

# Administration Development of Autonomous Public Universities in Thailand.

Dr. Nopparathapol Sriboonnark

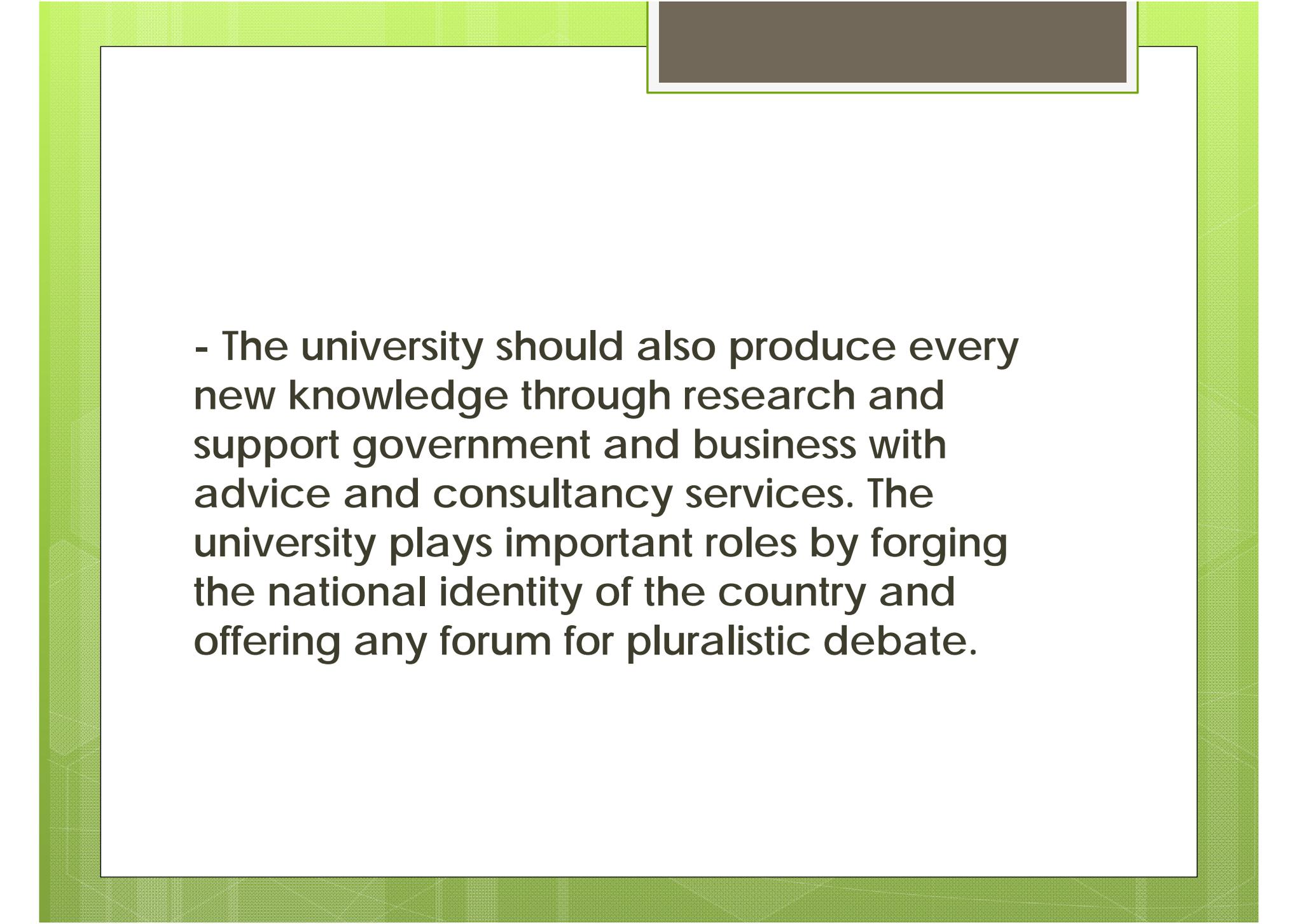
Asst. Prof., Burapha University, THAILAND,

[dr.nopparathapol@gmail.com](mailto:dr.nopparathapol@gmail.com)

<http://www.facebook.com/Dr.Nopparathapol>

## The Primary Points of the Research: any Sound Theory, Concept, Principle, and Philosophy

- There are important roles of the university or higher education institution. The university teaches people to think, to search for every reasons of any phenomena, to be intellectual human beings who are able to specify and resolve any problem, for themselves, and society as a whole.



