



GMA CONFERENCE, GHANA

*Leadership for a changing public-private higher education
funding landscape:*

What are the implications for Higher Education Associations?

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Introduction

HEIs the world over need constant injection of financial sources for:

Infrastructural development
(building, lap equipment, etc.)

Basic and applied research

Grants/scholarships, etc.

Administrative/recurrent expenditures
(utilities, equipment maintenance)

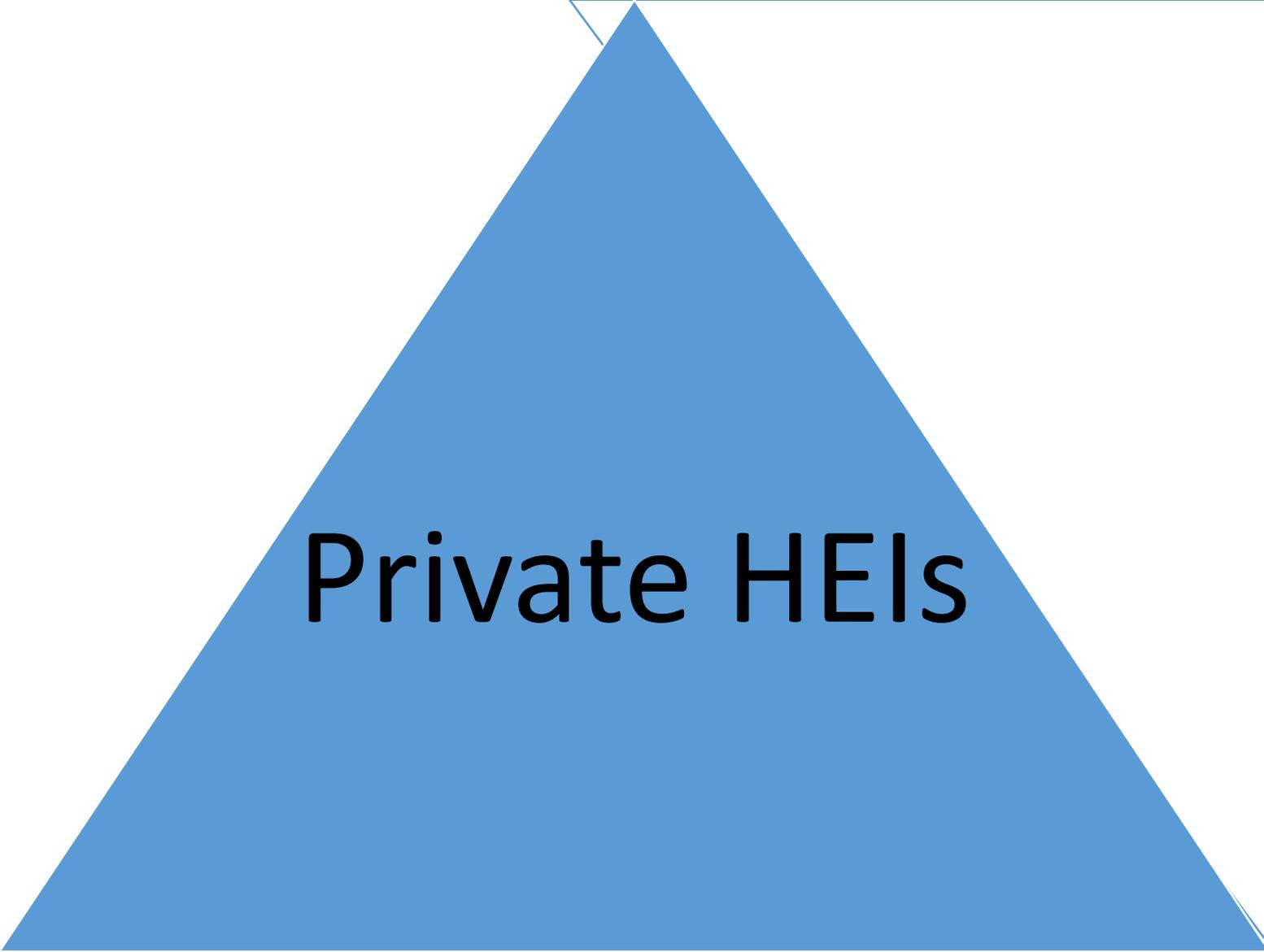
Staff emoluments

**Design of
Funding models
in public HEIs**

To facilitate the
implementation of
public policy (e.g.
equity, access)

