CULTURAL DIMENSIONS OF GOVERNANCE STRUCTURE AT INSTITUTIONS OF HIGHER LEARNING

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Outline

- 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

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Celebrating 10 years of DIES
Case study: Setting up MU Culture in 21st C

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

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Challenges on establishing cultures: Selection Managers

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

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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?