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WU Vienna University of Economics and Business

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EDUCATION

1984 – 1991

WU (Vienna University of Economics and Business)

MA in business administration

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

Graduation: June 1988

Ph.D. in business administration

(Majors: general business administration, organizational behavior, marketing)

Dissertation title:

University Culture and its Implications on Strategic Marketing Planning of Universities

Graduation: June 1991

Habilitation (Tenure work) completed on March 12, 1999

Title of habilitation monograph: *Adaptive University Structures: An Analysis of Adaptation to Socioeconomic Environments of US and European Universities* (published in 1999)

1982 – 1984

University of Vienna, Austria

Undergraduate classes in Law

1981 - 1982

Pepperdine University, Malibu, California

Undergraduate classes in Psychology, English and Computer Science

CURRENT POSITIONS

Professor and Director

Institute for Higher Education Management
Department of Strategy and Innovation
WU Vienna University of Economics and Business

Deputy Program Director

Master of Science (MSc) Strategy, Innovation and Management Control (SIMC)
WU Vienna University of Economics and Business

Director, EFMD Programme Accreditation

Quality Service
European Foundation of Management Development (EFMD)

WORK EXPERIENCE

Vice-Rector for Research, International Affairs and External Relations, 2002 - 2015
WU Vienna University of Economics and Business

Visiting Professor – Academic Year 2018/2019

September 2018 - June 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

February 2019 - June 2019

- ❖ Stanford University
SCANCOR Scandinavian Consortium for Organizational Research

Assistant (1991-1999) and Associate Professor (1999-2006)
Department of Information Systems
WU Vienna University of Economics and Business

Visiting Professor at University of Zurich, 2015 - 2016

- ❖ *Department of Business Administration*
- ❖ *CHESS Center for Higher Education and Science Studies*

Acting Assistant Professor at Stanford University, 1996 - 1997

- ❖ *School of Education*

Visiting Research Fellow at 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

PROFESSIONAL ACTIVITIES

BOARD MEMBERSHIPS

- ❖ *Member of the Supervisory Board (Universitätsrat), Montanuniversität Leoben, Austria*
- ❖ *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, South Africa*
- ❖ *Coordinating Council for Higher Education, Ministry of Education, Science and Innovation, Portugal*
- ❖ *Member of the Advisory Board, Leibniz-Akademie für Führungskräfte, Berlin*

NATIONAL AND INTERNATIONAL ASSOCIATIONS AND NETWORKS

- ❖ *Academia Europaea, The Academy of Europe, regular member*
- ❖ *Member of the Supervisory Board, Austrian Science Fund (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*

JOURNALS

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

SERVICE TO THE SCIENTIFIC COMMUNITY

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

MEMBERSHIPS

- ❖ *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)*

TEACHING EXPERIENCE

BACHELOR COURSES

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

MASTER COURSES

- ❖ *Business Planning and Performance Management*
- ❖ *Professional Development Workshop: Managing without Profit*
- ❖ *Leading Complex Organizations*

DOCTORAL/PHD COURSES

- ❖ *Research in Higher Education Science and Management*

RESEARCH INTERESTS

- ❖ *Third mission of universities*
- ❖ *University adaptation and change*
- ❖ *International and comparative higher education*
- ❖ *Globalization of higher education systems*
- ❖ *New organization models for universities*

HONORS, AWARDS, AND GRANTS

2022

- ❖ *Innovative Teaching Award, WU Vienna University of Economics and Business*

2015

- ❖ *Großes Ehrenzeichen für Verdienste um die Republik Österreich
(Medal for Special Achievements in the State of Austria)*

1999

- ❖ *Research Award, Senator Wilhelm Wilfling Stiftung
WU Vienna University of Economics and Business*
- ❖ *Best Paper Award, Verband der Hochschullehrer für Betriebswirtschaft
(German Academic Association for Business Research)*

1993

- ❖ *"Erwin-Schrödinger-Scholarship"
Austrian Science Foundation*

1992

- ❖ *Fulbright Scholarship, Fulbright Commission*
- ❖ *Scholarship of the Austrian Trade Commission*
- ❖ *Scholarship of the Austrian National Bank*

1991

- ❖ *Scholarship for excellent achievements during doctoral studies
WU Vienna University of Economics and Business*

PUBLICATIONS

BOOKS

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.

BOOK CHAPTERS

1. Sporn, B. (in press). *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. Gumport, 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.

ACADEMIC JOURNAL ARTICLES

1. 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>
2. 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
3. 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.
4. Euler, D.; Sporn, B. (issue editors) *Institutionelle Differenzierung und Profilbildung im Hochschulbereich*, Zeitschrift für Hochschulentwicklung, 2018, 13(3): 9-15.
5. Meyer, M.; Sporn, B., *Leaving the Ivory Tower: Universities' Third Mission and the Search for Legitimacy*, Zeitschrift für Hochschulentwicklung, 2018, 13(2): 41-60.
6. 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.

7. 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.
8. 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.
9. Sporn, B., *Towards more adaptive universities: Trends of institutional reform in Europe*, Higher Education in Europe, 24/1, 1999: 23-33.
10. 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.
11. Sporn, B., *Reforming Higher Education in Austria: Challenges and Problems*, in: International Higher Education, Number 11, Spring 1998: 2-4.
12. Sporn, B., *Managing University Culture: An Analysis of the Relationship Between Institutional Culture And Management Approaches*. Higher Education, 32/1, 1996: 41-61.
13. Sporn, B., *Adaptation Processes at Universities: Organizational Implications of a Complex Environment*. Tertiary Education and Management, 1/1, 1995: 72-75.
14. Sporn, B., *Universities Facing Crises: Management of Adaptation Processes in the United States*. EDUCATIO, 1994/2: 212-220.

OTHER ARTICLES

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.

RESEARCH REPORTS

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.

CONFERENCE PAPER PRESENTATIONS (SELECTION)

- ❖ EGOS (European Group for Organization Studies), Annual Meeting, Vienna, July 2022. (together with Ana Godonoga).
- ❖ GfHF Gesellschaft für Hochschulforschung, Annual Meeting, 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.

TALKS (SELECTION)

- ❖ CHES - Center for Higher Education and Science Studies
Network Meeting 2. February 2016
Chancengleichheit und Hochschulmanagement
- ❖ Institut für Betriebswirtschaftslehre, University of Zürich
Business Economics Research Seminar FS16, 17. May 2016
Governance and Performance: New Business Models for Business Schools in Europe
- ❖ CHES Center for Higher Education and Science Studies
CHES Lecture, 26. May 2016, University of Zürich
Die Universität zwischen Wirtschaftsrelevanz und Gesellschaftskritik
Together with Prof. Antonio Loprieno, Universität Basel
- ❖ Netzwerk Hochschulforschung Österreich
Quo Vadis Hochschule? Conference 4.-5. December 2017 – Panel Discussion
„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 at the University of Zurich
Public lecture together with Prof. Dr. Marijk van der Wende, September 16, 2021, University of Zurich
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

SEPTEMBER 2025
