IHF TALK SERIES · FÜHRUNG UND GOVERNANCE · 12. OKTOBER 2026

Amt und Mensch

Persönliche Reflexionen über Führung aus Sicht eines Universitätspräsidenten

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EINSTIEG

Gewählt, nicht ausgebildet

> *The problem is that faculty and administrative service do not fully prepare you to be a president. And if there is a presidential manual, we never found it.*

Barry Glassner und Morton Schapiro: Advice for New Presidents. *The Chronicle of Higher Education*, 26.02.2017

„... the job, while rewarding, comes with little or no real training, demands total commitment with little room for a personal life, and requires a good dose of humility.“

Eric Kelderman: The Exit Interview. Nine departing presidents on how the job — and higher ed — is changing. *The Chronicle of Higher Education*, 27.05.2022

EINSTIEG

Ehrlich wird man meist erst beim Abschied

> *I wondered, then, if it might be wiser to refuse the invitation. But, as you see, I am here despite my misgivings. This is partly because, as an out-going Vice-Chancellor I expect this to be the last time I will attend a Times Higher Ed summit.*

Louise Richardson, Vice-Chancellor der University of Oxford: ‚University leaders must be Janus-faced'. *Times Higher Education*, 20.10.2022

Harper, 1904	**Gray, 1998**	**Trombley, 2015**	**Richardson, 2022**	**Heute**
posthum veröffentlicht	nach dem Amt	nach 13 Jahren im Amt	als scheidende Vice-Chancellor	11 Tage nach Beginn der zweiten Amtszeit

EINSTIEG

Das „und" im Titel

> *Jedes Amt qua Amt zwingt den biologischen Körper in eine notwendige Gespaltenheit zwischen dem ‚Für-sich-Sein' und dem ‚Für-andere-und-in-anderen-Sein'.*

Dominik Finkelde: *Das Objekt, das zu viel wusste*, 4. Vorlesung (im Anschluss an Eric Santner und Pierre Bourdieu)

EINSTIEG

Am Anfang steht die Furcht

> *Thirteen years ago, in my first year as president, I was sure that the fastest moving thing on campus was my pulse, fueled by a stinging concoction of fear, anxiety, excitement, optimism, and fear. Did I mention fear? "Please don't let me be the one to. ..." Fill in the blank: melt down, ruin the college, get a vote of no confidence, underperform, embarrass myself.*

Laura Skandera Trombley, 13 Jahre Präsidentin des Pitzer College: 13 Years of a College Presidency. *The Chronicle of Higher Education*, 06.04.2015

WAS DAS AMT AUSMACHT

Man wählt den ganzen Tag zwischen guten Ideen

> *… virtually no one comes to you with a genuinely bad idea, … so you spend your day choosing between different good ideas and trying to figure out how to stretch limited resources against an infinite agenda.*

Stephen J. Trachtenberg, ehem. Präsident der George Washington University, nach Alexander C. Kafka: Trouble at the Top. *The Chronicle of Higher Education*, 2023

WAS DAS AMT AUSMACHT

Viele Aufgaben, wenig Zeit zum Denken

> *My days … can too easily become characterized by too large a variety of tasks, brevity of attention to each one, and an almost inevitable fragmentation of effort. As a result, I work continually with the fear of responding and even acting in a rather superficial manner.*

Harold T. Shapiro, Präsident der Princeton University: University Presidents — Then and Now (1998)

44 %
nennen fehlende Zeit zum Nachdenken

31 %
die Erwartung ständiger Erreichbarkeit

Frustrationen von US-Präsidentinnen und -Präsidenten, American College President Study 2017, nach Field 2019

WAS DAS AMT AUSMACHT

Die Krise ist kein Ausnahmezustand

> *… you worry about what message might come over email or what the voice on your phone is saying when you pick it up.*

Harry J. Elam Jr., Präsident des Occidental College, nach Kafka: Trouble at the Top. *The Chronicle of Higher Education*, 2023

„Whatever they do is right 'til something goes wrong. And at that time, whatever they did was wrong. … Do your very best. And be lucky.“

Stephen J. Trachtenberg, nach Kafka 2023

SPANNUNGSFELD 1 · NÄHE UND DISTANZ

Auf dem Campus ist man ein Einzelfall

> *On a campus you're sui generis. … You bear the full weight of difficult decisions. You're an N of 1.*

Marjorie Hass, ehem. Präsidentin von Austin und Rhodes College, nach Rose und Sharry 2024

10,8 %

der US-Präsidentinnen und -Präsidenten haben kein Unterstützungssystem.

