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**The Role Of University Institutional Culture To
Achieve Quality Assurance in Higher Education
(Ethnographic Study)**

A PH.D Thesis

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2014



SUMMARY of STUDY

Higher education institutions currently witness an increasing demand and a great variety in their patterns which requires the educational systems to respond to this demand by providing more educational opportunities but this doesn't mean in any way to sacrifice its quality by causing imbalance in the level of its internal and external adequacy. Over the past two decades, the academic dependence, standards and mechanisms of ensuring the quality of higher education institutions emerged as they are the most widely accepted and applicable tools as a method to control the quality of higher education institutions in almost all parts of the world and make it able to compete within the framework of available resources. And this form the pressure on higher education institutions to improve their performance in the global context because improving the quality of education became a major goal which all communities seek for to improve the current educational policy. The major challenge for the current educational systems is not only in providing education but making sure that the education provided is high quality.

However it is difficult for the university with its traditional form based , and through the underlying structures, and in the concepts that are working through it and the techniques or methods which used , to carry out their tasks and roles in light of the requirements of quality and standards, but must have to work on renovating and developing itself : philosophy , goals, and to adopt new concepts and formulas to help them carry out these roles and tasks.

Almost the University is the only institute that has become and will continue its philosophy and idea are factors for the difficulty of its development and compatibility with the requirements of modernization in its functions and roles ; Although the issue of clarify what the university should do , in the light of these requirements , is a very important issue and a complicated problem , but this issue has become more acute and complication in light of the increasing pressures and aspirations and ambitions of individual and social roles within the university walls and beyond.

The analysis of the governing philosophy of higher education institutions and its properties, this will give us many indicators and lessons which can be applied, especially when we are considering about how we can develop this level of the educational system; so the follower to the up-growth and development of the higher education philosophy will often find it the biggest challenge facing those institutions.

Based on this , universities tend to the introduction of quality and dependence , the establishment of mechanisms to ensure the quality of academic and educational programs and the development of systems and procedures and standards of quality which keep pace with global trends and consistent with the circumstances of each community separately in an attempt to evaluate the educational practices and develop them so that it can accommodate the evaluation process to include the evaluation at the national level, self-evaluation of universities and colleges themselves, external evaluation of the parties or

similar academic specialized committees in addition to the periodic reports published by colleges and universities about performing their functioning educational research and social functions.

Relatedly, there are some institutional properties which is distinguishing of the higher education institutions, which is the result of overlapping and interlocking of these features and philosophical issues that grow increasingly intertwined growing interest in higher education, scientific research and their role in society; those properties can be seen from positive role to achieve the institution's objectives, and on the other hand there are others see as a challenge.

The bottom line is that university , as with all other organizations , has an institutional culture that influences the way people act or are motivated to act , in relation to accomplishing both personal and organizational objectives; In this context we can say that the concept of the institutional culture is one of the new concepts in management and organizational thinking , particularly in the field of educational institutions - in spite of its importance within those institutions - where there are many definitions for this concept , but we can that many researchers pay attention to the exact composition of the exact composition of the institutional culture and that as a mixture of a set of values , beliefs, concepts and common methods of thinking among members of the institutions , where everyone involved in the composition and taught to new members within the institution ; or a set of common values that

govern the interactions of members of the organization among themselves and with the others outside the institution, which may be a strength or weakness according to their impact on the conduct of members of the organization.

In the light of this became clear to the researcher his research problem study of in-depth analysis ethnographically of the role of institutional culture, including the university contained levels of different elements in the achievement of performance standards to ensure the quality of higher education institutions, those problematic research that can be analyzed by answering the following questions:

- 1 . What is the institutional culture ; concept , levels and elements , patterns ?
- 2 . How does shape the culture of university institutional cultural in the framework of its institutional characteristics and philosophy?
- 3 . What are the concepts of quality assurance in higher education institutions and its intellectual entrances , and what are the most important criteria and indicators for quality assurance in higher education institutions ?
- 4 . How can analyze the relationship between the university institutional culture at different levels in the light of the quality assurance standards of higher education institutions ? , And what dimensions of this effect , and how can shape a institutional culture capable to achieve quality of performance within it ?

Objectives of the study

Based on the problem and questions of the study, its main objectives can be summarized in the following main points:

1. Identifying and careful analysis of the concept of university institutional cultural in terms : its formation , its levels, its components and sources of its formation.
2. Recognize the importance of having an institutional culture that able to meet the challenges facing institutions of higher education.
3. Identifying and careful analysis on the concept of quality assurance in higher education institutions, and standards that are based upon in the accreditation of the universities.
4. Recognize the relationship between the standards of quality assurance in higher education institutions and the culture of university institution, and how it can affect both of them in the other .
5. Identifying the mechanisms that could be used to create a culture capable of achieving quality assurance standards in higher education institutions.

Significance of the Study:

Researcher believes that the importance of his study has two points through theoretical considerations of what may

study adds to the educational literature through the analysis of Institutional culture concepts , its elements and levels , in addition to a deeper understanding of the elements of that culture within the institutional higher education institutions framework ; And methodological considerations through the results of his ethnographic study at one of the European universities and its relationship to the development and quality assurance of performance within it , those results that can benefit the governors in shaping a university institutional culture capable of achieve the standards of quality assurance of institutions Higher Education, and the impact on development policies academic and administrative performance within our Egyptian universities.

