

**Report from Phnom Penh University
to Sub-regional Workshop on
Institutional Management in Higher
Education**

Mr. Pit Chamman

**International Institute for Educational Planning and
Universitii Brunei Darussalam**

9-21 November, 1994

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Section 1: The University

The impact upon the field of education of recent Cambodian history has been catastrophic. The period 1975-1978 saw the closure and destruction of schools, the decimation of the teaching service and the cessation of formal education--all of which left substantial gaps in the education system. In the years following 1979, efforts for rehabilitation were pursued with assistance from Eastern Bloc countries and other supporting countries and agencies.

Phnom Penh University is one of the seven institutions of higher education in the Royal Kingdom of Cambodia. There are also: the Royal University of Agriculture, the Faculty of Business, the Faculty of Medicine, the Faculty of Pedagogy, the Cambodian Institute of Technology, the Faculty of Law and Economics and University of Fine Arts. These are not all under the Ministry of Education, Youth and Sport as some, from the previous regime in Cambodia, fall under the supervision of the Ministry which is concerned with the subject matter, e.g. the University of Fine Arts is under the Ministry of Information and Culture, the Royal University of Agriculture under the Ministry of Agriculture etc.

Phnom Penh University is the largest of the institutions of higher education, having about 7,000 students, 2000 of whom are in the preparatory year between high school and University. The University has twelve departments grouped into three faculties:

Science: math, chemistry, biology and physics

Social sciences: geography, history, philosophy, Khmer literature and culture and two new ones this year-- psychology and sociology

Foreign languages: English, French and perhaps Japanese

The curriculum has suffered from the variety of changes in the political and social reality of Cambodia over the last twenty years. The destruction of infrastructure, books, materials and worst of all the loss of most of the educated personnel, have wreaked devastation on the timely improvement of academic institutions. A summation from the address of Mr. Ung Huot, then Minister of Education, to a meeting of educators held in January 1994 clarifies the needs well:

All of our higher education institutes need repair, re-equipping and quality improvement. But the first task I assign them is to cooperate among themselves and to put into practice collaboration mechanisms able to create what is now missing: a coherent higher education system.

Our country badly needs highly educated and qualified leaders. Universities are expected to prepare future generations for these posts. I request the higher education institutions to analyse the way they are assuming this function, and to propose the necessary reforms and restructuring which will enable them to face this prominent task.

It is only after having defined this restructuring that major development and investment programs will be acceptable to the international community.

Meanwhile, a number of key personnel and heads of various institutions and departments will be trained, and curriculum will be revised with a view to enhancing the quality of teaching and improving the employability of graduates.

Mr. Ung Huot January 1994

Time and resources are needed to re-work fully the present outmoded curriculum. At present, we have assistance from several foreign staff to work with departments and individual lecturers on content and methodology and are hopeful about the future. The library is improving; we have about 4,000 useful volumes, mostly donated from Australia and the United States. These are in English and we are teaching the staff how to access them as it seems it will be a long time before advanced texts in Khmer can be provided. The French have a plan to assist with French-language materials and they provide French language instruction. The Asian Development Bank will renovate the main building of the University, providing water, sanitation, wiring for electricity and restoration of the integrity of the building. The Australian government has already renovated the Foreign Languages Centre and it is being used to capacity.

cf. Appendix 1 for organizational structure

Appendix 2 for governance structure

Appendix 3 for students by discipline

Appendix 4 for staffing data

SECTION 2: THE FINANCIAL SITUATION OF THE UNIVERSITY

The university is not aware of the percentage of the budget for higher education in the years requested.

The University has the following financial figures:

1988: teaching staff salary total riel 558,200

non-teaching staff salary total riel 874,000

1993: teaching staff salary total riel 132 million riel

non-teaching staff salary 216 million riel

These figures are left in riel because there is no comparison possible of the amounts expended against a stable currency such as the USD. At present, the riel is about 2500 to the dollar.

4.

Expenditures:	1988	1993
equipment:	480,000	*55,289,000
*The bulk of this was for chairs and tables for the preparatory year enrollment of 5,000.		
laboratories	none	
maintenance	478,600.	7,000,000
student costs	11, 105,000	
administration	400,000	7,500,000.

