"New normal" for university management

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"COVID-19 combines and exacerbates essentially every challenge higher education has known"

— **Rick del Rosario**,
Liaison International

"…as these inequities are amplified in this time of crisis, this moment also holds the possibility that we won't return to the status quo when things return to "normal". It is the nature of our collective and systemic responses to the disruptions that will determine how we are affected by them"

— **Andreas Schleicher**,
OECD

Prerequisites and challenges

GLOBAL

- COVID-19 pandemic

- Digital inequality

- Transfer to online education

- The need to diversify university income

- Slowdown in economic growth

- The growing importance of influence (Impactful University) and social responsibility of universities

NATIONAL

- Modernization of the education system of the Republic of Kazakhstan

- Development of soft skills: leadership, entrepreneurship, communication

- Increase of university independence

- Low priority of scientific activity

- Weak cooperation between universities and business

- Growing demand for crisis managers in the public and private sector

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Orientation on the conditions of a perfect storm

if "the storm" *is weaker*

- **Return to "normal"**
- Return to "normal" 1-2 months later
- Start of studies from January 2021
- Face-to-face education for 1-year students
- Face-to-face education for some master students
- Structured "breaks" of the academic year
- Targeting educational programs

Responsive scripts of universities
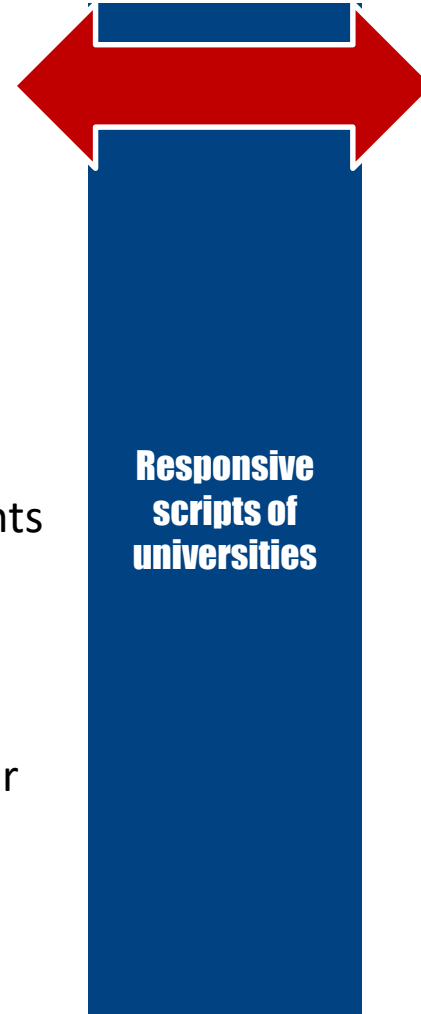
if "the storm" *is stronger*

- Intensive Block Learning
- Increase of the modularity of courses
- Virtual training of students in a dorm
- Iterative student stays on campus
- Synchronous classroom training
- **100% distance learning**

Main challenges

Reaction to challenges

- **Decline in the quality of applicants**
- **Decline in the quality of teaching and learning**
- **Managerial disorientation**
- **Complication of the educational migration procedure**
- **Lack of qualified specialists in the field of IT, medicine & education**
- **Revision of investment in education**
- **Decreased income of families of students and universities**

- **Increasing demand for online education**
- **Increasing the internal cohort of students**
- **Deepening cooperation between universities in the development of educational programs**
- **Implementation of corporate governance practices in universities**
- **Development of digital marketing**

Proposed measures

Setting up the educational process

Expanding the possibilities of distance learning, virtual support for students, adapting training programs to distance learning, teaching professors digital skills and online learning methods,
Developing online courses, revision of 2021 graduation requirements, adult education

Financial anti-crisis management

Team transformation, creation of a favorable emotional climate, transparent communications, implementation of corporate management practices of universities

