



Fayoum University
Faculty of Education
Department of Educational Administration and Policies

A Suggested Proposal for Administrative Empowerment of Academic Leaders at Fayoum University Faculties in light of Change Management Approach

A Ph.D. Proposal in Educational Administration and Policies

Submitted by

Hebat Allah Ahmad Alhem

Under the Supervision of

Prof. Youssef Abd Al-moa'ti Mostafa

Professor of Education Administration and Policies
Head of Education Administration and Policies
and Comparative Education Departments
Faculty of Education - Fayoum University

Dr. Mona Shaban Osman

Assistant Professor of Education Administration and Policies
Faculty of Education - Fayoum University

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Dr. Naghlaa Saad M. Hassan

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Summary

The world is undergoing tremendous scientific and technological revolutions which led to major changes and transformations in various fields of life and knowledge. These changes and transformations have affected all kinds of educational systems and the university education in particular. This makes universities face many contemporary global challenges today. Today universities need to continuously review the educational structures, frameworks, goals and behaviors so as to be aware of the new in the world and the constraints and obstacles. One of the most important factors governing university education development is what is related to its management style. Universities are generally managed by academic leaders who are ones of the most prominent members of the university administrative system and the most important elements. In light of the contemporary global challenges and changes, those leaders need to reconsider the traditional leadership styles, offer modern administrative systems and methods that encourage change, renewal, decentralization, delegate authority, and participate in decision-making, creativity and innovation. More attention should be given so that they can deal with those changes. However, those who think of the Egyptian universities situation find that it suffers from some shortcomings. Those shortcomings are due to the academic leaders' inadequate administrative preparation and the emphasis on the individual work more than the team's efforts, and the multiplicity of regulations. This leads to the exhaustion of most of the leadership capacities in daily routines, lack of participation in decision-making and limited delegation. Therefore, the academic leaders at universities' colleges need to adopt new work methods, mainly the administrative empowerment. In order to provide the appropriate environment to achieve the administrative empowerment, a change in the prevailing work methods and procedures, the organizational structure, the mainstream culture, and the technology used in the administrative work is required. Since change is used as a means to achieve the requirements of the administrative empowerment and not an end, the change management approach is one of the approaches that contribute to achieving the administrative empowerment of university colleges' academic leaders.

Problem of the Study

The problem of the study can be determined in the following main question:

How can the academic leaders' administrative empowerment at Fayoum University colleges be achieved in light of the change management approach?

This question is subdivided into the following sub-questions:

1. What are the theoretical foundations of the change management in the contemporary administrative thought?
2. What is the academic leaders' administrative empowerment at universities' colleges?
3. What are the administrative tasks and responsibilities of the academic leaders at universities' colleges?
4. What is the status quo of the academic leaders' administrative empowerment at Fayoum University colleges in light of the change management approach?
5. What is the proposed vision for the academic leaders' administrative empowerment at Fayoum University colleges in light of the change management approach?

Aims of the Study

The current study aims at:

1. Identifying the theoretical foundations of the change management in the contemporary administrative thought.
2. Identifying the academic leaders' administrative empowerment at universities' colleges.
3. Determining the administrative tasks and responsibilities for the academic leaders at universities' colleges.
4. Determining the actual status quo of the academic leaders' administrative empowerment at Fayoum University colleges in light of the change management approach.
5. Developing a proposed vision for the academic leaders' administrative empowerment at Fayoum University colleges in light of the change management approach.

Importance of the Study

The importance of the study lies in:

1. The importance of the academic leaders' role at all levels as it is considered the main foundation on which the various activities at the university and colleges are based.
2. This study may be helpful for the academic leaders at the university in identifying the modern management methods and approaches (such as the change management approach- the administrative empowerment approach) and making use of them in the performance development.
3. This study examines the latest administrative methods that increase the academic leaders' participation opportunities at university colleges, benefit from their expertise and capabilities and develop the capabilities and decision-making to achieve the best performance.
4. This study contributes to trying to identify the obstacles that hinder the academic leaders' administrative empowerment at Fayoum University colleges and try to overcome them by bringing change in many fields to achieve the empowerment requirements.
5. This study may be helpful for university leaders in identifying the weaknesses in the academic leaders' performance, and providing them with a proposed vision for the academic leaders' administrative empowerment at colleges in light of the change management approach.

