

CASCADING

LEADERSHIP TRAINING PROGRAM FOR SENIOR ADMINISTRATORS OF THE UNIVERSITIES

Flow of Presentation

1. Introduction
2. purpose of today's cascading activity
3. Higher Education system in UK
4. Higher Education Policies
5. Structure
6. Systems HR, Finance, IT, students recruitment
7. Hallmarks of UK universities
8. Challenges confronted by UK Higher Education sector
9. Reflection on Pakistani universities in Pakistan
10. Universities in Pakistan
11. Comparison of first and second generation universities in Pakistan
12. What we can learn from success story of UK higher education sector
13. Conclusion

INTRODUCTION:

The British Council Pakistan in collaboration with Higher Education Commission Islamabad arranged this "Leadership Training Program for Senior Administrators/ Deputy Registrars" working in Pakistani Universities

- Venue: University of Nottingham, UK
- Visits to Trent University, HEFCE
- From 10th to 15th March 2014
- Thanks to the Vice Chancellor for nominating



Purpose of today's cascading activity is two fold:

- To share my experiences about UK Higher Education System and what we can learn from that
- To apprise you about formalities involved in processing and pursuing your cases whenever such opportunities are available.

Territorial Landscape & Geographical Composition of UK

The United Kingdom of Great Britain and Northern Ireland, commonly known as the United Kingdom or Britain, is a sovereign state located off the north-western coast of continental Europe

- Capital: London
- Official Language: English
- Area: 243,610 Sq. km
- Population: 59.80 million (2011)
- Population Density: 246/Sq.km
- Currency: British Pound
- Government: Parliamentary system & Constitutional monarchy



Higher education system in UK

- UK has an internationally respected system of higher education.
- There are now a record number of people enrolled, studying an increasingly varied range of subjects at a diverse set of higher education institutions and universities.
- Approx 400,000 undergraduate students enter UK universities annually
- They enrol on to the more than 50,000 different courses on offer
- UK has one of the highest completion rates for higher education courses in the OECD countries
- Graduates go on to higher paid jobs and add to the nation's strength in the global knowledge based economy.

Historical Background

- Higher education has a long history in the UK
- There are 150 universities in UK:
 - Nearly all universities are public sector/ Government funded
 - Ancient' universities – Oxford and Cambridge
 - 19th century universities i.e. Birmingham and Manchester
 - Post 1945 i.e. Nottingham
 - Post 1962 i.e. Warwick, Kent
 - Post 1992 (re-designation of Polytechnics) i.e. Nottingham Trent, Leeds, Metropolitan
 - Post 2005 i.e. Chester, Winchester

- All of the universities in UK are independent and self-governing, legal entities.
- Nonetheless, a substantial amount of their funding comes from the state mainly in support for various programmes.
- However, universities are accelerating the percentage of their revenue from own income generation through:
 - professional courses
 - research collaboration
 - international students**
 - UIL
 - Donations
 - Commercial activities

Private sector university

- The University of Buckingham (founded in 1976) is the only Private University in UK.
- It is independent of government money and relies on student fees and private research grants and endowments.
- It has two-year undergraduate programmes.
- It has a large proportion of international students (70%).

Powers and functions

- Each university is empowered (by Royal Charter or Act of Parliament) to develop its own courses and to award its own degrees.
- Each university decides:
 - The degrees it offers
 - The conditions on which they are awarded
 - What students to admit
 - What staff to appoint
- Make their own strategic plans,
- Hire and fire staff,
- Responsible for their own governance, academic standards

Management Structure

Policymaking bodies:

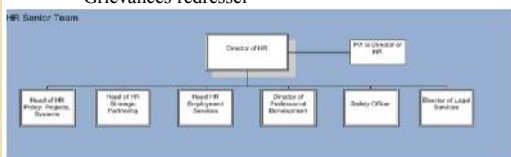
- Council
 - Executive governing body
 - Syndicate
 - Appoints Chancellor, Vice-Chancellors and Deputy VCs, Deans
 - Having members from administrative staff
 - Having members from students
 - Having no member from bureaucracy or Govt
- Senate
 - Main Academic decision making body
 - Academic Council
- Statutory Committees
- Top Management Team: VC, Deputy VCs, Assistant VCs, Deans, Director HR, Chief Finance Officer, Registrar (Core decision making team for day to day operations)

