

LEADERSHIP IN HIGHER EDUCATION INSTITUTIONS

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LEADERSHIP PERSPECTIVES IN COLLEGES AND UNIVERSITIES

- ACADEMIC DEANS
- UNIVERSITY PRESIDENTS

STRATEGIC LEADERSHIP IN THE UNIVERSITY

- ASEAN SELECTED INSTITUTIONS



Academic Deans from Colleges and Universities

OTHER REGIONS OF THE COUNTRY

Ateneo de Davao University	1
Central Luzon State University	6
Saint Louis University	9
University of Baguio	1
University of Mindanao	2
University of Pangasinan	7
University of San Carlos	4
University of the Philippines - Los Baños	1
University of the Philippines-Mindanao	2

UNIVERSITY PRESIDENTS

De La Salle University
Ateneo De Manila
University of the Philippines
Asian Institute of Management
University of Santo Tomas
Philippine Normal University
Philippine Christian University
Philippine Women's University

NATIONAL CAPITAL REGION

Adamson University	4
Arellano University	5
Ateneo de Manila University	1
De La Salle University	2
Far Eastern University	5
FEATI University	3
Gregorio Araneta University Foundation	7
Manuel Luis Quezon University	5
Pamantasan ng Lungsod ng Pasay	5
Pamantasan ng Makati	3
Philippine Christian University	5
Philippine Normal University	3
Philippine Women University	5
Polytechnic University of the Philippines	4
Technological University of the Philippines	5
University of Asia and the Pacific	2
University of Santo Tomas	3
University of the East	4
University of the Philippines- Diliman	1
University of the Philippines-Manila	2

Total

107

Leadership Culture

Variables of Leadership

(McNay,1995)

Bureaucratic

Leadership as formal rule-governed behavior.

Authorities derive from position; control through systems, administration, transactions, and rationality.

Leaders represent managers more senior in the hierarchy.

Management skills are learned through induction and experience.

Enterprise

Leadership as guidance, enabling, articulation of vision, support for task achievement.

Authority and control derive from successful performance.

Leaders represent clients/students/staff.

Leadership and management are professional skills learned through education and reflection on experience.

Corporate

Leadership as command, charisma, transformation, power and strategic positioning.

Authority and control derive from mission-congruence and political connections.

Leaders represent the chief executive officer or president.

Leadership and management are learned through training.

Collegial

Leaders represent the academic group of the organization. It is a consensual activity.

Authorities derive from professional status; control through consultation, persuasion, consent, and permission.

Leaders represent the academic group.

Management and leadership, like teaching, are for gifted amateurs and do not require formal preparation.

Variables on Leadership Approaches

Leadership Approach

EXPLANATION

Strategic Approach

As a leader, one maps out the future of the college and develops specific plans for the institution.

Human assets approach

The academic leader also manages for success through people politics, academic programs, and personal principles.

Expertise approach

The academic leader champions a specific academic expertise and uses this expertise for focus on the academic environment.

Box approach

As an academic leader, one organizes and designs sets of rules, systems, values that control behavior and outcomes in the institution.

Change approach

The leader acts an agent of change in the academe and transforms the entire educational organization.

Leadership Concept and Definition

Definition	f	%	Concept	f	%
Role model	29	27.0	Proper management skills	53	51.0
Inspire, motivate	24	23.0	Traits and qualities	20	19.0
Influence, command	14	13.0	Participation and development	13	12.0
Teamwork and followership	12	11.0	Action-oriented service	12	11.0
Possess qualifications of a leader	11	10.0	Others	6	6.0
Visioning and goal directed	10	9.0	Total	104	100.0
Innovativeness	5	5.0			
Others	2	2.0			
Total	107	100.0			

Perceived Characteristics and Personal Strength of Leaders

CHARACTERISTICS	f	%	Most significant personal strength	f	%
Asset			Good moral character	23	21
Good managerial skills	29	26	Openness and people orientation	19	18
Intellect and experience	23	21	Credibility and strong personality	18	17
Decisive and visionary	14	13	Dedication and loyalty	12	11
Integrity and competence	11	10	Competence and standards of excellence	12	11
Aggressiveness and responsibilities	10	9	Skills in managing	11	10
Motivator	9	8	Results and output orientation	5	5
Concern for others	6	5	Communication skills and networking	4	4
Communicator	4	4	Others	3	3
Others	4	4			
Total	110	100	Total	107	100

Leadership Traits and Role Models

			ROLE MODELS		
			f	%	
TRAITS	f	%			
			Previous administrators and academic leaders	22	21
Moral uprightness and trustworthy	23	24	None	12	12
Confidence, determination and respect	17	18	Predecessors (former deans/heads)	11	11
Decisive, objective and firm	10	11	Special mentioned individual	9	9
Intelligence	9	10	Traits, characteristics	9	9
Visionary	9	10	Jesus Christ	8	8
Communicator, motivator and approachable	9	9	Self and other relationships	7	7
Performer, service and results oriented	9	9	Former professors, advisers, mentors	7	7
Role model, follower	7	7	Family	6	6
Others	2	2	Management guru (social scientist)	5	4
Total	95	100	Experiences	5	4
			Society	2	2
			Total	103	100

