

The Hindrances That Affects The Capacities Of Lcus' Successors Employing Mowles's Philosophy Of Development Management

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Abstract: The dissertation contemplated the influences that affects the capacities which the successors encountered during the succession through the application of development management in the local and college universities in the Philippines. the paper is persistent to recognize the need of development in the management of presidency in the LCU's. The purpose of finding out the collective insufficient capacity that the successors have encountered is to develop an innovative and result-oriented management which will be benefited to the LCUs; and to the sake of affected personals such as the non-teaching staffs, students, co-departments, and the like. In perceiving the growth of the LCUs' management towards the goal of success if dependent to its capability to impact change from its present time to the future times. The study is qualitative-phenomenological, the inter-subjective investigation on the managerial capacities of LCUs is 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 in the study. The study revealed that the familiar inadequate capacities that they encountered are related with ethical standards, scholastic promotion, and corruption prevention. Index Terms— Minimum 7 keywords are mandatory, Keywords should closely reflect the topic and should optimally characterize the paper. Use about four key words or phrases in alphabetical order, separated by commas.

Index Terms: Ethical Standards, Innovative, Managerial Capacities, Residency, Result-Oriented, Scholastic, Successors

1 INTRODUCTION

ENDURANCE, development and proficient consistent presence of an association require a succession of individuals to fill different significant positions. The motivation behind succession planning is to recognize, create, and prepare individuals to possess more elevated level positions as and when they a position is empty because of different reasons like retirement, abdication, advancement, demise, making of new position and new tasks (Lozano, et.al. 2015). The term succession planning evokes broadly different reactions from various individuals, furthermore, execution of a succession plan is comparably differed. To most associations, an absence of succession planning was indefensible in the business domain, as issues coming about because of lost efficiency and absence of heading could rapidly destine a revenue driven undertaking to disappointment (Coleman, 2015). Rieckmann (2015) expressed that conventional progression plans have been used by organizations for over 30 years. However, in the field of instruction, succession planning has regularly been nonexistent. The absence of preparation has frequently yielded poor results for schools (Fayolle, 2018). The field of training has gradually started to receive models and rehearses since quite a while ago utilized by different controls (Aoun, 2017). Berke, et.al. (2017) examined the need for maintainability in school initiative. To guarantee a good outcome, progression plans should be made in advance, and need to represent the hierarchical culture. Specifically, the succession plan that represents the association. To make a quality succession plan, qualified individuals should be prepared to expect to be higher places of power (Cole, 2019). Rintoul referred to a huge disengage among preparing and practice for heads. Numerous recently named administrators accepted their preparation had been centered

around the elements of the organization, and the obligation was vague. Bagshaw and McVitty (2020) accepted the vague and regularly conflicting part of an organization does not plan people to expect a situation as an overseer. Capacity building has gotten completely the most predominant ideas in the public policy and advancement. Ability to viably execute strategy plans and projects is urgent to the accomplishment of educational builders. In fact, having an able public area that can ideally adjust assets to activities and carry out planned approaches, is broadly viewed as a vital factor in any university's nature of administration (Castro, et.al. 2018; Filho, et.al. 2018; Parfitt, 2017; Suwaidi, et.al. 2020), and the accomplishment of its advancement endeavors (Barak, 2016).

2 CONCEPTUAL FRAMEWORK

Chris Mowles's Development Management

Mowles (2010) developed the theory of development management which refers to the advancement executives as training acquires widely and uncritically from the board speculations created in the private area, which depend on thoughts of consistency and control, and fundamental 'entire' change. This article offers an investigate of the predominant methods of thinking about, overseeing, and assessing development. It contends that this administration technique compels the investigation of difference and novelty. The most impressive formative encounters are ones that incorporate an assortment of finding out the barriers to growth, assessment of the capacities of administrators and, planning for the advancement of management.

