

# **LEADERSHIP IN HIGHER EDUCATION INSTITUTIONS**

**Ernesto Laforteza Bumatay, Ph.D.**  
**College of Public Affairs**  
**University of the Philippines Los Baños**



## **PRESENTATION OUTLINE...**

### **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**

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

**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
<b>Total</b>	<b>107</b>

<b>Leadership Culture</b>	<b>Variables of Leadership</b> (McNay,1995)
<b>Bureaucratic</b>	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.
<b>Enterprise</b>	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.
<b>Corporate</b>	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.
<b>Collegial</b>	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.

<b>Variables on Leadership Approaches</b>	
<b>Leadership Approach</b>	<b>EXPLANATION</b>
<b>Strategic Approach</b>	As a leader, one maps out the future of the college and develops specific plans for the institution.
<b>Human assets approach</b>	The academic leader also manages for success through people politics, academic programs, and personal principles.
<b>Expertise approach</b>	The academic leader champions a specific academic expertise and uses this expertise for focus on the academic environment.
<b>Box approach</b>	As an academic leader, one organizes and designs sets of rules, systems, values that control behavior and outcomes in the institution.
<b>Change approach</b>	The leader acts an agent of change in the academe and transforms the entire educational organization.

### Leadership Concept and Definition

Definition	f	%
Role model	29	27.0
Inspire, motivate	24	23.0
Influence, command	14	13.0
Teamwork and followership	12	11.0
Possess qualifications of a leader	11	10.0
Visioning and goal directed	10	9.0
Innovativeness	5	5.0
Others	2	2.0
<b>Total</b>	<b>107</b>	<b>100.0</b>

Concept	f	%
Proper management skills	53	51.0
Traits and qualities	20	19.0
Participation and development	13	12.0
Action-oriented service	12	11.0
Others	6	6.0
<b>Total</b>	<b>104</b>	<b>100.0</b>

### Perceived Characteristics and Personal Strength of Leaders

CHARACTERISTICS	f	%
Asset		
Good managerial skills	29	26
Intellect and experience	23	21
Decisive and visionary	14	13
Integrity and competence	11	10
Aggressiveness and responsibilities	10	9
Motivator	9	8
Concern for others	6	5
Communicator	4	4
Others	4	4
<b>Total</b>	<b>110</b>	<b>100</b>

Most significant personal strength	f	%
Good moral character	23	21
Openness and people orientation	19	18
Credibility and strong personality	18	17
Dedication and loyalty	12	11
Competence and standards of excellence	12	11
Skills in managing	11	10
Results and output orientation	5	5
Communication skills and networking	4	4
Others	3	3
<b>Total</b>	<b>107</b>	<b>100</b>

Leadership Traits and Role Models			ROLE MODELS		
TRAITS	f	%	f	%	
Moral uprightness and trustworthy	23	24	Previous administrators and academic leaders	22	21
Confidence, determination and respect	17	18	None	12	12
Decisive, objective and firm	10	11	Predecessors (former deans/heads)	11	11
Intelligence	9	10	Special mentioned individual	9	9
Visionary	9	10	Traits, characteristics	9	9
Communicator, motivator and approachable	9	9	Jesus Christ	8	8
Performer, service and results oriented	9	9	Self and other relationships	7	7
Role model, follower	7	7	Former professors, advisers, mentors	7	7
Others	2	2	Family	6	6
Total	95	100	Management guru (social scientist)	5	4
			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
<b>Total</b>	<b>108</b>	<b>100</b>

**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
<b>Total</b>	<b>98</b>	<b>100</b>

	President 1	President 2	President 3	President 4
<b>Preparation</b>	Recognize talent Develop and train potential	Enhancing to intellect Discernment from God	Responsive to the call	Knowledge Learning
<b>Traits/Skills</b>	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
<b>Strategies</b>	- 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

	<b>President 5</b>	<b>President 6</b>	<b>President 7</b>	<b>President 8</b>
<b>Preparation</b>	<ul style="list-style-type: none"> <li>- Recognition and qualifications</li> <li>- Leadership growth experiences</li> </ul>	<ul style="list-style-type: none"> <li>- Learning practices</li> <li>- Educational development</li> </ul>	Disciplinal academic experience	<ul style="list-style-type: none"> <li>- Sense of purpose of determination</li> <li>- Sensitive to needs</li> <li>- Informal skills</li> </ul>
<b>Traits/Skills</b>	<ul style="list-style-type: none"> <li>- Christian values</li> <li>- Human relations</li> <li>- Initiatives</li> <li>- Encourage-ment</li> <li>- Facilitative</li> </ul>	<ul style="list-style-type: none"> <li>- Action oriented</li> <li>- Dynamic</li> <li>- Scholarly orientation</li> <li>- Human responsive</li> <li>- Creative</li> <li>- Focus</li> </ul>	<ul style="list-style-type: none"> <li>- People oriented</li> <li>- Sensitive to needs</li> <li>- Networking</li> <li>- Accessibility</li> <li>- Communicator</li> </ul>	<ul style="list-style-type: none"> <li>- Purpose and determination</li> <li>- Sensitive to peoples' needs</li> <li>- Informal skills</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>- Community interaction</li> <li>- Institutional development</li> <li>- Provide challenge</li> <li>- Delegation of responsibility</li> <li>- Open facilities for learning</li> </ul>	<ul style="list-style-type: none"> <li>- Soft network</li> <li>- Personal contacts</li> <li>- Attitude of spirituality</li> </ul>	<ul style="list-style-type: none"> <li>- Partnership with constituents</li> <li>- Communication</li> </ul>	<ul style="list-style-type: none"> <li>- Integrated approach</li> <li>- Cooperation, participation, collaboration, empowerment</li> <li>- Environment internalization</li> </ul>

	<b>President 1</b>	<b>President 2</b>	<b>President 3</b>	<b>President 4</b>
<b>Influence</b>	<ul style="list-style-type: none"> <li>- Self</li> <li>- Patriotism</li> <li>- Prayerful life</li> <li>- God</li> <li>- Friends/ relatives</li> </ul>	<ul style="list-style-type: none"> <li>- Reflective thinking and prayer</li> <li>- Self peace</li> <li>- Knowledge and information about society</li> </ul>	<ul style="list-style-type: none"> <li>- Predecessors</li> <li>- Constituents</li> </ul>	<ul style="list-style-type: none"> <li>- Predecessors</li> <li>- Associates</li> <li>- Partner</li> </ul>
<b>University Environment</b>  	<ul style="list-style-type: none"> <li>- Student-centered focus</li> <li>- Balance between academic excellence (well-roundedness of students) &amp; evangelization</li> </ul>	<ul style="list-style-type: none"> <li>- Balance between academic excellence and service</li> <li>- Closed gap of Competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>-Repository of created technology and scholarly outputs</li> </ul>	To do great things for the Filipinos and the Asians

	President 5	President 6	President 7	President 8
<b>Influence</b>	- St. Thomas' life and teaching - God	- Educational experience in the same institution - Humility in experience - Pedagogy	<b>Expectations</b> - The environment	<b>Organizational performance</b> - Family experience
<b>University Environment</b>	- Premier Catholic institution in the region	<b>Complement</b> -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 linking 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

## ENDING REMARKS...

### 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.**