Leadership Culture and Style

Leadership culture	f	%
Corporate	36	34
Enterprise	33	31
Bureaucratic	21	20
Collegial	17	16
Total	107	100

Leadership style	f	%
Participative	101	94
Consultative	4	4
Laissez Faire	0	0
Autocratic	0	0
No answer	2	2
TOTAL	107	100

Challenging Experiences Upon Acceptance of an Administrative Position

Experiences	f	%
Dealing with people	38	35
Management skills	23	22
Upgrade education	17	16
Duties and responsibilities	12	11
Leadership	8	7
Others	10	9
Total	108	100

Philosophy Being Followed by Administrators

Philosophies	f	%
Doing your best/Working hard	37	39
What God wants in a person	16	16
Life is what we make it, life is a cycle	13	13
Enjoy work, achieve goals	8	8
Being kind and relating with others	8	8
Individual righteousness and humility	7	7
Personal principle, wisdom and growth	6	6
Others	3	3
Total	98	100

President 1

President 2

President 3

President 4

Preparation

Recognize talent
Develop and train
potential

Enhancing to
intellect
Discernment
from God

Responsive to
the call

Knowledge
Learning

Traits/Skills

Sensitive to the
needs of others
- Integration and
focus
- Perception of
the whole picture
- Decisiveness
- Sense of reality

- Addressing
people's needs
- Interpersonal
- Sharing the
experience

- Knowledge of
self
- Sensitive to the
needs

- Nurturing
- Competence
- Deep thinker
- Continuous
learning

Strategies

- Cooperation
and synergy
- Lead by
example

- Talk and listen
- Assurance
management
and team
management

Consultation
and academic
discourse

- Management of
knowledge and
people
- Teaching and
learning
- Getting involved

President 5

President 6

President 7

President 8

Preparation

- Recognition and qualifications
- Leadership growth experiences

- Learning practices
- Educational development

- Disciplinary academic experience

- Sense of purpose of determination
- Sensitive to needs
- Informal skills

Traits/Skills

- Christian values
- Human relations
- Initiatives
- Encouragement
- Facilitative

- Action oriented
- Dynamic
- Scholarly orientation
- Human responsive
- Creative
- Focus

- People oriented
- Sensitive to needs
- Networking
- Accessibility
- Communicator

- Purpose and determination
- Sensitive to peoples' needs
- Informal skills

Strategies

- Community interaction
- Institutional development
- Provide challenge
- Delegation of responsibility
- Open facilities for learning

- Soft network
- Personal contacts
- Attitude of spirituality

- Partnership with constituents
- Communication

- Integrated approach
- Cooperation, participation, collaboration, empowerment
- Environment internalization

President 1

President 2

President 3

President 4

Influence

- Self
- Patriotism
- Prayerful life
- God
- Friends/ relatives

- Reflective thinking and prayer
- Self peace
- Knowledge and information about society

- Predecessors
- Constituents

- Predecessors
- Associates
- Partner

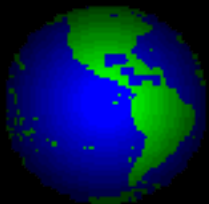
University Environment

- Student-centered focus
- Balance between academic excellence (well-roundedness of students) & evangelization

- Balance between academic excellence and service
- Closed gap of Competitiveness

- Repository of created technology and scholarly outputs

- To do great things for the Filipinos and the Asians



President 5

President 6

President 7

President 8

Influence

- St. Thomas' life and teaching
- God

- Educational experience in the same institution
- Humility in experience
- Pedagogy

- Expectations
- The environment

- Organizational performance
- Family experience

University Environment

- Premier Catholic institution in the region

- Complement-ation of the language of management and education
- Culture of needs and excellence

- Linkage of academe and society
- United community of faith and vision

- Responsive, affordable, acceptable education.
- Culture of efficiency

Perspectives of Leadership in HEIs

CORPORATE ACADEMIC LEADERSHIP CULTURE

- Change approach
 - Willingness to accept responsibility, understanding people, ability to make decision
 - Consultative style
- Leader is essential to transformational and relational activities

ENTERPRISE ACADEMIC LEADERSHIP CULTURE

- Strategic approach
- Personal integrity and vision
- Participative
- Leadership is a dynamic process and its about leaders' learning

BUREAUCRATIC ACADEMIC LEADERSHIP CULTURE

- Human asset and expertise approach
- Communication, selflessness
- Laissez Faire and autocratic style
- Leadership is an outcome-based agenda and a multi-level operation

COLLEGIAL ACADEMIC LEADERSHIP CULTURE

- Box approach
 - Ability to simplify situation, intuitive
 - Laissez Faire and autocratic style
- Leadership is an outcome-based agenda and a multi-level operation

