

# UNIV.PROF. DR. BARBARA SPORN

*WU Vienna University of Economics and Business*

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## EDUCATION

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### 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

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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**

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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**

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### **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**

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### **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**

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- ❖ *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**

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### **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**

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### **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. (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](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 21<sup>st</sup> 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., 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.

#### **OTHER ARTICLES**

1. Qua, K., Sporn, B., *Conceptualising Change with Social Network Analysis*, In Cornuel, E., Thomas, H., Wood, M. (eds.), *Global Focus: 1<sup>st</sup> 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)**

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- ❖ 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)**

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- ❖ CHESS - 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*
- ❖ CHESS Center for Higher Education and Science Studies  
CHESS 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*

## **FEBRUARY 2026**

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