

Management of Higher Education Institutions: The Impact of ICT Based Good Governance, Entrepreneurship, and Quality Assurance on the Operation of Academic Institutions

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ABSTRACT

While most universities and HEIs work to provide an education system based on developing quality and education standards, and improving performance and skills indicators in all their faculties, some universities work to bypass these indicators for several reasons, the most important of which are saving time, money, and effort. The fact that these educational institutions neglect the development of their quality system leads to a decline in the level of their work, a decline in the level of students, and the neglect of faculty members to develop themselves, which leads in general to a decline in the level of their educational process, which will push the university itself to pay additional large sums of money to improve and develop their educational process in a way that leads to them spending twice as much time, losing very valuable time to them, and losing their academic reputation. This research paper provides a summary and a guide for these educational institutions to direct them in a way that contributes to developing the quality system and improving their performance in a way that saves time, money, and effort.

Keywords: Higher education, Management, Universities, HEIs, Quality Assurance, Academic Reputation

DEFINITIONS

The academic administration, the higher education management, or the scientific management of research facilities or educational facilities is viewed in a way that varies according to the different educational or knowledge contexts of the institution.

Sometimes, the management of higher education is seen as the administration of higher education institutions such as colleges, universities, institutes, and academies, with the responsibility of supervising

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curricula, programs, staff, and academics, and maintaining the level and quality of students, and the originality of scientific research.

The management of Higher Education also refers to the rational management of scientific resources at the university, the management of research, scientific disciplines, academic procedures at the university, and everything related to scientific research in universities and educational institutions.

Higher education management refers to an understanding of the historical, philosophical, and cognitive background related to governance, management, and leadership in higher education institutions and systems.

Higher education management also refers to an understanding of the institution's mission, balancing of stakeholders, and direct relationship with the institution.

Management of higher education institutions refers to the development of effective practices and policies to create higher education and just social institutions and systems that lead to the development and improvement of society.

INTRODUCTION

Higher education institutions contribute to changing society, as they are the link between building an open society capable of change and development on the one hand, and the future aspirations of societies on the other. In addition, higher education institutions contribute to shaping, reshaping, and structuring the regional and international policies of any country. For all, higher education institutions are treated as the area in which all persons qualified to bring about change and formulate the policy of the state and the region are present. It is not easy to achieve rational and logical management of higher education institutions due to the diversified environment of higher education institutions.

GOOD GOVERNANCE, AND ENTREPRENEURSHIP OF ACADEMIC INSTITUTIONS

There are many modules through which higher education institutions can be governed and work in the best possible manner^[6]. Furthermore, Technology, and the development of high technologies enhanced the growth of digital education, and facilitated the growing of management in academia^[8]. In addition, to develop the work of educational institutions, higher education institutions can apply the following modules and standards:

Encouraging cooperation between members of academic institutions

Higher education institutions are social, participatory, scientific, research, and development entities. For this reason, institutions of higher education can't function successfully without the presence of cooperation, coordination, and connection between the members and personnel of the academic institution. For this reason, it is necessary for the management of the educational institution to encourage cooperation among its members. This cooperation can be represented by joint studies or joint research between academics within the institution. This cooperation may also include joint conferences that may be held by academics leading to the development of the institution. The management of the educational institution *must* encourage this cooperation between academics^[9].

Prepare for a change

Constant changes can occur in institutions of higher education, and these changes are expected any day. These changes include internal factors in the university (adding new academic programs or expanding the university or transforming it from one state to another, such as being an institute and transforming into a university, or being an academy and turning into a university) and it may be external factors such as the occurrence of war or conflict (such as the Ukrainian-Russian war^[3]) or the spread of a deadly epidemic (COVID-19 epidemic^[5]) or as a result of weather conditions (the floods that spread in Pakistan^[10]), or any external condition. Higher education institutions must be prepared for this potential change.

Anticipating and preparing for the future

Researchers and strategic analysts hold many seminars and meetings in which they anticipate what higher education will look like in the coming years. These expectations can include a shift in the structure and module of higher education and the transition to the use of current technology or even the use of modern, and advanced technologies such as Augmented Reality AR, Virtual Reality VR, Artificial Intelligence AI, Deepfake, and other technologies^{[1][4]}. The management of academic institutions must be prepared for all these future expectations so that it can keep pace and benefit from them.

