

UNIVERSITY MANAGEMENT STRATEGIES ACCORDING TO THE CONCEPT OF HUMAN CAPACITY BUILDING

Sunchai Chucheep¹

Walaiporn Siripirom²

Pruet Siribanpitak³

Abstract : The objectives of this research were 1) to study the conceptual framework of university management strategies according to the concept of human capacity building 2) to study the current and desirable states of university management strategies according to the concept of human capacity building 3) to study the strengths, weaknesses, opportunities and threats of university management strategies according to the concept of human capacity building and 4) to develop university management strategies according to the concept of human capacity building. The study applied a mixed method approach. The sample population were 95 universities under the Office of the Higher Education Commission. The instruments used in this study were questionnaires and the strategic evaluation form to testify appropriateness and feasibility of the strategies. The data were analyzed by frequency, percentage, average, standard deviation, priority needs index (modified) and content analysis.

The research results showed that: 1) the conceptual framework of university management according to the concept of human capacity building comprised university academic framework including curriculum development, teaching and educational measurement and evaluation, management process framework including planning, implementation and evaluation, human capacity building framework including educate and training, human capacity elements framework including democracy politics, daily economic and society living. 2) The current states of university management according to the concept of human capacity building in general was performed at the moderate and desirable states was perform at the high level. While considering each aspect, both current states and desirable states had the same highest average in two aspects including curriculum development and teaching. 3) The strengths of university management according to the concept of human

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¹ Ph.D. Candidate in Educational Administration, Department of Educational Policy, Management and Leadership, Faculty of Education, Chulalongkorn University, Thailand. sunchai6665@gmail.com

² Ph.D., Department of Educational Policy, Management and Leadership, Faculty of Education, Chulalongkorn University, Thailand. walaiporn.s@chula.ac.th

³ Ph.D., Professor, Department of Educational Policy, Management and Leadership, Faculty of Education, Chulalongkorn University, Thailand. pruet.s@chula.ac.th

capacity building were curriculum development and teaching, while the weaknesses were educational measurement and evaluation. The opportunities of university management according to the concept of human capacity building was technology condition, while the threats were the government policy condition, economic and social conditions. 4) The university management strategies according to the concept of human capacity building comprised (1) Reforming educational measurement and evaluation in university to build human capacity, (2) Developing teaching system in university to build the human capacity and (3) Elevating curriculum efficiency in university to enhance the human capacity.

Keywords: University Management Strategies, Human Capacity Building, University Academic, Democracy Politics, Daily Economic, Society Living.

Introduction

In the public forum meeting of The Thailand Research Fund about the 1st ASEAN policy research on 2014, March 14. There is a discourse topic “How ASEAN Works and How Thailand Should Work on ASEAN” by Surin Pissuwan (2014), the ex ASEAN secretary. The main point about education is “Thailand bureaucracy has decrease now because bureaucracy has values and cultures from past to present. But human quality is worrisome because personnel potentiality has subordinate than supporters. The education system realize is, Thailand is the one of most spend on education in the world just about five hundred billion baht for all education levels. The Ministry of Education earn a lot of budgets each year but not ready to compete with other countries. If Thailand will join ASEAN Economic Community (AEC), Thailand education system must reform in a lot of things. We should teach child to develop their think, analyze, problem solving. And the important thing is change the teacher in education system in thinking and data searching.”

Another major reason is universities those are important education institute of Thailand in role to develop the human capacity. Thailand universities must follow the four missions from office of the higher education comprising of 1) make graduates 2) research 3) academic services to social 4) art and culture inherit (The secretariat of the cabinet, 2011). Apart from that, the higher education management is the education management to prepare graduates to any career in society. So, quality graduates just made by quality education process. Therefore, every university must develop their education process that enough in quantity and quality for labor market. When consider about higher education framework, Ministry of Education (2006) had define the standard and indicators about three higher education standards comprising of 1) make quality graduates 2) higher education management quality 3) knowledge society and learning society create and development quality. Therefore, they focus on quality graduate’s standard that must using appropriate teaching to support student for desirable attribute.

From the above, these are the reason for universities to make quality graduates that enough in quantity and quality for labor market. The universities must have efficiency management under the limitation and their resources. The Administrators must use their knowledge and art of management to control the university progress to complete the objectives and develop their universities to successful in the future.