Capital investment: there has been none, other than donor activity, until now; but the Asian Development Bank project is a loan to the Royal Government and this will be spent on the University--the estimated cost is 1.6 million USD.

Income: The government, via the Ministry of Education, pays for whatever money the University has. Right now, the major expense is the salaries of the teachers and staff--there is little money from the government for other things like office supplies, maintenance, security, generator fuel and none for book/library purchase, translations, upgrading courses, scholarships, etc.

It is hard to estimate donor income to the University. There are large programs such as the English and French teacher training programs which pay salary supplements. The French also pay salary supplements to teachers throughout the University who teach French to students. There is a program which provides a librarian for the University and also provides staff development and assistance to the various departments for curriculum and methodology and English language training. There have been donations of books throughout the years, some valuable and some not. At present, there is no budget for

purchase of books, building a library or training librarians except the program run by the NGO librarian.

The policy of the government is that students should not be asked to pay tuition fees. Thus, there is no recurrent income to deal with recurrent costs. In addition, the University does not have autonomy in the area of finances and this is complex for management and planning. The plan from the Asian Development Bank suggests that both of these policies be re-examined; at present, there is little support for such a reevaluation in the government. The lack of the significant resources needed for higher education, however, may force the government to re-think the policy of cost recovery. At present, money is a significant constraint as teachers receive the equivalent of USD \$22.00 per month and a real estimate of living costs for a family of four is around \$200.+ per month. This means that teachers will either resign or work only a few hours per week at the university and spend the greater portion of their time trying to make a living; this is significant in terms of re-education because the teachers would realistically have to be reimbursed for their time if upgrading courses are introduced.

SECTION 3 STRUCTURE FOR FINANCIAL MANAGEMENT

The mechanism by which the University receives funds is clear for salaries and the minimal student stipend (.50 per month) for poor students. The list of personnel--teaching and non-teaching--is submitted and the salary is calculated at the Ministry and the money is sent every month to the office of finance at the university. Then, it is distributed. Because the staff are all technically employees of the Ministry of Education, Youth and Sport, their records etc. are located there. There is a very small increase of salary for longevity, none for merit.

The Rector (University President) and the chief of the finance office have the task of making the budget each year for the university. . This budget is submitted to the Ministry; it is approved there and then

submitted to the Ministry of Finance. There has been little experience with budget processes here in the last fifteen years and thus the essential information is seldom passed on--like, has the budget been approved? how will disbursements be made? what forms should be used for requests etc. The University has no control of its cash flow, no account in the bank, and no information regarding the amount authorized to be spent in any given fiscal year.

SECTION 4 FUNCTIONS OF FINANCIAL MANAGEMENT WITHIN THE UNIVERSITY

There are two areas that can be addressed in this section of the paper:

1. Within the University, there are two persons who have control of the finances, the University Rector and the chief of the finance office. But, in the event that more than 100,000 riel (USD \$40.) is to be spent external to salaries, a committee must be formed for the decision and the disbursement.
2. The Ministry of Education and the Ministry of Finance come to the University together every six months to examine the books of the University. This is a check against fraud and cheating on the part of those who handle finances for the salaries for the most part. Reports are sent monthly to the Ministry, but this is an on-site check.

SECTION 5 PROBLEMS OF ESTABLISHING EFFICIENT FINANCIAL MANAGEMENT

There are many problems that need to be dealt with before we have clear and efficient financial management. I shall mention just a few of them:

7.

