“New normal” for university management

Dr. Yerbol Suleimenov
Rector of Almaty Management University
“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
Orientation on the conditions of a perfect storm

- 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

**if “the storm” is weaker**

- 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**

**Responsive scripts of universities**

**if “the storm” is stronger**
Main 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

Reaction to challenges

- 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
- 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)

Expanding the quality of education
- Raising the quality of education
- 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
- Financial anti-crisis management
- 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

Personification of education, financial and emotional stability

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

Leadership in disruption
- Personification of education, financial and emotional stability
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
# University Management 2020

## Project “University Management – 2020”
25 rectors & vice-rectors of 12 universities

### 5 Modules Program

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<th>Modern mindset on education development</th>
<th>Managerial Audit</th>
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<td>Experience exchange, best practice and case study from international experts - UK, USA, Russia, Singapore, Georgia, Kazakhstan and others</td>
<td>Establishment of the renewed strategies</td>
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<td>Discussions on problems of higher education and rethinking of the educational system</td>
<td>Digital Management</td>
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<td>Impact University model in two trajectories – economy and personal development</td>
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<td>Internationalization, accreditation and rankings</td>
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<td>Cooperation with academic partners</td>
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Purpose: increase of HEIs’ effectiveness through building new strategy, improvement of competitiveness, successful management
New generation of managers of secondary schools & colleges

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

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<th>Managers’ competences and professional skills</th>
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<td>• Strategic viewing</td>
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<td>• Systematic mindset on education</td>
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<td>• Prototype thinking on different types of schools</td>
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<td>• Managerial and administrative skills and experience</td>
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<td>• Entrepreneurial thinking</td>
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<td>• Trilingual study</td>
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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

Alma Mater. AlmaU matters!