Objectives

There are four objectives:

1. To study the conceptual framework of university management strategies according to the concept of human capacity building.
2. To study the current states and desirable states of university management strategies according to the concept of human capacity building.
3. To study the strengths, weaknesses, opportunities and threats of university management strategies according to the concept of human capacity building.
4. To develop university management strategies according to the concept of human capacity building.

Literature Review

In studying University Management Strategies According to the Concept of Human Capacity Building, the researchers studied and reviewed the following relevant documents:

1. University Management
2. University Academic
3. Human Capacity Building
4. Strategies Development
5. Relevant Researches

Conceptual Framework

According to studies and research reviews related to, researchers synthesize the university management strategies according to the concept of human capacity building in the conceptual framework for research as follows on Figure 1:

Research Methodology

The overall process is focused as follows on Figure 2:

(See Figures 1 and 2 on the next page)

Results

The research results showed that:

1. The conceptual framework of university management according to the concept of human capacity building has 5 groups that comprising of university's academic, management process, human capacity building, human capacity elements and strategies development.

2. The current states and desirable states of university management according to the concept of human capacity building.

(1) From the internal factor analysis, it is found that the current states of university management according to the concept of human capacity building in general was performed at the moderate level ($\bar{x} = 3.46$). While considering each aspect, curriculum development and teaching had the same highest average ($\bar{x} = 3.53$) and educational measurement and evaluation aspect had lowest average ($\bar{x} = 3.33$). From the external factor analysis, it is found that the current states of university management according to the concept of human capacity building in general was performed at the moderate level ($\bar{x} = 3.40$). While considering each aspect, technology condition had the highest average ($\bar{x} = 3.49$), followed by the government policy condition ($\bar{x} = 3.38$), social condition ($\bar{x} = 3.37$) and economics condition ($\bar{x} = 3.36$), respectively.