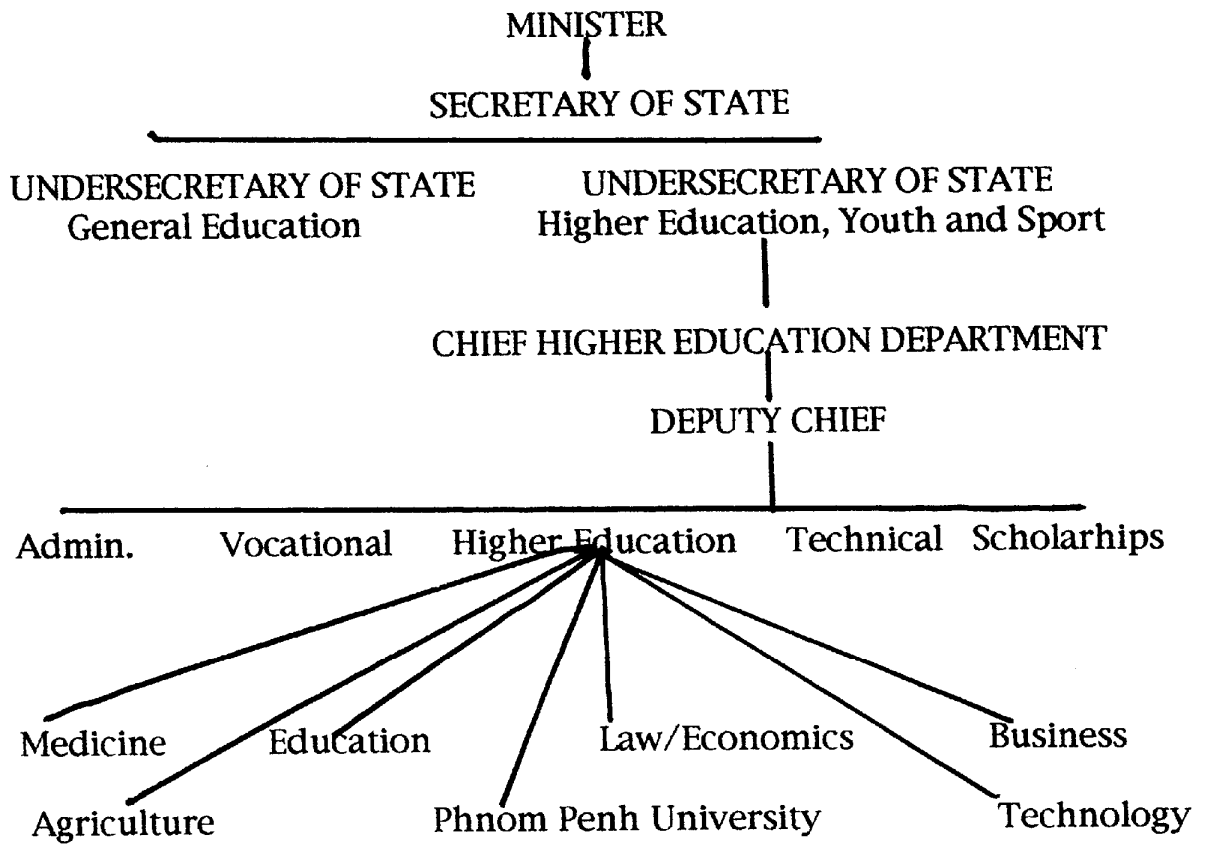
--no clear approval from the Ministry in writing re: what was or was not approved by them and/or by the ministry of Finance

--no bank account or even clear notice re: how much money the University has for expenses in a given year and no autonomy to use the money within a budgeted framework

--little training of administration and staff regarding modern methods of budgeting and accounting

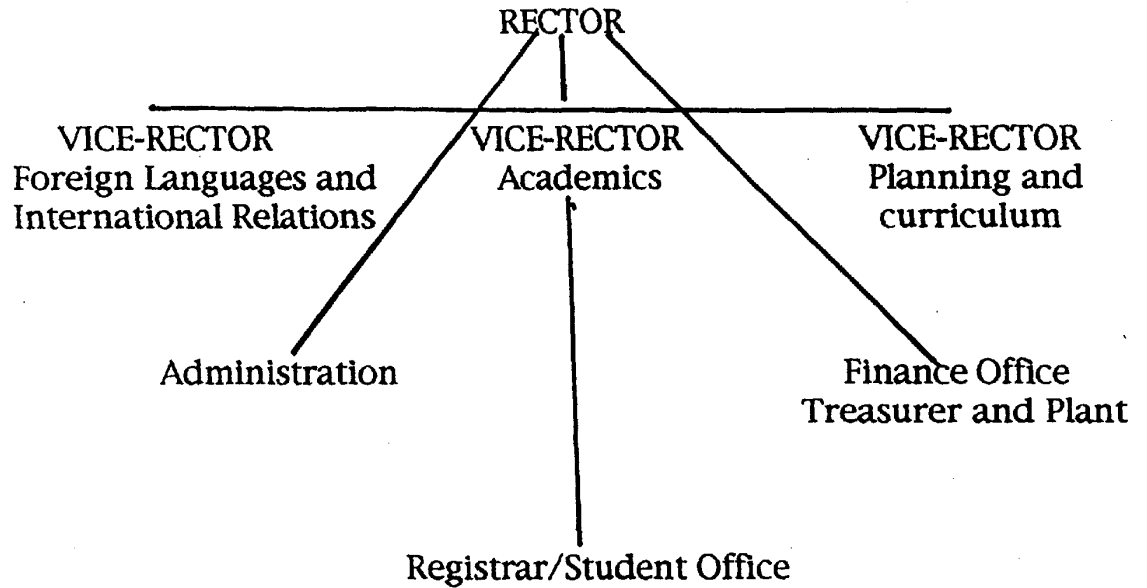
--no oversight committee within the University for finances