Study Methodology and Tools

The descriptive approach was used to achieve the study aims. The field study adopted a questionnaire addressed to (deans, vice-deans, heads of departments) at Fayoum University colleges to identify the actual status quo of their administrative empowerment, the role of the change management in achieving empowerment and the most important administrative empowerment obstacles for them.

Delimitations of the Study

The current study is delimited to the following:

1. Objective Delimitation: The study was delimited to the study of the academic leaders' administrative empowerment at universities' colleges, and the change management and its role in achieving academic leaders' administrative empowerment at universities' colleges. This was done in order to identify the actual status quo of the academic leaders' administrative empowerment at Fayoum University colleges, the role of the change management in achieving the administrative empowerment, the most important obstacles of the academic leaders' administrative empowerment at Fayoum University colleges, and the

development of a proposed vision to overcome them and achieve the academic leaders' administrative empowerment at Fayoum University colleges in light of the change management approach.

2. Human Sphere: The current study was delimited to the field application on academic leaders who are assigned to perform administrative work but they are originally academics, who are in the following categories (colleges' deans – colleges' vice-deans – colleges' heads of departments' councils).

3. Spatial Sphere: The current study was delimited to the field application at Fayoum University colleges.

4. Temporal Sphere: The field study was conducted from (10 - 6- 2018) to (30 - 9 - 2018).

Study Procedures:

The current study follows the following steps:

Step 1: the study general framework which includes an introduction, the study problem, the study aims, its importance, methodology, and terminology, and previous studies.

Step 2: The theoretical foundations of the change management in the contemporary management thought.

Step 3: Academic leaders' administrative Empowerment at Universities' Colleges.

Step 4: Administrative tasks and responsibilities of the academic leaders at universities' colleges.

Step 5: the actual status quo of the academic leaders' administrative empowerment at Fayoum University colleges in light of the change management approach.

Step 6: A suggested proposal for the academic leaders' administrative empowerment at Fayoum University colleges in light of the change management approach.

Study Results

The most important findings revealed by the current study are as follows:

- **Regarding the first axis:** "The actual status quo of the academic leaders' administrative empowerment at Fayoum University colleges."

The results indicated that the study sample agrees with a medium degree on most of the statements of this axis. The overall mean of this axis was (2.02) by weight percentage (67.37) where it is clear that the

actual status quo of the academic leaders' administrative empowerment at Fayoum University colleges was with an average rate.

- **Regarding the second axis:** "The role of the change management in achieving the academic leaders' administrative empowerment at Fayoum University colleges."

It is clear from the results that the study sample agrees with a medium degree on most of the statements of this axis with an average of (1.83) and a weight percentage (60.91) where it is clear that the role of the change management in achieving the academic leaders' administrative empowerment at Fayoum University colleges was with a medium degree.

- **Concerning the third axis:** "Obstacles of the academic leaders' administrative empowerment at Fayoum University Colleges".

It is clear from the results of the study sample that there are a number of personal, organizational and administrative obstacles to the academic leaders' administrative empowerment at Fayoum University colleges.

- There is a statistically significant strong positive correlation at the significance level (0.01) between the administrative empowerment and each of the work methods and procedures and the organizational structure.

- There is a statistically significant medium positive correlation at the significance level (0.01) between the administrative empowerment and both the organizational culture and the technology used in the administrative work.

- There are no statistically significant differences at the significance level (0.05) between the study sample responses. This is due to the variable of the study type at the college. This means that the members of the sample at the practical and theoretical colleges agree on all the statements of the three axes and the questionnaire as a whole.

- There are no statistically significant differences for the first and second axes and the questionnaire as a whole at the significance level (0.05) between the responses of the members of the sample attributed to the job variable, except for the third axis where the order of the groups is as follows: (vice-dean - Head of a Department - Dean).

According to the regression equation:

$$\text{Empowerment} = 19.011 + 1.015^* \text{ Work methods and procedures} + 1.210^* \text{ the organizational structure} + \text{error}$$

Both the working methods and procedures and the organizational structure have had a positive impact on the administrative empowerment.

Based on this, a proposed vision for the academic leaders' administrative empowerment at Fayoum University colleges has been developed in light of the change management approach. It includes a set of bases, principles, aims, requirements, dimensions, implementation mechanisms, and constraints and proposals to overcome the obstacles.