The conceptual framework was founded on Chris Mowles's philosophy of development management which is focused on barriers, assessment, and planning. Development management is the interaction of favorable to effectively overseeing improvement in local sectors accomplishing the local planning of vision and targets. It has an accentuation on the pre-application stage and conveying maintainable turn of events, and incorporates the standards of 'place-forming' for the eventual fate of local sectors to change the intellectual achievement

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regarded collectively of preparation from the past cycle of 'advancement control' (Underwood, 2019). Development management comprise refusing status quo reject the norm and be coordinated towards change and with regard to outcomes (Parfitt, 2017). It is result-driven at its essence and each advancement capacity ought to have a characterized objective. Moreover, planning is fundamental to choose the scheme of resources and time to be assigned for an improvement work. It ought to highlight on anticipating individuals with other individuals. It is people-oriented, emancipate society in general and not base on the orientation of profits (Byrd and Scott, 2018). The contextual relationship of apprehending development management was centered on the capacities of administrators which were outlined in the constitutional disposition of the presidents of Local Colleges and Universities. The construction of administration is to create managerial wellbeing by modernizing and achieving an uttermost change in the executive composition, from the conservative methodology, to deal with and make social and political change (Gordon and Overbey, 2018).

3 LITERATURE REVIEW

3.1 Theory of information-based Competency

Intellectual assets were at the focal point of human activity and social dynamics and in which development was reliant on the quality, quantity, and openness of the data accessible (Ryan, 2015). The development of the information economy has had significant ramifications for LCU. As society has become more information based, LCU has progressively been brought into the making and headway of 'information nations' as one of its fundamental capacities is to produce quality exploration, information and innovation. In this connection, as administrators have come to understand the supremacy of information they have, as well as understanding that LCU is the vital driver in giving knowledge, utilizing the developing supply of worldwide information, absorbing and adjusting it to local necessity (Trachtenberg, et.al. 2018). Albeit the expanded significance of information gives extraordinary potential to directors to increase their capacities, the inability to take advantage of the tremendous and developing supply of information happens due to their restricted awareness and absence of ICT that can encourage the powerful correspondence, scattering and handling of data.

2.2 Theory of Sufficient Capability and Resources

Competitive resources and capabilities expect a significant job in the local improvement of LCU. Among these foundations, LCU have a significant job in planning experts who will act in local associations, and coordinate for advancement, making financial benefits beginning from these practices. When acting along these lines, the financial and social advantages brought by the LCU are generous, assisting this with composing of association to be more serious in the instructive market, other than achieving its main goal in the public eye (Bagshaw, et.al. 2020). In union, the union of the speculations of seriousness in the business and the hypotheses of regional intensity add to the essential situating of the LCU and its relationship with the outside climate. The hypothesis of assets and capacities zeroed in on association's inside climate. This hypothesis supports Bush, et. al. (2019) study, which contends that a firm gets unmistakable qualities on account of the heterogeneity of its profitable assets. This hypothetical methodology orchestrates

that the primary contrasts of the organizations' exhibition in the market are because of their assets, skills and the independence of every association, ready to turn them supreme, not adaptable and indispensable (Castro and Menedez, 2018). Following the standards of this theory, Coleman (2015) introduced pointers that can create supported upper hand for the association, expecting the essential assets are heterogeneous and that these distinctions are steady for the duration of the time: the worth (the significance of investigating the chances of the association or killing their dangers in its opposition climate); uncommonness of the assets among the current ones, the possible contenders of the association; incomparability; and association (to investigate the accessible assets).

4 RESEARCH METHODOLOGY

The inter-subjective investigation on the administrative capacities to perceive progression in the LCUs in Philippines is qualitative phenomenological. In particular, it looked to address the importance, implications, and meaning of the diverse cognizant encounters, contemplations, and perceptions on the administration of LCUs that require improvement and upgrade on their arrangement of administration. The researcher conducted face to face interviews to describe the management on the administrative capacities of top scholastic heads and the current selection and progression execution among LCUs in the ideas of transformative education as an instrument to assess the activity and the board wherein there were 11 (eleven) respondents participated. The dissertation employed the method of hermeneutic phenomenology to interpret the interviews from the LCUs executives; and involves the usage of Delphi Method to further reduce biases or prejudices from the first and second iteration inherent in the study; and qualitatively analyze and reduce a large amount of textual data to meaningful concepts while identifying themes and categories in the data in conformity with the horizontalization process of the study.

