

Innovation in University Management: In search of a Synergistic Effect between On-the-Job and Off-the-Job Training

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As concerns about university management and administrator become higher, the focal point of policy recommendations is mainly for specialized skills, knowledge and the institutionalization of SD (staff development). In contrast to the concrete description about these terms, gaps in the environment of today's university administrators have appeared. The difficulty of determining solutions for these gaps, which is indispensable for both policy study and practice, seem not to have been considered.

In this special issue, 4 authors first discuss the severe environmental constraint on challenging university administrators. Next, from highly performed predecessors' experience, effective methods of learning and development of university administrators, both on the job and through external experience to become an expert, are explored. Finally, the implications for younger administrators who are the future of the university they work for are discussed.

