

UNIV.PROF. DR. BARBARA SPORN

Wirtschaftsuniversität Wien

Institut für Hochschulmanagement
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AUSBILDUNG

1984 - 1991

WU (Wirtschaftsuniversität Wien)

Doktoratsstudium der Sozial- und Wirtschaftswissenschaften
(Majors: general business administration, organizational behavior, marketing)

Dissertation:

University Culture and its Implications on Strategic Marketing Planning of Universities

Promotion: June 1991

Magisterstudium der Sozial- und Wirtschaftswissenschaften

(Majors: organizational behavior and theory, marketing, management information systems)

Sponson: Juni 1988

Positiver Abschluss des Habilitationsverfahrens

Habilitationschrift: *Adaptive University Structures: An Analysis of Adaptation to Socioeconomic Environments of US and European Universities* (publiziert 1999)

1982 - 1984

Universität Wien

Studienrichtung: Rechtswissenschaften

1981 - 1982

Pepperdine University, Malibu, California

Studienrichtung: Psychology, English and Computer Science

AKTUELLE POSITIONEN

Universitätsprofessorin und Institutsvorstand

Institut für Hochschulmanagement
Department of Strategy and Innovation
WU (Wirtschaftsuniversität Wien)

Mitglied des Universitätsrats

Montanuniversität Leoben

Director, EFMD Programme Accreditation

Quality Service
European Foundation of Management Development (EFMD)

Stellvertretende Programmdirektorin

Master of Science (MSc) Strategy, Innovation and Management Control (SIMC)
WU (Wirtschaftsuniversität Wien)

BERUFLICHE TÄTIGKEITEN

Vizerektorin für Forschung, Internationales und External Relations, 2002 - 2015
Wirtschaftsuniversität Wien

Universitätsassistentin (1991-1999) and a.o.Univ.Prof. (1999-2006)
Abteilung für Wirtschaftsinformatik
Wirtschaftsuniversität Wien

Gastprofessorin – Studienjahr 2018/2019

September 2018-Juni 2019

❖ New York University
Steinhardt School of Culture, Education, and Human Development
The Steinhardt Institute for Higher Education Policy

❖ Columbia University
Teachers College; Department of Organization & Leadership

Februar 2019-Juni 2019

❖ Stanford University
SCANCOR Scandinavian Consortium for Organizational Research, Stanford University

Gastprofessorin an der Universität Zürich, 2015 - 2016

❖ *Betriebswirtschaftliche Abteilung*
❖ *CHESS Center for Higher Education and Science Studies*

Acting Assistant Professor an der Stanford University (1996 – 1997)

❖ *School of Education*

Visiting Research Fellow an der Stanford University, 1997

❖ *Stanford Institute for Higher Education Research (SIHER)*
❖ *National Center for Postsecondary Improvement (NCPI)*

Visiting Research Scholar, 1992 - 1994

❖ *New York University – Stern School of Business, Department of Information Systems*
❖ *The University of Michigan - School of Education*
❖ *University of California at Berkeley - Center for the Studies in Higher Education*

Special Assistant to the Rector at WU (*Vienna University of Economics and Business*) 1988 - 1991
University planning and development; collecting key data for the university; publishing of university-wide newspaper; preparing materials for decision-making at top university level

AKTIVITÄTEN IM WISSENSCHAFTSBETRIEB

INTERNATIONALE BEIRÄTE

- ❖ *International Professional and Academic Advisory Board (IPAAB), LUISS School of Business and Management, Rome, Italy*
- ❖ *International Advisory Board, Solvay Brussels School of Economics & Management, Belgium*
- ❖ *Gordon Institute of Business Science (GIBS), University of Pretoria, GIBS Advisory Board*
- ❖ *Coordinating Council for Higher Education, Ministry of Education, Science and Innovation, Portugal*
- ❖ *Mitglied des Beirats, Leibniz-Akademie für Führungskräfte, Berlin*

