Controlling Managerial Challenges In The Local And College Universities Through Response-Based Theory

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Abstract: The dissertation studied the responses of the presidents of the local and college universities which will be the stepping stone to develop solutions and outgrow more the advancement to varied challenges that they are commonly experiencing, such as in the areas of, complexity, relationship building, academic qualifications, poverty alleviation, and political malpractices. It also aims to know the qualitative implications of the LCU presidents on transformative management on the basis of the LCUs managerial mind setting; adaptability, critical innovations and change vis-à-vis Radicalization; personal skills and professional competence vis-à-vis Praxis; challenges and Difficulties vis-à-vis Problem-Posing Method; harmonious relations among LCU. This paper is determined to know the significance difference of succession in executive selection between the presidents appointed inside and outside the LCU. Second, the effectivity of management style of the presidents in the areas of complex issues, relationship building, academic qualifications, poverty alleviation, and political malpractice. In addition, perceiving the qualitative implications of the LCU presidents on transformative management. The study is qualitative-phenomenological, the inter-subjective investigation on the managerial capacities and executive succession of LCUs in Philippines. Hermeneutic phenomenology is applied to interpret the interviews from the LCUs executives; and involves the usage of Delphi Method to further reduce biases or prejudices from the first to second iteration inherent in the study. To distinguish the management style of the presidents of LCU, praxis is administered to know the different perspectives of the executives. The result of the study showed that the executives

Index Terms: Adaptability, Administrative Capabilities, Advancement, Executive Selection, Executive Succession, Managerial, Progression

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1 INTRODUCTION

THERE were various decisions or memoranda (CSC, 2010; CHED Memo No. 32, 2006), fora, conferences, or summits regarding the mandates of Local Colleges and Universities (LCUs) to address concerns on excellence and accreditation (ALCUCOA, 2012), competitiveness or productivity (PBEd Higher Education Summit, 2012). Nevertheless, the concerted efforts done were not enough or still have little impact in addressing the continuous needs of local colleges and universities. It is in this juncture where situational analyses of the phenomena of experiences of LCUs in an academic setting are needed. The desire to academically document or put into writing the lived experiences of top academic executives of local colleges and universities is limited in the academe or, if not, overlooked. As far as the researcher is concerned, it appears that the issue of managerial capacities and executive succession on local colleges and universities is overlooked. As such, interpreting the phenomena of experiences of LCUs requires intelligent scrutiny and unwavering commitment to truth. In respect to the local mandates of countless efforts for gathering conferences, summits or fora for implementing policies, procedures or guidelines in the local colleges and universities especially in "addressing competitiveness and excellence through accreditations of local colleges and universities". (Kropf, et. al. 2020), continued clamor in resolving conflicts on executive succession and managerial capacities (Melton and Meier, 2017) is at stake. Successions of presidents of LCUs could be targets of professional jealousy, criticisms or character assassinations and unequal treatment by few constituents or by those individual persons vying for the positions of presidency. In this incessant struggle regarding executive succession and managerial capacities, there is really the need to speak about transformative management. Thereupon, the study aims to find out the progression of LCU's through the executives paving way to transformative management which answers the following questions:

1. What is the significant difference between the response that the potential successors individually exhibited in their managerial tasks in the aspects of:
   a. Complex Issues on LCUs

   b. Relationship building with incumbent local chief executives
   c. Academic Qualifications of Current Presidents, and of the Contenders and Aspirants to the LCU Presidency
   d. Poverty Alleviation through Access to Education
   e. Political Malpractices on LCUs' System of Governance
2. What are the qualitative implications of LCU presidents on transformative management on the basis of:
   a. Mindsets of LCU Presidents vis-à-vis Conscientization
   b. Adaptability, Critical Innovations and Change vis-à-vis Radicalization
   c. Personal Skills and Professional Competence vis-à-vis Praxis
   d. Challenges and Difficulties vis-à-vis Problem-Posing Method
   e. Harmonious Relations among LCU