- The university should also produce every new knowledge through research and support government and business with advice and consultancy services. The university plays important roles by forging the national identity of the country and offering any forum for pluralistic debate.

- The university has had important roles in 'development administration', especially, in administering and developing human resources, in researching any new knowledge consistent to the national development administration, in order to change the society and/or the country to desirable goals. (such as reducing poverty and unemployment , enhancing social equality and equity in the country)

## The Development of Universities in Thailand: Comparison to any Sound Theory, Concept, Principle, and Philosophy:

- Thai governments have paid high attention to enhance higher education institutions, colleges, and universities
- Such as public 'professional universities', private higher education institutions, and 'open universities'

## Why ' Autonomous Public Universities' (APU)?:

*Comparison to any Sound Theory, Concept, Principle, and Philosophy*

- In order to enhance speedy and de-bureaucratized higher education institutions/universities;
- In order to strengthen them, to free them from any bureaucratic regulation, to let them to be independent and self-managed;
- In order to increase much more academic excellence, both in quantity and quality of their outputs and outcomes

## **The Definition of Autonomous Public University (APU):**

An APU is as any independent and self-managed public university, it has not only de-bureaucratized but also non public enterprise. It's monitored by 'Office of Higher Education Commission', the government has allocated the APU the budget by law in order to assure and keep the higher educational quality.

*Interesting Research Questions:*

**-What about the administration of the APU, Does it work well?**

**-Is there any problem or serious current issue?**

*- Is there any possibility of undesirable, corrupt, or unethical behavior of the APU?*

## The Theoretical Framework and Design of the Research:

- Systems theory/model has been utilized as research theoretical/conceptual framework.
- The qualitative and holistic approaches have been utilized in the research.
- 14 APUs have been studied.
- The deductive model of analysis has been utilized.

## Figure 1: Inputs-Processes-Outputs Mechanism Model



## Major findings:

1. Most APUs have used 'empowerment' strategy in the university's processes, without effective monitoring and evaluating mechanisms.

2. Most APUs have focused on 'economic model' and 'management model' of policy implementation rather than other valuable models, such as 'organization development model' and/or 'political model' of policy implementation.
3. Most APUs have not tried to utilize any integrated sound theory, concept, principle, and philosophy of effective higher education/ university.

## Some observances in the APU's processes:

1. Higher educational quality of all kinds of university in Thailand has been concerned by some educational experts/specialists. The research pointed some APUs have developed, opened, and operated many educational programs in a lot of areas/centers without any sound feasibility study. In consequence, they have not been efficient and effective. Especially, there have been suspicious about the quality of such programs.

2. The researcher found there have been much more complex research proposal processes and procedures for faculty members to get fund- supported. There have been suspicious if such processes and procedures have kept promoting or supporting anti-corruption, transparency, and good governance of some APUs.

