University Leader and Quality in Higher Education

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Apstract. *How the university leaders see the reality in the university; to establish the university leader capability to establish the solution for university development; how the university leader could energize, mobilize people (staff) to fight with the reality, to implement his solution.*

Prior work. *The concepts of leader and leadership are used in other organizations in Romania and in the world; for increasing the competitiveness of the universities from Romania, the concepts of leader and leadership should be transferred and implemented in universities from Romania; the managers of universities from Romania to make performance / quality, to turn into leaders should be another policy of recruitment, selection and training them.*

Approach. *The main methods employed used: questionnaires, structured interview, literature research, own experience.*

Results. *The result of research show us: the ability of management to recognize the problems facing nowadays; the solutions they discern for raising quality in higher education; the possibilities of mobilization / training by the university management staff of universities to implement the proposed solutions.*

Implication. *The paper will help university staff and the politician: to change their attitude related to the leadership in the Romanian university; to offer some principales, methods procedures, technique to be use for a better management in the Romanian University development, to choose the right leaders for Romanian University.*

Value. *The characterization of the leaders in Romanian higher education where does not exist research in the aria.*

1. Introduction

The leader need to be able to see the reality

As a designer see the reality and each leaders see different the reality. Way? Because the reality organizational culture. **The reality knowing and understanding the enviroment (E) (Fig.1)**

– *The reality of quality imput in the university (XQI)*
  – Students applicants (S)
  – Professors and administration staff (S)
  – Material resources assets (A)
  – Information – resources (I)
  – Finance resources (F)
– *The reality of quality HE process (HEP)*
  – Educational process technology
  – Motivation system in the university
  – The university discipline, procedures
  – Procedures and process assessment
  – Students evaluation and the process
  – Staff evaluation
  – Assets utilization
– *The reality output result of the university*
  – Practical competences of students
  – Theoretical competences of students
  – Quality of research projects
  – Customer satisfaction
  – Student satisfaction
  – University management integrity
  – Decision transparency of university management
– The compare the quality output of the university with: internal standards, external standards, internal objectives – indicative – measurable, competitors, history date etc. (B)
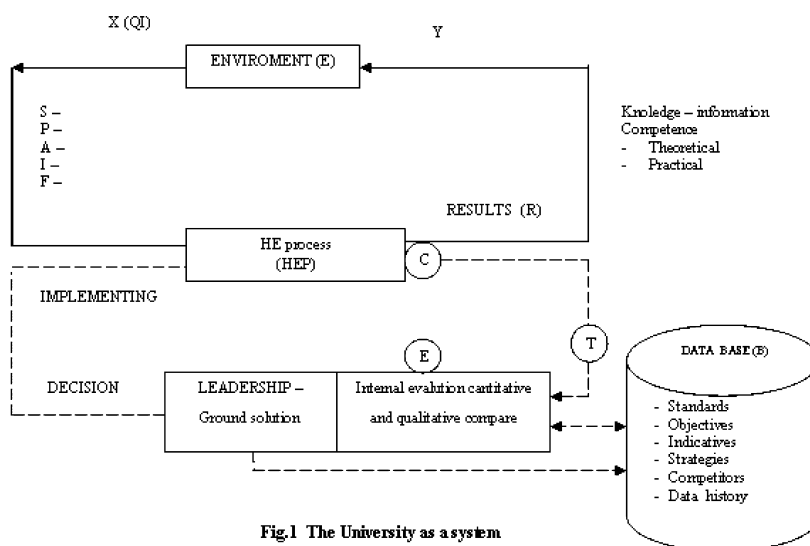

Fig.1 The University as a system

University change cause disintegration wich is manifested in what we call problem because university system is composed of subsystems (faculty, departments subsystem support: library, social services for students etc.) and this subsystem do not change in the same speed. Which is the solution? The solution is INTE-GRATION.

The problem is not out of university, it is within us. When university are healty and used to change, change is invigorating. But if university immune system is weak, a change will get university possible into a trouble. Not every university has problems in time of change. It depend on how healty the system is.   The university system is healty when it can deal with change without falling apart.

– Do you have the courage to see what is doing in our (your) school?

– Going mediocraticy

The leader keep seeing for a diagnostic result

The rates lag far behind in socio-economic realities. There are teachers who only attend the changes and teach always the past courses.

– HE diagnosis need to solve: dilemma of grow, dilemma of power, dilemma of profit, selfinteres and community, materials versus quality.

– The leaders needs to be able to do comparative analysis.

