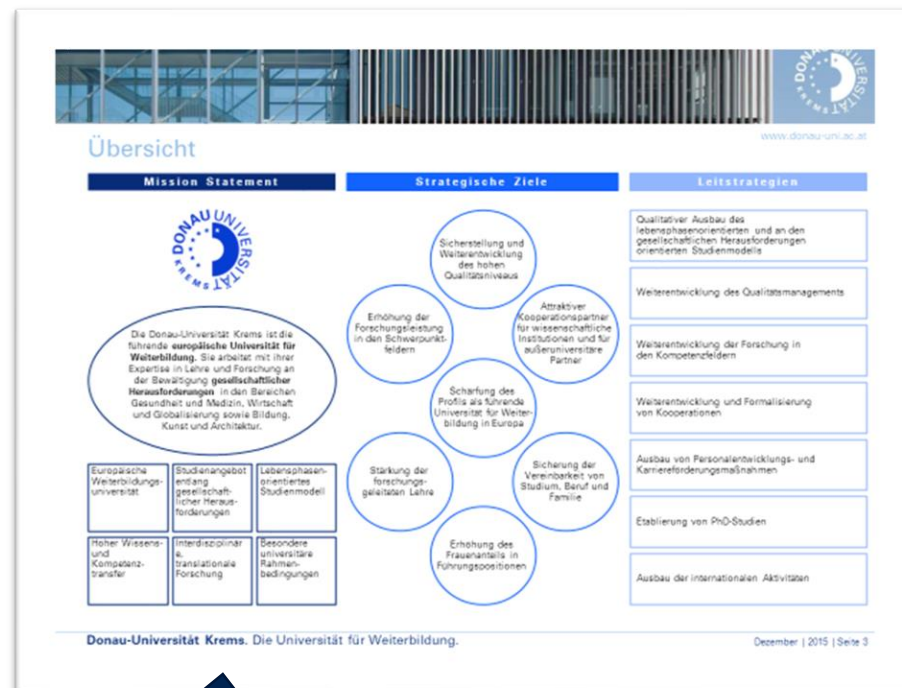


Governance and the process

Keep a low profile

Recommendation 1/4:

„University for Continuing Education Krems specifies its objectives and sets out how the objectives are related to each other, how the achievement of which objectives is assessed and how these processes are integrated into a system.“



Governance and the process

Key points

- **The strategic framework should be a summary, integrated part and fundament of other comprehensive strategic documents (development plans, agreements with the legislature, etc.)**
- **Keep the process a low profile**
- **Right amount of participation in the right context**
- **Clear structure with few strategic elements (less is more)**
- **Focus on „big picture“. Integrate measures/initiatives into the strategic framework (connect the dots)**

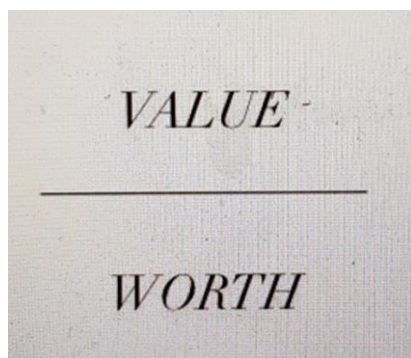
A photograph of a modern building with a glass and steel facade, featuring a prominent glass staircase and a red-tiled roof on the lower level. The image has a blue tint.