Possible creative solutions on the problems encountered or experienced by incumbent local chief executives on the executive succession performance of their respective colleges or universities in order to mitigate predetermined risks that might result in concatenation detrimental to the achievement of quality and excellence in education. Education, according to Freire (1921), represents a form of action that emerges a joining of the language of critique and possibility. Succession is one of the systems of human resources that every company needs (Zorn, et. al. 2019). The key features of this more elaborate, integrated, and systematic approach include the identification and development of high potentials so that when a vacancy occurs in a key position, the organization does not have just a list of potential candidates but a pool of better-prepared and more qualified candidates. A talent pool or leadership pipeline may be created in all management levels. When recruitment, selection, and retention strategies are added, succession management can look very much like talent management (Andersson and Evers, 2015). In succession planning: According to Yakob (2018), succession planning has elements of succession management, but its focus tends to be more limited—identifying and developing successors for the top levels of the organization. Additionally, succession

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planning is often regarded as less proactive, more static approach than succession management. According to Su and Yang (2018), succession planning, to emphasize the active and continuous nature of the effort, is a process for preparing people to meet an organization's needs for talent over time. Succession planning as any effort designed to ensure the continued effective performance of an organization, division, department, or work group by making provision for the development, replacement, and strategic application of key people over time. Geared to developing the internal bench strength of an organization, succession planning is usually part of a larger talent management program that is intended to attract the best through recruitment, keep the best through effective retention practices, and develop the best people through well-targeted talent development efforts. In this study, it is obligatory on the part of the researcher to conduct enunciations and dialectics as to when, why, and how executive succession should take place in the target LCUs. It is also vital to explore governing boards' decisions on the mode of succession, whether close or open succession should be undertaken in cases of voluntary, involuntary and inevitable departure of incumbent college or university president. One of the factors regarding executive successions which have received the most attention is whether replacement is by an internal candidate or someone from outside the organization (Joseph and Wilson, 2018). This reality conforms to the study that involved Danish municipality directors where the findings show that external successors are likely to pursue more comprehensive structural changes than inside successors are (Xue, et. al. 2019).

2 METHODOLOGY

There were 11 (eleven) respondents that completed the study and they were the former presidents of the lcus. the qualitative phenomenological investigation of administrative capacities to interpret progression in lcus in the philippines is inter-subjective. it aimed to discuss the significance, consequences, and context of various cognizant experiences, contemplations, and opinions on the administration of lcus that need to strengthen and upgrade their administrative setup. The dissertation applied the process of the phenomenological method which uses epoche on the part of the researcher. It is an approach taken at the beginning of the study by the researcher so that she can set aside or bracket all her preconceived notions or views of the phenomenon and focus on those views reported by the participants (Moustakas, 1994). The researcher also considered the praxis to expose the management style of the LCUs' presidents in the areas of complex issues, relationship building, academic qualifications, poverty alleviation, and political malpractices. The application of epoche proceeded with the process of horizontalization of the phenomenological data analysis process. Ultimately, the researcher applied dialogue which allowed exchange of ideas among respondents from different perspectives of the LCU presidents.

3 RESULTS AND DISCUSSIONS

Interpretation of the Horizontal Interviews with LCU PresidentsEvery significant statement was initially treated as possessing equal value. The horizons or textual meanings were identified through deletion of those statements irrelevant to the topic and others that are repeated or overlapping (Moustakas, 1994), the researcher carefully examined and