External forces for change in the HE are: deregulation, technology, analysis the reality, swot analysis, discover the crisis.

The leader need to be able to ground the solution. Service for university development

The leader need to evaluate: vision, mission and strategies from the university

– Ground the new objectives and startegies for university

– Creating new university programs

– Assuming the risk of the solution promoted

– Assessing, controlling, coordinating quality of educational process

– Search new needs of competence

– Curricula design by customer competence needs

– Search university customer satisfaction

– Making ground the new internal quality standards

– Innovating solution for quality imput unproving in HE

These are not political decision, only sound business decision. The most important DRIVER of performances in the universities is Leadership. We are all the time in a change management business.

The biggest challenge, today, in HE: to develop, mature and spread leadership through un University.

A University leader is a thumb. What does a thumb do? It work with all different to create a leader knows how to help people disagree without being desagreable. A leader is able to build and enrich a culture of mutual trust and respect – a culture in wich people are not afraid to speak their minds.

Without a thumb, you will not have a hand. Without a leader there is not teamwork, and without a teamwork, the cast will be stuck in the mind.

The leader need to mobilize, energize, empower people to fight with reality, to implement his solution (moraly – ethical – social response)

Will be necessary to develop a new generation of higher managers wich have to pay attention to: social responsibility, ethics and moral aspects, individual versus cooperation, business orientention, degree curricula change, balance between tradition and modern new teaching technology, cross disciplinary teaching, risk avertion, communication with the internal and external environment, interpersonal staff cooperation

Passion (respondes) of the staff: developing the competition to all the level, university management as a team, management by performance, green sustenability, cloth relation with HR corporate sector and allumini, value added by training - new competences (knowledge) theoretical and practical, opportunity costs in HE, selectiveness.

2. Research methodology

The main methods used for this research was – the questionary, structured interview, literature research and own experience.

The questionnaire was related to:

- how respondents perceived the reality from universities regarding

- the quality of entries in the system

- the quality of the educational process

- the quality of the results

- solutions for improving the quality of the management solutions from universities

- methods used by university leaders for training / involvement / motivation of staff in universities, for implementation of the solution proposed by the leaders

For reasons of space we refer only to the analysis of some aspects of staff training by the leaders.

The questionnaire was applied to 186 educators from state and private universities from Romania. The structure of the respondents is:

Structure for teaching positions:

Age structure:

Structure by gender:

Structure by leadership position of the leaders:

Structure in term of management practice:

3. Conclusion

To bring about and implement new solution in the university you need leaders and strong leadership

In this period some university managers do not realise that the employees are an asset, not just an expense. The employees can tell to te managers what is going on in the university better that anybody else. There are open-door policies, but how many assistents have you seen walk through the open-door of the university rector, president office to talk to him/her.

Generally speeking, it is a elitist managers in the university system, who are not listen to the people they manage. Energy flow from top to bottom based by reports.

To achive change, wich is essential for a successful university, we need a university that can change easily.

University needs teamwork, cooperation and mutual trust and respect. Managers need to talk more, share more, be open with each other more, and respect each other more.

Teach managers how a leader behaves; teach managers to resolve a conflict.

University are like a fish tank. Unless we supply them with oxygen from top to bottom – management of the university, the fish, organization will die. We have in the university to change what and how we teach. Teach future leadership to listen to university personnel and to each other, to manage more by pride of teamwork and less by workhiping numbers. We have to be "together". Integration is the secret of healty organization, and that is how we will turn a crisis into an opportunity and succeed in the future, and leave behind those that are fighting among themselves to catch the cold.

The limits of the proposed questionnaire analysis are related to:

- the standard of "other prestigious universitie", we believe that it was differed from one respondent to another;

- retaining teachers to talk about "home things". Even one respondent told us that because he was raised and trained in that university he can only grant votes to the maximum limit.

Some respondents considered that some terms are not unambiguously defined, there are situations in which respondents could understand a concept in different ways.

The purpose of the questionnaire was to raise awareness, alert forces within the university that some colleagues have the courage to see reality from within the system, they see reality, but not to recognize it. The questionnaire we wanted to emphasize the questions some of the big problems, important to romanian education that university leaders should tackle. I also received many thanks for the content of this questionnaire.

I am convinced that reforming the higher education system and other systems that can come only from within the system, but from "outside forces". Until now in Romania it have been proposed 6-7 reforms which partially overlapped and who have more disrupt than helped. "Outside forces", in our case, is constituted from the members of the academic community from Romania who have received our questionnaires (over 600) and who are present here, in Tulcea.

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