

CURRENT CONCEPTS OF MANAGING THE COLLEGE

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Abstract: Introducing to the subject matter the college concerning functioning is a purpose of the present article in the context of current concepts of managing the educational establishment. The text aims to show that the university as a public or non-public organization has a well-established social position. Provides education students, dynamically evolving, is oriented on the environment. The main purpose of a university education is available to all. In directing this specific educational institution use of different management models. The most up to date, according to the author, have been described, all of these concepts are to encourage employees to be more intensive and effective work.

Key words: university management concepts, the functioning of higher education, education generally, university employees, effective work.

1 Introduction

Taking into consideration aim of the college, her mission, vision it is possible to define them as the future state of affairs or of process planned by the perpetrator, and in such field like education also a state of the man or the group which is supposed to be produced or kept for in order to meet the needs of people.¹ Each college taking a specific purpose or purposes shall be guided by the current management concepts that will help in its/their implementation. The same management (according to the Encyclopedia Quick Reference) is discussed in terms of a normative act issued pursuant to and in order to comply with the law by the executive authority.² To the university authorities, in a series of activities organized include such activities as:

- establishing tasks and plans;
- getting stores;
- instructing, the coordination;
- permanent supervision of the work of subordinates;
- control of the execution of tasks and plans.

2 Concepts of managing the college

Activity of academy is based on providing certain financial means. Government funds economic subsidies which are getting to public academies; the objective of economic subsidies is funding tasks connected with "training full-time students, the participants of doctoral studies, research staff and maintaining the university, including the renovation".³

First thing, budget is an activity plan and defines the structure of expenses, approve the funding of individual actions. After approval, budget becomes control factor which appraise the regularity of operations from the point of view of their financial order and compliance with the plan.⁴

The concept of budgeting is connected with budgetary policy whose mission is to use public revenue and expenditure for the implementation of the tasks facing the country. Therefore, state decides about size of the budget allocated to higher education and its functioning. It should be pointed out, that government budget includes:⁵

- incomes and state burden for a period of one year;
- presentation of the action plan, where financial objectives are submitted as financial targets;
- set of tools for specific tasks of a state.

Performance budget is a three-year consolidated plan which includes state budget units expenses, state special purpose funds and state legal persons, referred in article 4 act 1 section 12 of 30 June 2005 about public finances drawn up in the system parts, tasks and subtasks.

The main goals of performance budgeting includes:⁶

- ensuring more effective implementation of public tasks;
- ensuring greater effectiveness of public tasks;
- increasing the efficiency of public spending, improve the transparency of public finances and to provide citizens and parliamentarians more readable information on the measures taken and their costs.

Minister of Science and Higher Education has the power over financial means for education according to law act from 30 of April 2010.⁷

Managing through motivation is totality of actions and decisions taken by every manager to encourage workers to work harder, challenging him to put in an maximal effort in completing his tasks, contributing to results and development of the organization.⁸

Planning actions with help of notions and it's control with the help on will are the base for motivation, characteristic for a grown man, who has a professional, caring and social roles in organized society.⁹

Managing of a university in aspect of staff motivating may have many aspects. They can be considered in categories of:

- appreciation (Rector's award, diploma, public praise, financial award);
- meeting of the lecturers, managing staff with satisfied students;
- promotion (getting new degrees, self-realization, building individual carrier path, conferences, respect in both work and outside of work environment, opportunity to develop);
- partnership in management of university, delegating independent tasks, influence on politics of the university, need of power, identification with the university, loyalty towards university, need to take the risk and stay active;
- salary level, additional benefits, work itself, independence in work, work atmosphere, work evaluation.

With a view on motivational factors to students, we can outline the following:

- scholarships, graduation act, which is a ticket to get satisfying job, will to get education, possibility to obtain a well paid job, perspective to pursue a carrier in education, broadening the horizons, getting to know interesting are of knowledge;
- keeping job, acquiring higher social status, promotion, well paid job, professional independence;
- trending study courses, rich history and traditions of a university, attractive fields of study, culture of the organization, highly qualified educational staff, very good contacts with both national and international universities, institutions, enterprises, possibility to have internship in particular field;
- content of study related with future occupation, topic of classes meets expectations, development of analytic thinking, classes that help to improve knowledge in area

¹ T. Komorowski, *Prawo oświatowe w praktyce*, Wyd. Empi, Poznań 2003, s. 43

² M. Karolczuk-Kędzierska (red.), *Encyklopedia podręczna*, Kraków 2002, s. 1074

³ Ustawa Prawo o szkolnictwie wyższym, art. 94

⁴ W. Goriszowski, *Współczesne koncepcje zarządzania i funkcji kierowniczych w oświacie*, Wydawnictwo Wyższej Szkoły Pedagogicznej Towarzystwa Wiedzy Powszechnej, Warszawa 2000, s. 36

⁵ G. Swiderska, *Rachunek kosztów i rachunkowość zarządcza*, wyd. Stowarzyszenie Księgowych w Polsce, s. 226-231

⁶ Ustawa z dnia 30 czerwca 2005r. o finansach publicznych, Dz. U. nr 249, poz. 2104 z zmianami, art. 4.

