ORGANISATIONAL STRUCTURES AND CHANGES AT AARHUS UNIVERSITY

Staff Training Week

Aarhus University
AGENDA

• 1. Short introduction to AU / Aarhus BSS
• 2. The topic of today – the pendulum swings
• 3. Organisational changes at AU 2007-present
• 4. What have we learned
• 5. Comments & questions
AARHUS UNIVERSITY – KEY FIGURES

- Number of students: 44,500
- Number of international students: 3,000
- Number of employees: 11,550
- Number of PhD students: 1,800
- Turnover in 2015 DKK 6,3 billion DKR (880 million Euro)
- Rankings: Top 100 on Times Higher, Shanghai and Leiden
AARHUS BSS – KEY FIGURES

- Aarhus BSS is the Business School at Aarhus University
- Number of students: 16,000
- Number of international students: 1,500
- Number of employees: 1,300
- Number of PhD students: 275
- Turnover in 2015 DKK 1,1 billion DKR (150 million Euro)
- 1 Nobel Price (2010)
- Triple crown accredited (EQUIS, AACSB, AMBA)
ORGANISATIONAL CHANGES

"The pendulum swings"
ORGANISATIONAL CHANGES

ONE YEAR LATER

WE’VE GOT TO DECENTRALIZE TO REMOVE THE BOTTLENECKS.

ORG CHART

ONE YEAR LATER

WE’VE GOT TO CENTRALIZE TO BE MORE EFFICIENT.

ORG CHART
ORGANISATIONAL CHANGES

Focus on 3 selected reorganisations at Aarhus University since 2007:

1. The merger of universities and research institutions in DK in 2007
2. The academic and administrative restructuring of Aarhus University in 2011
3. The administrative restructuring based on the "problem analysis" in 2014
UNIVERSITY MERGERS - 2007

- DK: 25 universities and research institutions that were reduced to 8 universities and 3 research institutions
- AU: 3 universities, 2 research institutions and an engineering school were merged
- AU turnover increased by 40 pct.
- Former stand-alone universities and research institutions became faculties at Aarhus Univesity. Rectors became deans.
- 9 faculties, 55 departements, decentral faculty and departement administrations
- Reasons for continuous decentral administration?
UNIVERSITY MERGERS - 2007
UNIVERSITY MERGERS - 2007
THE ACADEMIC AND ADMINISTRATIVE RESTRUCTURING OF AARHUS UNIVERSITY IN 2011

- 9 -> 4 faculties, 55 -> 25 departements, one administration
- Need for more efficiency and synergy
- Need for strategic leadership
- Keywords: Centralisation and standardisation
- ...becoming one university
THE ACADEMIC AND ADMINISTRATIVE
RESTRUCTURING OF AARHUS UNIVERSITY IN 2011
THE ACADEMIC AND ADMINISTRATIVE RESTRUCTURING OF AARHUS UNIVERSITY IN 2011
THE ACADEMIC AND ADMINISTRATIVE RESTRUCTURING OF AARHUS UNIVERSITY IN 2011
THE "PROBLEM ANALYSIS" - 2014

- Problem analysis - proces
- Detached administration
- "Bring the administration home"
- Key-words: Flexibility, demand-defined solutions, closeness
- The result: shift of reference for "front-administration"
THE "PROBLEM ANALYSIS" - 2014

ADMINISTRATIONSCHEF

SEKRETARIAT

AARHUS BSS OKONOMI
AARHUS BSS IT SUPPORT
AARHUS BSS BYGNINGSSERVICE
AARHUS BSS STUDIER
AARHUS BSS HR & PDM
AARHUS BSS KOMMUNIKATION
AARHUS BSS EKSTERNE RELATIONER
THE "PROBLEM ANALYSIS" - 2014
DRIVERS FOR ORGANISATIONAL DESIGN

What makes the pendulum swing (or not swing...)?

- 2007: Stability
- 2011: Strategy, coherence, efficiency
- 2014: Internal pressure, demand-orientation, closeness-to-business
- The future (?): Budget restraints... Impact on the level of standardisation?
WHAT HAVE WE LEARNED

- Remember why we are here
- No detached administrative-driven agenda
- Should we be reactive or proactive?
- How do we centralize and “stay close” at the same
- Challenge the status quo – not least with budget restraints hanging over your head
- Adjust expectations
- Stay in touch
- How do we talk about Administration vs. (!) “core-business”?
- Administration is not the opposite of core-business. It provides space for core business activities.
Thank you!

Questions / comments?