

# 'What is a university professional?'

introduction to the discussion panel

IMOTION Final Conference,  
Brussels, September 9th, 2014  
Jan Den Haese

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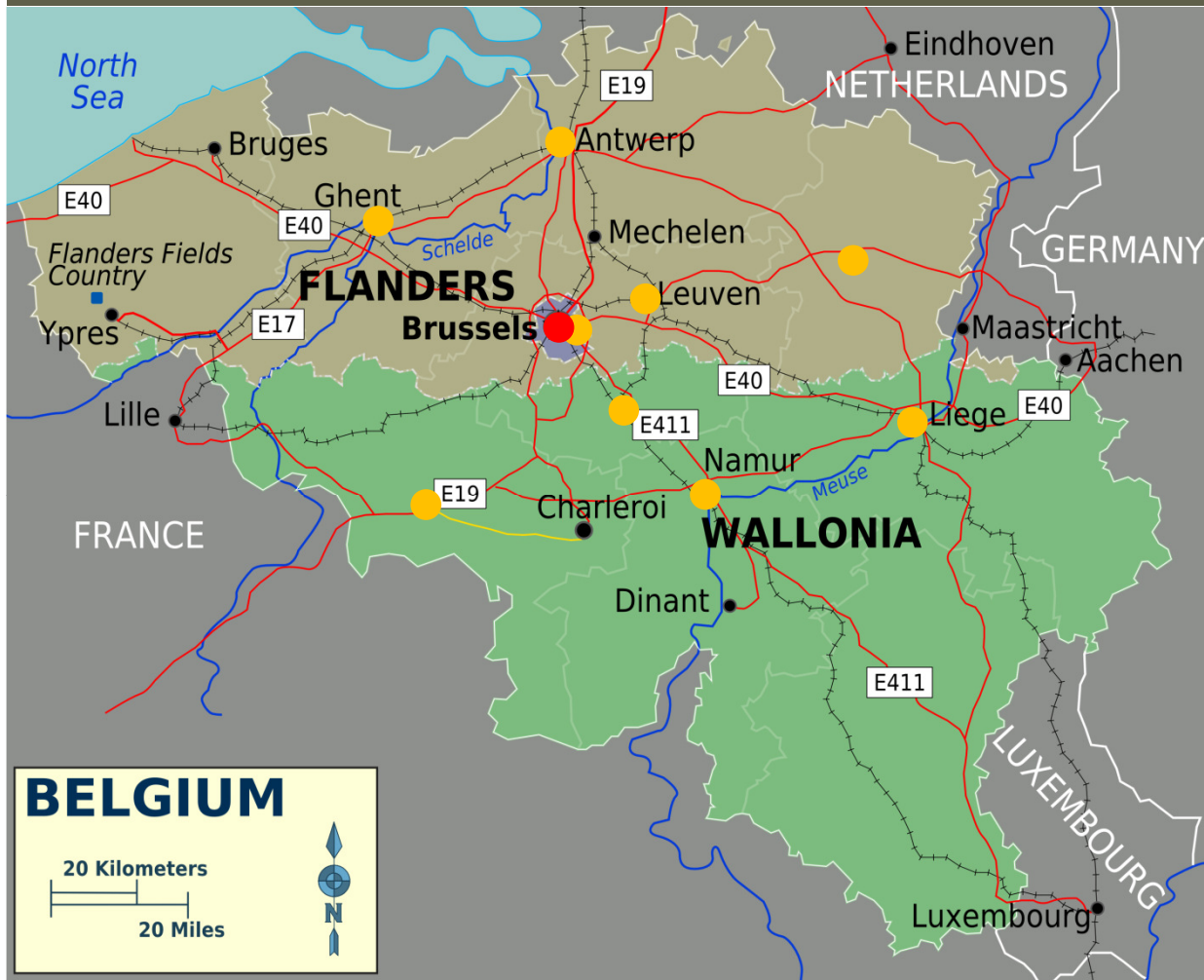


Vrije Universiteit Brussel

# Content

- intro
- a definition
- challenges and trends

# About us



- 10 universities



Vrije  
Universiteit  
Brussel

- 15.000 students
- 8 faculties on 2 campuses
- university hospital
- + 3.000 staff

# 'Professional'?

'A person competent or skilled in a particular activity'

(Source: Oxford Dictionaries)

# *'University professional'?*

- administrative and technical staff
- supporting 'core' activities: research and education
- covering 'classical' and 'specific' functional domains

# How is the context evolving?

- regional
- institutional
- functional

# Challenges for EU universities...

The 5 most important challenges for Higher Education in Europe after Bologna

- Management and strategy
- Globalisation / internationalisation
- Quality
- Relevance for society
- Diversity

(Source: EUA)

# ...drive new activities,...

- strategic
  - governance modeling
  - strategy design and deployment
- tactical
  - organisation (re)design
  - (business) analytics
  - project and change management
  - leadership development
  - quality and service management
- operational
  - process optimisation and reengineering
  - ...

