

A CRITICAL REVIEW OF
ESMAN MODEL OF
INSTITUTIONAL DEVELOPMENT

BY

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Factors of Development

- 1. LEADERSHIP (Governing Council Members/Trustees-Chairman/Director/Dean/Principal)
- 2. DOCTRINE (Vision/Mission/Mandate/Goals/Objectives)
- 3. EDUCATIONAL PROGRAMMES (Long-term, Short-term, Outreach, Sponsored, MOOCs, Non-formal, Cooperative, part-time/ flexible, industry relevant)
- 4. LINKAGES (Authority/ Commissions/ Councils, Resource Providers/ Donors, Industries, International Development Organizations (IDAs), International Institutions/ Universities/ Facilitators, industry/ Employers)
- 5. Transactions (MoUs/Implementation)

Missing Factors (Assumptions)

- Mandate
- Autonomy/ Decentralized
- Empowerment / Delegated
- Human Resources- High Performing and Outstanding
- Infrastructure
- Centers of Excellence
- Accredited Programs
- Clean administration

Leadership

- Job-Centered Style (Task)
- Employee-Centered Style (People)
- Situational Theories
- Super Leadership
- Appreciative Leadership
- Project Specific Leadership
- Strategic Leadership

Situational Factors

- MANAGERIAL CHARACTERISTICS
- GROUP FACTORS
- LEADERSHIP BEHAVIOR
- FACULTY/STAFF CHARACTERISTICS
- ORGANISATIONAL FACTORS

Influence

- LEADER BEHAVIOR

influences

- FACULTY/ STAFF BEHAVIOR

Managerial Characteristics

- Personality Characteristics
- Needs and Motives
- Past Experience and Reinforcement

Leadership Behavior Styles

- Instrumental
- Supportive
- Participative
- Achievement Oriented

Situational Factors

- Characteristics of Faculty/Staff
- Work Environment (Government Norms/Rules/AICTE/UGC Regulations/ State Board/Norms of the Directorates of Technical Education)
- Economy, DGP, FDI in Research and Development
- Focus of IDAs
- Needs of the MNCs, Indian Industries and Commerce

Characteristics of Faculty/Staff

- Abilities/Competencies/Experiences
- Locus of Control (Members of Governing Council /Academic Council/Board of Studies/ Faculty Association/Political Parties)
- Needs and Motive
- Respect for Excellence
- Desire for Equity

Work Environment

- Characteristics
- Nature of Task (Curriculum Development, MOOCs, Projects under IDAs, Sponsored Research and Development Programs, International Programs, Research Works in the Innovation Centers)
- Work- Group Characteristics
- Organizational Factors
- Focus on Excellence

Tasks

- Market Driven/ Industry Relevant Programs
- Cooperative Programs
- Continuing Education Programs
- Consultancy Projects
- Community Interactions
- Research Programs Leading to PhD degree
- Sponsored Research Projects
- Prototype Development

Group Factors

- Group Development (Advanced Training, Approval for Bidding for External Projects under IDAs, Planning and implementing International Seminars and Conferences, Participating in Technical Working Group Meetings)
- Group Structure (Interdisciplinary Teams/ Diverse Members)
- Group Task
- Cultivation of Ethics

Faculty/Staff Characteristics

- Personality Characteristics
- Needs and Motives
- Past Experience and Reinforcement

Organizational / Institutional Factors

- Power Base (Institute of National Importance as declared by the Parliament, National Institute/Autonomous Institute, National University)
- State University/ Technical University
- Autonomous Institute
- Affiliated Institute
- Rules, Policies and Professionalism
- Ethical development

Institutional factors

- Declared in the Parliament as Institutes of National Importance (IITs, IIMs, IISER)
- National Institutes (NITs, NITTTRs)
- Deemed to be Universities
- Regional Institutes
- State Institutes
- Affiliated Colleges/Government Aided Colleges
- Self-financing Colleges
- Respect for Excellence and Equity

Faculty/Staff Perceptions

- Efforts to Performance Expectancy
- Performance to Reward Expectancy
- Valence
- Equity

Outcome

- Efforts to reach Excellence in Research and Development
- Intrinsic Motivation and Professional Satisfaction for Outstanding Performance
- Global Recognition for Contributions
- Performance Related Successes
- Completing Global Projects under IDAs
- Completing International Programs
- Conducting International Conferences

Path- Goal Relations

- Leader Behavior Styles
- Situational Factors
- Faculty/Staff Perceptions
- Outcomes

Faculty

- Qualification
- Experience
- Competencies
- Commitment
- Risk takers
- Creative
- Achievement Oriented
- Ethical

Technical Support Staff

- Competencies
- Educational Qualifications
- Training in the related fields
- Commitment
- Ethics
- Equity

Doctrine

- Global Vision
- Mission to achieve
- Goals
- Objectives
- Values for Outstanding Performance
- Appreciative Enquiry

Programmes

- Certificate and Advanced Certificate
- Diploma and Post Diploma
- Degree (Industry Relevant, Flexible, Credit Based, MOOCs, Networked)
- Industry Relevant Post-graduate Diploma
- Post-graduate Degree (Interdisciplinary)
- Doctoral
- Post-doctoral

Linkages

- Accredited with UGC/AICTE
- Institutional Members of ISTE, ISTD...
- Affiliated to Technical Universities
- Networked with Institution of Engineers/
Professional associations/ UNESCO/ World
Bank/ADB/UNDP/CII/FICCI
- Industries/communities
- Networked with International Universities

Transactions

- Regular Programmes
- Part-time Programmes
- Twining Programmes
- Flexible Programmes
- Distance Education Programmes (MOOCs)
- Consultancy Programmes/ Innovation Centers
- Extension Centers/ Overseas centers
- Overseas Programmes

Mandate

- Government's direction for desired Programmes
- Prescription for approved activities
- Direction for long- term /short-term programmes, services, consultancies
- Permission to take up industries based /overseas projects and programmes

Governing Council

- Chairman (Permanent/ Nominated)
- Secretary (CEO)
- Members (Ex-officio/Nominated Faculty)
- Elected Members of Alumni)
- Representatives of AICTE /University /
Industry

Autonomy

- Academic
 - for planning and implementing desired programmes and national and international projects; recruiting the faculty
- Administrative
 - pay fixation, allowances, retirement benefits
- Finance
 - investments, utilization

Growth

- Programmes
 - - international twining, joint programmes, industry sponsored
- Services
 - Consultancy services, bidding for global programmes and projects
- Institutional Development and Centers of Excellence

Development Programmes

- Mandated
- Innovative, MOOCs
- Market Driven
- Multi-skilled
- Flexible
- Networked
- Cooperative and Part-time

Potential and Needs of the Programmes

- Sustainability in the Long-run
- Infrastructure and Sustainable Resources
- Faculty- Outstanding and Multidisciplinary
- High Employment Potential Based on the Acceptable Program Educational Objectives
- Accredited
- Flexible, and Follows Continuous Process Improvement

Development of Programmes

- Based on the Needs Analyses
- Identified Competencies and Skills
- Flexible, Credit Based
- Market Driven

Pilot Testing

- Implementation in one Institution
- Monitoring
- Effecting Continuous Improvement

Evaluation

- Summative Evaluation
- Tracer Studies on the Alumni
- Faculty and Student Feedback
- Improvement
- Assessment of Outcomes

No End for Institutional Development!

- Thank You.,
- Your Questions Please ?