NATIONALE UND INTERNATIONALE ORGANISATIONEN UND NETZWERKE

- ❖ *Ordentliches Mitglied, Academia Europaea, The Academy of Europe*
- ❖ *Mitglied des Aufsichtsrats, Fonds zur Förderung der Wissenschaftlichen Forschung (FWF) 2019-2023*
- ❖ *Board Member, Austrian Agency for International Cooperation in Education and Research (OeAD-GmbH), 2010-2018*
- ❖ *Member, Austrian American Educational Commission (Fulbright Commission), Austria, 2008-2015*
- ❖ *Board Member, Vienna Science and Technology Fund, 2002-2015*
- ❖ *Member of the Executive Board and Globalization Committee, CEMS, The Global Alliance in Management Education, 2002-2015*
- ❖ *Chair, Partnership of International Management (PIM), 2003-2006*
- ❖ *Member, Board of Directors, UniManagement, Turin, 2007-2012*

JOURNALHERAUSGEBERSCHAFTEN

- ❖ *Member of the Editorial Board, European Journal of Higher Education*
- ❖ *Member of the Editorial Board, Zeitschrift für Hochschulentwicklung, Austria*
- ❖ *Editor "Tertiary Education and Management" - TEAM , Springer (2000-2010)*

SERVICE FÜR DIE SCIENTIFIC COMMUNITY

- ❖ *Conference Host, Chair of Program Committee, CHER Annual Conference 2023, August 30-September 1, 2023, WU Vienna*
- ❖ *Mitglied des Board of Governors, CHER – Consortium of Higher Education Researchers*
- ❖ *Member, Academic Journal Guide Committee (AJGC), Chartered Association of Business Schools, UK*
- ❖ *Associate Member, Center for Higher Education and Science Studies (CHESS), University of Zurich, Switzerland, 2017 - 2024*

MITGLIEDSCHAFTEN

- ❖ *Consortium of Higher Education Researchers (CHER)*
- ❖ *Association for the Study of Higher Education (ASHE)*
- ❖ *European Academy of Sciences and Arts*
- ❖ *German Academic Association for Business Research (VHB)*
- ❖ *Commission within the German Academic Association for Business Research (VHB) focused on University Management*
- ❖ *Academy of Management (AOM)*

LEHRTÄTIGKEIT

BACHELOR KURSE

- ❖ *Strategic Management and Strategic Leadership*
- ❖ *Advanced Strategic Leadership*
- ❖ *Project Seminar in Strategic Management and Strategic Leadership*

MASTER KURSE

- ❖ *Business Planning and Performance Management*
- ❖ *Professional Development Workshop „Managing without Profit“*
- ❖ *Elective – „Leading Complex Organizations“*

DOKTORATSKURSE

- ❖ *Research in Higher Education Science and Management*

FORSCHUNGSSCHWERPUNKTE

- ❖ *Third Mission der Universität*
- ❖ *Neue Organisationsmodelle für Hochschulen*
- ❖ *Changemanagement und Adaption an Hochschulen*
- ❖ *Internationale, vergleichende Hochschulforschung*
- ❖ *Globalisierung von Hochschulsystemen*

PREISE UND AUSZEICHNUNGEN

2022

- ❖ *Preis für Innovative Lehre, Wirtschaftsuniversität Wien*

2015

- ❖ *Großes Ehrenzeichen für Verdienste um die Republik Österreich*

1999

- ❖ *Förderungspreis der Senator Wilhelm Wilfling Stiftung, WU (Wirtschaftsuniversität Wien)*
- ❖ *Best Paper Award, Verband der Hochschullehrer für Betriebswirtschaft (German Academic Association for Business Research)*

1993

- ❖ *Erwin-Schrödinger-Auslandsstipendium
Fonds zur Förderung der Wissenschaftlichen Forschung (FWF)*

1992

- ❖ *Fulbright Reisestipendium, Fulbright Commission*
- ❖ *Stipendium "Förderung junger Wissenschaftler", Exportakademie der Bundeskammer der gewerblichen Wirtschaft*
- ❖ *Auslandsstipendium der Jubiläumsstiftung der Österreichischen Nationalbank, WU (Wirtschaftsuniversität Wien)*

1991

- ❖ *Leistungsstipendium für den erfolgreichen Abschluss des dritten Studienabschnitts der Betriebswirtschaftslehre, WU (Wirtschaftsuniversität Wien)*

PUBLIKATIONEN

BÜCHER

1. Sporn, B., *Adaptive University Structures: An Analysis of Adaptation to Socioeconomic Environments of US and European Universities*. Jessica Kingsley, London 1999.
2. Dill, D.; Sporn, B. (Eds.), *Emerging Patterns of Social Demand and University Reform: Through a Glass Darkly*. Oxford: Pergamon, 1995.
3. Sporn, B., *University Culture and its Implications on Strategic Marketing Planning of Universities*. Heidelberg: Physica-Verlag, 1992.

