

❖ Accomplished projects consist of activities in the context of evaluation, planning and realization of a shared exercise of functions in administration as well as of projects aimed at a strategic assistance of the executive board. HIS-HE has gathered substantial experience in the area of university cooperations and mergers, thus assuring a competent assistance from the beginning to the successful accomplishment of such projects.

### Project and change management within the process of the introduction and modification of administrative IT-systems

Successful development, introduction and modification of administrative IT-systems demands an equally systematical and flexible project and change management. In the context of current strategic projects that are related to reforms of the higher education systems, e.g. the conversion to modularized course of studies, the adoption of global budget or the management of financial resources, the successful implementation of IT-systems (like self-service-functions) remains a particular challenge.

HIS-HE offers support concerning the implementation of IT-systems within the organizational structure of universities by offering management consulting (change management, project management, system design) and using methods originating in the field of process consultation.

### Development and implementation of instruments for cost accounting and control as well as for target and performance agreements

HIS-HE supports the governments of the federal states in all particular tasks that are related to the reorganization of the relationship between the federal states within the context of property management and real estate.

This includes a multitude of tasks:

- the development of fundamentals for transparent and chargeable asset accounting in the area of accommodation and administration costs.
- the presentation of alternative models for future financing of new properties.
- the development of regulations, target agreements and solid foundations for budgeting.
- the participation in reorganization activities which result from the new division of responsibilities between governments and universities.

### A selection of our reference customers

Universität Bamberg, Alice Salomon Fachhochschule Berlin, Fachhochschule für Wirtschaft Berlin, Hochschule für Musik „Hanns Eisler“ Berlin, Hochschule für Schauspielkunst „Ernst Busch“ Berlin, Humboldt-Universität zu Berlin, Kunsthochschule Berlin-Weißensee, Technische Universität Berlin, Fachhochschule Bonn-Rhein-Sieg, Hochschule für Künste Bremen, Universität Bremen, Hochschule Darmstadt, Technische Universität Darmstadt, Universität Dortmund, Friedrich-Alexander Universität Erlangen-Nürnberg, Fachhochschule Frankfurt, Fachhochschule Gelsenkirchen, Universität Halle, Hochschule für Angewandte Wissenschaften Hamburg, Hochschule für Bildende Künste Hamburg, Hochschule für Musik und Theater Hamburg, HafenCity Universität Hamburg, Universität Hamburg, Ruprecht-Karls-Universität Heidelberg, Universität Hohenheim, Fachhochschule Jena, Universität Karlsruhe (TH), Deutsche Sporthochschule Köln, Universität zu Köln, Universität Leipzig, Leuphana Universität Lüneburg, Hochschule Magdeburg-Stendal (FH), Otto-von-Guericke-Universität Magdeburg, Technische Universität München, Fachhochschule Münster, Fachhochschule Potsdam, Hochschule für Film und Fernsehen „Konrad Wolf“ Potsdam-Babelsberg, Universität Potsdam, Universität Rostock, Universität des Saarlandes, Staatliche Hochschule für Musik und Darstellende Kunst Stuttgart, Universität Stuttgart, Universität Ulm, Hochschule für Musik Franz Liszt Weimar, Bauhaus-Universität Weimar, Universität Wien, Fachhochschule Wiesbaden, Hochschule Wismar



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## Organizational consulting and management consulting by HIS-HE



## Current challenges for the German higher education system

The German higher education system is currently confronted with a multitude of new challenges, not only within the area of tuition and research but also concerning both centralized and decentralized administration as well as the entirety of service-processes in universities and other institutions of higher education. HIS-HE has a department which focusses on consulting in the area of organization and common management and offers services to aid the adjustment and optimization of organizational structures and processes – both within and beyond the scope of single universities as well as concerning the relation between universities and the federal states.



The spectrum of methods provided within the area of corporate consulting services ranges from project and change management, structured mediation and participative planning to systemic consulting. Feasibility studies and development concepts are based on the basis of quantitative and qualitative analysis, whereby great emphasis is placed on analyzing and designing processes.

## Range of services

- Organizational analysis and consulting for university administrations and academic areas.
- Key data and process-oriented benchmarking techniques for university administrations.
- Evaluation of administrative structures and processes.
- Preparation and active participation regarding the cooperation and merging of universities.
- Project and change management within the process of the introduction and modification of administrative IT-systems.
- Development and implementation of instruments for the purpose of cost accounting and control as well as for target and performance agreements.
- Research and education management

