

# **Management and Administration of Higher Education Institutions at Times of Change**

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# **Management and Administration of Higher Education Institutions at Times of Change**

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INVESTOR IN PEOPLE

*We dedicate this book to all Educators who, through their daily work, seek to make the society better, against all odds.*

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# Preface

At the heart of this volume rests the observation that the chasm between administrators and the faculty becomes ever greater in contemporary higher education institutions (HEI). All too frequently, administrators converse among themselves and take decisions as if in an ivory tower, distant, separated, and oblivious of the centrality of the faculty in any HEI. As the mantra of the day across diverse educational systems is “student-centered education,” the role and position of the faculty in the process of education have been dwarfed. In several cases, HEIs turn in a form of a high school, where administrators expect the faculty to literally spoon-feed students, neglecting the fact that only hands-on, active involvement with the course material will yield positive results in the form of knowledge and skills acquisition.

From a different angle, bureaucracy is where administrators thrive. The problem is that excessive and frequently useless paperwork is delegated to faculty too. Filling boxes and writing dozens of reports seems to be serving the purpose of proving to the administrators that the faculty knows how to do their job, while at the same time demonstrating that the mass of administration is indispensable. Hence, the relationship between the faculty and administrators in number of universities has been totally reversed today; to the benefit of administrators. Many readers who hold this book will at this point reflect on the utmost sad cases of faculty desperation that was driven by excessive paper work load, impossible to fulfill promotion requirements, and an atmosphere of disrespect to say the least. We pay tribute to them and their families.

As academics experienced with research, teaching, and administration, we know there is another way of managing and administering HEIs. Emerging technologies and related methods and technics as well as applications offer an array of opportunities to make the process of managing and administering HEIs more efficient, more transparent, and more participatory. Technology is not a panacea of course. Fully aware of the limits and limitations specific to how organizations, in this case, HEIs, function and evolve, this book showcases some of the most recent positive developments in this field as represented by case studies from Europe, Asia, the Arab Peninsula, and the Americas. By presenting them we would like to encourage an in-depth discussion on the best models of managing and administering HEIs in a rapidly changing world.

Having said that we would like to thank all contributing authors for submitting and refining their chapters. We appreciate their hard work and commitment. We would also like to thank the Publisher, Emerald Publishing for the opportunity

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