BUCHKAPITEL

1. Sporn, B. (2026). *Revisiting Adaptive University Structures: A Renewed Framework for Addressing Contemporary Challenges in Higher Education*. In Y. Cai, P. Yang, F. Yan, & J. Kivistö (Eds.), *Organisational and Management Theories in Higher Education: Understanding the Changing Landscape*. Edward Elgar.
2. Schachermayer-Sporn, B., & Godonoga-Kopalko, A. (2024). Organizing for Social Impact in Universities in the DACH Region. In A. S. Rovira (Ed.), *Monografía: Hacia una universidad al servicio de la sociedad: rendición de cuentas y modelos de gobernanza* (pp. 285-292). Fundación Conocimiento y Desarrollo. <https://www.fundacioncyd.org/rendicion-de-cuentas-en-la-universidad-una-asignatura-pendiente/>
3. Sporn, B., Strategic Continuity or Disruption? Adaptive structures of business schools in times of crisis, in Cornuel, E. (ed.), *Business School Leadership and Crisis Exit Planning*. Cambridge University Press. 2022.
4. Sporn, B.; van der Wende, M., *The New Silk Road and the "Idea of the University"*. In van der Wende, M.; Kirby, W. C.; Liu, N. C.; Marginson, S. (Eds): *China and Europe on the New Silk Road. Connecting Universities Across Eurasia*. Oxford University Press, 2020
5. Meyer, M.; Sporn, B., *Leaving the Ivory Tower: Universities' Third Mission and the Search for Legitimacy*, in Ágnes Kövér-Van Til and Gaby Franger-Huhle (eds.): *University and Society: Interdependencies and Exchange*. Edward Elgar Publishing, 2019
6. Sporn, B., *Competition in Higher Education*. In Teixeira, P. N.; Shin, J. C. (Eds.): *Encyclopaedia of International Higher Education Systems and Institutions*. Springer, 2019. https://doi.org/10.1007/978-94-017-9553-1_95-1.
7. Sporn, B., *Adaptive University Structures: From Theory to Practice and Back*. In João Rosa, M.; Magalhães, A.; Veiga, A.; Teixeira, P. N. (Eds.): *Under Pressure - HEIs Coping with Multiple Challenges*. Brill Sense Publishers, 2018.
8. Badelt, Ch.; Sporn, B., *Business School's Corporate Social Responsibility: Practice What You Preach*. In Morsing, M.; Sauquet Rovira, A. (Eds.): *Business Schools and their Contribution to Society*, (CEMS). London: Sage Publications, 2011.
9. Sporn, B., *Steuerung autonomer Universitäten: Erfahrungen mit der österreichischen Universitätsreform*. In Von Lüde, R. (Ed.): *Neue Wege der Hochschulgovernance (New Forms of University Governance)*. Hamburg: University Press, 2010.
10. Sporn, B., *Management of and in Higher Education Institutions*. In McGaw, B.; Peterson, P.; Baker, E. (Eds.): *The International Encyclopedia of Education*, 3rd Edition. London: Elsevier, 2010.
11. Sporn, B., *Informationstechnologie und NPOs*. In Badelt, Ch.; Meyer, M.; Simsa, R. (Eds.): *Handbuch der Nonprofit Organisation*, (4. Auflage), Stuttgart: Schäffer Poeschel, 2007.
12. Sporn, B., *University Adaptation and Gender Equality: A Case Study of the Vienna University of Economics and Business Administration*. In Danowitz Sagaria, M.A. (Ed.): *Women, Universities, and Change: Gender Equality in the European Union and the United States*. Oxford: Palgrave MacMillan, 2007.
13. Sporn, B., *Governance and Administration: Organizational and Structural Trends*. In Altbach, Ph.; Forrest, J. (Eds.): *International Handbook of Higher Education*. Dordrecht: Springer, 2006.
14. Sporn, B., *Trends relating to higher education reform in Europe: an overview*. In Eggins, H. (Ed.): *Globalization and Reform in Higher Education*. Berkshire: Open University Press, 2003.
15. Sporn, B., *Management in Higher Education: Current Trends and Future Perspectives in European Colleges and Universities*. In Begg, R. (Ed.): *The Dialogue between Higher Education Research and Practice: 25 Years of EAIR*. Dordrecht: Springer, 2003.
16. Sporn, B., *Universities and Science and Technology: Europe*. In Smelser, N. J.; Baltes, P. B. (Ed.): *International Encyclopedia of the Social & Behavioral Sciences*. Oxford: Pergamon 2001.
17. Sporn, B., *Informationstechnologie und NPOs*. In Badelt, Ch. (Ed.), *Handbuch der Nonprofit Organisation*. Stuttgart: Schäffer Poeschel, 2002.
18. Sporn, B., *NPOs im Bildungsbereich: Internationale Entwicklungen des Universitätssektors und Konsequenzen für das Universitätsmanagement*. (Nonprofit organizations and educational policies: International trends of the postsecondary industry and its implications for university management). In Simsa, R. (Ed.): *Management der Zivilgesellschaft: Spezifische Herausforderungen in Nonprofit Organisationen*. Stuttgart: Schäffer-Poeschel, 2001.