5 RESEARCH AND DISCUSSIONS

The eleven (11) respondents are highly competent and qualified. As LCU presidents, they are all commonly cheerful and happy in dealing with one another. The bond is strong and they have the common goal of rendering public service through equitable yet affordable quality education. Among them, three (3) are appointed inside and eight (8) are appointed outside the LCU. As presidents, the common feature of their personalities is that they do not need to choose whoever they relate with. Since most of them are women presidents, they have proven to serve with leadership qualities and good management. In terms of their management style, most of them fight for what is morally right, appropriate or ethical especially when they know that they are protected by truth or honesty. However, there is the tendency of exclusive gossips among themselves. The reason of such idle talks is not necessarily to destroy the name of other members of the association of LCU presidents but to tease their co-presidents and more importantly to check and balance better management for the sake of the association. They are aware of the possible implications of their actions.

5.1 LCU Presidents as Insider or Outsider

Insiders are those promoted and appointed within the same college or university while the outsiders are those appointed from other academic institutions, companies or organizations. Being insider has a many implications in the performance of the LCU presidents. The advantages according to the insider LCU

presidents are the following:

a) Insider presidents have broader understanding regarding the overall operations of the LCUs in terms of management planning and organizing, decision making, evaluating or assessing pressing problems (LCU1, LCU3, LCU6);

b) Appointed insider presidents coming from the same LCUs have direct experiences in terms of managerial cultures of the workplace from the teaching to non-teaching personnel since they already know the beliefs and values of the local people in the university (LCU3); and,

c) Insider presidents have easy access to internal affairs of the LCUs where adjustment to the environmental workplace would not have been necessary since they already have existing knowledge or skills to implement certain policies and standards. (LCU6 and LCU1)

Based on the interviews with insider presidents, they believe that their appointments as LCU presidents, though they have the advantages in terms of technical knowledge or internal affairs of the LCUs, would not determine the efficiency or effectiveness of their presidency. Secondly, the executive succession by way of appointment as outsider has direct implications to the performance of the LCU presidents. The considerations according to these outsider LCU presidents as interviewees are the following:

a) As outsider appointed LCU presidents, though possess existing knowledge of the operations of LCUs, have slight difficulties in adjusting to the LCU environment operations like academic relations, social or cultural functions (LCU7, LCU8, and LCU11);

b) Outsider presidents can be more objective in dealing with policy matters. They do not have much prejudice in terms of dealing with issues that have personal attachments or social connections. They professionally determine the separation between their personal concerns and their respective university issues (LCU7, LCU5, LCU2); and,

c) Outsider presidents are not afraid to be removed from their presidency based on the reason that they are appointed as outsiders (all LCU presidents appointed as outsiders).

Based on the interviews of outsider presidents as respondents, they admit that their appointments as LCU presidents, though they have the difficulties in terms of adjusting from the LCU social environment of the university, would not determine the efficiency or effectiveness of their presidency in the future. The exposition of data on the managerial capacities of the interviewees that include their highest educational background, their functional background, their eligibility, and the number of years as incumbent LCU presidents in relation to their efficiency and effectiveness as presidents are also presented and interpreted.