Appendix 1 Organizational Structure: Ministry of Education, Youth and Sport



Appendix 2 Organizational Structure: Phnom Penh University

NO BOARD OF TRUSTEES OR GOVERNORS



Each department has a head, but there are no faculty committees for academic standards, finances, peer review and the like.

Student enrolment by discipline**Bachelor degrees**

	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94
MATHEMATICS	330	307	699	728	833	1000
PHYSICS	169	179	338	337	360	381
CHEMISTRY	135	152	323	323	504	591
BIOLOGY	118	140	275	295	430	513
GEOGRAPHY	68		216	216	304	360
LITERATURE	244	283	726	728	1033	1343
HISTORY	67	98	217	217	328	373
PHILOSOPHY	138	159	262	262	319	378
PSYCHOLOGY/PEDAGOGY	47	66	87	88	58	23

Teaching degrees

RUSSIAN	112	133	181	139	127*	28*
ENGLISH	16	48	122	162	147	281
FRENCH	15	46	138	188	245	331
VIETNAMESE	107	75	89	64	32*	9*

Interpreter/translator degrees

ENGLISH	32	15	15	15	30	23
FRENCH	30	15	15	15		
SPANISH	15	14	14	14		
RUSSIAN	94	18				
VIETNAMESE	14	13				

Interpreter/ translator diploma

VIETNAMESE	82	61	57	24	27	
RUSSIAN		65	57	24	30	

1833 1887 3831 3839 4807 5634

Note *Graduated with English degree

Staff Distribution:

1988	teaching staff*	130
	non-teaching: administration	60
	workers	<u>42</u>
	Total:	232
1989	teaching staff	172
	non-teaching staff	55
	workers	<u>52</u>
	Total:	279
1990	teaching staff	166
	non-teaching staff	75
	workers	<u>55</u>
	Total:	296
1991	teaching staff	171
	non-teaching staff	77
	workers	<u>53</u>
	Total:	301
1992	teaching staff	192
	non-teaching staff	104
	workers	<u>64</u>
	Total:	360
1993	teaching staff	202
	non-teaching staff	99
	workers	<u>64</u>
	Total:	365**

* The teaching staff have, for the most part, Bachelor's degrees from Phnom Penh University in the teaching of some subject--e.g. physics, chemistry, literature. There are a very few in the teaching staff group who have what is called "doctorat" in the Vietnamese system; this is not anywhere near equivalent to a PhD.

** This total is even larger in 1994, approaching 400 people overall.



international institute for educational planning
institut international de planification de l'éducation

7-9 rue Eugène-Delacroix, 75116 Paris

Téléphone : +331-45.03.77.00
Fax : +331-40.72.83.66
Câbles : Eduplan Paris
Télex : 640032

Reference: IIEP/Prg.BS/94.262

7 October 1994

Subject: **Sub-Regional Workshop on Institutional management in higher education**
Universiti Brunei Darussalam; 9-21 November 1994

Dear Mr. Pit Chamnan,

On behalf of the International Institute for Educational Planning (IIEP), the Principal Regional Office for Asia and the Pacific (PROAP) and the Universiti Brunei Darussalam (UBD), I have pleasure in informing you that you have been selected to participate in the above sub-regional workshop. As previously intimated, I confirm that the IIEP and PROAP will arrange to finance the cost of your tuition and travel. You will also be provided with a modest pocket allowance (US \$20 per day) for the duration of the course. The Universiti Brunei Darussalam will provide local hospitality (accommodation, meals, internal transport, etc.). All other costs, including health and insurance, will be your own responsibility or that of your sponsoring institution.

