



## **Educational Leadership for Managing Quality: Problems, Issues, and Ethical Behavior**

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## **Introduction**

During the past decade, many countries such as British, Australia and New Zealand have taken various measures in order to define standards for teaching professional standards from key feature of their education system. The purpose of their introduction is to develop and maintain high quality teaching and leadership in ensuring that employer and management expectations are clear and consistent across each institution

## **Introduction (Contd.)**

For the last decade in Pakistan, Higher Education Pakistan (HEC) emphasized on the quality of higher education. HEC has emphasized the research activities, curriculum development, and faculty development.

## Quality

Quality can be viewed in terms of perfection, excellence, and value for money, fitness to purpose, or transformation (Harvey & Green, 1993).

## Quality of Higher Education in Pakistan

- In order to ensure quality education in Pakistan, a Quality Assurance Committee was constituted by Higher Education Commission on October 23, 2003 comprised of Vice Chancellors of different universities of Pakistan. The significant contribution of this committee was developing a framework for accreditation and ranking of universities in Pakistan (Batool & Qureshi, 2006)

## Quality of Higher Education in Pakistan (contd.)

- Higher Education Commission (HEC) has constituted Quality Assurance Agency (QAA) with a mission to arrange the capacity building training/seminars and workshops in order to enable the higher education institutions of Pakistan to meet the challenges of quality assurance in higher learning. Under the auspicious of Quality Assurance Agency, in first phase, HEC has established Quality Enhancement Cells (QEC) in 10 public sector universities of Pakistan. In Phase II for the year 2007, HEC has planned quality enhancement cells in 20 other universities of Pakistan in order to monitor and improve the quality of higher education.

## Leadership

- Leadership is the process of influencing a group towards achievement of goals is called leadership. However, not all leaders necessarily have the capabilities or skills of effective managers and, thus, not all leaders should be managers. The fact that an individual can influence others, does not tell whether or not he or she can also plan, organize and control (Stephen & Marry, 2002).

## **Ethical Behavior (Contd.)**

- Ethical Behavior in the Workplace should be followed by every individual striving for personal and professional excellence as this leads to personal satisfaction and self-esteem and respect from other professionals in the workplace.

## **Leadership and Higher Education in Pakistan (Contd.)**

- Leadership plays an important role in managing quality of higher education. Educational leadership gives us vision to cope with the current situations and to reach the international standards of higher education. Researches show that there is strong relationship between leadership role and quality of higher education. In Pakistani context the ethical behavior of leaders really matters for the quality of teaching learning process. If teachers are not being treated with ethics they will be mentally disturbed and cannot work properly.

## Objectives of the Study

- To identify the problems faced by educational leaders to manage the quality of higher education at university level
- To explore issues faced by educational leaders to manages the quality of higher education at university level
- To explore the ethical behavior of educational leaders with the employees in order to manage the quality of higher education

## Research Questions of the Study

- What are the problems faced by educational leaders to manage the quality of higher education at university level?
- What are the issues faced by educational leaders to manages the quality of higher education at university level?
- What is ethical behavior of educational leaders towards their subordinates?
- What are the viable measures, in the opinion of educational leaders, to overcome problems and Issues to manage the quality of higher Education at university level?

## **Methodology**

### **A. Sample**

- The study was qualitative in nature. The research was conducted on a sample of 20 heads (10 Public and 10 Private) departments and 20 employees (10 public and 10 Private) were selected by using convenient sampling technique in Punjab, Pakistan. For getting information about ethical behavior of the educational leaders from employees researcher conducted focused group discussion from 20 employees (10 Public and 10 Private).

## **Methodology**

### **B. Instrument**

Semi-structured interview was designed to Inquire educational leaders' problems and issues regarding managing quality of higher education. The interview protocol was validated through expert opinion.

## **Instrument (contd.)**

The interview protocol was based on three core questions.

- What are the problems you are facing as an educational leader to manage the quality of higher education?
- What are the issues you are coping with regarding managing quality in higher education?
- What you suggest in order to overcome these problems and Issues to manage the quality of higher Education?

## **Data Analysis**

- Data was analyzed using descriptive coding technique

### Findings of the study

Broad Categories	Items
Problems faced by educational leaders to manage the quality of higher education	Lack of resources such as financial.
	Centralization
	Lack of teaching and administrative staff

### Findings of the Study (Contd.)

Broad Categories	Items
Problems faced by educational leaders to manage the quality of higher education	Lack of commitment and cooperation by faculty members
	Lack of university culture in new universities
	Lack of uniform criteria for appointment / selection

## Findings of the Study (Contd.)

Broad Categories	Items
Problems faced by educational leaders to manage the quality of higher education	Lack of physical resources such as shortage of rooms, labs, equipments, power supplies, latest books and journals
	Political pressure
	Time constraints due to overburden of management assignments of the university

## Findings of the Study (Contd.)

Broad Categories	Items
Issues faced by educational leaders to manage the quality of higher education	Unclear rules and regulations of the universities
	Contractual staff on key posts
	Faith of people on discretions and not on systems

### Findings of the Study (Contd.)

Broad Categories	Segregated Items
Issues faced by educational leaders to manage the quality of higher education	Lack of authority of educational leaders
	centralization

### Findings of the Study (Contd.)

Broad Categories	Segregated Items
Ethical behavior of educational leaders	Gender discrimination
	Lack of self respect for the sub-ordinates
	Show biasness
	No harassment issue
	Throw into turmoil dealing with the sub-ordinate

## Recommendations

- There should be more funds from HEC, provincial government and respected university, to overcome the weaknesses of the departments such as infrastructure, labs, and new books to manage the quality of higher education
- Heads of departments should monthly review the course taught by the faculty, number of assignments, quizzes conducted, and achievement of outcomes.
- There should be increase in physical resources as building and IT resources.

## Recommendations (Contd.)

- There should be proper facilitation from the university to the respected departments heads for better teaching learning process
- Sufficient autonomy should be given to the heads.
- There should be appropriate number of working staff for the university to overcome the burden regarding teaching and management

## **Recommendations (Contd.)**

- Political leaders should not be involved in the matters of the university
- There should be permanent hiring of staff for teaching and administrative positions
- There should be proper training of heads to deal ethically with the subordinates

Thank you