Flexibility

The management of academic institutions must implement the spirit of the law without focusing on it literally. A successful administration needs to focus on the development of the academic institution. Furthermore, Red tape and bureaucracy can disrupt the work of the institution or disrupt the developmental curriculum of the university. Therefore, the successful management of the institution must exert the maximum possible level of application of the spirit of the law and not literal.

Inclusion of all members of the academic institution

The successful management of an academic institution needs to include all the elements of the academic and administrative institution in a successful one without excluding any party or member. Including all members supports the development process of the institution and increases the added value provided to the beneficiaries.

Promote the self-development of the members of the academic institution

The successful management of the academic institution contributes to enhancing the development of faculty members and encouraging them to continuously develop their skills, capabilities, and administrative, scientific, and research experiences. The academic institution should hold workshops and training that enhance the capacity building of its teaching, academic and administrative staff. In addition, the administration should conduct questionnaires for the teaching staff to enhance through these questionnaires the knowledge of the staff's strengths to enhance them, and weaknesses to avoid them.

Reward and awards

Successful management of academic institutions must be based on strengthening the principle of reward

and awards, which leads to giving the academic staff the incentive to do their best. The reward can be symbolic, moral, or material, or an acknowledgment letter sent by the higher management of the educational institution to the members of the educational staff who have presented success and excellence in their academic performance or research, or publications. Encouraging and rewarding staff for putting in the extra effort will do their best and increase their confidence and faith in the institution.

Promote management culture

Management is not represented in the form of decision-making in an abstract way for the senior management in the academic institution, but rather it is a general culture in which all the members of the academic institution are committed to rights, duties, responsibilities, and through which they can contribute to the development of the educational process. Strengthening the governance policy in educational institutions leads to the development of governance principles, leading to the achievement of the principles of comprehensive development for the institution.

Promote equal opportunity

The administration needs to make opportunities equally available to all regardless of color, race, sex, religion, ethnicity, nationalism, or affiliation, in a way that ensures the existence of intellectual diversity, cultural richness, social harmony, and existential acceptance that guarantees the absence of any extremist, or hostile tendencies to develop the academic institution.

Meet labor market needs

The management of the academic institution needs to focus on developing academic outcomes that meet the needs of the labor market and enhance the graduate's ability to meet the needs and aspirations of the labor market, thus contributing to the result in providing a knowledge product that can serve the community. The senior management of the academic institution must hold periodic meetings with employers, owners of factories, workshops, professions, and crafts, and review their needs, and the needs of the labor market. In addition, the administration must communicate with graduates, measure their performance indicators, determine the percentages of their graduation and their work after graduation, and the time it took for them to get a job.

Providing a suitable environment for scientific research

Scientific research is the cornerstone of academic institutions and the main factor for success and entrepreneurship. The management of the academic institution should make all efforts to support and encourage scientific research in higher education institutions and to hold sessions, seminars, and meetings with the academic staff to develop scientific research and identify the problems and difficulties that the educational institution suffers from to encourage scientific research. The management of the educational institution must take into account the study loads that the researcher must carry out with the burdens and requirements of scientific research for the educational institution.

Decentralization of decision making

The rational management of higher education institutions must implement modules of management

based on decentralization in decision-making so that there are absolute powers for all sub-administrative formations within the educational institution. Implementing this command leads to overcoming red tape and bureaucracy, saving time, and giving administrative offices a sense of independence, which will push them to work more, provide great skills, and carry out the tasks required of them.

Successful economic management

It is very important for the top management to measure the financial quality of the operation of higher education institutions and to determine the percentages of payments and receivables so that the educational institution does not fall into a financial deficit. In addition, the management must determine and measure the financial balance of the educational institution so that the institution can cover the financial dues of the university's teaching and administrative staff.

IMPORTANCE OF QUALITY ASSURANCE FOR HIGHER EDUCATION INSTITUTIONS

The successful management of higher education institutions works to strengthen quality assurance policies, which leads to the upgrading, strengthening, and improvement of the academic operation, which leads to the realization of the principles and policies of Total Quality Management, which leads to the creation and formation of an added value to the academic process.