19. Gumpert, P.; Sporn, B., *Institutional Adaptation: Demands for Management Reform and University Administration*. In Smart, J. (Ed.): Higher Education: Handbook of Theory and Research, Volume XIV. New York: Agathon, 1999.
20. Sporn, B., *Current Issues and Future Priorities for Higher Education Systems: Selected Perspectives from Continental Europe*. In Altbach, Ph. & McGill Peterson, P. (Eds.): Higher Education in the 21st Century: Global Challenge and National Response. New York: Institute of International Education and the Boston College Center for International Higher Education, 1999.
21. Sporn, B., *Adaptation Processes at Universities: Organizational Implications of a Complex Environment*. In Leitner, E. (Ed.): Educational Research and Higher Education Reform in Eastern and Central Europe. Beiträge zur Vergleichenden Bildungsforschung, Vol. 6. Frankfurt/Main: Peter Lang, 1998.
22. Maier, G; Sporn, B., *Universitäten zwischen Bürokratie und Markt. Bildungssysteme im Vergleich (Universities between Bureaucracy and Market: A Comparison of Higher Education Systems)*. In Mosser, A.; Palme, H.; Pfeiffle, R.; Pichler, J. H. (Eds.): Bildung und Bildungsauftrag. Band III, Teilband 1. Wien: Ueberreuter, 1998.
23. Sporn, B.; Miksch, G., *Developing an Information Strategy: Experiences from the Vienna University of Economics and Business Administration*. In OECD (Ed.): Managing Information Strategies in Higher Education. Paris: OECD Documents, 1996.
24. Dill, D.; Sporn, B., *The Implications of a Postindustrial Environment for the University: An Introduction*. In Dill, D.; Sporn, B. (Eds.): Emerging Patterns of Social Demand and University Reform: Through a Glass Darkly. Oxford: Pergamon, 1995.
25. Dill, D.; Sporn, B., *University 2001: What will the University of the 21st Century Look Like?* In Dill, D.; Sporn, B. (Eds.): Emerging Patterns of Social Demand and University Reform: Through a Glass Darkly. Oxford: Pergamon, 1995.
26. Sporn, B., *More than Student or Staff Mobility - Thoughts on a Comprehensive Research Agenda for International Education*. In Institute of International Education (Ed.): Open Doors 1993-1994 - Report on International Educational Exchange. New York: Institute of International Education, 1994.
27. Sporn, B., *Eine Analyse des Zusammenhangs von Informationskultur und der Absicherung von langfristigen Erfolgspotentialen in Organisationen (Analysis of the Relationship between Information Culture and Competitive Advantages in Organizations)*. In Eschenbach, R. (Ed.): WU Jahrestagung 1993 - Forschung für die Wirtschaft, Im Mittelpunkt der Mensch. Wien, Service Fachverlag, 1993.
28. Sporn, B.; Alkier, L., *Frauen und EDV? - Zur Situation der Frau in der EDV-Ausbildung (Women and Computing? - The Status of Women in Computing Science)*. In Buchmayr, R.; Ivancevic, B.; Wagner, I. (Eds.): Vergleichsweise ungleich - Zur Situation der Frauen in Wirtschaft, Wissenschaft und Forschung. Wien: Service-Fachverlag, 1992.
29. Sporn, B., *Dienststelle für Planung und Organisationsentwicklung - Wirtschaftsuniversität Wien (Description of the Office for Organizational Planning and Development at the Wirtschaftsuniversität Wien)*. In Bundesministerium für Wissenschaft und Forschung (Ed.), Besondere Dienststellen für Planung und Organisationsentwicklung. Wien: Bundesministerium für Wissenschaft und Forschung, 1991.