Insights about

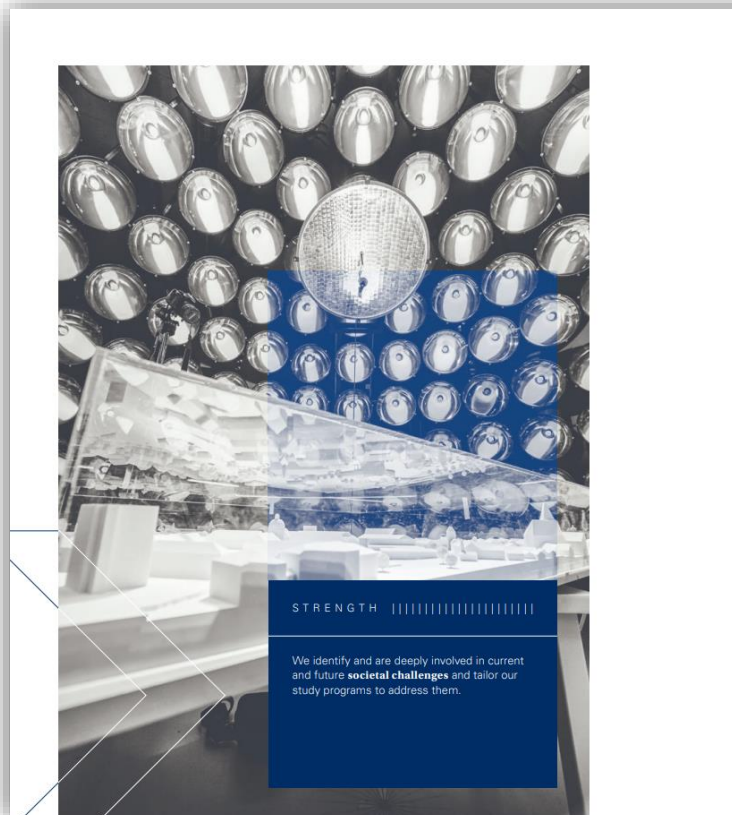
Communication and the content

Communication and the content

Values -> strengths



Strengths



FACTS AND INFORMATION ABOUT OUR STRENGTHS

CONTINUED

THE (PROFESSIONAL) EXPERIENCE OF OUR STUDENTS AND TEACHERS IS EMBEL AND RESEARCH ACTIVITIES AND ENSURES AN INTENSE TRANSFER OF KNOWLEI

- More than 50 percent of our 8,000 students have over 10 years of profess and generally hold a higher education qualification.
- In combination with the experience of our teaching staff – who are all re in their fields – this promotes an intensive transfer of knowledge and ski and research.
- The greatest positive contributions made by studying at the University a development (87 %), improvement in professional skills (85 %) and the a acquired knowledge to different contexts (72 %) (Source: Graduate Surv

WE ARE COMMITTED TO RESEARCH WITH A HIGH DEGREE OF TRANSDISCIPLINAI

- In its research, the University combines basics and application as differe interrelate and interact with society. This special approach generates dy innovation.
- The research activities are characterized by high social relevance and eff sense of a mutual learning process between science and society.
- Research funding at the University is predominantly obtained in areas r issues ("Global Challenges").

OUR CAMPUS OFFERS A SERVICE-ORIENTED AND INSPIRING WORKING ENVIROI FOR OUR STUDENTS AND STAFF.

- State-of-the-art lecture and research spaces, the library, the cultural pro Culture, and services such as the childcare service Campus Kids and Ca students and staff excellent conditions.
- Staff, students, and graduates of the University for Continuing Education from 120 countries, creating a vibrant international atmosphere.
- Situated 60 km from Vienna in the UNESCO world heritage region Wach

Develop values into strengths

Strategic framework approach

OVERVIEW / STRATEGIC FRAMEWORK

**MISSION
STATEMENT**



**STRATEGIC
GOALS**



**KEY
STRATEGIES**

Mission
Strengths

KEY PRINCIPLES

UNIVERSITY FOR CONTINUING EDUCATION KREMS MISSION STATEMENT

MISSION



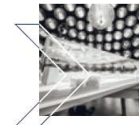
The University for Continuing Education Krems is the leading **public university for continuing education** in Europe. With its expertise in teaching and research it works to **overcome societal challenges**.



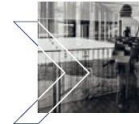
STRENGTHS OF THE UNIVERSITY FOR CONTINUING EDUCATION KREMS



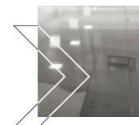
Within the German-speaking countries we are the only public university for continuing education. We have **many years of experience** in which we have established our leadership in the field of university-based continuing education. Our ambition is to provide **outstanding quality** to the highest international standards.



We identify and are deeply involved in current and future **societal challenges** and tailor our study programs to address them.



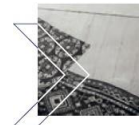
Our study model is oriented toward the specific requirements of **adult learners** in all phases of life and especially to the needs of working professionals.



The (professional) experience of our students and teachers is embedded in our teaching and research activities and ensures an **intense transfer of knowledge and skills**.



We are committed to research with a **high degree of transdisciplinarity**.



Our campus offers a **service-oriented and inspiring working environment** for our students and staff.

Strength

The (professional) experience of our students and teachers is embedded in our teaching and research activities and ensures an **intense transfer of knowledge and skills**.