Development of Academic Institutions

The application and achievement of quality policies and standards in higher education institutions lead to the development of the educational institution, the achievement of predetermined goals, and the building of rational management modules that make all possible efforts to develop the work of educational institutions. In addition, the achievement of quality procedures in the academic institution leads to an increase in the trust factor between the elements of the educational process, which will positively affect the operation of the institution as a whole.

Contributes to the internationalization of higher education institutions

The application of quality assurance in higher education institutions contributes to assisting the university in building a network of relations with regional and international partners, signing memoranda of partnership and cooperation with partner universities, exchanging scientific, academic, and administrative experiences between universities, exchanging scholarships, grants and student exchange services, in addition to forming and establishing academic programs between partner universities^[7]. Quality assurance can be seen as the driving factor for the internationalization of universities^[2].

Increasing the teaching efficiency of the academic staff

The application of quality assurance standards contributes to increasing the capabilities of the faculty members, as well as encouraging them to make additional efforts.

Developing and improving the administrative modules within the institution

The application of the quality management modules includes the development of administrative aspects in higher education institutions, and work to advance the administrative and educational levels. Therefore, improving the administrative structure at the university is one of the direct results of implementing quality standards.

Improve and develop follow-up relationships with stakeholders

The application of the quality management system for educational institutions includes communicating with the stakeholders involved in the academic process, such as the owners of laboratories, companies that employ university graduates, parents, supporting bodies, pressure bodies, and other partners involved in the academic process. The implementation of quality assurance ensures communication with all these partners in a way that leads to the improvement of the scientific level of the university.

Ensure that solutions are found to the outstanding problems in the educational institution and work to reduce and mitigate problems instead of increasing them and pushing to exacerbate them

One of the positive and fruitful results of implementing the quality policy in educational institutions is dealing with problems and complaints that may be submitted by any of the parties to the academic process, such as:

- Students
- Technical staff members
- Faculty members
- Alumni
- Parents
- Stakeholders, interests, and direct and indirect links in the educational process

The implementation of the quality assurance policy in higher education institutions ensures that the problem is dealt with in an impartial and expeditious manner, working to find a solution to it, applying solutions as quickly as possible, and sharing the results with the persons concerned with the complaint, and ensuring that the complaint is not repeated.

Increasing the value of the academic institution among other academic institutions

The application of quality assurance standards for higher education institutions, and obtaining a license, certification, or accreditation from an external quality assurance agency, is one of the most important advantages of higher education institutions, which enables them to build a network of relationships with regional and international partner universities.

Continuous development of the academic institution's mission and objectives

The application of quality assurance standards leads to the comprehensive and permanent improvement

of the academic institution and the development of its objectives, mission, and strategy in line with the institution's development and expansion.

Achieving the societal role of higher education institutions

Higher education institutions are the product of society and their educational output aims to serve the community. Therefore, the application of quality assurance in academic institutions contributes to the development and realization of the academic role of the academic institution.

SUGGESTIONS AND RECOMMENDATIONS

- ❑ We recommend the management of higher education institutions follow a decentralized model in management based on giving all powers to the administrative departments in higher education institutions.
- ❑ We recommend higher education institutions prepare themselves for any possible change and develop successful administrative structures to keep pace with these potential changes.
- ❑ We recommend higher education institutions contract with local, planners, strategists, and researchers to study, and explore the future so that higher education institutions can keep pace with any future development or any application of potential strategic techniques.
- ❑ We recommend higher education institutions work to increase human investment and implement equal opportunities policies among all elements of the educational body at the university.
- ❑ We recommend higher education institutions implement all steps that lead to advancing and strengthening entrepreneurship in higher education institutions.
- ❑ We recommend higher education institutions increase investment to support scientific research in higher education institutions and hold seminars, workshops, and introductory meetings that lead to an increase in the scientific output of higher education institutions.
- ❑ We recommend universities that do not speak English establish research, studies, and translation centers to increase scientific output in foreign languages.
- ❑ We recommend higher education institutions implement quality assurance standards and policies due to their significant role in the development of higher education institutions at all levels.

CONCLUDING REMARKS

It appears to us, based on the foregoing, that it is extremely important for HEIs to apply standards of good governance and decentralization to the work, development, and advancement of higher education institutions. In addition to the above, the implementation of quality standards contributes to developing the operation of academic institutions, overcoming difficulties, complaints and problems, and contributing to improving the work of higher education institutions, their internationalization, and their communication with potential international partners.

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