A PRESENTATION ON

CHALLENGES FACING SCHOOL MANAGEMENT AND ADMINISTRATION IN AFRICA AND THE WAY FORWARD

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OUTLINE

- What is a School ?
- What is education ?
- What is Management?
- What is Administration ?
- Categories of School Management and Administrative Challenges
- School Management and Administration
- Challenges facing School Management and Administration in Africa
- Recommendations

What is a School ?

A School is an Institution where formal learning or education is conducted. In the context of this presentation, it includes both basic as well as higher Institution of learning.

What is Education ?

Education deals with knowledge acquisition, training and development of the individual to be able to contribute positively to the society. Education embraces not only school experiences but also indirect or incidental infLuences which help us to learn, such infLuences and activities affect our character, behaviours and perceptions.

What is Management ?

Management is a process of planning, decision making, organizing, leading, motivation and controlling the human resources, f nancial, physical and information resources of an organization to reach its goals efficiently and effectively.

What is Administration ?

Administration is act of arranging resources to achieve institutional goals. Administration is the systematic process of applying both human and materials resource to realize the objectives of an organization. Administration is the application and the deployment of resources towards achievement of organizational goals.

School Management and Administration

It involves the overseeing of all schools operations which ranges from creating a safe and conducive learning environment to managing the school resources.

School Management and Administration at the post secondary level becomes a little more intricate as Colleges and Universities are typically more larger and are organized differently than primary and secondary schools. Higher education may split administrative duties into areas like admissions, student affairs, registry, academic affairs, deans and provost with each of £e having its own administrative duties.

Categories of School Management and Administrative Challenges

⊠ Planning related

⊠ Resourcing related

⊠ Execution related

⊠ Control related

Planning Related Challenges

Planning related challenges includes the following:

⌧ PREDICTABILITY

A major fallacy is the assumption that everything will "hold still" while a plan is being developed, and then stay on the predicted course while that plan is being implemented. In fact, the environment within all schools, organizations is far from being predictable and static … it keeps changing at an ever-faster rate, meaning that plans can quickly end up being out of date or irrelevant. As a result, there is a tendency for the plan to become an end in itself.

Planning Related Challenges *contd.*

 Objectivity

The second fallacy is the assumption that the keys to effective strategy lie in objective measures of hard data, and the consequently ignoring the "decidedly soft underbelly" beneath the hard data. The fact is, this underbelly is often crucial to choosing the right direction for an organization – whether small or large.

Planning Related Challenges *contd.*

☒ Structure

The third closely-related fallacy is the assumption that structural systems are not relevant in the development of an educational setting. Every institution should have properly spelt out organogram, clear vision and mission, f nally there must be a strategic plan for actualization of the set goals.

☒ Imitation

Few strategic plans are truly original. Most tend to base their future projections on the recent past and to borrow heavily from competitors' plans.

Planning Related Challenges *contd.*

⊠ Faddism

Any process that's trendy doesn't lead to strategic thinking; it inhibits it. To many criticize strategic planning, the larger underlying issue is that the very enterprise of strategic planning is itself a fad, an activity that symbolizes good governance, but doesn't typically contribute much of substantive value.

Given the fundamental flaws in traditional planning, it's time we replace it with *strategic thinking,* re-examine the very concept of "strategy," and simplify rather than add more complexity.

Resourcing Related Challenges

- Getting the ideal candidates attention
- Good ones are getting multiple offers simultaneously
- Shortage of qualified candidates
- Not everyone is actively looking for a job
- Competition for talent is difficult
- Not treating all employees equally

Resourcing Related Challenges *contd.*

You don't necessarily have to treat every employee the same, but they must feel as if they receive equal treatment. The perception that you have pet employees or that you play favourites will undermine your efforts to manage people. This goes hand in hand with why befriending reporting employees is a bad idea.

Employees who are not in your inner cycle will always believe that you favour other employees who are – whether you do or not. This perception destroys teamwork and undermines productivity and success.

Execution Related Challenges

- Poor organizational goal setting

- Lack of alignment with current economical realities and trends. *"we've always done it this way"* This is the most dangerous phrase in management.

- Inability to track progress

- People not connected to the strategy and approach

- When you fail to provide clear direction

- Failing to react quickly to problems

Execution Related Challenges *contd*

Managers fail to create standards and give people clear expectations so they know what they are supposed to do, and wonder why they fail. If you make every task a priority, people will soon believe that there are no priorities. More importantly, they will never feel as if they have accomplished a complete task or goal.

Within your clear expectations, if you are either too rigid or too flexible, your reporting employees will feel you lack a clear sense of direction. You need to achieve an appropriate balance that allows you to lead employees and provide direction without dictating and destroying employee empowerment and employee engagement.

When your people don't have clear goals, they muddle through their day. They cant be productive if they have no idea what they are working for, or what their work means. They also can not prioritize their workload effectively, meaning that projects and tasks get completed in the wrong order.