In order that you may prepare yourself for the proposed programme, we have attached:

- a guideline for your paper;
- a practical information note;
- a copy of the programme.

I would advise you to apply for a visa as early as possible, if this is necessary, using this letter as the basis for your request. If your country does not have an office for issuing visas for Brunei, please send us by fax the first five (5) pages of your passport immediately so that necessary action can be taken by the country. Please be sure to send the relevant cable or fax announcing your arrival to the National Co-ordinator of the workshop (address given in the information note).

Looking forward to your participation in this workshop,

Yours sincerely,

Bikas C Sanyal
Senior Programme Specialist

Pit Chamnan
Vice-Rector
Phnom Penh University
Phnom Penh
Cambodia

cc: National Commission of Cambodia for UNESCO
UNESCO Permanent Delegation

**Sub-regional workshop on
institutional management in higher education
Brunei Darussalam, 9-21 November, 1994**

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INFORMATION NOTE

1. Travel arrangements

Participants are kindly requested to contact their local UNDP office to obtain their prepaid air ticket to Brunei Darussalam and return.

Be sure to arrive at the latest on the evening of 8 November and make a reservation for your return. This should be confirmed shortly after your arrival in Brunei with the secretariat. The IIEP/PROAP do not take responsibility for any delay in leaving due to problems of reservations.

Please ensure that you have a valid passport stamped with an entry visa to visit Brunei for the duration of the course. If there are any problems in this regard, please fax the National Co-ordinator immediately.

The weather is usually humid; the temperature may vary between 25-30°C. An umbrella will be necessary.

2. Arrival and accommodation

When you know your time of arrival, please inform the National Co-ordinator of the workshop by fax or telex. You will be met and taken to the Riverview Hotel where rooms will have been reserved. Addresses and other particulars are as follows:

The National Co-ordinator:

Mrs. Rosna Hj. Ramli
Deputy Dean,
Faculty of Arts & Social Sciences
Universiti Brunei Darussalam
Gadong 3186
Brunei Darussalam

Riverview Hotel
Bandar Seri Begawan

Tel: 673-2-238238
Fax: 673-2-236688

Tel: 673-2-427001
Fax: 673-2-427003
Telex: UNIBRUN @BU275

**GUIDELINE FOR PAPER
ON MANAGEMENT OF FINANCE IN THE UNIVERSITY**

Based on the outline below, participants are requested to prepare a paper of not more than 20 double spaced typed pages (including statistical appendices). The paper will have to be presented by the participant in a plenary session as indicated in the workshop programme.

OUTLINE

Section 1 The University

University mission, place in higher educational system,
table giving number of

- students by discipline 1988-93,
- staff by level 1988-93.

- . Organisational structure (provide a chart)
- . Governance structure (provide a chart), composition of bodies and decision-making responsibilities
- . Academic programmes.

1834 *1988*
degree student *5269* *1993-94*

Section 2 The financial situation of the university

% of Education budget devoted to higher education in 1988 and 93
% of higher education budget devoted to the institution in 1988 and 93

Expenditure:

University recurrent budget (adjusted for inflation) in 1988 and 1993
and % spent on:

- Academic staff salaries
- Non-academic staff salaries)
- Equipment) for each year 1988 and 1993
- Maintenance
- Student costs
- Central administration and services
- Other

Capital investment in 1988 and 1993 (adjust for inflation)

Income:

- Governmental subsidy
- Donor assistance in 1988 and 1993 (adjust for inflation)

Other sources of income in 1988 and 1993 (fees, consultancies, etc., adjusted for inflation)

Comment on trends and particular constraints.

Section 3 Structure for financial management

What is the mechanism by which the university receives funds ?

- individual bargaining with the government on earmarked grants,
- incremental "non-earmarked" block grant,
- formula based funding,
- sale of academic services to government,
- sale of teaching, research and consultancy services to many different customers ?