clustered these significant statements into themes or units. ive themes emerged from this analysis about participants' experiences on executive succession wherein the interviews of LCU presidents were arranged by the researcher per local college or university, with their respective code names, to easily determine the LCU that identified the remark(s). However, the remarks were given subtitles to determine the remark(s) based on the prepared in-person questionnaires for interviews. The complexity of LCUs is sometimes based on its bureaucracy within LCUs and outside LCUs. Incumbent LCU presidents unanimously adhere to the exclusive mandate of the mayors to appoint LCU presidents, something that is not congruent to the provisions of CMO 32, s. 2006. The bill that is being heard at the Congress is evaluated by them to be radically opposed by the local chief executives who believe that the bill would not be passed in Congress due to the distinct nature of LCUs. In addition, there are some LCU presidents who are not holders of relevant doctoral degrees which is not in congruence with the provisions of the said CMO. In addition, only few of them are insiders that were appointed with the presidency in a plantilla position because majority of the past and current LCU presidents were outsiders who are designated or appointed in a co-terminus status with their respective local chief executives. Hence, majority of the incumbent LCU presidents are without security of tenure. Undeniably, these issues are giving them many apprehensions specifically concerning continuity of their programs in their respective assigned LCUs. On the other hand, relationship of LCU President with incumbent local chief executives, emphasis on harmonious relationship is always imperative to maintain efficient and effective operation and management of LCUs within and among LCU employees, other departments and the local chief executives like the mayor. Wherein, academic qualifications of current presidents, and of the Contenders and Aspirants to the LCU Presidency. Academic qualifications is contributory to the managerial capacities of current LCU presidents as emphasized by the majority, in order to maintain their proficiency and effectiveness as top academic executives. Likewise, probable contenders and aspirants are often reminded to continuously upgrade their academic competence, knowledge, and skills. Poverty alleviation through access to education is emphasized which focuses on the actual provision of education for all. LCU presidents are aware and adhere to the principle on the exigent need of providing justifiable education for all in order to alleviate poverty and to raise the standard of living, realizing the need to strengthen adaptability or suitability of courses that are being offered and needed by the local people based on the principle of access to education for all. Another factor, political malpractices on LCUs' system of governance, political maneuvering or malpractices are sometimes seen and recognized by the LCU presidents. These hamper the growth and sustainability in the operations of LCUs; hence, the need of discontinuing these malpractices is recognized by them as the ultimate resolution to ensure realization of the principles/advocacies behind the creation, establishment and operations of LCUs within our country. Hence, this echoes the summary of the textual meanings of the horizontal interviews with the panel of experts in the first iteration. The responses of the panel of experts were based on the questionnaire distributed to the LCU presidents (see Appendix B) and results in the in-person interviews through the FGD included, the following textural themes: Complex Issues on LCUs;

Relationship of LCU Presidents with Incumbent Local Chief Executives; Qualifications of the Current Presidents and of the Potential Contenders and Aspirants to the LCU Presidency; Poverty Alleviation through Access to Education; and Political Malpractices on LCUs' System of Governance.

Subsequently, the interpretations of the gathered data from the interviews throughout the FGD of the first iteration were done by the researcher after the presentations or expositions of opinions or remarks of the pool of experts. The rationale is to be consistent with the process of the horizontalization and to make the data gathered from the in-person interviews with LCU presidents' objective. Corroborations of the Qualitative Implications (QI) based on the Horizontal Interviews with LCU Presidents, the first Iteration and Second Iteration with to the Structural Themes on Transformative Management (TM) The intuitive-reflective integration of the synthesis of conscientization, radicalization, praxis, problem-posing method, and dialogue in the light Freire's transformative education. Nevertheless, since it is an intuitive-reflective integration, the foci of discussions are personal integrations. Personal integrations are usually personal insights or personal reflections (Dyce and Ansah, 2016). After the epoche, where prejudice of the researcher was bracketed through constant validations and verifications of raw data of experiences from the interviewees (Bamber, 2016), the researcher proceeded with horizontalization. In the process of horizontalization, the researcher considered all the raw data with equal treatment. Since the gathered raw data were given careful considerations, these raw data were then synthesized in structured themes of conscientization, radicalization, praxis, problem-posing method, and dialogue. The process of synthesis was hermeneutical interpretation of raw data. Thus, in the final discussions of the results is the "owning" or "given personal authorit"' to speak of the experiences (Mogren, 2016) through intuitive-reflective integration.