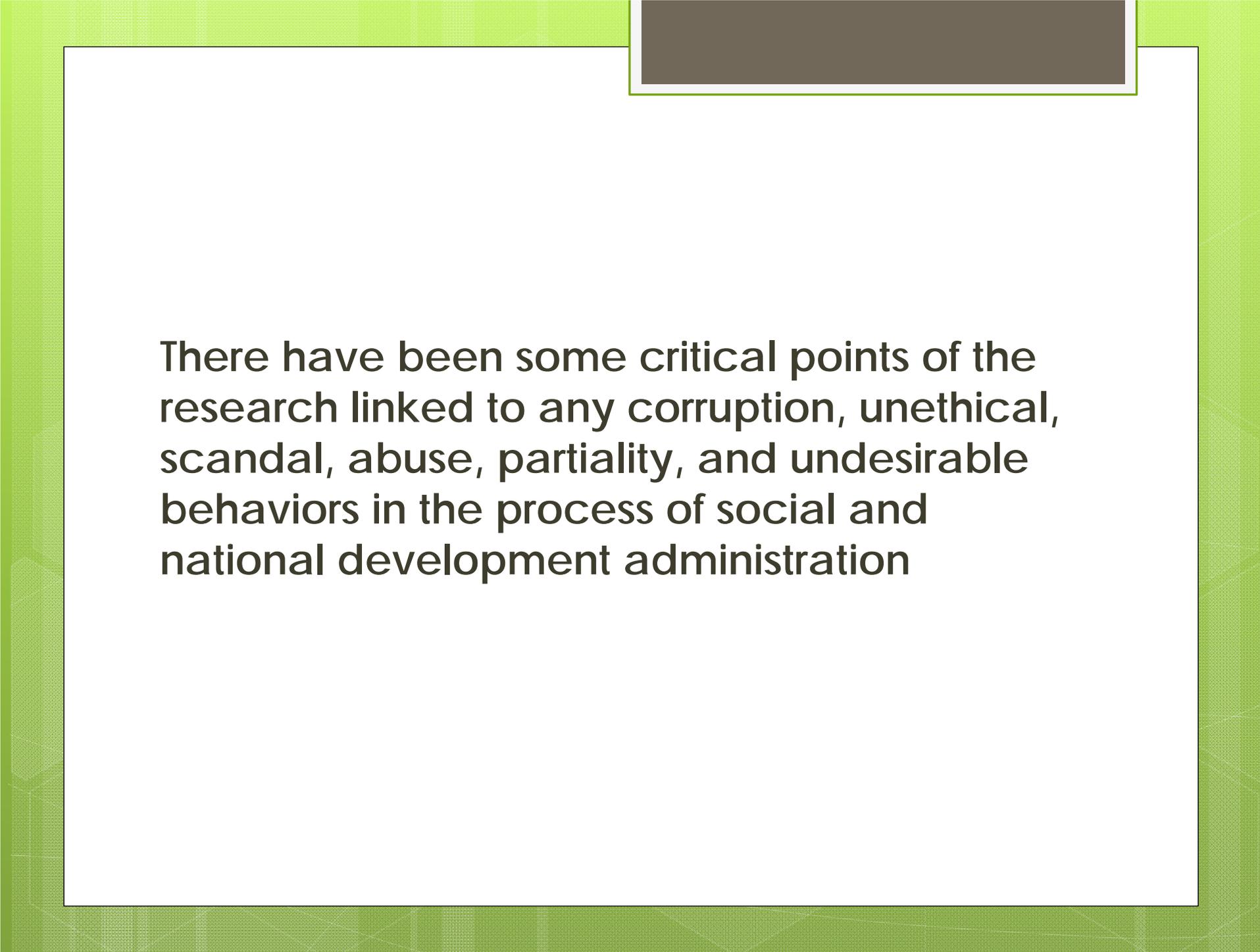
3. The APU faculty member and personnel have not been interested in playing community academic services rather than teaching/instructional roles.

4. Most APUs haven't been paying much more attention in marketing function and 'competitive advantage' by creating quality, efficiency, innovation, and social responsiveness.

5. Not only financial but also educational development mechanisms should be adjusted and reconsidered continuously in order to increase quality, efficiency, and effectiveness of the APUs.

6. Human resource management (HRM) of the most APUs tends to be 'hard HRM' rather than 'soft HRM', which has not been consistent to any sound university development administration philosophy/theory/concept. ( such as academic freedom/excellence, etc.)

**Policy Implication: What about the Link to Corruption and Innovations to Combat any Corruption in the APU, Society, and Development Administration of the Country?**



There have been some critical points of the research linked to any corruption, unethical, scandal, abuse, partiality, and undesirable behaviors in the process of social and national development administration

The research pinpointed that there has been possible that most APU presidents have empowered their responsibility and authority with ineffective monitoring and evaluating the performance of any empowered faculty dean and/or department head of the APU, in another word, any empowered middle manager of the university unit has had 'absolute power' in most university functions/processes.