Are the internal resource allocation procedures characterized by :

- detailed determination at the centre with implementation by departments ?
- strategic determination at the centre with implementation by departments ?
- "top-slicing" to cover central costs with the remainder passed on to the departments to spend at their discretion ?
- income "earned" by departments but administered from the centre?
- income "earned" by academic departments and "taxed" to cover central costs with the remainder spent at the discretion of departments ?
- income earned and retained by departments which "buy" central services as they are needed ?

Committee
is needed to discuss spending to more than R 100,000.

Treasurer = Sarum

Provide a chart of the structure of decision-making on financial matters from central and faculty through to department and individual level, stating the types of decisions taken at each level.

Committee

Section 4

Functions of financial management within the university

Who is responsible for:

1. protecting university against fraud and other improper use. Describe the way control of expenditure is exercised in the budget proposals and throughout the year, audit and other accountability procedures (accounting, payments, etc.)
2. managing the university's cash reserve
3. producing financial data for decision-making and annual report (e.g. analysis of cost per student per annum and by discipline) that assist effective management of the university

Var
Society +

Ia Chamrut
+ Cashier

4. ensuring that resources are allocated and used efficiently in accordance with the objectives of the university (including the design of budget and accountability procedures)
5. establishing resource allocation mechanisms that encourage individuals and departments to generate income for the university.

Section 5 Problems of establishing efficient financial management

From information given in sections 3 and 4, point out the major flaws in the system and obstacles to achieving more efficient management.

Section 6 Suggestions to improve the present system of financial management.

INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
(Established by UNESCO)
7-9 rue Eugène-Delacroix, 75116 Paris

in co-operation with the
PRINCIPAL REGIONAL OFFICE FOR ASIA AND THE PACIFIC (PROAP)
and the UNIVERSITI BRUNEI DARUSSALAM (UBD)

Sub-regional workshop on
INSTITUTIONAL MANAGEMENT IN HIGHER EDUCATION
Brunei Darussalam
10-22 November, 1994

DRAFT PROGRAMME

Module 1: Introduction

Thursday 10th November

- 8.30 - 10.30 Recitation from the Quran
Address of welcome: Vice-Chancellor, UBD
Official opening - H.E. the Minister of Education, Negara Brunei Darussalam
Overview of trends in institutional management - Dr. B. Sanyal (IIEP)
Programme organisation and Vote of thanks - Mr. Wang Yibing (PROAP)
"Doa" (Prayer)
- 11.00 - 12.00 Institutional Management in UBD - Vice-Chancellor, UBD
- 12.00 - 12.30 Presentation of national cases on problems of overall institutional management.
Chairpersons: Rosna Hj. Ramly (UBD) and Wang Yibing
- 13.30 - 17.00 Presentation of national cases and discussion (contd).

Coffee break 10.30 — Lunch break 12.30 — Tea break 15.30

Module 2: Financial management

**Part I. Financial management: its context and its role
in attaining university goals**

Saturday 12th November

- 8.30 - 9.30 Plenary presentation and discussion: Review of financial management in higher educational institutions in the sub-region and trends noted in developed countries as regards strategies to improve financial management: B. Sanyal and Prof. G. Williams (IIEP)
- 9.30 - 10.30 Financial Management in UBD - Registrar, UBD
- 11.00 - 12.30 Presentation of national cases of financial management in participants' universities and discussion of problems of financial management in East and South East Asian universities. Chairpersons: Wang Yibing and G. Williams.

**Part II: Financial management and performance indicators as
instruments of decision-making**

- 13.30 - 17.00 Plenary session: Techniques of financial management in universities - G. Williams and J. Nzomo (IIEP)

Monday 14th November

- 8.30 - 12.30 Exercise on financial management - G. Williams, J. Nzomo and Awang Besri (UBD)
- 13.30 - 17.00 Exercise (contd)

Tuesday 15th November

- 8.30 - 12.30 Computer simulation on alternative scenarios of financing a university - G. Williams, J. Nzomo, A. Besri
- 13.30-17.00 Computer simulation (contd)

Wednesday 16th November

8.30 - 10.30 Plenary presentation: Performance indicators for decision-making - G. Williams

11.00 - 12.30 Discussion on performance indicators

13.30 - 14.30 Discussion (contd)