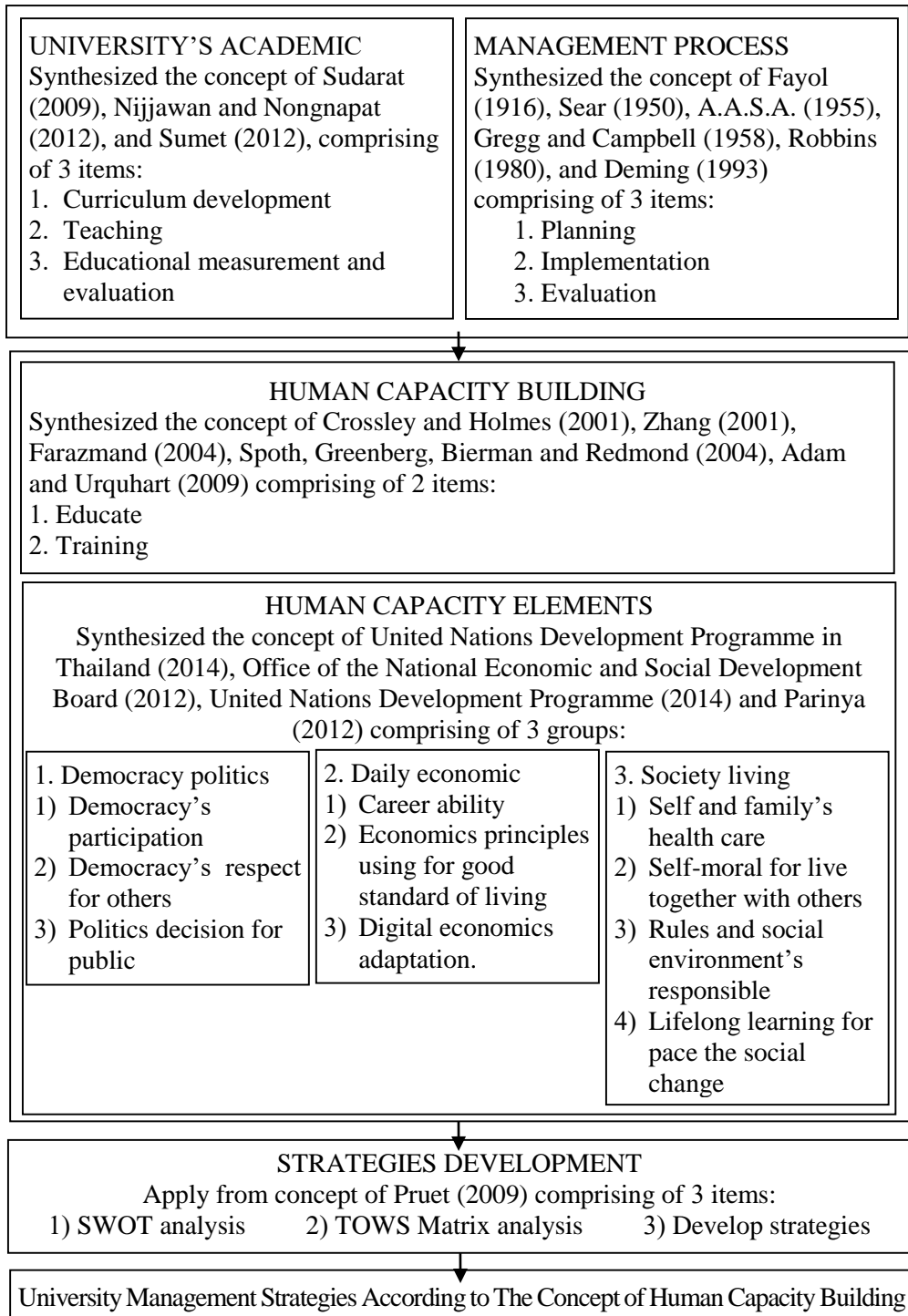
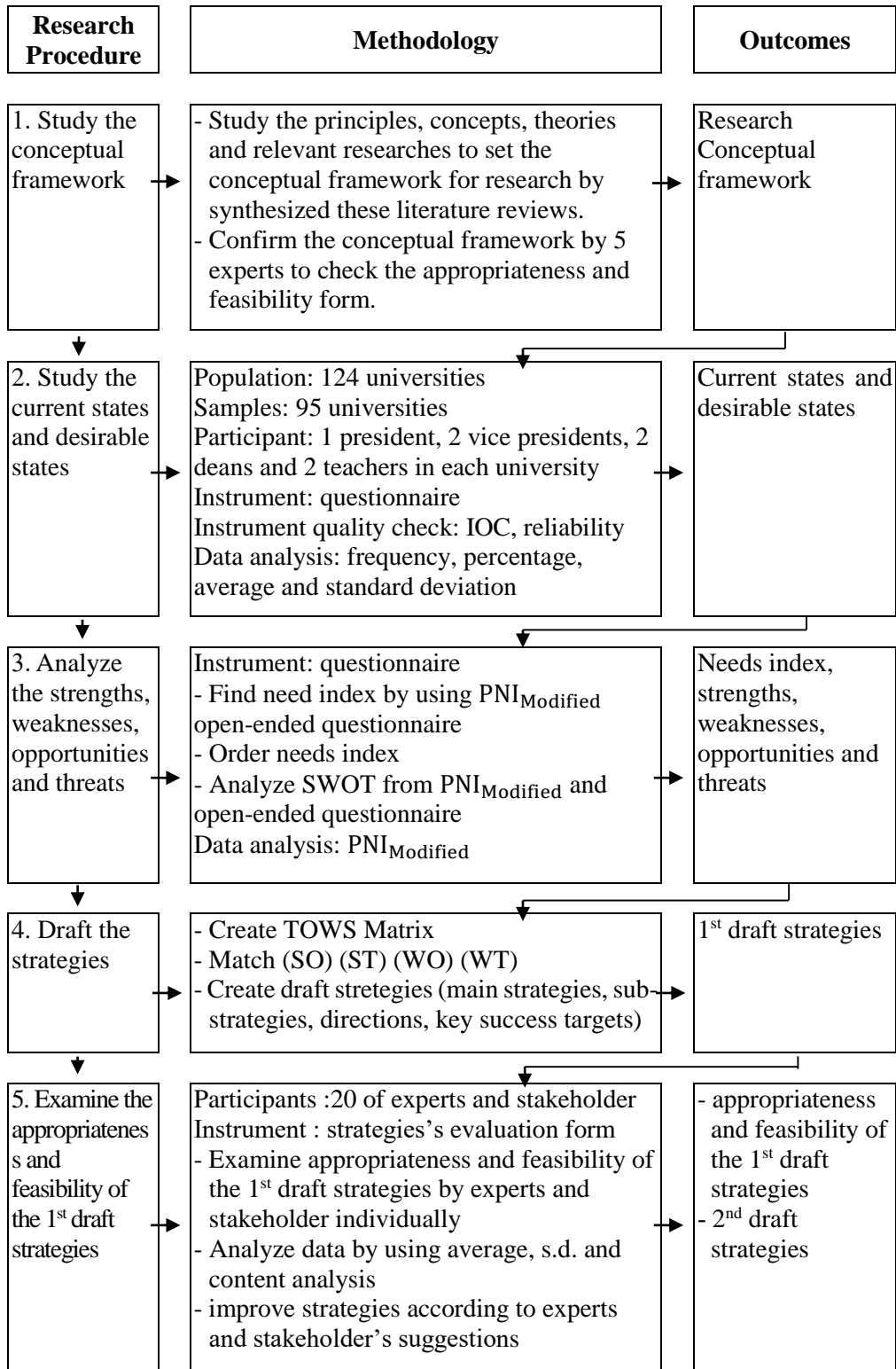