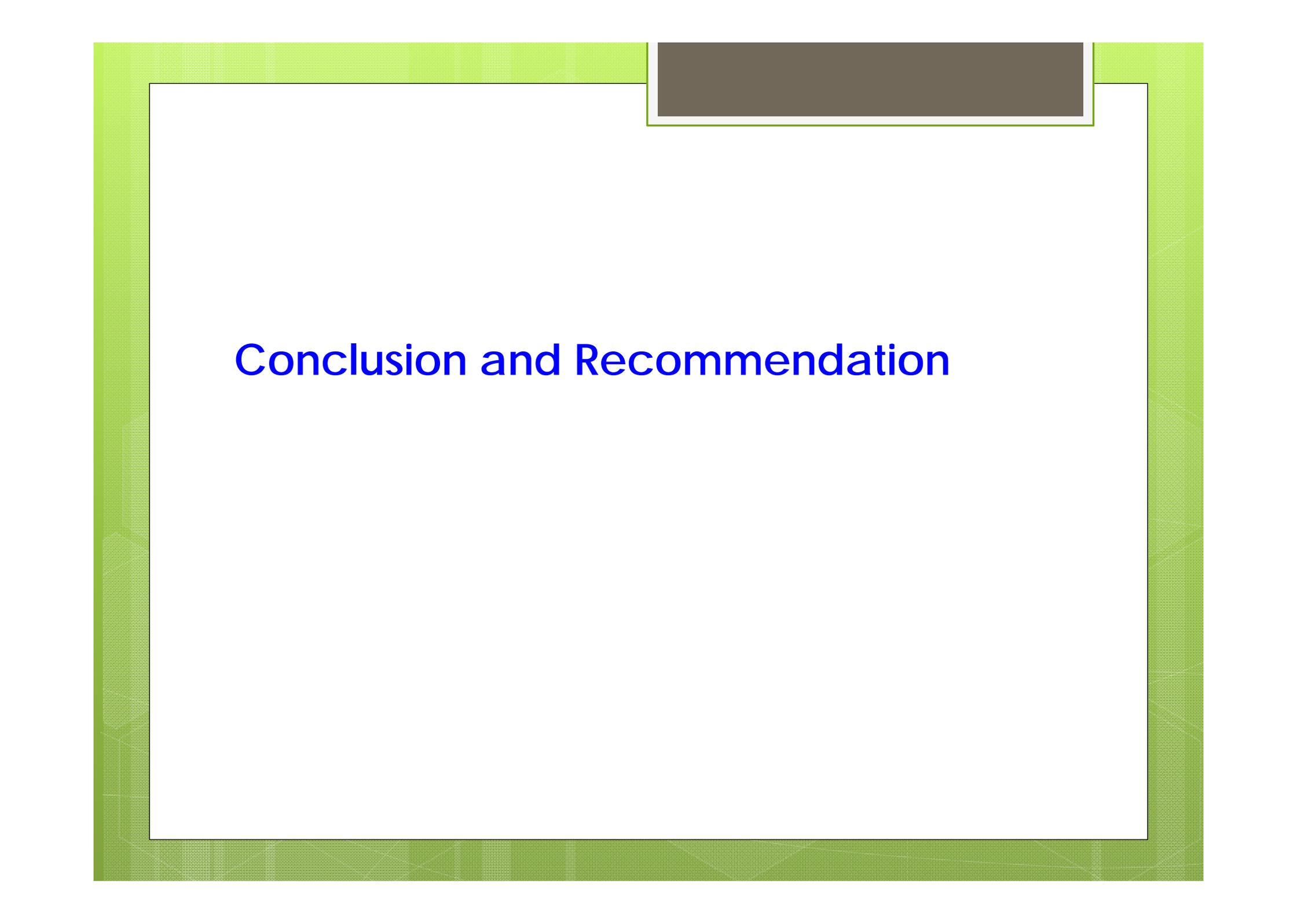
“...If most empowered managers of the APU work well and transparently, the missions and objectives of the APU should be achieved effectively and efficiently, unfortunately, there have been some phenomena and trends about unethical university organizational behavior of any kind of university including ‘conflicts of interest’, even ‘quid pro qua’, etc...”

There also have been possible that any corrupt manager or administrator has searched and manipulated any benefit in administrative process of the APU, such as the manager or administrator has had various fringe benefits rather than other subordinates, in another word, the empowered manager has monopolized much more faculty/unit resources and got concerned 'self interest rather than the APU and public interests'.

Any corrupt APU empowered head/manager may have also focused on 'partiality' and 'double standard' in the administrative processes. He/ she would not like to give any unfavorable subordinate positive motivation or valuable resources.

