International Evaluation Workshop:
Opening Remarks

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Expansion of higher education: costs of higher education are rising, but expenditure per student constant.

- How is this possible?
- Can there also be a saturation in the expansion?
- Is there more of a need for organizational / institutional innovation?
Keynote Speech of: Prof. Dr. Cláudia Sarrico (2).

- How will digitalization (digitization) further play in for higher education?
  - Will digitalization be used as a “cost cutter”? Will digitalization replace “face-to-face” teaching?
  - Or, will digitalization complement / augment face-to-face teaching? So: Digitalization as a “marketing tool” for face-to-face teaching (also requiring new and additional efforts)?
  - Also, where does then AI (artificial intelligence) come into the picture?
Possible strengths of PDM are:

- Creating higher degrees of transparency;
- Offering rational references for “objective” discussion attempts;
- Creating (for example, provoking) input for discussions (and reflections) in general;
- Providing a rationality for decision-making, for example increased funding for specific units.
Possible weaknesses of PDM are:

- “Oversimplifying” the case and matters, in the sense that other considerations (for example, reputation) may be more important;
- Standing in competition with other “logics” (for example, reputation or networks of interest);
- Lacking the necessary amount of acceptance, so PDM often represents only a symbolic implementation.
Therefore, trust or the restoring of trust represents a major challenge.

Trust also was referred to in the keynote speech of Claudiá Sarrico on the first day.