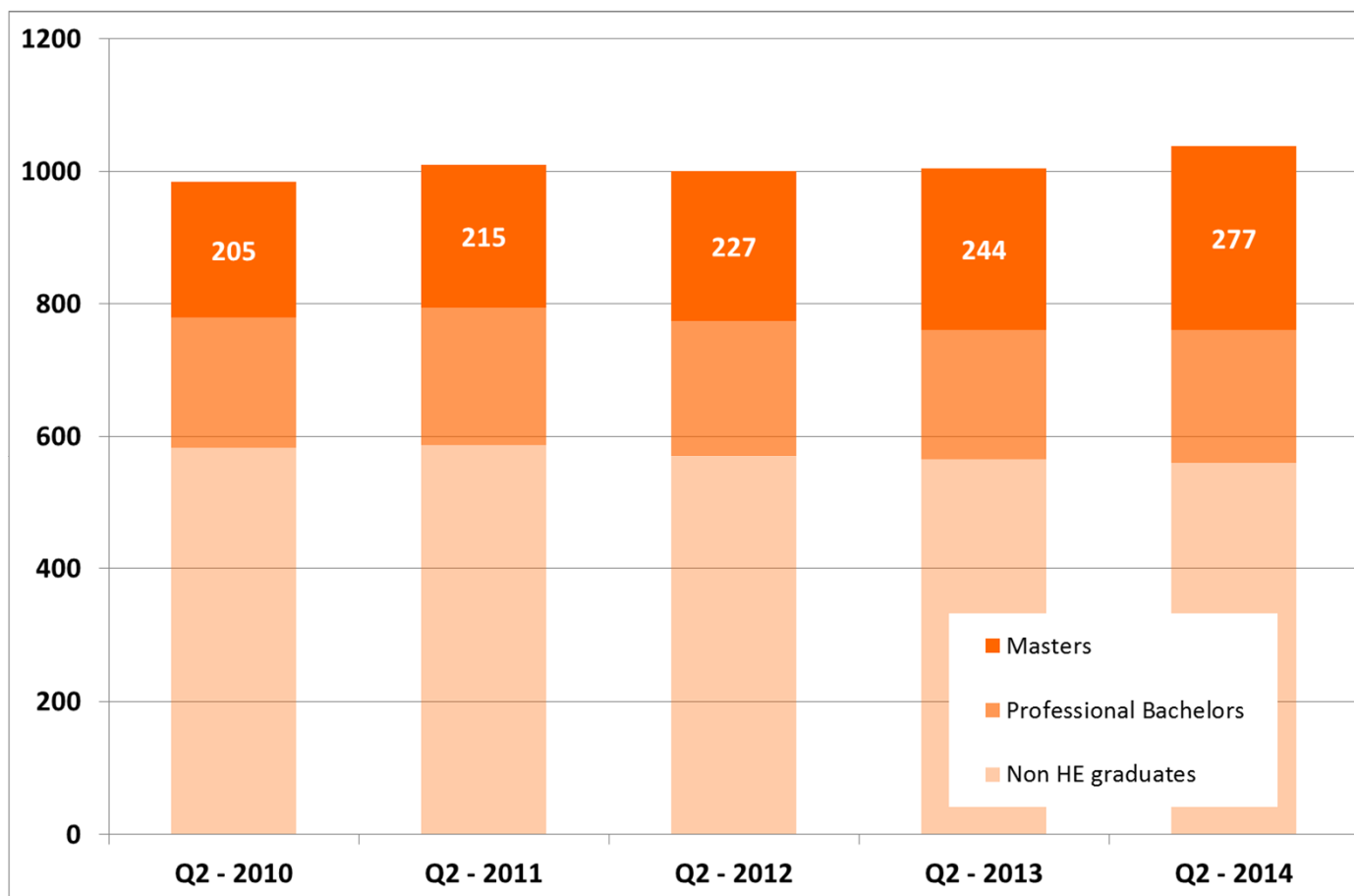


# ... and impact almost every function

- existing skills to be developed further
- new skills and capabilities are to be acquired
- new functions are designed