**So, it should be able to imply:**

**“...more independence or absolute empowerment without effective monitoring, evaluating, and developing performance administration, more possibility of corrupt/unethical behavior...”**



# Conclusion and Recommendation

## **Q & A of the Research:**

**Q1: Have the APUs worked well, they could answer the national development administration questions/problems?**

**A1: No, they haven't yet.**

**Q2: Is there any corrupt behavior in any APU administrative system?**

**A2: Yes, there is. Most APU administrative systems should be improved and developed continuously, for enhancing more public and national interests.**

## Some Innovations for Combating Corruptions:

1. Applying and utilizing '**check and balance mechanism**', especially, for checking and balancing the empowered managers in APUs and public organizations.
2. **Benchmarking**, it is a systematic process of pursuing the best practices, creative thinking, and effective operational processes. It can increase better organizational outputs and performance.

3. **Total Quality Management**, this is a kind of quality management that concentrates on organization-wide working atmosphere improvement. Employees and customers can get involved in most activities of the organization. Continuous improvement for better quality and competitive advantages.

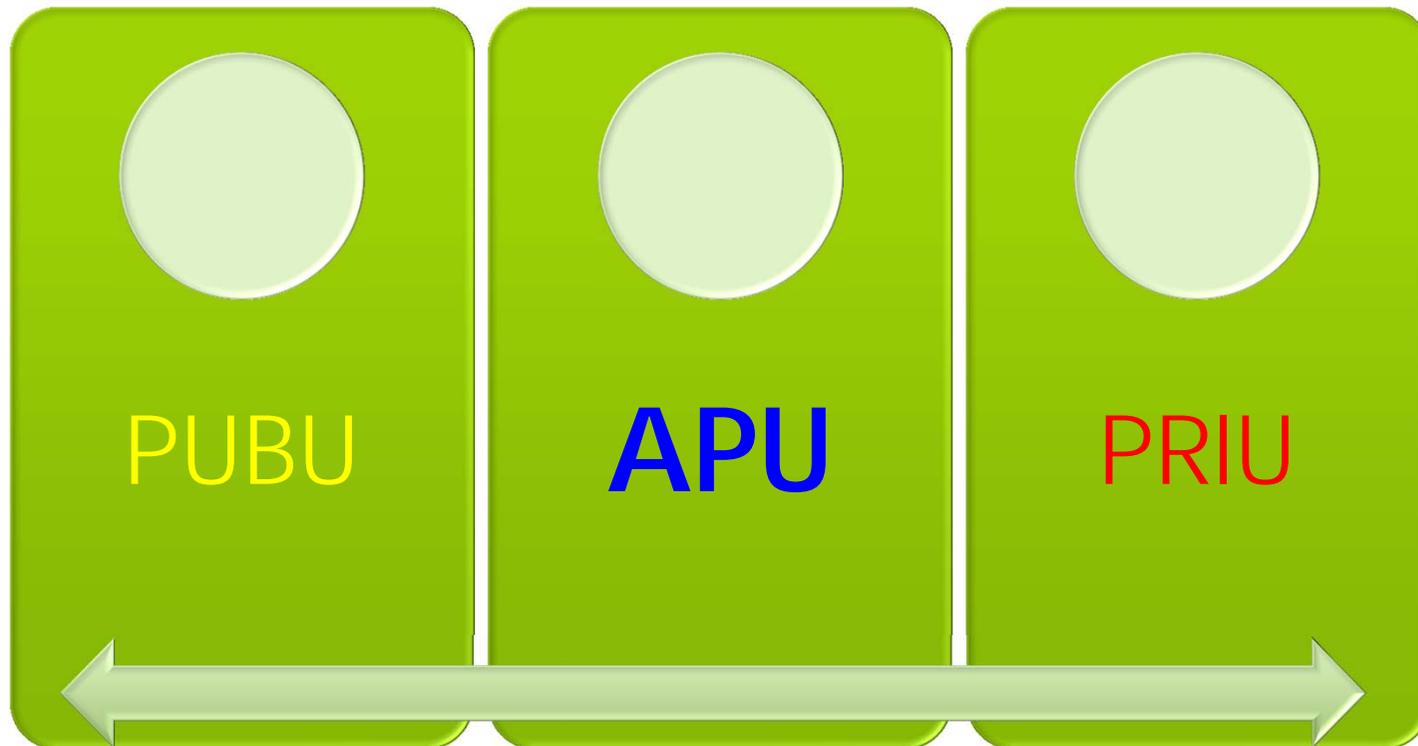
**4. Team Building and Management, This is a strong innovation applied for responding various changing environments, including multiple decision making, mutual development, and task forces.**