⁷ Ustawa z dnia 30 kwietnia 2010r. o zasadach finansowania nauki, Dz. U. nr 96, poz. 615.

⁸ B. Kaczmarek, Cz. Sikorski, *Podstawy zarządzania*, PWN, Warszawa 1997, s. 45

⁹ W. Pomykało (red. nauk.), *Encyklopedia pedagogiczna*, Fundacja Innowacja, Warszawa 1993, s. 386

that students take interest to, opportunity to participate in student organizations.

It is stated, that motivational factors are important to both students and staff. They should be one of the priorities of effectively run university.

In the management technique by goals the principle of liability for errors, deviations and all kinds of shortcomings in the implementation of the objectives are strictly adhered, which causes the minimization of this kind of cases. The appraisal of efficiency of the management and work of employees are the base of payment policy in connection with results which were gained by organization and tool to improve governing.¹⁰

Management through goals is not a simply process, is not easy to implement. But view about advantages of management mechanism for setting objectives, appraisal and integration personal goals with organizations becomes more common. The Programs of the management by objectives has gained common acceptance, but they still demand volume of time and energy.¹¹

“The main goal of the tertiary education in Poland is contribution in quality of life improvement by creating, boarding and popularizing knowledge, training skills to use it for personal and general benefit and influence for raising quality of public service. The main goal of the tertiary education is also creative connection between academic environment with global academic community and intellectual community and also with domestic and foreign companies and public institutions. The achievements of polish scholars should have positive influence on image of Poland in the world. Academies should has impact on breaking barriers and ethnic prejudice, building positive relations between people with other nationality, religion and views.”¹²

There under, seeking to realization following strategical goals in academic management in Poland in prospective to 2020.¹³

- “variety”, increased diversification of the institution of tertiary education, in which academies will have different educational and research missions, is main condition of the conversion of education and science research quality;
- “openness”, academies should open themselves on their social environment, keep partnership relation and get signals from environment; Make tertiary education common currency was the first step to wider opening college on social environment, but further actions are needed;
- “mobility”, preparation of students to function in global society and science research development demand significant augmentation of the scientific and educational cadre and students; mobility is not understood in only geographical sense, equally important is institutional mobility (change of institution where particular person is employed), between sectors (working in many different environment, especially in academic and business) and designing (participation in many different projects and research teams);
- “competition”, is an universal stimulating factor rising quality and limiting costs.
- “efficiency”, limited financial means and increasingly competitive condition of academy working demands increasing the efficiency of resource management and better organization of academy; upcoming demographic collapse can menace failure many academies, the improvement should come before it will advent; the management of the polish public academies has to become more effective inter alia by using experience and the best habits from foreign academies;

- “accountability and clarity”, the basic demand in Europe towards autonomic academies is their spending means accountability which are come from country, sponsors and students and also clarify of management and other activities of academy; accountability provides effective using of means and clarify gives stakeholders full insight in working of academy, who can make decision based on it (financial support, to make decision to study etc.)

Realization six main strategic goals in academic management in Poland is intended to contribute in drawing near sector of tertiary education to European standards.

3 Summary

From experienced a dozen or so last years in Poland deep transformations are occurring in all areas of the social life which still are transforming the face of the Polish society. Economic and social political transformations set their stamp in the sphere of the widely understood education (also at colleges).¹⁴

The best argument for higher education is a common good. In the end, everyone has an interest in ensuring that education was at a high level. Education is a matter of all citizens. The quality of education is directly related to the level of people's lives: employers, citizens. A strong education system is the foundation of civil society, prosperous and democratic.¹⁵

- The efficiency of higher education can be assessed in relation to the three types of educational standards, namely: of standard software; of standard of achievements of students (of effects of the education);
- of standard of required qualifications of university teachers, the organization of classes, the base of the material college, i.e. the standard of required conditions.¹⁶

Only conditioning supporting the college (financial, incentive, of management informed for the purposes of the organization) created both by her alone as well as a development and proper functioning can cause surroundings for her.

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¹⁰F. Michoń, *Organizacja i kierowanie w przedsiębiorstwie*, KiW, Warszawa 1981, s. 23

¹¹W. Goriszowski, *Współczesne koncepcje...*, op. cit., s. 26

¹²Misja, wizja i cele strategiczne szkolnictwa wyższego w Polsce w perspektywie 2020 roku, Raport cząstkowy.

¹³J. w., s. 7-11

¹⁴A. Kurzynowski (red. nauk.) *Polityka społeczna, globalna i lokalna*, Warszawa 1999, s. 234

¹⁵M. Fulan, *Odpowiedzialne i skuteczne kierowanie szkołą*, Warszawa 2006, s. 17

¹⁶K. Piwowar - Sulej, *Zarządzanie personelem nauczycielskim w oświacie*, WoltersKluwer Polska Sp. z o.o. Warszawa 2009, s. 22

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