Figure 1: The Conceptual Framework of University Management Strategies According to the Concept of Human Capacity Building



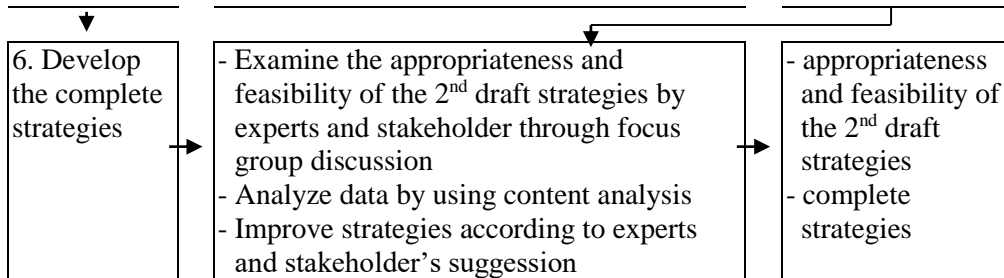


Figure 2: Research Methodology Procedure

(2) From the internal factor analysis, it is found that the desirable states of university management according to the concept of human capacity building in general was performed at the high level ($\bar{x} = 4.46$). While considering each aspect, curriculum development and teaching had the same highest average ($\bar{x} = 4.48$) and educational measurement and evaluation aspect had lowest average ($\bar{x} = 4.41$).

From the external factor analysis, it is found that the desirable states of university management according to the concept of human capacity building in general was performed at the high level ($\bar{x} = 4.46$). While considering each aspect, technology condition had the highest average ($\bar{x} = 4.49$) followed by the government policy condition and social condition at the same average ($\bar{x} = 4.46$) and economics condition ($\bar{x} = 4.43$), respectively.

3. Strengths, weaknesses, opportunities and threats of university management according to the concept of human capacity building.

(1) The strengths of university management according to the concept of human capacity building were curriculum development ($PNI_{Modified} = 0.269$) and teaching ($PNI_{Modified} = 0.269$).

(2) The weaknesses of university management according to the concept of human capacity building was educational measurement and evaluation ($PNI_{Modified} = 0.324$).

(3) The opportunities of university management according to the concept of human capacity building was technology condition ($PNI_{Modified} = 0.287$).

(4) The threats of university management according to the concept of human capacity building were the government policy condition ($PNI_{Modified} = 0.320$), economy condition ($PNI_{Modified} = 0.318$) and society condition ($PNI_{Modified} = 0.323$).

4. The university management strategies according to the concept of human capacity building comprised:

(1) Reforming educational measurement and evaluation in university to build human capacity.

(2) Developing teaching system in university to build the human capacity.

(3) Elevating curriculum efficiency in university to enhance the human capacity.

And researchers developed 3 main strategies and 10 sub-strategies as follows the Figure 3:

(See Figure 3 on the next page)