68 %

finden kaum Menschen, „who understand the experience of being a president".

American Council on Education 2023, nach Raynard S. Kington: Presidents Don't Talk About Their Panic Attacks. *The Chronicle of Higher Education*, 2023

SPANNUNGSFELD 1 · NÄHE UND DISTANZ

Was man weiß, kann man niemandem sagen

> *There are certain things you can't discuss with anyone on campus. You carry the weight of confidential information.*

Marjorie Hass, nach Rose und Sharry: Can a President Have Friends on the Campus? 2024

„Leadership is a fine thing, but it has its penalties. And the greatest penalty is loneliness.“

Ernest Shackleton, Polarforscher, nach Melody Rose und Patrick Sharry 2024

SPANNUNGSFELD 1 · NÄHE UND DISTANZ

Menschen, für die man nicht Präsident ist

> *We need people who don't understand what we do — and don't really care. They only care about us.*

Aaron Basko über einen 85-jährigen Mentor außerhalb der Wissenschaft: The Best Career Advice My Mentors Ever Gave Me. *The Chronicle of Higher Education*, 2022

„... what matters is creating an ecosystem where you can spend time with others and be seen as a person, not as your title.“

Arthur C. Brooks: Why It's So Lonely at the Top. *The Atlantic*, 2020

SPANNUNGSFELD 2 · ENTSCHEIDEN UNTER EXPERT:INNEN

Viel Macht – bis man sie ausüben will

> *You have so much power; until you try to exercise it.*

Barry Glassner und Morton Schapiro: Advice for New Presidents. *The Chronicle of Higher Education*, 2017

„It is absurd to suppose that any president, however strong or willful he may be, can force a faculty, made up of great leaders of thought, to do his will. The president, if he has the power of veto, may stand in the way of progress, but he cannot secure forward movement except with the co-operation of those with whom he is associated.“

William Rainey Harper, 1904, nach Hanna H. Gray: On the History of Giants (1998), S. 110 f.

Wer verändert, erzeugt Verlust

> *As long as you are engaged in this process, you are guaranteed to be enraging some who have feelings of affection for a previous time. You are therefore in the business of creating loss as you move ahead or losing ground by standing still!*

Harold T. Shapiro: University Presidents — Then and Now (1998)

„The harsh reality is that some people will dislike you specifically because you do the right things.“

Rob Jenkins: Why Even Good Leaders Make Enemies. In: *A Toolbox for Deans*, The Chronicle of Higher Education, 2024

SPANNUNGSFELD 3 · SPRECHEN UND SCHWEIGEN

Ein Präsident denkt nie laut

> *… the differences that can arise between the private beliefs and sentiments of a particular university president and the opinions that he or she may feel comfortable expressing in public.*

Harold T. Shapiro, Präsident der Princeton University: University Presidents — Then and Now (1998)

„… the university is the home and sponsor of critics; it is not itself the critic.“

Kalven-Report der University of Chicago, 1967, nach John I. Jenkins: Institutional Neutrality Is a Copout, 2025

SPANNUNGSFELD 4 · ZUGKRÄFTE UND ZERRISSENHEIT

Jede Gruppe erwartet etwas anderes vom Präsidenten

> *The faculty wants a scholar.*
> *The board wants a money-raising entrepreneur.*
> *Students want an uncompromising advocate of diversity and inclusion.*
> *Lawmakers want reassurance that political correctness will not rule the day.*

Robin Mamlet und Sheila Murphy: 7 (More) Qualities to Look For in a College President, 2021

„You have too many bosses; you have too many constituencies. We're polite. We call them constituencies.“

Eric Barron, Penn State, nach Kelderman: The Exit Interview. *The Chronicle of Higher Education*, 2022

WAS DAS AMT MIT DEM MENSCHEN MACHT

Kann man das Amt ausüben, ohne es zu werden?

DER RAT

„Do the presidency, do not become the presidency.“

Laura Skandera Trombley, 13 Jahre Präsidentin des Pitzer College (2015)

DER EINWAND

„Folglich tangiert etwas, das nur den Anschein hat, etwas Äußerliches wie ein Titel […] zu sein, das innerliche Selbstverhältnis, ohne dass das Subjekt dem explizit zustimmen muss oder diesen Eingriff wahrnimmt.“

Dominik Finkelde, Philosoph: *Das Objekt, das zu viel wusste*, 4. Vorlesung

Wo Trombley recht hat, und wo Finkelde

TROMBLEY

Manches lässt sich bewusst auf Abstand halten.