Control Related Challenges

- Lack of separation of duties

- Lack of Policies and procedures (not following global best practices)

- Lack of Oversight and review

- Fear of being criticize

- Difficulty in decision making

- Resistance to new ideas

Challenges facing School Management and Administration in Africa

- Poverty
- Government policies (Fx exchange, inflation and other economic parameters)
- Over-population versus institutional capacity
- Problems of indiscipline in school
- Poor maintenance
- Inadequate facilities
- Poor Power supply (affects e-learning)
- Poor budgeting
- Lack of proper organisation
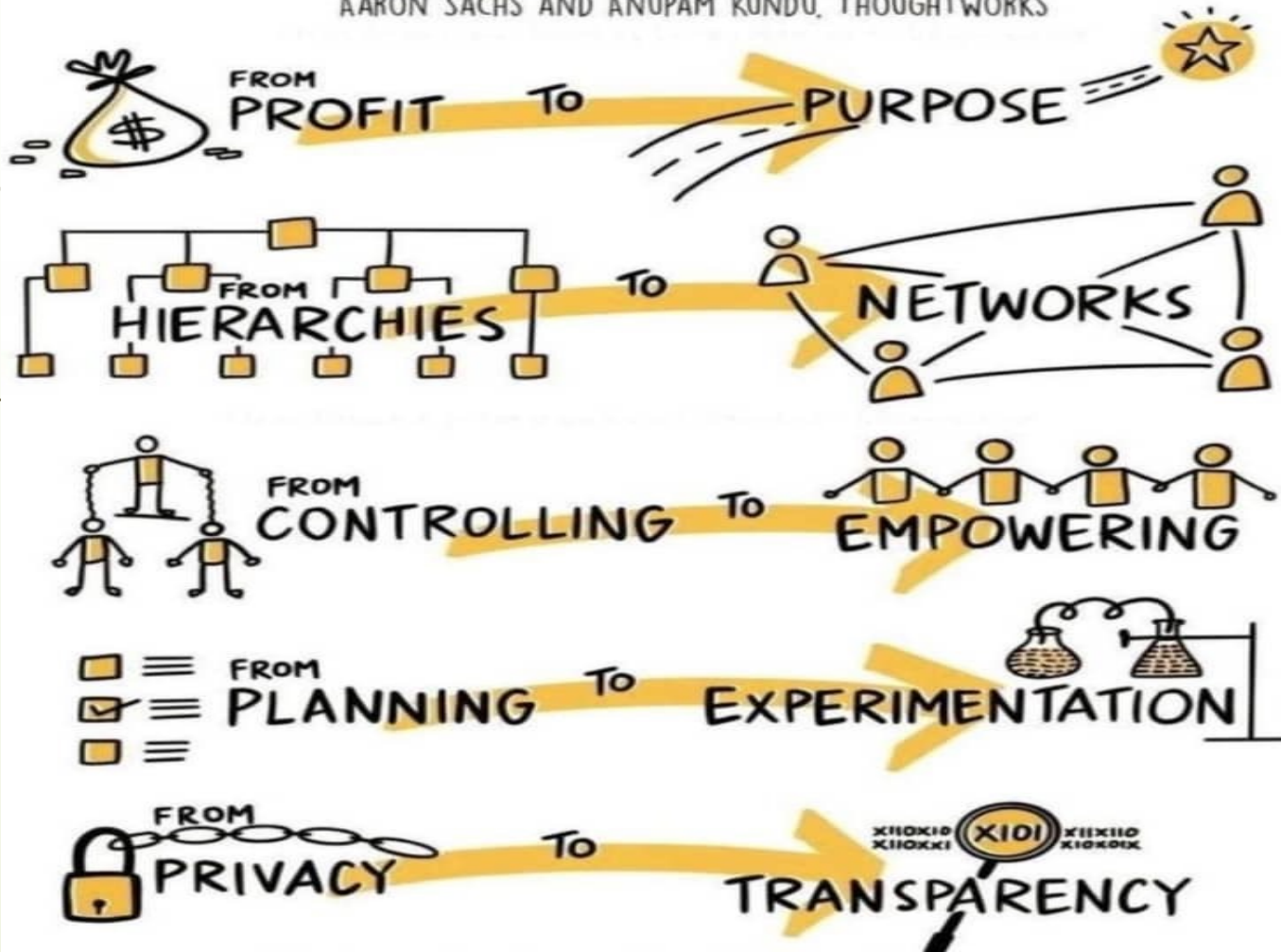- Lack of proper monitoring by regulatory bodies
- Understaffing

Recommendations

- Appointments of competent administrators
- Adequate funding
- Provision of adequate infrastructures and facilities
- Admission by quota and enforcement
- Production of a strategic plan
- Having proper recruiting programmes for your school
- Feasibility studies to know what the clients wants
- Integration of the parents into the school system
- Training and retraining of employees
- Having a model to guide execution design
- Developing organizational structures that foster information sharing, coordination and clear accountability

MINDSET SHIFTS
for organization transformation

AARON SACHS AND ANUPAM KUNDU, THOUGHTWORKS

FROM PROFIT TO PURPOSE

FROM HIERARCHIES TO NETWORKS

FROM CONTROLLING TO EMPOWERING

FROM PLANNING TO EXPERIMENTATION

FROM PRIVACY TO TRANSPARENCY

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