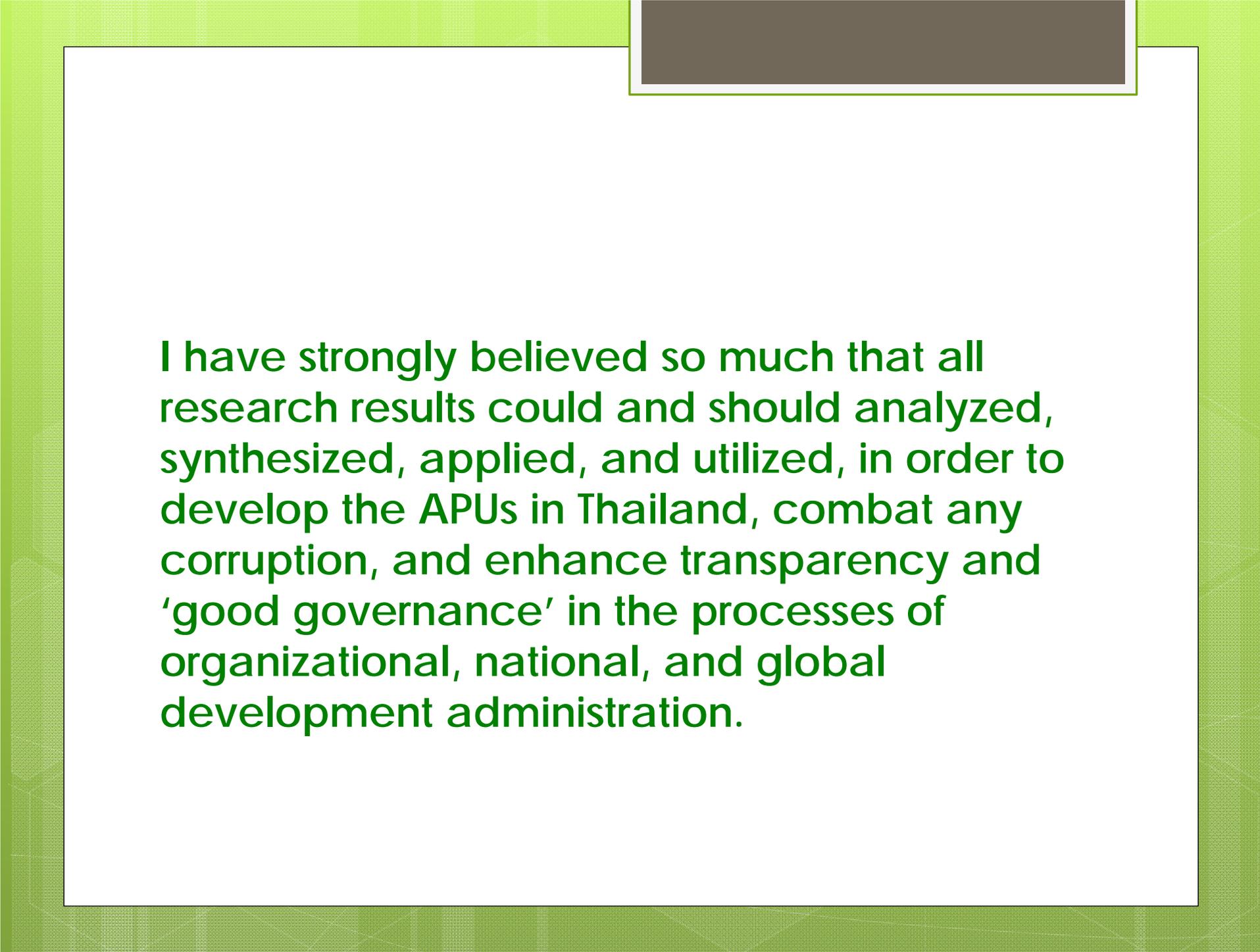
## 5. **Ethical Behavioral Development**

Programs, these should be set up in all organizations, universities, societies, and countries, by applying values of Buddhism and all religions.