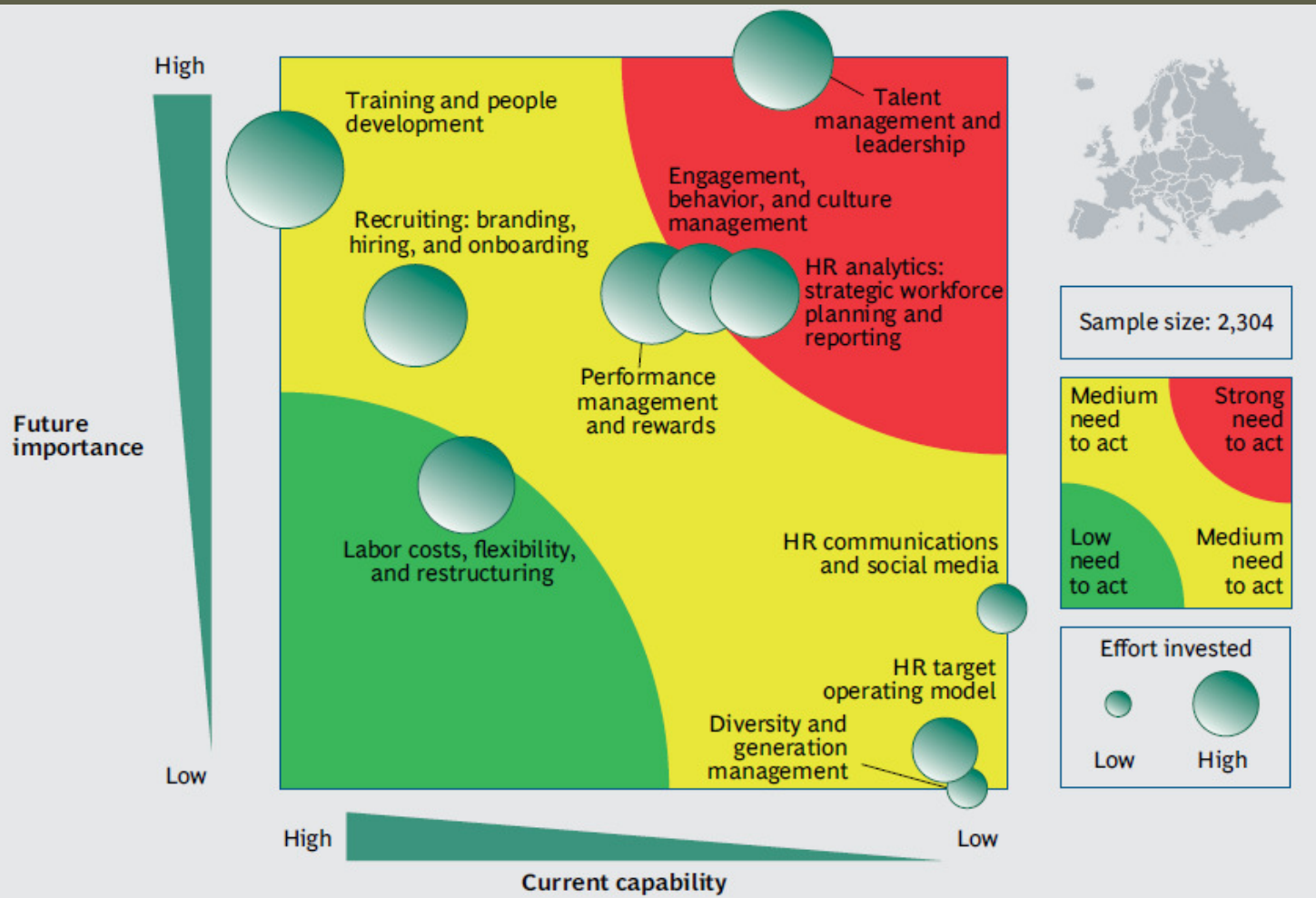
# Example @ VUB

Evolution of VUB admin and tech staff (units)