Public education
treated as a *public
good*

University
outputs to
contribute
to
-skills bank
of society
-promoting
public policy



Private HEIs

- Established either as for-profit or not-for-profit entities
- Have varied mandates.
- Financial sustenance primarily from tuition fees
- **Few exceptions** (e.g. Ashesi University in Ghana), **which draws from a funding matrix of endowments, philanthropies and tuition.**

**Changing funding
landscape of
higher education
has dire
consequences:**

- On **ALL** institutions of high learning, and
- On **ALL** HE associations formed either by national legislation or by the HEIs themselves.

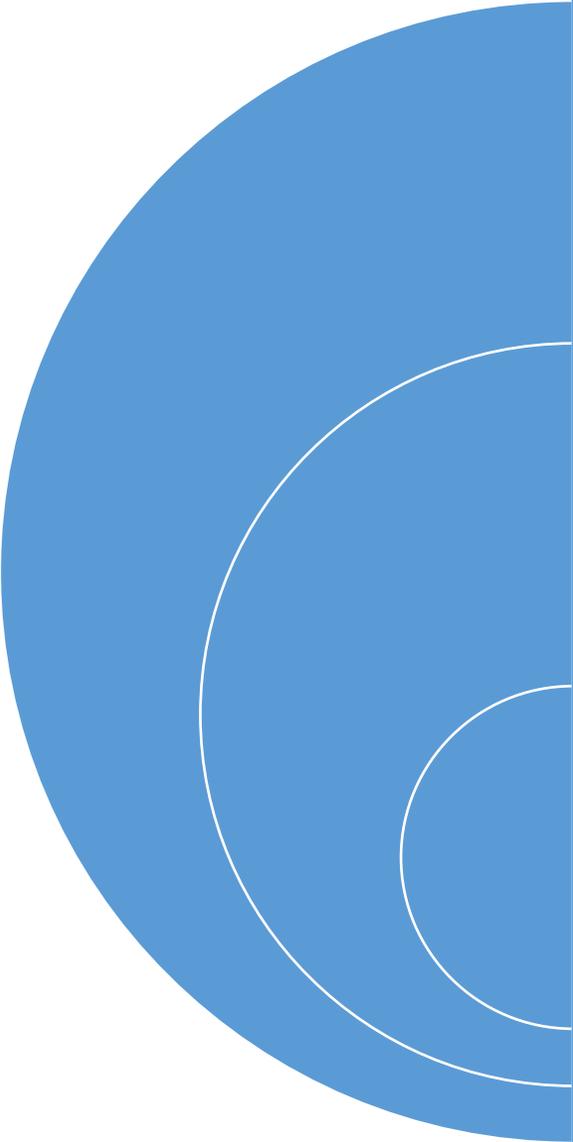
**Consequently, in the
African context:**



**HEIs need strategies for
financial sustainability, both
locally and globally; &**



**Sustainability of HEIs ensures
sustainability of their parent
Associations**



Western Europe: *public good* concept allows free or comparatively lower tuition fees.

America and Australia: *private good* concept enjoins graduates to pay back the cost of their higher education over time.

Africa: lies in-between, & in many countries, private HEIs are either not eligible or have limited public funding

Role of buffer (statutory bodies) / HE associations in current funding environment

- Capacity building of its members in effective resource mobilization
 - Training of institutional leaders in resource mobilisation
 - Training in relationship building or 'friend-raising' as a resource mobilisation strategy
 - Training on financial management/governance in HEIs
- Advocacy for HEI autonomy

- **Establishing strategic partnerships for staff development and Research**
- **These include strategic Alliances for producing PhD and leveraging on regional strengths (The case of RUFORUM)**

- **The AAU acquiesces that fund availability alone** without strengthening the governance structures and autonomy of HEIs to ensure efficient management of the resources **will not guarantee the survival of its member Institutions.**
- **Places premium on Capacity building**
- **AAU runs a number of programmes in Africa to promote Innovation and Management of change in African HEIs**
 - **LEDEV, MADEV, UNIVAD, U-I Linkages, QA, ICT Integration** workshops series for specific teaching and academic staff
 - **Graduate internship programme**
 - **Database for Theses and Dissertations (DATAD):** showcases African scholarly work globally