A. Transformative Management through Conscientization in Managerial Capacities and Executive Succession

The researcher attests that it is not easy to become an LCU president. There are many complexities in their functions. The complexities can come from making decisions quickly in terms of academic issues in the college or university or can come from performing the task of overseeing the overall operation of the college. It requires collective efforts of support from the subordinates. The LCU presidents are generally conscienticized. In terms of managerial capacities, they developed the skills to apply their academic or professional skills and personal competence. As dignified people, they are aware that presidency is not lucrative. Shelling out personal money to finance their official business travels because of insufficiency of funds indicates the willingness to function as presidents. Transformation is achieved when top-ranked managers or leaders go beyond the call of duty to perform excellently to achieve the goal of their institutions. A transformed manager is a focused manager (Webb and Kirby, 2019). Aware that they are prone to temptation to steal public funds, the LCU presidents preserve the dignity of the office of the president. Sometimes they are misjudged to be corrupt but not necessarily because of political maneuverings of the appointed authorities. On the other hand, managerial capacities of LCU presidents are out of the question since performance of duties and responsibilities are not based only on academic achievements but also on output and results. It is not enough to be good, it must be more important also to be smart. As conscienticized LCU presidents, though most are efficient, they do not work hard but they work smart. To establish, maintain, and support a complete, adequate and integrated system of education relevant to the needs of the people and society is very noble but in truth, it is not truly realized. The nobility of the presidency is gauged according to results or students becoming relevant or helpful to society rather than just being used by politicians as means in enumerating their achievements (Freire, 2004). In achieving the goals of LCU, the researcher believes that social transformation is achieved through "eliminating attitudes of minimalism and mediocrity" (Eley and Berryman, 2019). In the context of management, conscienticized managers such as LCU presidents must be equipped with ethical decision skills. According to Webb and Kirby (2019), a manager must ensure corporate responsibility on the consciousness of the workforce. First, managers must define the issue at stake. It is important to talk to various stakeholders. Second, management must identify the relevant values in the situation. It is important what one care about to what is cared about by people in the situations. Third, weigh the conflicting values and choose an option that balances them, with greatest emphasis on the important values. Finally, implement the decision by defending the decision made. Among LCU presidents, the area of corporate responsibility, particularly in making decisions, is very vital. The level of consciousness of LCU presidents regarding corporate responsibility is high, and can be shown in the way they handle the finances of their respective LCUs, though there were still pieces of evidence to improve such considering the political aspects of their decisions that can still be under the control of local executives.

B. Transformative Management through Radicalization in Managerial Capacities and Executive Succession

Most LCU presidents are not afraid to be removed from their positions. For this reason, they need to be radically involved in appointing lower positions; however, the protocol, fair and due process must be followed diligently. Consultative and consistent verification must happen all the time. Since LCU presidents have the exclusive mandate to appoint lower positions like the VPS, deans, DHs, coordinators, this mandate passes through board decision. This is important so that the Board will protect the presidents in case of grievances and complaints that will be filed against them. Chen and Martin (2015) recommends that thoughtful, truthful, and careful use of power should be fundamental to all educational sites. He further expounds that the exercise of power must guarantee that, as an effect, it makes rather than breaks a person; it listens rather than deafens the educands. Nevertheless, the researcher suggests that LCU presidents should not overuse or abuse their absolute power for tripping because absolute power corrupts absolutely. To avoid abuse of power, management gurus like Beer, et. al. (2015); Soon, (2017); and Shank (2016) recommend corporate responsiveness, … where social responsiveness allows laws and regulation to guide their behavior. Rather than vague considerations based on individual conscience, moral judgment, or special interest pressures, responsiveness is based on the idea of public policy, through laws and regulation, defines corporate responsibility. It uses rule utilitarianism by allowing social rules and customs to guide the achievement of maximum social

good. Applying social responsibility in the context of LCU management, the researcher adheres to the use of rule utilitarianism where social rules and customs laws guide the achievement of social good. The idea of social responsiveness in LCU is what is fitting for the LCU presidents to use despite the fact that most of them are radically involved in trying to alleviate poverty through education.

