

LATEST TRENDS IN INSTITUTIONAL MANAGEMENT OF HIGHER EDUCATION

**LECTURE
BY**

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INTRODUCTION

THE UNIVERSITY AS AN ORGANIZATION

- One of the few surviving medieval institutions with similar form and function
- Basic purpose: the creation and dissemination of knowledge
- Organizational focus: the discipline
- Organizational unit: the department



UNIVERSITY CHARACTERISTICS

- Decentralized organization
- Bottom heavy Organization
- High degree of autonomy
in decision-making by
academic staff

The combination of financial stringency and demands for improved efficiency, increased access and better quality have forced higher education institutions to:

SEEK NEW SOURCES OF FUNDING

REDUCE EXPENDITURE

**IMPROVE THE UTILIZATION OF
EXISTING RESOURCES**



HEIs are now subject to choices for support among the following options within its environment

- General Education Vs. Vocational
- Publicly Supported Vs. Private
- Basic Vs. Applied Research
- Traditional Vs. Distance Learning
- International Vs. Regional Vs.
National Orientation of
Programmes
- Consensus Oriented Management
Vs. Professional Management



**At the same time changes have
occurred in the environment external to
higher education.**

These are:

- CHANGES IN THE GEOPOLITICAL ORDER
- GLOBALIZATION IN THE SOCIETAL DOMAIN
- CHANGES IN THE SCIENTIFIC AND TECHNOLOGICAL DEVELOPMENT

These have led to:

- INCREASED DIVERSIFICATION IN ORDER TO PRODUCE NEW TYPES OF GRADUATES IN RESPONSE TO THE CHANGING NEEDS OF THE LABOUR MARKET
- CLOSER LINKS WITH INDUSTRY



- THE INTRODUCTION OF NEW CONTENT, METHOD (SUCH AS DISTANCE EDUCATION TO IMPROVE LEARNER ACCESS) AND STRUCTURES

These changes have also led to:

CHANGES IN GOVERNMENT STEERING
POLICIES, UNIVERSITY DECISION
MAKING PROCESS AND UNIVERSITY
MANAGEMENT TECHNIQUES

CHANGES IN GOVERNMENT STEERING POLICIES

➤ **SELF REGULATION WITH ACCOUNTABILITY**

United States, U.K., Netherlands, Australia,
Caribbean Region (?)

➤ **TRANSITION FROM CENTRAL PLANNING TO SELF REGULATION**

Norway, Sweden, Finland, Some Eastern
European Countries, China

➤ **SELF REGULATION WITH DIFFICULTIES:**

Russia, Some Latin American and
Transitional Economies in Europe and Asia

➤ **DIRECT CENTRALIZED PLANNING:**

Continental Europe, Japan, India, Caribbean
Region (?)



SELF REGULATION WITH ACCOUNTABILITY

CHARACTERISTICS

- The individual university itself can react to government policy and changing conditions in the light of its own situation.
- It is possible for individuals to take initiatives
- Universities will be aware that they should not always look to government to solve problems
- Universities may undertake measures to respond to local needs



Direct Centralized Planning and Control

Characteristics

- Initiatives for changes at the center
- Inefficient use of time due to bureaucracy
- Rigidity in staff and finance management
- Universities relieved from managerial responsibilities and decisions



DIFFERENT STEERING POLICIES HAVE LED TO DIFFERENT DECISION-MAKING MODELS

- COLLEGIAL
- POLITICAL DECISION
- BUREAUCRATIC
- ENTREPRENEURIAL

TRENDS IN INSTITUTIONAL MANAGEMENT

**MANAGEMENT MAY BE DEFINED
AS PERFORMANCE OF THE
FOLLOWING TASKS:**

- PLANNING
- ORGANIZING
- LEADING
- CONTROLLING

AND

- DEVELOPING



DIFFERENT DECISION-MAKING MODELS HAVE RESULTED IN AN EVOLUTION OF MANAGEMENT TECHNIQUES

- Planning Programming
Budgeting System
- Management By Objectives
- Zero-Based Budgeting
- Strategic Management
- Total Quality Management
- Bench-Marking
- Re-Engineering



RESUME OF TRENDS IN UNIVERSITIES UNDER SELF-REGULATION

- Adoption of performance indicators
- Reduction of unit costs
- Intensive Staff Development Programs
- Increased-co-operation with industry and business
- Restructuring of departments into cost centers and economically more viable units for better management



RESUME OF TRENDS IN UNIVERSITIES UNDER CENTRALIZED PLANNING AND CONTROL

Changes in Government Strategies	Changes in University Management
Privatization	Private Initiatives
Some New Technology	Links to Industry



CHANGES IN INSTITUTIONAL MANAGEMENT PRACTICES: SOME INTERNATIONAL TRENDS

- More powerful role of central university authorities – Vice Chancellors are more like Chief Executives
- A small apex body involving external participants
- Use of strategic planning/management
- Restructuring departments into larger groups for viable “decision-making”, administrative and economic units
- Devolution of financial decision-making to units with accountability and transparency
- Setting up units for industry/community liaison, public relations and fund raising



TRANSFORMATION OF HIGHER EDUCATION MANAGEMENT

Characteristics	Old Paradigm	New Paradigm
Strategy	Planned	Entrepreneurial
Structure	Hierarchy	Network
System	Rigid	Flexible
Staff	Title + Rank	Helpful
Style	Problem-Solving	Transforming
Skills	To Compete	To build
Shared-Value	Better-Sameness	Meaningful-Difference
Focus	System/ Institution	Institution/ Individual
Source of Strength	Stability	Change
Leadership	Dogmatic	Inspirational



MEASURES TAKEN BY THE IHEs IN THE CARIBBEAN TO IMPROVE MANAGEMENT

- ❖ Providing access criteria acceptable to all member countries
- ❖ Merging institutions for economy of scale and avoiding duplication
- ❖ Franchising programmes to increase accessibility
- ❖ Networking of institutions
- ❖ Introduction of distance learning mode
- ❖ UWI and other alternative hubs for collaboration



ST. LUCIA DECLARATION (1998) ON HIGHER EDUCATION MANAGEMENT IN THE CARIBBEAN

- ❖ Rationalize HEIs management and teaching process at regional and local levels
- ❖ Provide technical assistance for regional equivalence and accreditation
- ❖ Organize training programmes for university managers
- ❖ Identify areas of income generation including marketing of programmes
- ❖ Document and disseminate best management practices through networking
- ❖ Rationalize approach to financing institutions through legislation and other means
- ❖ Identify programme needs and execute them
- ❖ Explore means to save resources through regional and international co-operation in training and research