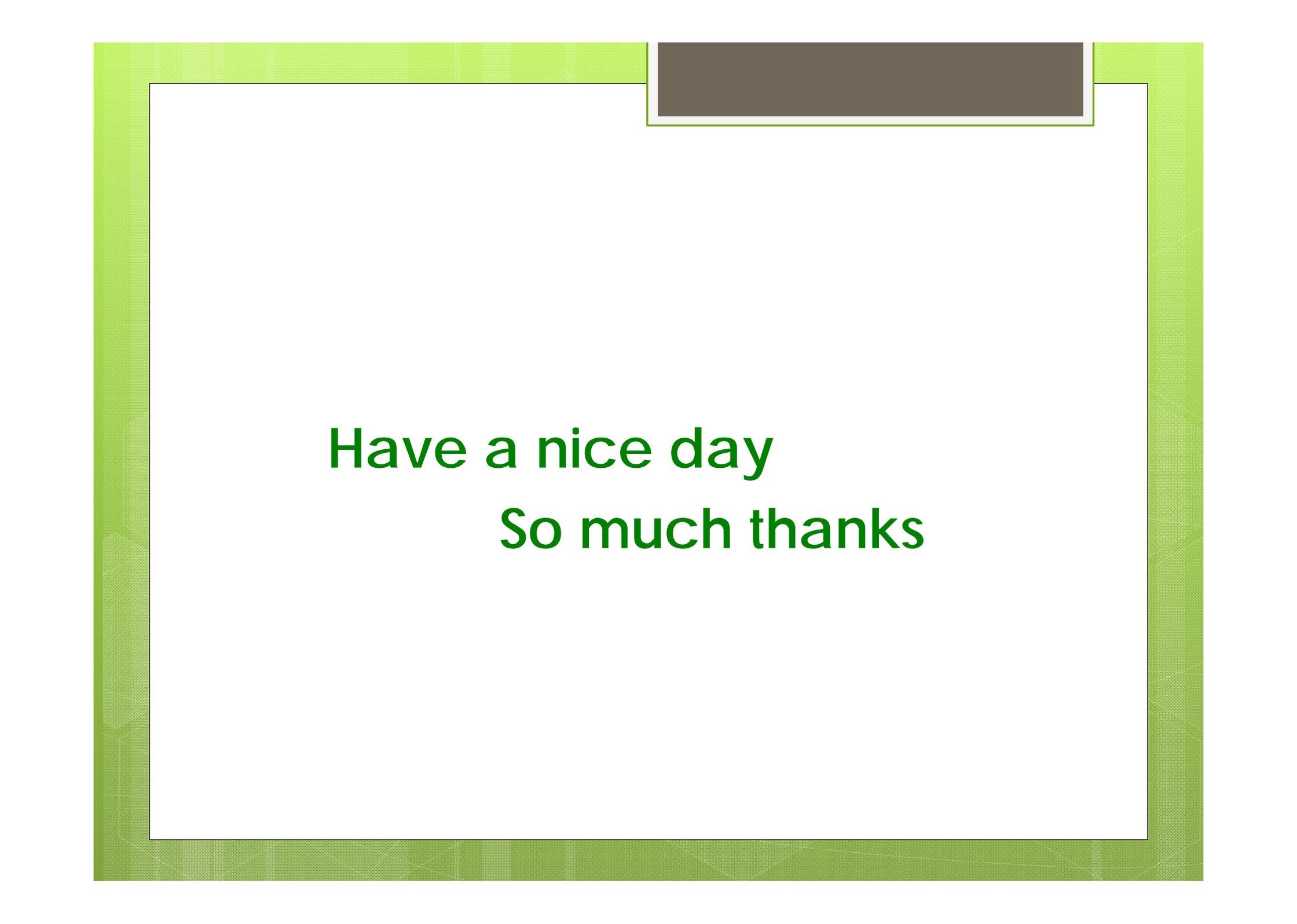
6. Other **integrated innovations and wisdoms**, especially, the King of Thailand's famous **sufficiency theory and philosophy** should be absolutely applied in APUs and all organizations.

Figure2: Administration Development Continuum of Autonomous Public University (APU)





I have strongly believed so much that all research results could and should analyzed, synthesized, applied, and utilized, in order to develop the APUs in Thailand, combat any corruption, and enhance transparency and 'good governance' in the processes of organizational, national, and global development administration.



**Have a nice day**  
**So much thanks**