## Organizational analysis and consulting for university administrations and academic areas

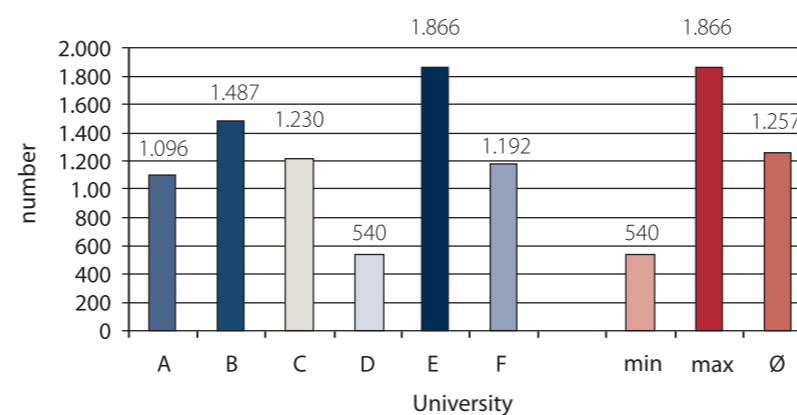
HIS-HE supports universities in matters of restructuring of administrative domains and the reorganization of process execution within (but not limited to) the area of studies and tuition, human resource management, budgeting and finances. The range of services consists of specialist counseling, providing an expert opinion on organizational change as well as consulting regarding the optimization of processes. Particular emphasis is placed on mediating the organizational development processes and including key staff in decision-making.

In the foreseeable future, our activities will be broadened beyond consultative services for different administrative domains and will encompass services within the academic domain (e.g. concerning the restructuring of faculties).

## Key data and process-oriented benchmarking techniques for university administrations

HIS-HE has developed its own benchmarking-framework (based on indicators or key data) to accomplish key-data driven analyses and input-output-oriented comparisons in the area of university administration. In the majority of cases, special attention is paid to the central university administration as a whole. In addition, selected areas of administration receive a more in-depth review with the aim of developing possible improvement approaches.

Students per full-time equivalent in examinations administration



For that purpose, HIS-HE provides process-oriented benchmarking techniques with the aim of a future-oriented and precisely tailored process-design for the particular university. In the form of “benchmarking clubs”, universities can exchange their experiences systematically.

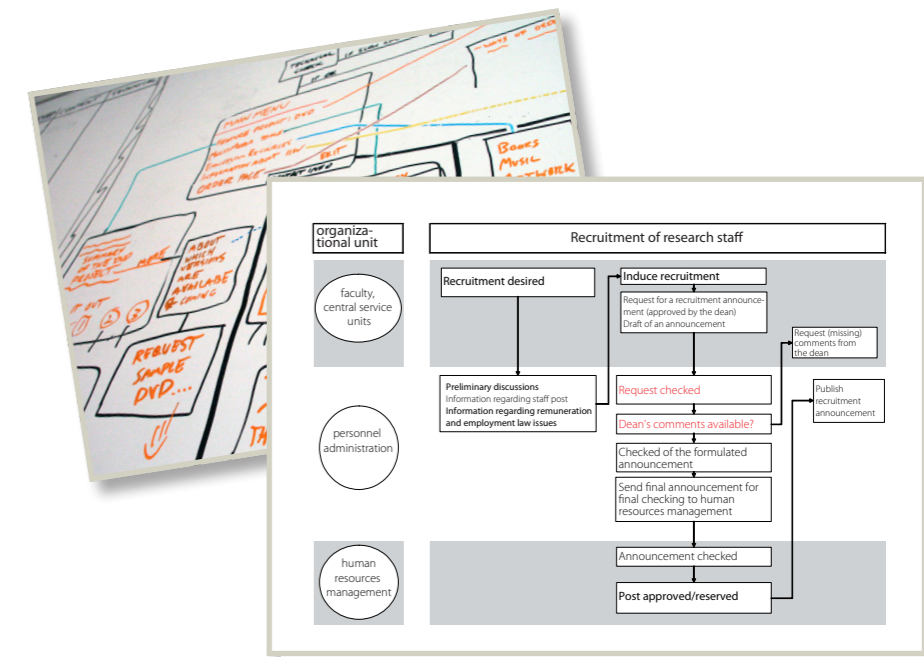
These benchmarking techniques can be applied to any area of administration, e.g. the administration of students and examinations, personnel administration, budget or property management.

## Evaluation of administrative structures and processes

On the one hand, HIS-HE evaluates university administrations as a whole, focusing on the structure of tasks and organization as well as on links to the academic domains. In this case, against the background of development plans and target agreements for a particular university, it becomes possible to review the performance of work organization of a university as a whole and to make recommendations to decision-makers concerning possible optimizations.

On the other hand, single administrative domains, e.g. the IT-department at universities or the administration of students and examinations within the context of modularized courses, are evaluated on the basis of core business processes. HIS-HE has developed a set of process reference models that provide a basis for this particular purpose.

Such evaluations are aimed at the realignment of service offers, the optimization of internal processes and the division of work or the future human resource allocation.



## Preparation and active participation on cooperation and merging of universities

There are several reasons for cooperations and mergers: rising cost pressure regarding administrative processes or increased competition within the higher education system; the latter forcing particular universities to improve their competitive position. HIS-HE accompanies universities during such processes and offers support in planning, implementation and successful completion.