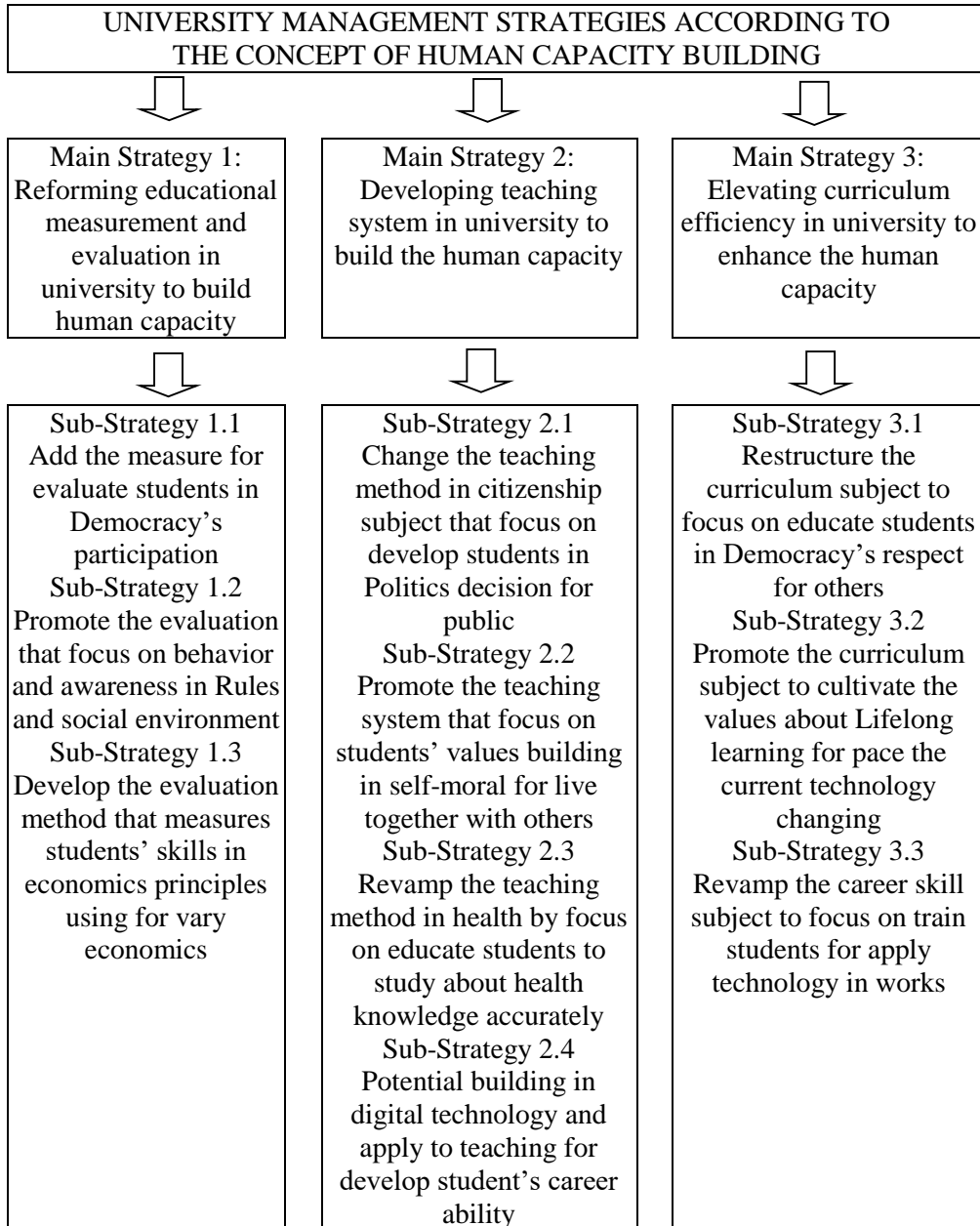


Figure 3: University Management Strategies According to the Concept of Human Capacity Building

Discussion

1. The conceptual framework of university management according to the concept of human capacity building has 4 groups of conceptual, these are appropriate because they were comprehensive the university's academic, management process, human capacity building and human capacity elements.

1.1 The management process framework comprised: curriculum development, teaching, and educational measurement and evaluation these are tasks that universities must as work cycle. According to Deming (1993) who suggests PDCA cycle such as plan, do, check and act.

1.2 The management process framework comprised: planning, implementation and evaluation from synthesized from many academician concepts and cover the university management concept in these three processes

1.3 The human capacity building framework comprised: educate and training from synthesized from many academician concepts in human capacity. Similarly, Farazmand (2004) who said that skill and knowledge are necessary to prepare in educate and training and important to build basic structure in present for people. And according to Spoth, Greenberg, Bierman and Redmond (2004) who said that human resource comprised by time, knowledge and skill to achieve the objectives and using skill as expert. In addition to Adam and Urquhart (2009) who said that human resource can development by training and education

1.4 The human capacity elements framework comprised: democracy politics, daily economic and society living. These three elements are the environment that graduate must coexist in living. According to Chapagain (2004) who said that human capacity building is not to achieve the objectives but including social, economic and politics these will be better. So human capacity building will help human living in social environment smoothly.