- Masters +35%
- Experts
- Project managers
- Temps

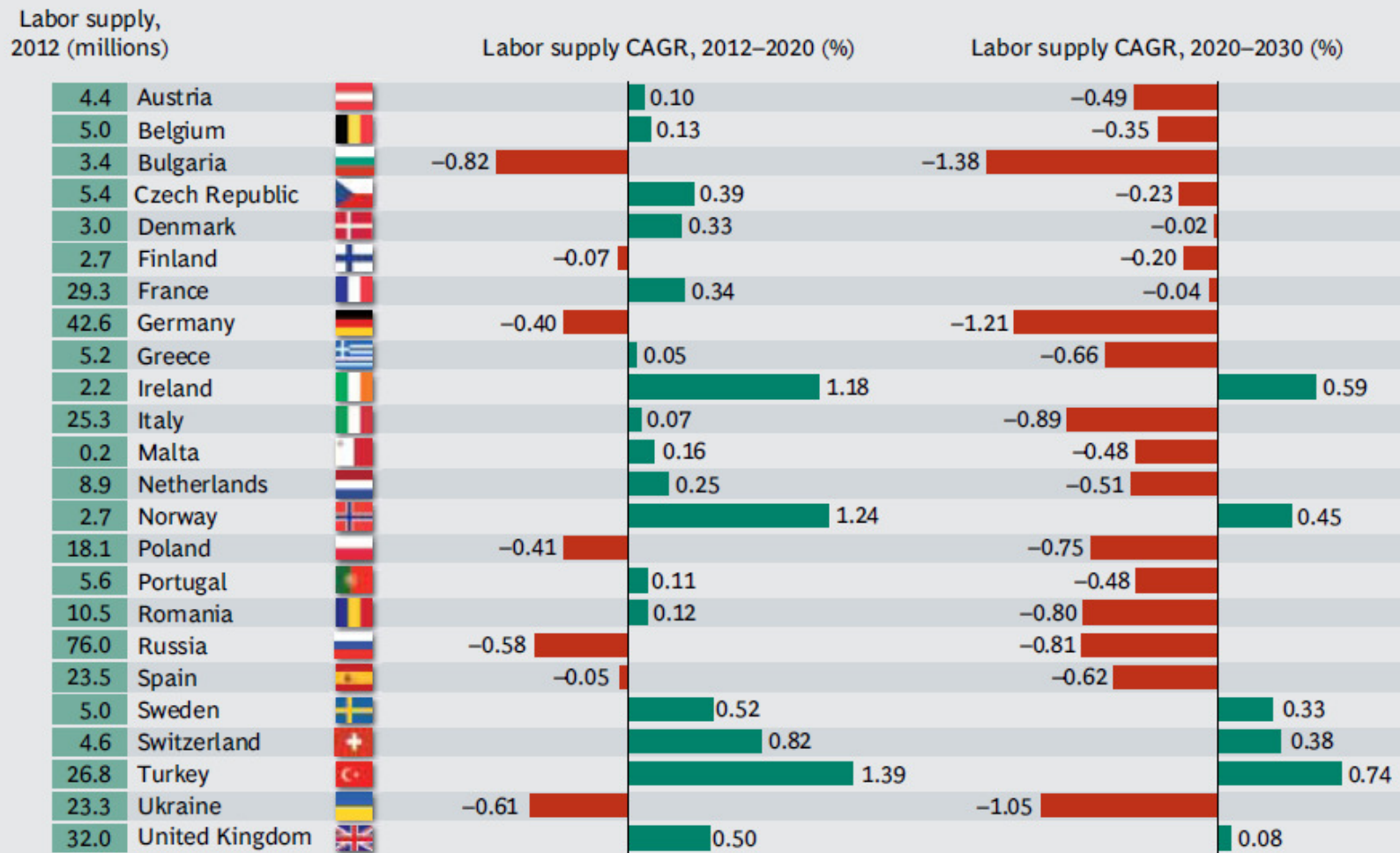
# The HRM perspective?



1. Talent management
2. Training and people development

(Source: BCG/EAPM)

# ... and there's a stretch.



(Source: BCG/EAPM)

# So, what does that mean for our talent base?

- strategic capability planning
- agile and effective talent sourcing
- enhanced talent development

# So finally,...

'... since we're all playing the same game, are we going to reinvent the wheel with every new challenge we come across?'



Thank you

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# References

- Oxford Dictionaries: <http://www.oxforddictionaries.com/definition/english/professional>
- The Boston Consulting Group and European Association for Personnel Management, 2013: *Creating People Advantage 2013*.