

## **PROBLEMS OF PROCESS DECISION-MAKING AT THE UNIVERSITIES OF KAZAKHSTAN**

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The institutional model of management of the universities applied in Kazakhstan does not provide preparation of competitive specialists and is not harmonized with the international practice. The legal form and control system of higher education institutions, including state, limits effective realization of their potential.

One of problems is the lack of the regulatory legal base for development of corporate management. Besides, public mechanisms and the involvement of stakeholders into ensuring quality of the higher education are not created.

The development strategies realized by the universities are not focused on increase of competitiveness, priorities of the state and regional programs of development are not considered.

Activity of rectors of the universities does not answer the principles of transparency. The existing collegial bodies of management have formal character.

There are certain problems with the nature of imposing appearance of the academic councils of universities. As a rule, the presentability of any electoral body is implemented through the following principles: a priority of electoral body over executive; the representative nature of self-government; independence; responsibility. At the same time, as has shown the analysis of practice of management at the universities these principles are applied is very limited.

Creation of the boards of trustees is a positive step on the way to development of system of self-government of the universities, but as has shown the analysis in Kazakhstan, functioning of these governing bodies has no corresponding base internal regulatory base.

The boards of trustees are not capable to react quickly to changes, to provide themselves with adequate information for the solution of tasks of control and monitoring of activity of universities. On the person also insufficient level of competence of some members of the board of trustees for adoption of the qualified administrative decisions.

Inflating of officialdom leads to reduction of speed of decision-making: until the decision is approved by all levels of management, it can lose the relevance.

We consider that universities have to pass from bureaucratic to adaptive structure of management which is characterized by decentralization and involvement of teachers and employees in decision-making process. It is connected with continuous change of the external environment of the universities.

The universities not always possess the effective system of distribution and delegation of powers, despite existence of abundance of documents (the charter, provisions, orders, duty regulations, orders, etc.).

There is a problem of inconsistency of actions between separate divisions of the universities. These are, as a rule, the administrative divisions and divisions which are on self-financing (the rendering additional paid educational and other services). The main reasons for such inconsistency in administrative divisions of the universities are based on lack of the full and closed model of administrative interaction of services of concrete higher education institution which is formally describing all cycles of the existing economic processes in higher education institution and also lack of the effective and operating system of distribution and delegation of powers. Such inconsistency is resulted by redundancy of information streams, duplication of administrative functions; non-performance of separate functions as it is considered that they are carried out by all, etc. Besides, at the universities which are on self-financing arises the internal competition of divisions among themselves that only enhances their inconsistency.

The universities are, as a rule, insufficiently provided with material resources. In this regard the management of the university constantly should make decisions on effective distribution of resources between divisions.

Elements of the authoritative management of the universities are combined with the general liberal management style which is characterized by high degree of freedom (operating time, creativity, the general fulfillment of duties) most of employees of higher education institution; lack of strict control of activity of divisions and employees; communication of the management of the university with subordinates in most cases at the initiative of the last.

Important problem is the centralized control over the content of education (courses and training programs) and process of his organization (the organization of training and standards of degrees) still limit freedom of higher education institutions and their ability to react to requirements of economy, students and employers.

It is necessary to improve the relations between the universities and employers, in particular, of the involvement of employers into the system of ensuring quality and assessment and also into scientific research.

On the basis of results of the analysis of problems of adoption of administrative decisions at the universities it is possible to draw the following conclusions:

1. At the Kazakhstan universities there is a process of increase in degree of their autonomy, expansion of powers of the boards of trustees.
2. Increase in autonomy of the universities promotes growth of their efficiency in management of financial resources.
3. It is necessary to increase the level of the involvement of teachers and employees into making decisions on activity of the universities.
4. In personnel administration it is necessary to apply the KPI system of management creating high incentives to improvement of quality of work of teachers and employees.