Characteristics of a Filipino leader

The most outstanding characteristics of an academic leader include:

Assets - good managerial skills; intellectual and experienced; decisive and visionary; with integrity and competence

Strength - good moral character; openness and people orientation; credibility and strong personality

Trait - morally upright or trustworthy; confident and with determination; with intellect

Skills – in decision-making, communication, management, and leadership

Success factor- good working relationship with the team; attainment of set goals, objectives, and plans; influence and empowerment; effective leading and managing; service orientation

Unique characteristic of a Filipino leader - people - oriented, values - driven, having management skills, and culture – driven

Role model – previous administrators and academic leaders, predecessors

LEADERSHIP PERSPECTIVES IN HEIs

- **Facilitative leadership**
- **Partnership leadership**
- **Participatory leadership**
- **Cooperative leadership**
- **Value-driven leadership**
- **Visionary leadership**
- **Culture-driven leadership**
- **Peoples' relation leadership**

Applied Strategic ASEAN Leadership

Applied Strategic Leadership

SIAM UNIVERSITY

- **Industry Partnership and Linkage.** The programs are industry-based needs. Academic program outputs or projects are contracted with the industry for further technology and commercial production.
- **University Consortia and Association.** The president continuously link with different associations and consortium for resources and program innovations. Academic leaders exchange program.

ASSUMPTION UNIVERSITY

University comprehensive city. The president envision to bring in industry to the designed and built academic community. Faculty and student exchange programs with other European, Western and Asian university.

HELP PROGRAM

Program linkage with Foreign Universities (USA and EUROPE). Program partnership with foreign universities for advancement, development, and strategic needs of the market. Corporate standards in university governance. President marketing and linkaging strategy.

NATIONAL UNIVERSITY OF MALAYSIA

Partners with Industry, Strengthen Responsive Research, Internationalization

NATIONAL INSTITUTE OF EDUCATION

Strong University Networks. Networks and linkages with other universities and the support of National Government ensures a comprehensive transformation or changes of excellence, visioning and benchmarking in teacher research, development and innovations.

SINGAPORE MANAGEMENT UNIVERSITY

Internal – External Research Scheme, University Linkages with Top Global Universities, Performance Research of Faculty.

LEE KWAN YEW SCHOOL OF PUBLIC POLICY

Program niche based on national and regional needs. Programs respond to market and target client needs.

SINGAPORE INSTITUTE OF MANAGEMENT

Partnership with Government in Labor Supply and Demand, Market Niche, Client – Based Programs

Applied Strategic Leadership Framework for Higher Education Institutions

Higher Education Leader (Q1) – the “Educational Leader”

- Leaders’ Behavior and Attributes
- Transformational and Responsible Leader
- Visionary Leader
- Leaders’ Skills and Competencies
- Spiritual and Wisdom Dimension

Strategic Thinking and Process Perspectives (Q4) - the “Strategic perspectives and results”

- Innovative Directions and Change
- Social Knowledge and understanding
- Strategic Purpose and Decisions
- Benchmarks and Best Practices
- Organizational Performance and Challenge

Creative and Innovative Environment

(Q2) - the “entrepreneurial perspectives and environment”

- Entrepreneurial and Intrapreneurial Perspectives
- Advance and Continuous Learning
- Research Development and Advancement
- Knowledge Management

Strategic Leadership (Q3) - the “Paradoxical leadership”

- Paradoxical Leadership
- Networking and Linkaging
- Strategy Formulation and Creation
- Collaborative and Cooperative Processes

Q1 and Q2

**The “educational leader” and the
“entrepreneurial perspectives and environment”**

Higher Education Leader and Creative and Innovative Environment

- **Changed Leadership and Transformation in the University**
- **Leadership in Service and Citizenship**
- **Shared Leadership and Management**
- **Linkages and Collaboration with Foreign Universities**
- **World Class and Global Standards in Educational Services**
- **Internationals Standards on Services and Facilities**
- **Cultural exchange and partnership**

Q3 and Q4

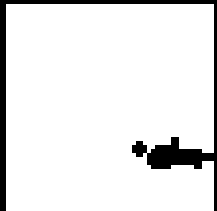
**The “Paradoxical leadership” and the
“Strategic perspectives and results”**

**Strategic Leadership and Strategic Thinking and
Process Perspectives**

- **Educating for Life and Learning**
- **Quality Excellence on Science and Technology**
- **Performance of Quality, Competence and Responsiveness**
- **Internationalization of the Institutions**
- **Corporatization of Managing Academic Environment**
- **Responsiveness to Clients’ Educational Needs for Program Innovations**

ENDING REMARKS...

- **Benchmarking and Networking for Excellence**
- **Entrepreneurial Management for Innovations**
- **Institutional Research and Academic Instruction for Global Market**
- **Visionary Perspectives for Asian Environment towards Global Niche**
- **Strategizing Leadership and Management Decisions for Institutional Directions.**



THANK YOU.....