CULTURAL DIMENSIONS OF GOVERNANCE STRUCTURE AT INSTITUTIONS OF HIGHER LEARNING

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- ➢ **Definition**
- ➢ **Challenges in nurturing & Sustaining institutional culture**
- ➢ **Strategic planning and setting up of cultures**
- ➢ **Setting up MU Culture and related challenges**
- ➢ **Nurturing and sustaining institutional culture**
- ➢ **Food for thought**

Institutional culture

Organizational structures, values and beliefs

- ❖ Tradition as communicated verbally & nonverbally

- ❖ Decision-making processes, motivation & legitimization

- ❖ Shaping individual and organizational behaviors

- ❖ Identity and personality of an organization

- ❖ Communication, coordination & development

- ❖ Role of internal and external stakeholders

- ❖ Profiles that reflect underlying attributes of identity such as management style; strategic plans; institutional climate; reward system; leadership; student and staff attraction, retention and mobility

Way of doing things

❖ Management and governance

❖ Program design, implementation, evaluation & assessment

❖ Teaching, learning research, outreach, extension

❖ Emerging trends, response to change and change agency

❖ Linkages, collaborations, partnerships and networking

❖ Response to internal and external challenges & practices

  ❖ Globalization, internationalization, performance contracting, accreditation, ISO certification, ranking, income generation

Nurturing and sustaining institutional culture

Nature and levels of institutional culture & subcultures

❖ Setting up, nurturing and sustaining university cultures

❖ Recognizing university cultures

❖ Living and professing university cultures

❖ Dynamics of university cultures

❖ Instability in university cultures

❖ Political trends and democratized spaces vs institutional culture

Strategic planning: Setting up Cultures

Instrument and process of setting and (re)engineering self

❖ Internal and external motivation

❖ Benchmarking and best practices

❖ Structures, descriptions, roles and responsibilities

❖ Competition and competitiveness

❖ Culture formation, cultural shifts, emerging trends

❖ External practices and benchmarking

❖ Monitoring, evaluation, internationalization, competitiveness & ranking

2005 – 2015 Strategic plan

❖ Articulating and defining self as institution:

❖ Stakeholder involvement – internal & external

❖ Vision, mission, goal, core values, strategic issues, activities, monitoring and evaluation, improvement plans

❖ Faculty management: decentralization of power and responsibilities: Responsibility Based Management

❖ Internationalization agenda

❖ IT instrumentation communication agenda

Deans:

❖ Appointment vs elections

❖ Applications, shortlisting & interview for competitive appointment of Deans

    ❖ Related roles and responsibilities

    ❖ Accountability

    ❖ Independence

❖ University staff unions and democratization processes ??

Challenge: nurturing & sustaining institutional culture

❖ Working within constitution & University Acts

   ❖ Education Acts, Bills, Commission recommendations

❖ Millennium development goals

❖ Kenya Vision 2030

❖ Joint Admission Board for university student selection

   ❖ Autonomy in attracting and selecting self sponsored students

❖ CHE accreditation and collaboration requirements

❖ Policies & Procedures for Curr. dev. & assessment

Food for thought

Nurturing and sustaining institutional cultures

❖ Nature and typology of institutional cultures?

❖ Strengths and weaknesses of institutional cultures?

❖ Regional/country culture vs identity and effectiveness of institutional management through Rectors/Vice Chancellors/presidents or Deans?

    ❖ Their legitimacy and roles internally and externally?

❖ Culture vs legal and official control and regulations?

    ❖ Policy development, planning and implementation?

Nurturing and sustaining institutional cultures

❖Roles of senates, councils, other coordination bodies?

❖Culture vs reflections on problems and development of solutions?

    ❖Innovation, knowledge transfer and information dissemination?

❖How to structure system for positive outcome and stable institutional cultures?

    ❖Partners in development?