

Modernization of the Organizational Structure and Management of the Educational Process in the Kazakh National University

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Project to Strengthen Management and Alignment of Organizational Structure

The Team: Organized by Rector KazNMU, A. Akanov

- K. A. Tulebaev – Professor KazNMU, Vice-Rector
- M. A. Abirova – Director of Department of Educational Methodological Work
- E.A. Slavko – Associate Professor, Head Department of Educational Methodological Work
- S.S. Sarsenbaeva – Professor, Head of Centre for Monitoring and Scientific Support of Medical Education
- F.N. Nurmanbetova – Professor, Adviser of Rector
- O.B. Adams – Visiting Professor

Four components

- *Capacity building* of the skills and competencies of members of the medical university in management positions
- *Mapping of the Educational Processes* in the Kazakh National Medical University
- *Research* that will provide the senior management with the evidence they require to guide the work of the Medical University
- Development of a Strategic Thinking, Organizational Change and Development Centre

Capacity Building

Objectives:

- To strengthen the management skills and competencies that will enable the managers in the KazNMU to effectively manage themselves, resources, and relationships with individuals and organizations;
- To enable the managers to use these skills in their everyday work

Results to date

- More than 40 managers have attended at least 5 modules
- Managers have indicated that they are applying new approaches in their jobs
- Some managers have attended more than 6 modules

Mapping of the educational process

Objectives:

- Define and agree on the key functions of the education process (admissions, registration, curriculum management, teaching, library, student assessment, student service, research)
- Identify the processes used to accomplish them, the inputs and outputs, and decision points.
- Find ways to make the processes more effective and efficient.

Results: Methodology and plan of action has been agreed and the work will begin in the next quarter of 2013

Management and Organization Research

Purposes: The survey targets three groups within the organization, managers, teaching staff and administrative support personnel.

- To measure the attitudes of the staff and measure the commitment of staff to the work of the KazNMU;
- To get an indication of the well-being of the staff;
- To identify good points in the KazNMU that can be strengthened and identify areas for improvement.

Result

- The survey has been designed and administered and responses are still being collected
- Analysis will be completed by the end of July

Development of a Strategic Thinking, Organizational Change and Development Centre 1

This Centre will provide the leadership of the Kazakh National Medical University with:

- The information and intelligence necessary to make decisions about the role that the University will play in on-going and future development of health care systems in the in the Republic of Kazakhstan;
- Analysis of alternative actions through the use of scenarios;
- Support to the University's Rector, Management Board and to Council and its Committees in the development of the University's strategic directions;

Development of a Strategic Thinking, Organizational Change and Development Centre 2

- Work closely with the monitoring and evaluation functions in-order to understand the impact of strategic decisions on the organization's goals;
- Assessing the potential impact of new decisions on the future of the Kazakh National Medical University;
- Development of a group of people with the capability to think strategically with a view to the future of the KazNMU

Intended Impacts

- These initiatives should collectively position the KazNMU to respond to the changing health and education systems in Kazakhstan.
- The KazNMU will be able to maximize national, international and public and private opportunities to in its further development
- The ultimate aim is to produce health workers who are cognizant of the changing environment in which they will have to deliver services and have the required high quality skills and competencies

Early Results

- There appears to be a more systematic approach to the implementation of changes in the Educational Processes in the KazNMU
- Individual managers have indicated that they are using approaches they have learned, especially to manage their own work and to manage their staff
- Although not easy to measure there appears to be an increased optimism in the KazNMU