System

- HR System
 - Robust HRM system + Supported by HR professionals+ right man for the right job
- Financial Management System
- Information Management System
- Estate Management System
- Recruiting students
- Internationalization(UK universities move to partnership models)

Practices

- i.e. HR
 - HR planning
 - Recruitment & Selection
 - Training and Development
 - Motivation
 - Flexible working environment
 - Grievances redressal



Funding

- Universities receive their funding from a number of sources including Government, allocation from a range of Research Councils and also from private sources.
- Government provides loans to the students
- HEFEC/HEC(15 members board)
- Role of HEFCE
 - allocating public funds for teaching and research
 - promoting high-quality education and research
 - promoting links between HE and industry/commerce
 - encouraging diversity and equal opportunities
 - advising Government on the needs of HE
 - ensuring accountability and value for money.

Hallmarks of UK universities

- Students are at the heart of the system.
(Students are the customers)
- Autonomy
- Diversity
- UIL (2nd in world- Global Competitiveness Report)
- MOOCs
- Renewed focus on Teaching and Learning
- The Role of none teaching staff is not administrative but supporting

Challenges confronted by UK HE sector

- Funding
- MOOCs
- Globalization
- Decreasing number of students from countries like Pakistan (for increasing Tuition Fee, visa restrictions, change in working permits etc.)

Reflection on Pakistani universities

- At the time of creation of Pakistan in 1947, there was only one university functioning in Pakistan, namely University of Punjab
- There has been recorded a sharp increase in the number of universities established both in public and private sector in Pakistan after 1995-96.
- With the establishment of HEC the number of universities multiplied
- The public sector universities are government chartered, self-governing autonomous bodies funded by the Government of Pakistan through HEC.

Universities in Pakistan

- Universities in Pakistan can broadly be divided into two categories:
- The '**first generation**' of these universities are having spacious buildings, peaceful academic environment, vast libraries, on-campus residency and zero level automation. University of Peshawar, University of the Punjab and Quid-e-Azam University, Islamabad are few among those.
 - The '**second generation**' comprises of those universities, established in the last 10 to 15 years, marked mainly by multistory buildings, fully automated offices, internet and video conferencing facilities, NUST, COMSATS and Karakorum International are few of the second generation universities

Comparison of first & second generation universities in Pakistan

First Generation universities	Second Generation universities
Established since 1947 till 2002	Established since 2002 (after establishment of HEC)
Own spacious buildings	Multistory buildings (some are housed in rented buildings)
Static academic environment	Diversified learning environment
Intellectual richness	internet and video conferencing facilities
Vast libraries	Rich online resources
On-campus residency both for students and staff	Limited on-campus residency
Zero level automation	Fully automated offices
Vast pool of students	Thin students population
Traditional academic departments and administrative offices	Well-furnished ORIC, QECs, Career Counseling and Student Aid & Placement Offices.
Working in isolation	Working with multiple actors
Backward looking	Forward looking
Following	Leading
Focus on teaching	Focus on teaching as well as research/publications

What we can learn from success story of UK universities?

- Universities in Pakistan will drastically transform in the next 5 to 10 years
- The second generation universities has vast potential to catch up
- Invest in developing systems
- Collaborate with international partners(joint degree programs (Glasgow))
- Leadership
- Focus on IT

Conclusion

- What I have learnt during the course of the training session is that-
“everything is not perfect in universities in UK and every thing is not bad in universities in Pakistan”
- The missing link is commitment – as it is said “when you are interested in doing something you do it whenever it is convenient and when you are committed to something you simply do it, you accept no excuses, only results”.

**Thank you for
listening**