

Entwicklung Einer Hochschulstrategie Zur Teilnahme Am 7. Eu Forschungsrahmenprogramm - Joanna Mastalerek

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In steigendem Maße konkurrieren die Hochschulen in Deutschland, Europa und weltweit miteinander. Gründe dafür sind neben der Einführung nationaler und internationaler Hochschulrankings³, die verstärkte Mobilität von Studierenden und Wissenschaftlern sowie die begrenzten finanziellen Ressourcen der Hochschulen, die einen intensiven Wettbewerb um Drittmittel nach sich ziehen. In dieser Situation des Konkurrenzdrucks gilt es die Wettbewerbsfähigkeit einer Hochschule durch Exzellenz in der Lehre, Forschung und Verwaltung zu sichern⁴. Dies wiederum ist Aufgabe eines strategischen Hochschulmanagements, das Lösungsansätze erarbeiten muss, die es einer Hochschule ermöglichen sich nachhaltig und erfolgreich in einem wettbewerbsintensiven Umfeld zu positionieren. Gerade auch im Kontext der verstärkten Hochschulautonomie, d.h. wachsender finanzieller und personeller Entscheidungsfreiheit der Hochschulen⁵, werden die Hochschulen stärker denn je in die Verantwortung genommen betriebswirtschaftlich und somit stärker strategisch zu denken und zu handeln⁶. Nach Müller-Bärling/Krasny ist der theoretische Ansatz der strategischen Planung von profit und non-profit Unternehmen deshalb durchaus auf Hochschulen übertragbar: Der Erhalt einer Einrichtung hängt neben der finanziellen Liquidität und dem kurzfristigen Erfolg von ihren zukünftigen Erfolgspotentialen ab⁷. Diese Erfolgspotentiale zu suchen, auf- und auszubauen sowie zu erhalten, ist Ziel der strategischen Planung⁸.

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