C. Transformative Management through Praxis in Managerial Capacities and Executive Succession

To bring about transformation in LCUs in the context of managerial capacities and executive succession, LCU presidents need to continue to aspire in achieving academic excellence, competence, and continuous education. Since most of the LCU presidents are creative and at times their efficiencies are questionable because they are unable to comply with policies and requirements of different agencies, they can still be effective. Thus, the researcher believes that there is still the importance of following the spirit of the law, not the details of the law. In praxis, thriftiness can be a virtue and yet can also be a vice (Sullivan, et. al. 2016). If LCU presidents usually do not spend much to utilize or maximize resources, then it is suggested that they become aware of the implications of their actions regarding personal dealings with finances and people. On one hand, they should be thrifty to save for future use of resources which can be good; on the other hand, it should not be too much especially if by being too thrifty, operations of work are derailed. In praxis, LCU presidents need to exert effort on building rapport with people around to avoid misjudgment and misunderstanding. The management "by-walking-around" is suggested as ways to solve some issues in the college or the university. Since most LCU presidents are low-profiled, "it is important for them to understand level of employees through talking to them, sharing stories with them" (Lange, 2018). For this reason, legalism, too bureaucratic system and too impersonal attitude can be avoided (Lytras, et. al. 2020). In executive succession, practice of mentorship among contenders by LCU presidents is encouraged. This practice will develop trust and confidence to contenders in their future assumptions of office. Such practice must be dealt with open communication, constant check and balance, personal and professional assessments and evaluations. According to Burns (2018), there are four key components of effective management. These include creating positive work environment, active leader, providing incentives to achieve high performance, and providing opportunity to achieve high performance. The idea of effective management is directed to the outstanding manager. This is the praxis that LCUs must always follow to work towards the goal of transformative management that can be most effective in responding to social problems.

D. Transformative Management through Problem-Posing Method in Managerial Capacities and Executive Succession

Transformation through problem-posing method involves challenges regarding conflicts of political-academic interests, discontinuity of programs due to interruptions of change management and legal personalities of LCUs. In the challenge of political-academic interests, the researcher admonishes both the appointing local executives not to politicize so much position using illicit maneuvers through connections and at the same time.

LCU presidents "must be open for suggestions, open to criticisms and feedback from subordinates" (LCU7 R1). They should sometimes listen to some suggestions of their subordinates. Although there are no perfect decisions made, they should always verify data as truthful before they make decisions. It is important for LCU presidents not to impose decisions without verifications (Polk, 2015) since educational institutions are not military institution where the principle of "obey before you complain" is usually applied. Practice of verification avoids hearsays and idle talks. On the other hand, LCU presidents need to be challenged in avoiding their "I-person" attitude or "I" as center of attention (Chen and Martin, 2015). In most conversations, the "I" becomes predominant whereby most people around need to listen. Although this attitude can be neutrally good, it still requires sensitivity on the part of some LCU presidents. In short, listening ability to subordinates will still be beneficial to the total operations of LCUs by becoming sensitive to the sentiments of other people around. Thus, transformative management also implies ethical sensitivity to the needs of the constituents.