+ 10 y.
on the job

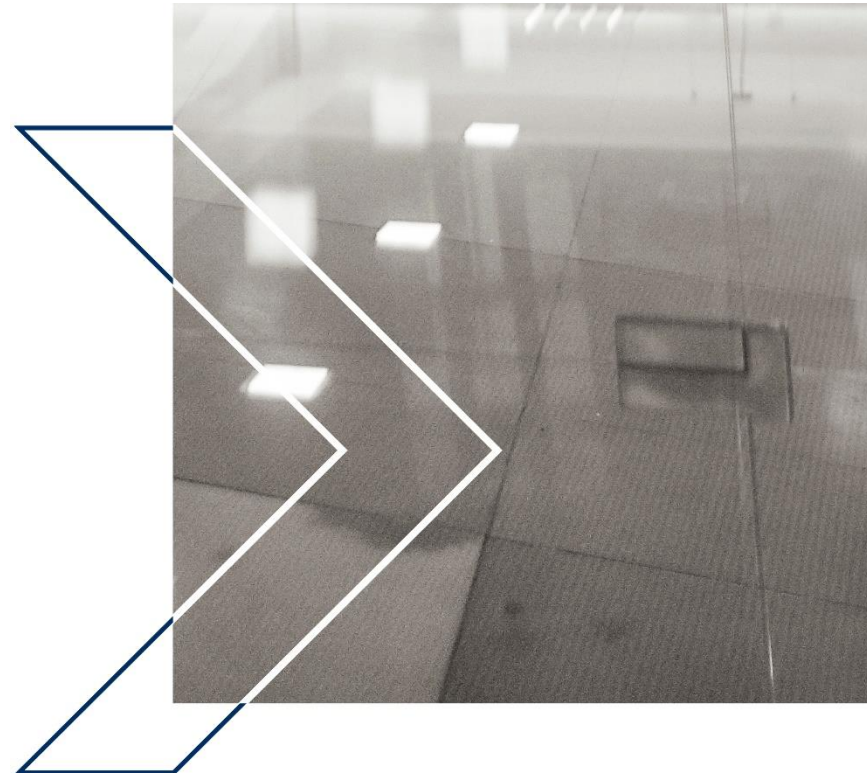
More than 50 percent of our 8.500 students have **over 10 years of professional experience**



In combination with the experience of our teaching staff this promotes an **intensive transfer of knowledge and skills** in teaching and research.

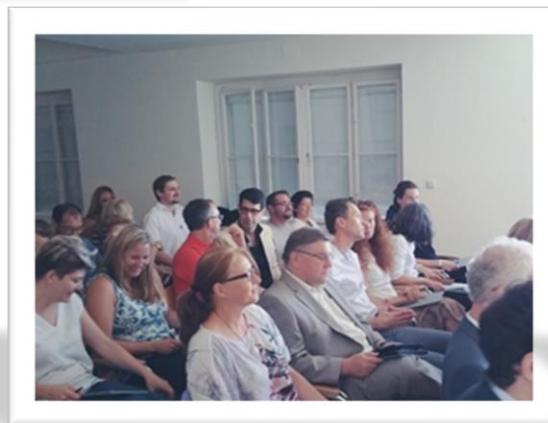
+ 80%

More than 80 percent* of graduates consider that their study program increased their **specialist expertise** and **personal development**.



Communication and the content

Discussion of the strategic framework including the whole university



Communication and the content

Key points

- **Develop values into strength**
- **A strategic framework is more open and relatable than a strategy**

Therefore:

Discussion. Discussion. Discussion.

Make it personal

Embrace every critical question

- **Avoid managerial newspeak (such as „branding“)**
and focus on the content

A photograph of a modern building with a glass and steel facade, featuring a prominent glass staircase and a red-tiled roof on the lower level. The image is overlaid with a blue tint and a red text box.