Research methodology and procedures

Based on the problem of the study and its objectives , the researcher used the ethnographic methodology to analysis the role of the institutional culture within Turin university to achieve quality assurance within it during 24 months (January 2012 – January 2014) , this methodology which included the following procedures :

- The theoretical framework of the study which includes Identifying and careful analysis of the concept of the university institutional culture in terms : its formation , its levels, its components and sources of its formation ; in the light of its institutional properties which is distinguishing of the higher education institutions ; quality assurance process in

higher education institutes which argues the definition and analysis the concepts quality assurance, standards and Indicators of quality, accreditation process and the developing of all these concepts within higher education institutes.

- The practical framework which included many ethnographic mechanisms through anglicizing the legislation, like statute of university of turin and polytechnic of torino , the regulations of committees , the organizational structure ,the codes of ethics. And campus survey, which include : Focus group , participant observation within the educational science department and humanities school and interviews , questionnaire for administration staff on it .

Conclusions

The research results included five main points : the historical level of Institutional culture of Turin university ; in addition to being a culture reflect a multicultural society , and the role of organizational culture and institutional relationships to achieve quality assurance of performance , in addition to the analysis framework of values of it , in the light of these points , the researcher concludes the following :

- The political and society changes in Italian society affected greatly on the university reforming which was a factor of success in some periods , related with this the role of students mobility that represents one of the basic features of

the campus community of Turin university, which founded the idea of student participation in institutional decision within the university as one of the mechanisms and entrances for quality assurance of performance within it.

- The cultural diversity of the campus community at the University of Turin impose a real problem in creating an climate that combines the cultural diversity in the institutional framework able to achieve the standards and indicators of quality performance , especially with regard to the standards of equal opportunity and education for all, which is one of the foundations of quality assurance of higher education institutions .
- In this context , university of Turin as an intergeneration society being characterized by pluralism at the level of the age group of students, and a link to the enrichment of knowledge among students and its impact on academic performance and educational institution especially in light of its accountability to subject as one of the pillars of quality assurance of higher education institutions . Finally, through bilateral and multi- functional inside the administrative building of the university and the associated factors of job satisfaction and institutional affiliation of the members of the organization as one of the elements of its corporate culture , and analyzed by the researcher through two perspectives : one who sees the affiliation full of the institution as a factor helping to sense its members that they are part of their university and its success in achieving its

vision and mission is part of their sense of job satisfaction within them ; and the other that of belonging partial institution by contract specific duties and tasks and the time period , whether in person or through a company or organization contracting with the university in achieving specific goals , makes the worker more able to identify the business entrusted to it and do it efficiently and effectively.

- The organizational structure as one of the elements of the university institutional culture has a role in achieving the standards of academic excellence and educational methods of teaching and learning and learning resources and support for students in the light of the organizational structure as academic departments and units constructivism of the institution and its relationship to the development and management of its resources , the independence of the academic decision and academic freedom of researchers.
- Through the analysis of the university decision-making mechanisms and the associated mechanisms of action of governing councils and style to choose university leaders in the light of the criteria for the development of the institutional performance and administrative university to ensure the quality of performance within it , concludes the researcher those associated with the policy of technical ruling of the institution and the management and development of mechanisms for quality within and support the development and evaluation continuing those policies to suit institution vision and mission and strategic plans in the

development of performance at the administrative level and its effects on the academic level .

- In the framework of institutional relations at the University of Turin and its role in achieving the quality standards of performance within it : the researcher indicates that it was characterized by official and respect , especially if it is analyzed, in the framework of the traditions of the university as Turin university by its rich history during six decades , and dogmatism an institutional characteristic ; in the face of the existence of friendly relations , which have a share of the formation of system interactions institutional them , those interactions that you need organization in a lot of cases, as one of the factors of institutional development ; analyzed the researcher those relationships in light of the problematic list on the predominance human relations on the functional relationships within the institutions of higher education as one of the factors of success or failure of the organization for quality assurance.
- Finally , The associated role of the institutional values of Turin University for achieving quality standards of performance through the researcher's anglicizing of a set of values as the values of responsible , freedom , time , justice , equal educational opportunities , self-evaluation as a institutional value, transparency , and finally science and scientific research as institutional value, which formed the core of the value system of the university , which show the

extent of their importance in the commitment of its members and respect them , and their own institution of adjustments of values of its members within the institutional framework ; the researcher analyzed its in the light of its relationship to the standards of quality assurance of higher education institutions through the achievement of standards development academic performance and support for students , graduates and guide them academically , on the other hand analyzed the researcher some of the values prevailing institutional university in light of its relationship to the standards of management development continuous and technical policies governing the management of quality , and therefore analyzed in the light of the values of responsible freedom and what it contains of adjustments institutional that freedom through the code of ethics of the institution and the traditions and customs university as one of the characteristics characteristic of institutions of higher education

Open points for research :

In light of research results and its theoretical framework , the researcher suggests a set of proposed research points to future studies to cover the gap in the studies of the institutional culture and its relationship on the development of the performance of higher education institutions , those points that the researcher summarized as follows:

- Administration by values as an entrance for quality assurance in higher education institutions.
- A proposal for the role of academic departments as a structural unit for higher education institutions in Egyptian universities in the light of the indicators of quality of performance within it.
- The student community culture as an entrance for quality assurance in higher education institutions in Egypt.
- The reformation entrances of quality assurance in Egyptian higher education institutions (Quantization Performance , Performance based assessment , Reflective entrance , ...)