

Resource Management for Quality Assurance in Higher Education



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Resource Management for QA in HE



- Resource in Higher Education (HE)
- Resource management for quality assurance
- Information, IT and knowledge management for QA in HE
- Human resource management for QA in HE
- Facilities management for QA in HE

Resource in Higher Education



- Information, knowledge and IT
 - IT infrastructure
 - Data, information and knowledge
- Human resource
 - Faculty
 - staff
- Facilities
 - Building and space
 - Laboratories and equipments

Resource management in Higher Ed.

- Higher Education is different from others!
- Human resource management
 - most important but most difficult
 - the 'faculty' and 'academic freedom'
- Resource management under constraints
 - Financial constraints
 - Rules and regulations
 - Public or private goods?

Resource management for Quality Assurance

- Resource management to improve organizational performance
 - Information, knowledge and IT management: selection, gathering, analysis, management and improvement of data, information and knowledge assets and management of IT to improve performance
 - Human resource management: engagement, orientation, development, evaluation, compensations and rewards to faculty and staff to achieve high performance
 - Facilities management: utilization of facilities to achieve high performance

Information, Knowledge and IT



- Data and information are used to plan strategies, set goals and budget, review and compare performance
- Performance measurement and analysis
 - Select key indicators to track org. performance
 - Identify goals
 - Assure data integrity
 - Evaluation of key indicators effectiveness in reviewing org. performance and capabilities

Information, Knowledge and IT



- Information, knowledge and IT management
 - Management of information resource: reliable infrastructure, availability of needed data and information
 - Properties of data and information: reliability, integrity, timeliness, security and confidentiality
 - Collection and transfer of knowledge

Human Resource management



- Objectives :to engage, manage and develop faculty and staff to utilize full potential in alignment with university mission, strategy and plans

Human Resource management



- Faculty and staff engagement
 - Enrichment—foster org. culture conducive to high performance and motivation for cooperation, communication, sharing, information exchange, personal goal setting, innovation with management system support
 - Development— needs and desire for learning, core competencies, development opportunities, transfer of knowledge from retiring staff
 - Assessment –measures of faculty and staff engagement and satisfaction

Human Resource management



- Faculty and staff environment—how to manage faculty and staff capability and capacity to accomplish org. work.
 - Faculty and staff capability and capacity
 - ✦ Assessment of faculty and staff capability and capacity needs
 - ✦ Recruitment, hiring, placing and retaining
 - ✦ Management to accomplish org. work
 - ✦ Preparation for change
 - Faculty and staff environment
 - ✦ Workplace health, safety and security
 - ✦ Faculty and staff support

Facilities management



- Adequacy of space and equipments
- Quality
- Up-to-date technology
- User-friendly
- Utilization policy
- Management system
- Etc.

Chulalongkorn University



- **Vision: to be a knowledge and resource center of the nation, being intellectual leader, for sustainable development.**

Chulalongkorn University



- **Mission:**

- To create new knowledge and integrate bodies of knowledge for societal benefits
- To nurture wisdom and disseminate knowledge to the Thai society for sustainable development
- To educate graduates of international caliber
- To instill high ethical standards and competencies in students
- To preserve and promote arts and culture heritage

QA at Chulalongkorn U.



- Starting in 1995.
- University wide adoption in 2000
- From CU-QA 84 to CU Quality Model in 2005

QA at Chulalongkorn U.



- CU Quality Model with 4 pillars
 - CU-CQA (Curriculum Quality Assurance)
 - CU-RQA (Research Quality Assurance)
 - CU-SaQA (Academic Service Quality Assurance)
 - CU-SsQA (Service & supporting Quality Assurance)
- And 6 bases
 - Management
 - Resources: Information/IT/Knowledge;
Asset/space/environment; HR; Financial/budgeting
 - Audit & Action

External QA



- Office of Educational Standards- audit every 4-5 years
- Office of Civil Service System Development— performance evaluation and awards— annual basis— evaluation of set KPI's for awards sharing

Information/Knowledge/IT management



- Good central IT infrastructure (network, software and hardware) supporting the Internet, teaching and learning, and research.
 - for faculty, staff and students
 - for e-learning, high power computing, etc.

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Information/Knowledge/IT management



- CU—Knowledge management system
 - CUIR (CU Intellectual Repository)— to collect and share academic and research output of CU faculty and staff in 4 data bases
 - ✦ e-research
 - ✦ e-thesis
 - ✦ e-article
 - ✦ e-journal
 - Good practice manual
 - Community of practices

Human Resource management



- Present status:
 - Two parallel systems: government officers and university employees
 - Government officers: one standard, less pay, more benefits, no new positions
 - University employees: less benefits but higher pay, more flexibility in positions and pay scale

Human Resource management



- Objective: to engage, manage and develop faculty and staff to utilize full potential in alignment with university mission, strategy and plans
- New HR system for university employees needs to be fully constructed and well balanced between the two systems
- Recruitment: qualifications, competencies, other special characteristics
- Engagement: job specification, job assignment, evaluation
 - Minimum work load for faculty, researcher and supporting staff

Human Resource management



- **Management**
 - Unlike gov. officers HR system, university employees HR system requires full management decision in planning and execution
 - university wide HR planning by all faculty and research institute boards (4 three days workshops in 2006)
 - 5 years HR plan, faculty management awareness of HR raised

Human Resource management



- Training and development
 - e-learning pedagogy project to improve quality of course teaching and learning
 - ✦ More than 1500 courses and 2500 courses in 2008
 - ✦ 50 programs in 2008
- Change management for faculty and staff
 - University wide academic development planning for 2007-2012 with university budget allocation of over 2200 million Baht

Human Resource management



- **Evaluation and promotions**
 - Measurement and analysis
- **Motivation and awards**
 - CU Quality prizes
 - Best researcher awards
 - Best student affairs teacher awards
- **Faculty enhancement project**
 - Research scholarships
 - Publications awards
 - Visiting scholars funds

Facilities



- How to efficiently manage facilities
 - Ownership and the concept of sharing
 - Peak and low occupancy management
- Buildings and space
 - Always insufficient
 - Always difficult to share
 - University and faculty owned
- Laboratories and equipments
 - University equipments center
 - Temporary occupied labs
 - New Research building

last but not least



- Resource management for Quality Assurance is a challenging job for all management aiming at high performance
- With limited financial resource, this job is even more challenging, and sometimes seems hardly possible
- But life is always more rewarding with challenges
- And it needs to be done well
- So, all the best to you!!!