Insights about

Implementation at many governance levels

Implementation at many governance levels

Day to day decision-making

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KEY PRINCIPLE
SOCIETAL IMPACT

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KEY PRINCIPLE
INNOVATION

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KEY PRINCIPLE
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SOCIAL IMPACT

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Implementation at many governance levels

Day to day decision-making

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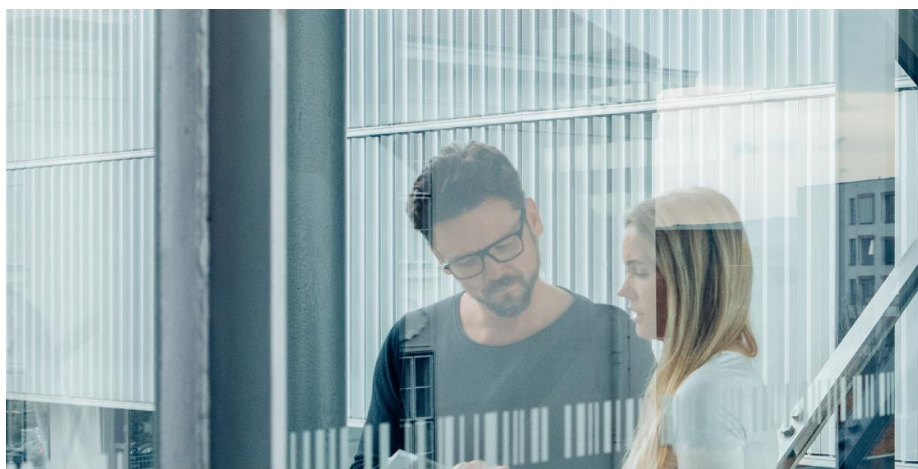
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INNOVATION

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KEY PRINCIPLE
QUALITY

Implementation at many governance levels

Human Resources development



**Perspective Talks,
University for Continuing Education Krems**

Danube University Krems. The University for Continuing Education.



2.1 Strategic Objectives of the University for Continuing Education Krems

Guiding Principles of the University for Continuing Education Krems	No	Strategic Objectives of the University for Continuing Education Krems	No
Impact on society	A	High quality	D
Innovation	B	Extensive research with a clear profile	E
Quality	C	Attractive cooperation partner for scientific institutions and non-university partners	F
		Leading university for continuing education in Europe	G
		Increased research-led teaching	H
		Compatibility of study, career and family	I
		Higher share of women in management positions	J

2.2 What are the goals for the coming year?

Description of goals (What results would we like to achieve and by when?)	Metric (How is achievement recognized?)	Contributes to the following principles / strategic goal (No). Please list.
QUALITATIVE GOALS		

Implementation at many governance levels

Added value at all levels of the university

Internal and external positioning



- - identification, storytelling, especially strengths

Human Resources development



Management communication



Fundament for other strategic documents



Day to day decision-making





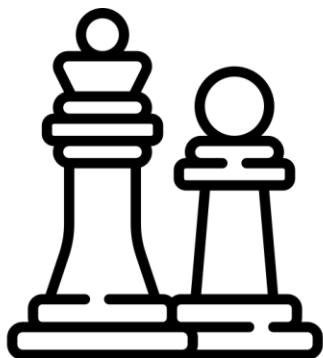
Strategic framework approach

Outlook

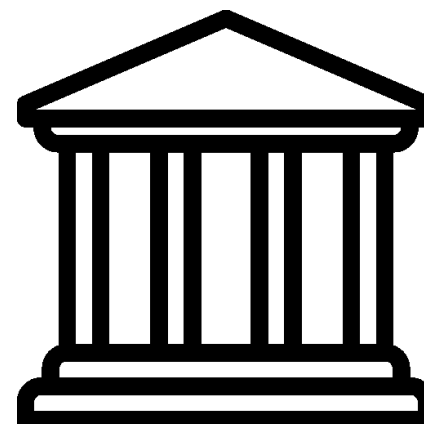
**Science Is Not A Product.
The Students Are Not Customers.
The Professors Are Not Tools.
The University Is Not A Factory.**



Challenge



„strategic values“ vs. „autonomy“



Added value at all levels of the university

Key points

- With a strategic framework the fundamental characteristic of autonomy is taken into account and applied to its advantage
- It can improve strategic processes and universities
- It offers both guidance and the necessary freedom to enhance effectiveness and creative strength
- It sets up a relationship between the individual, the organizational units and the university with numerous development opportunities
- It enhances decision-making as well as personal & institutional impact

A low-angle shot of a modern glass skyscraper reaching towards a bright blue sky filled with soft, white clouds. The building's facade is composed of large glass panels and dark metal frames, reflecting the sky. A large, semi-transparent white 'X' is overlaid on the right side of the image, extending from the top right towards the bottom left.

Thank you very much

Let's go for discussion!