ARTIKEL IN WISSENSCHAFTLICHEN ZEITSCHRIFTEN

1. Sporn, B., Fumasoli, T., Krempkow, R., & Leišytė, L. (2025). New Models of the University – Innovative Structures, Adaptive Responses, and Strategic Behavior. *Zeitschrift für Hochschulentwicklung*, 20(4), 9–21. <https://doi.org/10.21240/zfhe/20-4/00>
2. Sporn, B., & Godonoga, A. (2024). Higher education institutions as change agents in society: perspectives on adaptation and impact. *European Journal of Higher Education*, 14(sup1), 1–9, <https://doi.org/10.1080/21568235.2024.2412764>
3. Godonoga, A., Sporn, B. & Reidl, K. (2023) Walking the talk: organising for social impact through performance management in European business schools, *European Journal of Higher Education*, DOI: 10.1080/21568235.2023.2255398
4. Godonoga, A., & Sporn, B. *The conceptualisation of socially responsible universities in higher education research: a systematic literature review*. *Studies in Higher Education*, 2023, VOL. 48, NO. 3, 445–459.
5. Euler, D.; Sporn, B. (issue editors) *Institutionelle Differenzierung und Profilbildung im Hochschulbereich*, *Zeitschrift für Hochschulentwicklung*, 2018, 13(3): 9-15.
6. Meyer, M.; Sporn, B., *Leaving the Ivory Tower: Universities' Third Mission and the Search for Legitimacy*, *Zeitschrift für Hochschulentwicklung*, 2018, 13(2): 41-60.

7. Rhoades, G.; Sporn, B., *Quality Assurance in Europe and the U.S.: Professional and Political Economic Framing of Higher Education Policy*, Higher Education, 2002, 43(3): 355-390.
8. Rhoades, G.; Sporn, B., *New models of management and shifting modes and costs of production: Europe and the United States*, Tertiary Education and Management, 8/1, 2002: 3-28.
9. Sporn, B., *Building Adaptive Universities: Emerging Organizational Forms Based on Experiences of European and US Universities*. Tertiary Education and Management, 7/2, 2001: 121-134.
10. Sporn, B., *Towards more adaptive universities: Trends of institutional reform in Europe*, Higher Education in Europe, 24/1, 1999: 23-33.
11. Sporn, B.; Schuster, A., *Potential for Online Grocery Shopping in the Urban Area of Vienna*. Electronic Markets, Special Issue: Electronic Commerce in Europe, 98/2: 13-16.
12. Sporn, B., *Reforming Higher Education in Austria: Challenges and Problems*, in: International Higher Education, Number 11, Spring 1998: 2-4.
13. Sporn, B., *Managing University Culture: An Analysis of the Relationship Between Institutional Culture And Management Approaches*. Higher Education, 32/1, 1996: 41-61.
14. Sporn, B., *Adaptation Processes at Universities: Organizational Implications of a Complex Environment*. Tertiary Education and Management, 1/1, 1995: 72-75.
15. Sporn, B., *Universities Facing Crises: Management of Adaptation Processes in the United States*. EDUCATIO, 1994/2: 212-220.