2. The current states and desirable states for the university management according to the concept and of human capacity building.

2.1 The result regarding the current states of university to build students for human capacity was rate at the high level in the aspect of curriculum development and teaching but in the aspect of educational measurement and evaluation, it was rate at the moderate level. Because of Thailand evaluation system often evaluated only knowledge and some skill but forgetful to evaluate in other aspects. According to Pornthep (2013) who studied “development of academic administration model in Rajamangala university of technology” explained that Academic administration state of Rajamangala University of Technology Suvarnabhumi was at medium average level 3.05 and the same rate in aspect of measurement and evaluation. In addition, Nitjawan and Nongnapat (2012) said that measurement and evaluation must measure to cover the knowledge, process and attribute. Similarly, Sudarat (2009) explained that the measurement and evaluation weren’t measured only knowledge but should measure accord the activities, report, presentation, knowledge summary, skills, basic careers, subject benchmarks, and competency in standard such as computer skills basic knowledge, analyze skills, and reason ability, etc.

2.2 The result concerning the expected states of university to build students for human capacity was rate at the high level in every aspect. When considering each aspect, it showed the average score of curriculum development and teaching were highest both. Because of the curriculum development is the starting point to plan the student development process and guideline instructors what did the subjects and knowledge they teach to student. In addition, teaching skill of instructors were important to relay knowledge or skills to students. So, if instructor had skillful in teaching, students can have learned efficiently. According to Nitjawan and

Nongnapat (2012) said that university should teach follow the content in curriculum with the students' lifestyle and focus on analysis skill process, doing skill. In addition, contents and activities should accord to vision, objective, and graduate qualification in curriculum and focus on the activities that practiced skills, analysis process, management, problem solving, individual and group projects.

2.3 The result in terms of the current state of external variables concerning the human capacity building in universities showed that technology condition was found important for universities to build student for human capacity. Because of current lifestyle in our world concerned to technology every day and every time. Almost people in current generation use daily life with technology such as smart phone, computer, daily facilities which these were technology. In addition, technology can connect people or organization in society together and get help from related organization when they need helped. According to Azar and Read (2009) who studied "parental cognitive disabilities and child protection services: the need for human capacity building" explained that human capacity building wasn't only increased effectiveness of child protection from parents with problems, but it will also attend to support and training need of the professional who work with them. Apart from that the typical training provided in social work program by including developmentally sensitive intervention techniques and greater linkages with the systems outside of child protective services.

2.4 The result in terms of the expected states of external variables concerning the human capacity building in universities showed that technology condition had the highest average score. Because of our world had rapid change and step into the full technology era. If the new generation people can't adapt themselves to live with technology, they'll lived difficultly in this era. According to Phatsayakorn (2014) who studied "higher education institution management strategies for developing citizenship of university students" said that people who have been citizen, they must acceptance of the effects of technology in their life and technology will help them become good citizens. In addition, Ammaret (2010) who studied "the development of an academic administration model for autonomous university" suggested that university should developed innovation and technology such as established the teacher development institute, create self-curriculum, supported aggressive teaching, create software that helped student for self-learning, create online-training curriculum, and open interdisciplinary curriculum.

3. Strengths, weaknesses, opportunities, and threats for the university management according to the concept of human capacity building.

3.1 The results in accordance with the strengths of university to build students for human capacity manifested that the strengths of universities academic were curriculum development and teaching. Because of Thailand university curriculums were control by Thai qualification framework for higher education (TQF-HEd) of office of the higher education commission in Thailand that affected there are similar curriculum in the same subject program for each university. But teaching or training can adapt by each instructor to develop each learner appropriately. In addition, learners can have developed efficiency if universities enhance their curriculum and teaching suitability for each university context. According to, Arnat (2006) who studied "student development approach of higher education institution in Bangkok

Metropolis” show that university should organized extra curriculum activities by forced ever students participate and develop themselves and create activities in modern styles to motivate students voluntarily participated. Similarly, Thirdsak (2007) who studied “Identifying educational strategy for developing medical student to a state of complete human being” showed that instructors should be good models for student and focus on teaching that helped students to reflect their mind in self-direct learning, use small group discussion and problem-based learning to developed them in knowledge and skills.