E. Transformative Management through Dialogue in Managerial Capacities and Executive Succession

Transformative management requires openness in communication because LCU presidents are public servants. "Open communication can resolve problems and issues easily because legalities of resolving issues and concerns is usually exhausting and impersonal" (LCU1 R1). Hence, there is a need for transparency in relationships. Complaints should be resolved through mediations in person, not always by strict written confrontations instead of relating with others, applying the principle of co-equality and co-existence. The researcher submits with what was detailed by Su and Yang (2017), "In dialogue, the intention is not to advocate but to inquire; not to argue but to explore; not to convince but to discover. More than an exchange of views, it is a perspective and stance of openness that involves sharing, discovery, evaluation, and respect. It requires self-transcendence of narrow, self and group interests, a crossing of boundaries, and a chance in one's orientation to comprehend and empathize with the others. It provides a space to let go traditional judgment of other classes and of prejudices and misconceptions, to recognize differences and to discover interdependence." In transformative management, the contenders of LCU presidency must also manifest harmonious relationship with the incumbent presidents through attitude of critical loyalty. This means that while the contenders are mentored, the contenders need to be inquisitive while maintaining loyalty to their presidents. In responding to the needs of the stakeholders, the LCU presidents must consider the diversity of workforce. According to Megron (2019), It is important to build competitive advantage by looking at the diversity of cultures within the organization. It is important to attract, retain and motivate employees. The advantages include: fulfilling social responsibility; helping to attract, retain and motivate employees; greater knowledge of diversified personalities; promoting creativity, innovation, and problem solving; and enhances organizational flexibility. The challenges of making dialogues with the diversified organizational workforce include communication problems, mistrust and tension, and stereotyping. However, with the acceptance of the commitment, LCU presidents are encouraged to be flexible, to continue to build on succeeding goals with management

support and commitment. In other words, the challenges can be turned into advantages by continuous training and effective management. Organizations should first undertake the thorough assessment of their cultures, policies, and practices, as well as their labor pools and customer bases (Burns, 2018).

F. Transformative Management as Liberation

The wisdom of LCU presidents to reduce problems on poverty or alleviate the conditions of the poor or marginalized people from ignorance through education is very liberating. Their attitude of giving up everything to transform the lives of people where the LCU is situated is a very noble task. It is a reality that poverty will still be there though LCU presidents are wise and intelligent. It is important to consider the system or at the same time the LCU presidents to be partially blamed on the reality of poverty. Hence, continuous shift of paradigms on management models, benchmarking regarding management styles and experiential sharing are encouraged to attain liberation. Transformative management also implies that there is the emphasis on servant leadership over acquiring titles. For most LCU presidents, titles become secondary needs because at times, titles can be decorations and are not the true measures of actualizing liberation for people. Thus, it is important to experience how the LCU presidents manage to survive their public service to know the presidents. Finally, based on the interpreted data, LCU presidents should not to be threatened with aspiring subordinates or aspirants whether outsiders or insiders. Transformative management in the context of LCU presidency also implies allowing people to grow professionally while imbibing intellectual transparency and intellectual humility. Transformation leading to liberation also means having the "right motivation, eagerness to learn and inquisitive critical mind" (Kprof, et. al. 2020) on the part of both the incumbent presidents and the contenders for LCU presidency.

4 CONCLUSIONS AND RECOMMENDATIONS

The presidents of LCU maximized their position in the areas of complex issues by following bureaucratic guidelines from the higher authorities to prevent conflicts. Building up harmonious relationship with the organization offers a systematic relationship building among the local chiefs. Moreover, all of the presidents are continuous in learning through consistent educational upgrades. In the area of poverty alleviation, the presidents provide justifiable education for all students in order to alleviate poverty and to raise the standard of living. In political malpractice, the presidents have recognized the need of changing and preventing the malpractice which affects the development of the LCU. The qualitative implications of LCU presidents on transformative management on the basis of conscientization, consistency of giving primary importance to alleviate poverty and education for all through complexity despite the varying experiences. As radical LCU presidents, the horizontal process of research through in-person interviews with LCU presidents, and both iterations showed that they are innovative and do not like to be controlled by political whims. The LCU presidents were respected on their abilities to determine radically what suit innovations and changes that would be implemented in their respective LCUs. Panel of experts agreed on the importance of character and academic competence; yet, they also recognized the importance of determining legal function from ethical responsibility in real practice. The LCU presidents and the

panel of experts agreed that they abhor political malpractice. LCU presidents have an edge in terms of their ability to determine the validity of their experiences i.e., following rules, CMOs, exclusive mandates or policies; however, LCU presidents were posed with the question regarding the challenge of mere following the function legally or flexing the law responsibly. The panel of experts (second Iteration) identified the possible dilemmas of LCU presidents. There is consistency in all the answers in relation to dialogical consistency in all the answers in relation to dialogical.

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