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The ALADIN initiative is a framework for the strategic renewal of Corvinus University of Budapest

March 1, 2006 is an important date in the history of the Hungarian Higher Education, as the new LXXX/2005 Act on Higher Education is effective from this date. The new act is the final step of approximately 15 years of reform, which has accelerated in the last five years. A large part of the system renewal originates from the Bologna Agreement, adopted by the Ministers of Education in 1999, but the reform covers a much broader area than just the system of education and training. One of the main objectives of the reform is to give opportunities to Higher Education Institutes (HEI) to be more competitive, responsive as well as being constructive members of the European Education (and Research) Area.

Under the framework of the National Development Plan, the Human Resource Development Program of nine universities in two consortia has developed a normative process model in order to focus on organisational and procedural innovation. In the first phase of the project, more than 40 innovative solutions we developed. The second phase was devoted to normative model development. Since the HEIs are in a competitive situation, the adaptive phase will be conducted separately based on a common model. The common model will guide not only the adaptation, but also serves as a basis for decision support to the Ministry of Education.

The overall objective of the development is complex. First, Hungarian higher education has several positive traditions, which are worth preserving. Second, the competition assumes sustainable growth. Third, a dynamic equilibrium is also an achievable objective. The financing of resources on one hand, and the task-oriented income on the other need a dynamic equilibrium. The overall strategic focus will be applied to performance management, organisational innovation, ERP, innovative technologies in education, strategic human resource management and the link between academia and the labour sector. The key strategic action is active portfolio management.

Portfolio management covers a mix of educational programmes and research projects, including building the life cycle of innovation. An integral part of portfolio management is dynamic international co-operation. ALADIN is a very good initiative under which educational and research activities can be organically implemented in the strategy of the Corvinus University of Budapest. The regional aspect will be enhanced in the feedback of the labour sector to academia; innovative technologies will be used in the development and use of joint curricula.

Corvinus University of Budapest is fully engaged in the co-operation on a win-win basis, and ALADIN gives an excellent example and basis for doing this.

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Contributions of ALADIN to eRegion Development: The University of Graz Perspective

Karl-Franzens-University Graz was among the four founding Universities of the ALADIN network in October 2002. At that time the group could already look back upon a long-standing history of joint conferences and events, but it became clear that a more formal co-operation would be needed for the following steps of strengthening and deepening the until then very informal collaboration. Through the formal act of signing the 'ALADIN Universities' Network' foundation charter by the respective vice rectors and the consecutive steady process of enlargement the network soon became a very important platform for joint projects.

Ever since the beginning of the cross-border co-operation of ALADIN members in joint projects there have been two major success factors:

Firstly, the complementary competencies of the platform participants: Within the network and its common focus on 'e' a big variety of different areas of expertise can be found, e.g. e-Business, e-Geomatics, e-Government, e-Health, e-Logistics to name only a few. Being able to rapidly identify and access people and organizations with excellent know-how in certain domains is a huge advantage in projects, and especially also in forming consortia for EU proposals.

Secondly, but at least as important as the first point of having easy and fast access to know-how in com-

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