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Study Programme in Higher Education Administration and Management (KOHA)

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Why administrators need KOHA training?

- Supporting changes processes of HEIs
 - Global changes: shifts in economic and political-administrative contexts, corporate management and governance models, competition-based funding environments
- Deepening the understanding of HEIs and their operations
 - HEI is not a business enterprise
 - Specific characters of HEIs
 - Growing complexity of tasks and functions undertaken by HEIs
 - New roles and responsibilities of administrators
 - Work between administration and academic disciplines
- Contributions to professional development and leadership and management skills
 - Extended expertise
 - Peer learning
 - Networking



KOHA training in Finland

- **National academic and professionally oriented study programme (40 ECTSc)**
 - Unique, very high academic quality, very good reputation
 - 98% of alumni students like to recommend KOHA to their colleagues (2012)
 - 2013-2014 is the 12th academic year of KOHA at the University of Tampere
- **To whom?**
 - to administrators, managers and leaders working in HEIs
 - to experts working in organisations related to HE
 - can also be part of advanced studies on master or doctoral level degree programme (Master students, doctoral students)



Purpose of KOHA

- develop understanding and knowledge of HEIs, their administration, management and leadership
- students learn to gain conceptual insights and theoretical frames to various types of issues and challenges they confront in their expert work and changing volatile environments



Implemented KOHA programmes

- **Tampere**

- University of Tampere since 2002

- **Others**

- University of Jyväskylä and University of Eastern Finland 2012-2014
- University Jyväskylä 2010-2012
- **Uganda Management Institute 2011**
- Helsinki region 2008-2009
- University of Helsinki 2007-2008
- Evttek-Stadia Polytechnic 2004-2005



KOHA modules

1) Introduction to
Research on HE
(5 ECTS)

2) HE Systems –
Steering and
Coordination (5
ECTS)

3) Organisation,
Administration and
Management (10
ECTS)

4) Finance and
Financial
Administration in HE
(5 ECTS)

5) Quality,
Evaluation and
Development in HE
(5 ECTS)

6) Legal Issues in HE
Administration (10
ECTS)

7) Academic
Community and
Work (10 ECTS)



Academic contents of modules (1)

1) Introduction to Research on HE

- The historical development of the university as an institution
- Higher education policy and science policy as a part of higher education systems and societal policy
- Methods, research problems and research traditions of higher education research

2) HE Systems – Steering and Coordination

- Steering of higher education systems (national government, EU)
- The connections between the steering mechanisms and higher education policy
- The Finnish higher education system in an international context



Academic contents (2)

3) Organisation, Administration and Management

- Characteristics of the higher education organization
- Leadership and management in higher education institutions
- Entrepreneurial higher education institutions

4) Finance and Financial Administration in HE

- Higher education institutions as economic units
- Financial administration
- Funding structures and mechanisms in higher education
- Financial autonomy of higher education institutions



Academic contents (3)

5) Quality, Evaluation and Development in HE

- Quality and quality assurance as concepts
- The evaluation of the quality of higher education institutions, teaching and research
- Quality assurance systems in Finland and other countries

6) Legal Issues in HE Administration

- Good governance and practices of governing (administrative legislation)
- Legislation regulating HE (Universities Act and Polytechnics Act)
- Specific legal issues of HE
- Labour law and work contract in HEIS



Academic contents (4)

7) Academic community and work

- Change management
- Communication and management
- Academic work
- Well being of personnel



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Teaching and learning environment: research-based and research-led

- Lectures: teachers are professors and other senior higher education researchers and guest speakers working in the HE field
- Discussions
- Workshops
- Small group works (4 modules)
- Group work papers and self-evaluations
- Seminars
- Exams and essays (2 modules)
- Course literature: academic literature and other relevant publications in the HE field



Feedback from KOHA alumni students

- “KOHA facilitates understanding of structures and background; it has been almost indispensable when working with administrative issues.”
- “[KOHA] provides an opportunity to see my work and organisational activities from an outsider’s perspective. It is instructive.”
- “ It is now easier to understand the impacts of the change [university reform] and justify them to others.”
- “Training has helped to face the work load caused by the university reform, my resistant to change is probably smaller, because I understand what is changing and it is easier to adapt because of the understanding I got through KOHA.”



KOHA training in Uganda in 2011

- Collaborative facilitation with major stakeholders
 - UTA, HU, AAU, UNCHE, ADB, Ministry of Education and Sport, senior management of some Ugandan HEIs
 - International, national and regional perspectives
 - Mutual learning
 - Uganda-related case studies
- Diversity of participants
 - Senior administrators, senior lectures
 - Males and females



KOHA training in Uganda in 2011

- Feedback after each module (applicability of organisational and management theories in Ugandan context)
- Strong ownership leading to the establishment of Post Graduate Diploma in Higher Education Leadership and Management
- Project manager Ugandan PhD graduated from the UTA + two African doctoral students

- Requires time and commitment from students
- Requires reading literature on higher education management and leadership
- Interpretations through general management theories or through one's current managerial post may lead to misinterpretations



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Thank you!

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