Timetable regulation, free courses for socially vulnerable students
Preparing the infrastructure for organizing distance learning (developing or expanding the capabilities of the learning platform: for example, virtual laboratories, provision of resources: network stability, equipment availability)
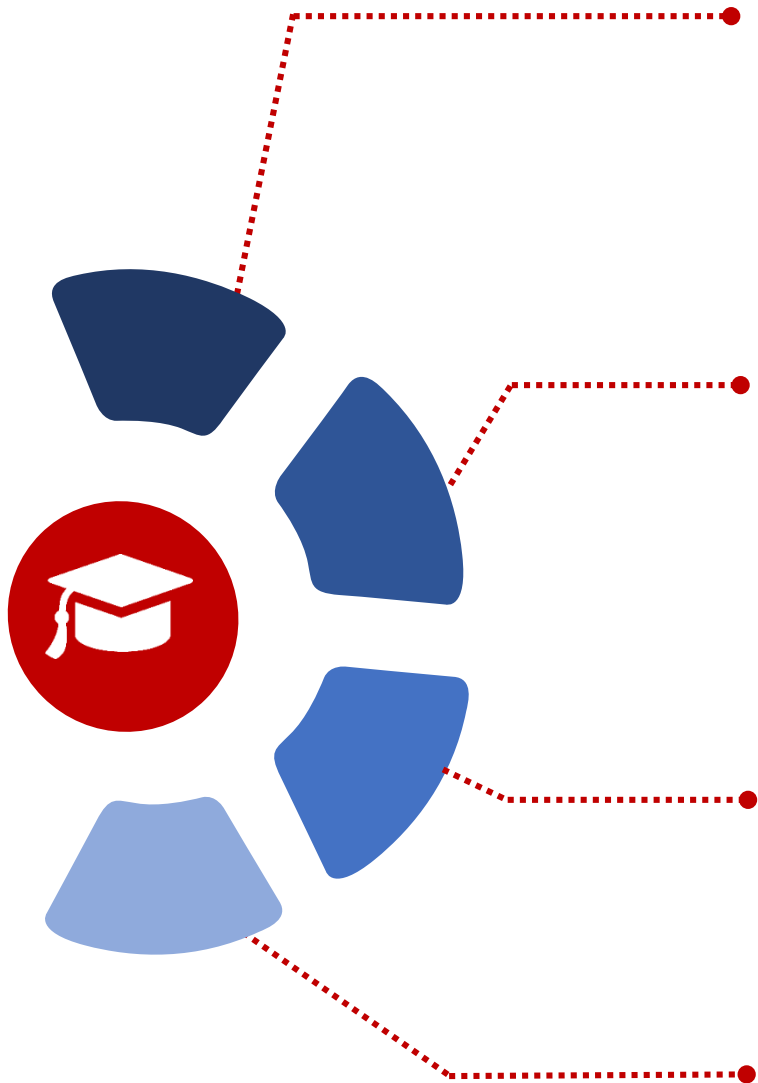
Raising the quality of education

Diversification of income:
Financial stress tests, scenario planning, consulting, applied research
Adaptation of financial flows: financial assistance to a student, an increase in the number of grants, a flexible payment system
Optimization of the expenditure side of the budget: outsourcing, deferral of non-essential expenses, optimization of utility and administrative expenses

Leadership in disruption

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MBA in Education Management

AlmaU Institute for Educational Development

- AlmaU IED is the center for generation and transfer of knowledge aiming to promote effective management methodology
- Professional trainings for management teams of educational institutions, private and public organizations
- Graduates as agents of change in the educational system

Platform for development of the educational system

- Development and promotion of technologies and methods for effective management of educational institutions
- Transformation of educational organizations based on AlmaU IED unique methodology
- Creating a platform of universities for best practice synergy and exchange, for implementation of strategic initiatives

Research in the sphere of education

- Collection and analysis of information on functioning of educational systems
- Involvement of AlmaU experts for development of legislative acts
- Participation of AlmaU experts in international projects as consultants

Programs for managers of HEIs, colleges and schools; programs for educators

- 100+ rectors and vice-rectors, 400+ directors and deputy directors of schools, 300+ directors of colleges, 600+ regional school teachers

Project "**University Management – 2020**"
25 rectors & vice-rectors of 12 universities

5 Modules Program	
• Modern mindset on education development • Experience exchange, best practice and case study from international experts - UK, USA, Russia, Singapore, Georgia, Kazakhstan and others • Discussions on problems of higher education and rethinking of the educational system	• Managerial Audit • Establishment of the renewed strategies • Digital Management • Impact University model in two trajectories – economy and personal development • Internationalization, accreditation and rankings • Cooperation with academic partners

Purpose: increase of HEIs' effectiveness through building new strategy, improvement of competitiveness, successful management

Project "**Support to rural teachers**" (since 2008)
360+ rural teachers; trainings on leadership, managerial & teaching competences, interactive and innovative teaching methods

Managers' competences and professional skills	
• Strategic viewing • Systematic mindset on education • Prototype thinking on different types of schools • Managerial and administrative skills and experience	• Entrepreneurial thinking • Project management • IT-competences • Communications • Trilingual study

Purpose: generate team of managers who develop "collective intelligence"
and have competences to manage complexity

A - Achieve

l - lead

m - manage

a - apply

U - Undertake

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