14.30 - 17.00 Round Table: Strategies for the improvement of financial management in the East and South East Asian context. Chairpersons: G. Williams and W. Yibing

Module 3: Academic staff management

Part I: Trends in staff management

Thursday 17th November

8.30 - 9.30 Plenary session: Trends in academic staff management - B. Sanyal

9.30 - 10.30 Staff Management in UBD - Registrar, UBD

11.00 - 12.30 Presentation of analyses of staff management at the participants' universities.
Chair persons: W. Yibing and Rosna Hj. Ramly

Part II: Academic staff policy and planning

13.30 - 14.30 Presentation of analyses of staff management (contd.)

14.30 - 17.00 Plenary presentation: Analyses of academic staff; use of indicators - B. Sanyal and J. Nzomo.
Group work on current practice in academic staff management

Saturday 19th November

8.30 - 12.30 Plenary presentation: Planning academic staff needs - B. Sanyal, J. Nzomo and A. Besri

Practical Exercise: Application of a staff planning model (manual)

13.00 - 17.00 Computer simulation and discussion of results of alternative scenarios of staff needs - J. Nzomo, B. Sanyal, A. Besri.

Part III Strategies for more effective staff management

Monday 21st November

8.30 - 10.30 Plenary session on staff evaluation and development - B. Sanyal, J. Nzomo.

11.00 - 12.30 Group work on staff evaluation

13.30 - 15.30 Round Table: Strategies for more effective staff management. Chairperson: Rosna Hj. Ramly

16.00 - 17.30 Synthesis session and evaluation - B. Sanyal and W. Yibing

19.30 - 22.00 Presentation of certificates and closing dinner - Vice-Chancellor, UBD

Working language

English.

Cost of participation

IIEP and PROAP will fund participants from selected countries of the sub-region. National participants will be funded by the national authorities. UBD will provide local hospitality for all participants.

How to apply

Each application should normally be channelled through the Head of the applicant's institution before 30 September 1994. The applications should be forwarded to IIEP, Paris, for final selection.

Contact addresses

Mr B.C. Sanyal
International Institute
for Educational Planning (IIEP/UNESCO)
79 rue Eugène-Delacroix
75016 Paris, France
Tel: (33) 1-45.03.77.00 Telex: 640032
Fax: (33) 1-40.72.83.66 Cables: Eduplan Paris

Director
Principal Regional Office for Asia and the Pacific
(PROAP)
920 Sukhumvit Road
Bangkok 10110, Thailand
Tel: 66-2-39105 77
Fax: 66-2-391 0866
Telex: 20591 ROEAP TH

Deputy Dean
Faculty of Arts and Social Sciences
Universiti Brunei Darussalam
Caclong 9186
Brunei Darussalam
Tel: 673-2-427001
Fax: 673-2-427003
Telex: UNIBRUN @ BU2725

Established in October 1985, Universiti Brunei Darussalam (UBD) currently offers various Honours and Masters degree programmes, several of which are joint-degree programmes with foreign universities. About 200 academic staff, recruited from all over the world, teach some 1150 students drawn from within Brunei itself, as well as from ASEAN and the Commonwealth and ISESCO nations. The award of scholarships to these foreign scholars is yet another example of UBD's effort in promoting cooperation and educational exchange with international organisations and other higher educational institutions. UBD also actively promotes and undertakes research in areas in which it has a comparative advantage and in accordance with Brunei's needs.



The UNESCO Principal Regional Office for Asia and the Pacific (PROAP) acts as the permanent secretariat to the periodical Conference of Ministers of Education, and those responsible for Economic Planning in Asia and the Pacific and to the Advisory Committee on Regional co-operation in Education in Asia and the Pacific. PROAP is in charge of development and reform of education at all levels from early childhood education to higher education through inter-country co-operative projects and networks and exchange of experiences. PROAP co-ordinates networks and information services in the field of education as the Asia and the Pacific Programme of Educational Innovation for Development (APEID) and the Asia-Pacific Programme of Education for all (APPEAL).