5.2 Experiences of LCU Presidents and Local Executives on Managerial Capacities and Executive Succession: Process of Horizontalization

The results of the personal interviews, as well as the focus group discussions, were considered in this study as raw data. The values of the statements were taken as they really were, as they were verified directly from the interviewees. The shared experiences of the LCU presidents regarding managerial capacities and executive succession were done horizontally in three parts: first, in-depth personal interviews with LCU presidents; second, interviews and focus group discussion (FGD) with panel of experts from inside LCUs as first iteration; and third,

another round of interviews and FGD for the second group of experts as second iteration. There are 10 respondents who participated with the dialogue sessions using the process of horizontalization concerning the 5 factors wherein they can express their managerial capacities and executive skills paving a way to the executive succession. The 5 factors are namely as complex issues on LCU's; relationship between LCU presidents with incumbent local chief executives, qualifications of current presidents; the contenders and aspirants to the LCU presidency; poverty alleviation through access to education; and political malpractices on LCU's system of governance. Regarding the complex issues on LCU's, first respondent has said that if LCU's will be under the national government, then, there will be problems regarding allocation of funds and implementation of policies; since the scope of governance becomes wider, constituents would not be attended to its maximum. 2nd respondent has stated that the exclusive mandate of the Mayor has been bestowed to her as the legal president; Since LCUs are funded by LGUs, naturally, the right to determine the governance structure rests on the creator of the LCU; thus, the funder that is also the creator of LCUs is their respective LGUs. The 3rd respondent has different perspective about the issues wherein she expressed that most of the incumbent LCU presidents have many apprehensions regarding continuity of their programs in their respective localities. The 4th one describes the LCU where she belongs as where the City/Municipal Mayor is the President himself because it is in the written Charter of the college that the Mayor is also the LCU President. On the other hand, the 5th president stated that LCU Presidents need not to grab the limelight in society because they have a lot of respective limelight. To have more is necessary. This makes LCU Presidency perceived as very simple in the outside but very complex in the inside. The 6th respondent said that it is the exclusive mandate for the Mayor to appoint the president of their LCU, which has a different perception with 7th president of the LCU which she said that most charters of LCUs have the exclusive mandate for the Mayor to appoint the President because it would be very terrifying or scary if the appointee will be stabbing behind your back. Another, the 9th and 10th respondents have stated that LCU Presidents are considered as one of the department heads of their respective municipality/city governments. Most are designated and co-terminus with the incumbent mayor. Only few LCU Presidents are with security of tenure and were given plantilla position as College or university president and the Designated LCU presidents truly anticipate that if their incumbent Mayor will not win during election period, they will automatically be removed from their office by the newly elected Mayor. The relationship between LCU presidents with incumbent local chief executives have proven that he presidents and the mayor have the same mindset which enable them to work spontaneously. The same with considerations of a good and dynamic relationship, there are those who work for the political interests or agenda of incumbent local chief executives. The mayor and the appointed president have the same concepts, thinking or ideas; Mayors usually appoint LCU presidents whom they can work with. LCU Presidents are to manage administrative relationships between the university and the city hall; relationship with LGU is imperative to school administration since funds originate from the local government. It is important that there should be harmonious relationship between the LCU President and the incumbent Mayor so that the delivery of education to the constituents in the country will be served best. To potential contenders and aspirants, their key to the presidency is their relationship with the