SONSTIGE ARTIKEL

1. Qua, K., Sporn, B., *Conceptualising Change with Social Network Analysis*, In Cornuel, E., Thomas, H., Wood, M. (eds.), *Global Focus: 1st Annual Research Issue, Perspectives on the Impact, Mission and Purpose of the Business School*, 2022.
2. Sporn, B., *Machen es die anderen besser? Das Schweizer Hochschulsystem im internationalen Vergleich*, Schweizer Monatshefte, Nr. 5/6, 28-30, 2004.
3. Sporn, B., *Convergence or difference in international higher education policy: Lessons from Europe*, Ford Policy Forum, 2003: 31-44.
4. Sporn, B., *Strategische Marketing-Planung an Universitäten - kulturelle und organisatorische Aspekte eines umfassenden Prozesses (Cultural and Organizational Aspects of Strategic Marketing Planning at Universities)*. der markt, Zeitschrift für Absatzwirtschaft und Marketing, 121/31, 1992/2: 94-101.
5. Sporn, B., *The Effects of Organizational Culture on Strategic Marketing Planning at Universities*. Carolina Planning: University and Planning, 19/1, 1993: 53-55.

FORSCHUNGSBERICHTE

1. Sporn, B.; Aeberli, Ch., *Hochschule Schweiz. Ein Vorschlag zur Profilierung im internationalen Umfeld (Higher Education in Switzerland: Suggestion for International Profile Development)*. Research Report, Avenir Suisse, Zürich 2004.
2. Sporn, B.; Schuster, A., *Das Marktpotential für den elektronischen Lebensmitteleinzelhandel in Österreich (Market Potential for Electronic Shopping in Austria)*. Research Report, Department of Information Systems, Wirtschaftsuniversität Wien, Wien 1998.
3. Kiessling, U.; Schweeger, T.; Sporn, B., *Nutzen des Internet für österreichische Unternehmen (Uses of the Internet at Austrian Companies)*. Research Report, Department of Information Systems, Wirtschaftsuniversität Wien, Wien 1996.

KONFERENZBEITRÄGE (AUSWAHL)

- ❖ EGOS (European Group for Organization Studies), Annual Meeting, Vienna, July 2022. (together with Ana Godonoga).
Walking the talk: Organizing for social impact in European business schools
- ❖ GfHF Gesellschaft für Hochschulforschung, Jahrestagung, 7. April 2016
External Drivers for University Reform: The Case of Business Schools' Governance Relating to Performance
- ❖ CHER Consortium of Higher Education Researchers,

Annual Conference, University of Cambridge, UK, 5.-7. September 2016
Governance and Performance? New business models for business schools in Europe

- ❖ ASHE Association for the Study of Higher Education
Annual Meeting, Columbus, Ohio, US, 9.-12. November 2016
Global positioning strategy in marketing to international students, Anglo-American and Central European style,
Gemeinsam mit Prof. Gary Rhoades, University of Arizona, School of Education
- ❖ Annual EAIR Forum, Porto, 3.-6. September 2017 – Keynote Speaker
The Adaptive University Revisited: From Theory to Practice and back.

VORTRÄGE (AUSWAHL)

- ❖ CHES - Center for Higher Education and Science Studies
Netzwerktreffen 2. Februar 2016
Chancengleichheit und Hochschulmanagement
- ❖ Institut für Betriebswirtschaftslehre, Universität Zürich
Business Economics Research Seminar FS16, 17. Mai 2016
Governance and Performance: New Business Models for Business Schools in Europe
- ❖ CHES Center for Higher Education and Science Studies
CHES Lecture, 26. Mai 2016, Universität Zürich
Die Universität zwischen Wirtschaftsrelevanz und Gesellschaftskritik
Gemeinsam mit Prof. Antonio Loprieno, Universität Basel
- ❖ Netzwerk Hochschulforschung Österreich
Quo Vadis Hochschule? Konferenz 4.-5. Dezember 2017 – Podiumsdiskussion
„Forschungsgeleitet als Maxime an Österreichs Hochschulen – gilt das auch für das Hochschulmanagement?“
- ❖ Steinhardt Institute for Higher Education Policy
Invited Talk, November 28, 2018, NYU
University Leadership in Times of Change: Examples from Europe
- ❖ Europa Institut an der Universität Zürich
Public Lecture gemeinsam mit Prof. Dr. Marijk van der Wende, 16. September 2021, Universität Zürich
Let's not lose the Roadmap for Eurasian Cooperation in Higher Education
- ❖ Peking-Tampere Lecture Series on Organization and Management in Higher Education, University of Tampere
Online Lecture 12: April 10, 2024
Revisiting Adaptation: The Role of Impact, Quality, and Sustainability in Shaping the Future of Universities

FEBRUAR 2026