Means to Sustain Resources for HEIs

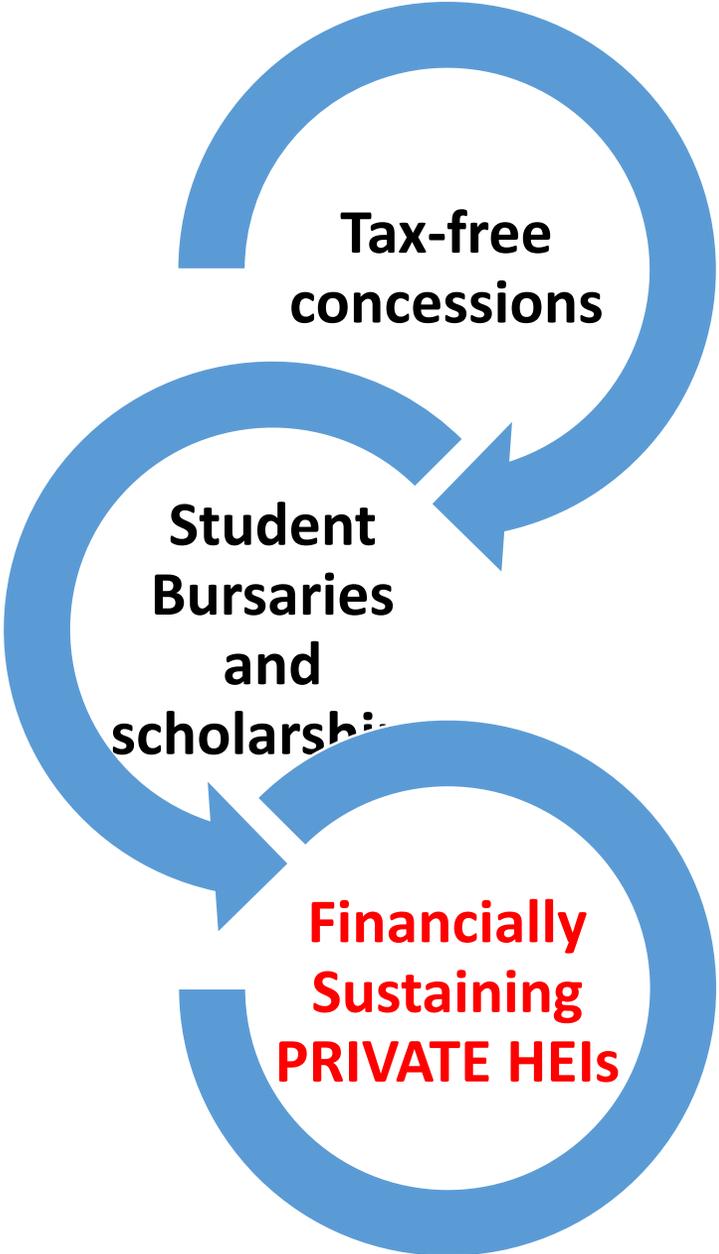
Deepening of institutional base for research

- Effective partnerships with the private sector
- Building of industry practice into the curriculum (e.g. formal internships, industry speakers, etc.)
- Establishment of employment incubators

- Establishment of endowments
- Establishment of strong links with alumni
- Development of a staff exchange policy
- Promotion of entrepreneurship in all academic programme
- Adoption of resource efficiencies – waste water re-use, biotechnology, etc.

- Development of internationalisation strategy (aligning of MoUs & reviving dormant ones)
- Increase in enrolment of fee-paying international students
- Constant review of curricula

- **As University Associations,**
 - **Advocate for private HEIs** to enjoy Tax-free concessions and for their students to enjoy bursaries and scholarships given to students of public Institutions
 - **Help their members to adopt waste cuts such as:**
 - i- **Going paperless and resorting to EMIS** (Electronic Management Information System)
 - ii- **Adopting efficient methods by:**
 - o- reducing energy use
 - o- developing biogas and biofuel
 - o- re-using “waste’ water



THANK YOU