Mayor. They always need to preserve their good relationship with the Mayor and this is critical. LCU Presidents have to understand, need to be knowledgeable on how to work and be good with the Mayor because both have to have the unceasing mutual understanding despite the diverse relationship that they both need to establish. Harmonious relationship with incumbent Mayors is vital and loyalty is also an obligation for LCU Presidents. Qualifications of current presidents, the contenders and aspirants to the LCU presidents are perceived to be workaholics and they dislike slow process that hamper freedom, and make works perfectly done. It is not important for the President to have a doctorate degree because presidency is not purely academics; because presidency should really be more than academics; although my contenders are already doctoral candidates or with doctoral degrees. Appointed presidents have to be academically qualified and with leadership skills so they can be fully equipped and be made ready for the presidency. The one I designated as the College President is a holder of a Doctor of Philosophy and I highly believe that he is very much capable and competent to that position. Academic credentials to some mayors are not very important to them and successors need have to be competent. Contenders or aspirants for the presidency need have the administrative capability to manage administrative functions. It is not a prerequisite that the president of an LCU should be with PhD; however, this is not to disregard academic achievement. Instead, excellence and commitment should not also be sacrificed. Contenders on LCUs presidency need not only be academically qualified but also need to have the competencies. Presidents of LCUs and future successors must be broad-minded, open-minded, and confident with their abilities, and be personally and professionally qualified to be chosen and selected as a President by the Mayor. LCU Presidents are seated in their positions for they are very much qualified and competent. One of the factors that exposed the managerial skills of the presidents of LCUs' is the poverty alleviation through access to education. Even in the financial system, LCUs offer very minimal tuition fees. Another respondent has urged that every action shall be translated into action. LCU Presidents feel happy if possible successors who will replace them are well prepared and well equipped for the realization of the vision and mission of LCUs. Moreover, there is much tendency to impose my decision and this might affect the realization of goals and objectives of the academe. LCUs are created and established to prioritize poor students that deserve to have their families' standard of living elevated. LCU Presidents have to be resourceful to solve deficiencies and there is a need to generate projects to augment finances. This is imperative to alleviating poverty. Access to education is for all. Everyone works for the common goal of the school which is to alleviate poverty among the people. Poor people can be the priority of LCUs. There has to be a dynamic congruence between the courses offered in LCUs and the real needs of people to elevate progress and development. The establishment of LCUs is a human resource development tool of cities and municipalities and this is very important. LCUs are established to cater the educational needs of students who are members of the marginalized society of this city; proven to be indigent, are all tuition waivers for them to improve their standard of living. Good plans for students who are residents of this locality. They deserve to be given the best quality education so that they would be able to optimize their potentials. Political malpractices on LCUs' system of governance are perceived as a challenge on the managerial executions of the presidents of the LCUs. Human Resource (HR) culture should be known and HR process of

LCUs should be aligned with the city hall's recruitment, merit promotion, and compensation system. The national government should not interfere or dictate the governing structure of LCUs simply because LCUs are not SUCs. SUCs are dictated by the national government because they are funded by the national government; but not with LCUs. Where there is political patronage, cronyism, political horse-trading with suppliers discreetly done or indirectly on percentage corruption, these are to be treated with contempt because these are acts of immorality. There are allegations of corruptions because of the dual positions. LCU Presidents being political appointees have to know their mayors' nuances of character and personality. It is absolute to be loyal but critical to the demands of the LGU. LCUs are created by local legislative act and LGUs will be in dispute and are expected to be contesting with court to go against the House Bill's validity or legality because there is this existing Local Government Code that allows the creation of LCUs where the governance structure is determined through local ordinance. LCU Presidents have to live up with the expectations of the Mayor. Whether the incumbent Mayor will win or lose in every election, LCU Presidents with Plantilla position as confirmed by the Civil Service Commission are not to be removed in their office without due cause. It has been a political culture for LGUs that whoever sits as the new Mayor, he/she will be given the outright power to appoint new president who needs to be working with him hand and hand; within his political agenda and interests. Every significant statement was initially treated as possessing equal value. After the horizons or textual meanings were identified through deletion of those statements irrelevant to the topic and others that are repeated or overlapping (Bagshaw and Mcvitty, 2020), the researcher carefully examined and clustered these significant statements into themes or units. Five 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 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.

6 CONCLUSIONS AND RECOMMENDATIONS

The study found out that the inadequate capacities which the potential successors encounter during the succession which hinder the development management of LCUs'. Yet the presidents are academically competitive, they have revealed that this is not the full requirement to be competitive in the administration. the common inadequate capacities that they have experienced during their time of execution with varied complexities they experienced are ethical standards, scholastic promotion, and corruption prevention. Responding with maintaining ethical standards as public officials in one of the difficulty they have encountered since they have to deal with different kinds of people. In addition, managing growth among poor students to avail accessible and quality yet affordable education id one of the barriers which they have overcome. Responding to the educational necessity of the students is challenging on how to plan an innovative idea to promote scholastic approach to the students. Another, corruption, as the reason of resignation of some presidents was contestable over the management of the presidents.

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