3.2 The result in terms of the weaknesses of university to build students for human capacity revealed that the university academic’s weaknesses were educational measurement and evaluation. Because of various context in Thailand universities and student’s development emphasize in each type of universities were different so the measurement basis was different too. Concerning to Tognolini and Stanley (2007) who studied “standard-base assessment: a tool and means to the development of human capital and capacity building in education” said that we should prioritized student achievement by refer to student’s evaluation or standard and observed evaluation progress.

3.3 The result in aspect of opportunities of university to build students for human capacity said that the opportunities of universities academic were technology condition. Because of technology progress in the world was rapidly and it can have applied to all lifestyles. According to Strigl (2003) who studied “science, research, knowledge and capacity building” and said that the one of sustainable strengthen was reinforce basic structure and empower the progress and applied the science to research and technology for sustainable in everywhere in the world.

3.4 The result regarding threats of university to build students for human capacity manifested that the threats of universities academic were the government’s policy condition, economy condition, and social condition. Because of three current conditions had frequently fluctuation as the resulting from Political change, Global economic, and social conflicts. From the above, people are part of society so if we can develop their capacity, the three conditions will change for the better. Concerning to Chapagain (2004) who studied “human resource capacity building through appreciative inquiry approach on achieving development goals” said that human resource capacity building will make people to discover their paths, hope, potentiality for develop to better society. The self-esteem and creativity are important thing to develop knowledge and understanding for dream fulfilled. They should revolution themselves in a positive way to powered their inspiration for commemorative self-esteem. Not only human capacity building to achieved objectives, but including to developed politics, economic, and social to better condition.

4. The University Management Strategies According to the Concept of Human Capacity Building

The results showed that there have been three main strategies comprising: 1) Reforming educational measurement and evaluation in university to build the human capacity. 2) Develop the teaching system in universities to build the human capacity. 3) Enhance curriculum performance in university to build the human capacity. From the above, the three strategies had cover the main three university academic process that might help universities to developed their students to be good citizen in Thailand

society. According to, Farazmand (2004) who studied “Innovation in strategic human resource management: building capacity in the age of globalization” explained that if there are none of human resources, there are no successes. If they have not good training, development, praises, human resource management, the modern organizations of government or economics can’t challenge the globalization. The new generation citizen who focus on the future will develop visions efficiency and manage organization to riding the high waves of change in the turbulent world.

Recommendations

Recommendation for Utilization of Research Result

University should reform educational measurement and evaluation system in to the new way. According to the result of this study, it was found that educational measurement and evaluation is only one weaknesses of university to build students for human capacity. For this reason, the administrators of universities should set the policy to reform the measurement and evaluation to the authentic assessment of students in every potential such as knowledge, attitude, and skills.

University should focus on education for cultivate students in politics decision for public. According to the result of this study, human capacity elements in democracy politics: politics decision for public had in curriculum development, teaching and educational measurement and evaluation aspects. So, the administrators of universities should set the policy to educate for cultivate the attitude to do anything by remind the public interest and create the events for students to show off their democracy activities both internal and external universities creatively.

The main strategy that university should have aggressive plan on is strategy 1 Reforming educational measurement and evaluation in university to build human capacity. According to the result of this study, it was shown that educational measurement and evaluation was a one weakness of university to build students for human capacity. In addition to, it was threat from many external factors such as the government’s policy, economy, and social conditions. So, it should have been an aggressive plan to reduce the weaknesses and problem from this factor and focus on Reforming educational measurement and evaluation through add the measure for evaluate students in Democracy’s participation, promote the evaluation that focus on behavior and awareness in Rules and social environment, and develop the evaluation method that measures students’ skills in economics principles using for vary economics.

Recommendations for Further Researcher

Researcher should study about measurement and evaluation system in Thailand universities. According to the result of this study, measurement and evaluation is weaknesses so we must improve this system for better. In addition, researcher should research about model development to guidelines measurement and evaluation model that accord Thailand universities context.

Researcher should study about student development for educate their knowledge, skill and attitude in democracy politics. According to the result of this study, the $PNI_{Modified}$ of democracy politics was in the higher group, so democracy politics was weaknesses in university’s academic. Researcher should research to

develop students or people in knowledge, skill and attitude in democracy politics for make Thailand to be quality political social.

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