The International Institute for Educational Planning (IIEP) is an international centre for training, research and the dissemination of information and experiences in the field of educational planning and administration. Although part of UNESCO, the IIEP's special statutes give it intellectual autonomy and its own Governing Board determines the general lines and nature of its activities. The IIEP aims to contribute to the development of education throughout the world, by encouraging co-operation and exchanges between Member States. It also helps to train national and international specialists in educational planning, and collaborates with several networks of organizations specialized in research, training and documentation.



International Institute for Educational Planning
Paris, France
Principal Regional Office for Asia and the Pacific,
Bangkok, Thailand



Universiti Brunei Darussalam,
Brunei Darussalam

Sub-regional workshop on Institutional management in higher education for the South-East Asian countries

10-22 November 1994
Brunei Darussalam

Background

The high costs of universities, colleges and other tertiary institutions in relation to primary and secondary education, together with concern about the increasing problem of graduate unemployment and deterioration of quality of higher education in many developing countries, have resulted in mounting pressure to reduce budget allocations to higher education, and to increase private funding to replace or supplement government funds. Despite the relatively high unit cost - in some countries it is equivalent to those in developed countries and ten times more on average than the cost of primary education - good quality staff are nevertheless leaving universities, libraries are understocked, classrooms and other physical facilities are dilapidated, equipment non-functional and research activities are at a low level. Governments are demanding greater efficiency, cost-effectiveness and improved managerial effectiveness and accountability on the part of higher education institutions.

In its programme of research, the IIEP recently completed a research project on institutional management of higher education and has generated a knowledge base on some of the issues mentioned above. It is now ready to share its experience with interested members of the University community, especially in developing countries, through workshops, seminars and training programmes in different regions of the world.

Due to the current crisis in higher education management in Africa, the first two workshops were organized for African countries. Given the interest subsequently expressed by countries of Southeast Asia, a third workshop is being

organized for English-speaking countries of this sub-region and will be held in Brunei Darussalam. It will be jointly sponsored by Universiti Brunei Darussalam (UBD), the Principal Regional Office for Asia and the Pacific (PROAP) and the International Institute for Educational Planning (IIEP).

Objectives of the workshop

Solutions to the above problems of ineffectiveness have to be sought at both policy and institutional levels. The workshop will deal mainly with the latter but will nevertheless increase awareness of what needs to be done at policy level to improve managerial effectiveness, and of the fact that Ministry/institutional co-ordination is a vital factor in this regard.

The workshop will discuss various methods of improving managerial effectiveness in institutions of higher education with special focus on better utilization of existing resources and examine the issues that are at stake when using these methods. *Special emphasis will be given to follow-up of the training programmes through assignment of specific projects.*

Participants

Workshop participants should be senior officials (Registrar, Deputy Registrar, Estate Development Officers, Finance Officers, Admission Officers, Planning Officers) of higher education institutions. Senior officials of the Ministry of Education/Higher Education dealing with problems of institutional management may also be considered. It is generally expected that applicants must have had at least two years' experience in administrative activities in the institutions and

that they will on their return hold managerial positions in institutions of higher education within the country. Applications from women will be specially encouraged. The total number of participants will not exceed 25, and the maximum number of host country participants will be 10.

Contents

The objectives of the workshop together with the particular problems of the institutions of higher education represented, and the functions of the participants will be the deciding factors in the design of the content. The following modules give a broad outline of the content of the course planned for South-East Asia.

Module 1:

A review of the problems in institutional management and relevant techniques of diagnosis.

Module 2:

Methods of managing finance (including methods of mobilization, allocation and utilization).

Module 3:

Methods of managing staff (including planning of staff needs, recruitment process, managing working conditions for improved staff retention, staff development and assessment).

Module 4:

Strategies for management of change for better utilization of resources, and identification of follow-up projects on return.

Methods of presentation

The above techniques and strategies will be dealt with through case studies in plenary and group discussions as well as practical exercises and simulation models where participants will be joined by staff discussion leaders. Both the staff and the participants will prepare background notes based on their own experiences and perceptions. Visits to local institutions of higher education will also be organized. The participants will be requested to bring with them some information on their universities, in addition to a case study of their own university on a specific theme related to the selected modules.

Duration

2 weeks (10-22 November 1994).

Resource persons

In addition to the IIEP and PROAP staff, national resource persons will be involved as much as possible in order to create conditions whereby a sustainable effect may be made on the host country.