FINKELDE

Manches geschieht, ohne dass man gefragt wird.

Die anderen haben die Einsetzung längst vollzogen

> *I remember talking to a chemistry professor who's a good friend of mine and saying, 'I'm glad faculty still see me as a fellow faculty member.' He answered that they didn't — that I was a dean to them.*

Benjamin Caldwell, Dekan, nach Michael Anft. In: *A Toolbox for Deans*, 2024

„... being permanently cast as ‚other' by former friends.“

Rob Jenkins: Do You ‚Really' Want to Be a Dean? In: *A Toolbox for Deans*, 2024

Es geht um Dich – aber nicht um DICH

> *It is all about you; but it isn't about YOU. ... And when you are there, expect to be fawned over. Have you suddenly become more interesting, charismatic, wittier? Unlikely. Don't let it go to your head. Many ex-presidents find themselves much less popular than they thought they were. If your self-esteem is tied to your presidential persona, expect one day to crash back to earth.*

Barry Glassner und Morton Schapiro: Advice for New Presidents. *The Chronicle of Higher Education*, 2017

Das Amt entscheidet gegen das, was der Mensch schätzt

> *Honestly, I hate it, personally speaking.*

Darrell Morrison, Vizepräsident für Finanzen der Missouri Western State University, über die Streichung geisteswissenschaftlicher Programme, nach Scott Carlson: Restructuring a University. *The Chronicle of Higher Education*, 2023

„... this restructuring that everybody knew had to happen, but nobody was willing to do it.“

Bernadette Hinkle, Henderson State University, nach Carlson 2023

Wen meinen die anderen: den Präsidenten oder mich?

> *… after a tough day he would go home and read his business card, which said John Sexton, President. He would then remind himself that his critics were unhappy with what came after the comma; they knew very little about what came before.*

Über John Sexton (New York University), bei Barry Glassner und Morton Schapiro: Advice for New Presidents, 2017

> *„In an instant, everyone associated with my presidency treated me differently. It was neither good nor bad — just different.“*

Karen M. Whitney über die Bekanntgabe ihres Abschieds: The 4 Stages of a Presidential Life Cycle. *The Chronicle of Higher Education*, 2022

WAS DAS AMT MIT DEM MENSCHEN MACHT

Immer Präsident

> *And you are always — wherever you are, whoever you are with, or whatever time of day it is — the president.*

Melody Rose und Patrick Sharry: Can a President Have Friends on the Campus? *The Chronicle of Higher Education*, 2024

„Well, you don't look like a chancellor.“

Eine Fremde zu Melody Rose, im Supermarkt nach dem Laufen

WAS DAS AMT MIT DEM MENSCHEN MACHT

Wie viel darf die Öffentlichkeit wissen?

> *Most presidents will tell you they live in a fishbowl. … How much the public deserves to know is an open question. Some presidents draw a hard line between their personal lives and their public personas. Others blur it.*

Kate Hidalgo Bellows: The (College) Presidential Fitness Test. *The Chronicle of Higher Education*, 27.10.2023

WAS DAS AMT MIT DEM MENSCHEN MACHT

Genuss symbolischer Investitur

> *People, once they have gone over to the dark side, find out secretly that they really quite like it.*

Nic Beech, Vice-Chancellor der University of Salford, nach Interviews mit 40 Vice-Chancellors; nach Juliette Rowsell, *Times Higher Education*, 2026

ZUM SCHLUSS

„The only course is to accept it for what it is, a queer vocation, infested with worries but rich in satisfactions and opportunities.“

Harold W. Dodds, Präsident der Princeton University, 1936, nach Shapiro 1998

„Whatever else it may be, the presidency of a university is a very human endeavor and therefore a very humbling and humorous experience.“

Harold T. Shapiro: University Presidents — Then and Now (1998)

Vielen Dank.

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Zitate Dritter (u. a. Harper, Dodds, Trachtenberg, Elam, Hass, Shackleton, Barron, Beech) nach der jeweils auf der Folie genannten Quelle. Daten der American College President Study (ACE 2017, 2023) nach Field 2019 und Kington 2023.