

STRATEGIC PILLARS FOR THE SUCCESS OF THE AEC-SCP.

Francis Gatsi & William Ohene Annoh



**ASHESI
UNIVERSITY**

**THE EDUCATION
COLLABORATIVE**

INTRODUCTION

Five strategic pillars (Institutional Commitment, Funding, Mentorship, Exposure to Exemplary Models & Monitoring, Evaluation & Impact Measurement) have been identified to interplay for successful Systems Change (SC) African HEIs.

Background / Problem

- Mayanja (2020) shows that the effects of societal evolution affects all aspects of human life, structures, institutions, and components of systems in this current global village.
- This rapid evolution has made change inevitable in all organizations regardless of industry, geographic location, size, and other related factors.
- All organizations including HEIs are expected to implement change initiatives to remain competitive.
- Preliminary research by the AEC compared several educational fellowships to identify the pillars at play, and how they are implemented in various HEI initiatives.
- It is still unclear the extent to which the presence (or not) of these pillars affects all or aspects of an SCP, the key priority pillar to start with, the number of resources required per pillar or the appropriate combination of pillars to be invested in respective fellowships and initiatives.

OBJECTIVES

The main objective of the study is to consider how the identified strategic pillars hone SC in HEIs in Africa.

1

To determine how the various pillars contribute to the SCP's success (or expected outcome) in African HEIs.

2

To ascertain the relationships that exist between the various SCP pillars and the extent to which they (can) drive SCP success in African HEIs.

3

To draft brief cases on stakeholder experiences and outcomes experienced by exemplary institutions that imbibed all or some of the strategic pillars of the systems change model for specific programs in African HEIs.



GRANT TYPE

SCP



DURATION

18 months



TARGET GROUP

HEIs in Africa

METHODOLOGY

- Cross-sectional explanatory research
- Qualitative Approach
- Purposive sampling of 12 SC proponents (leads & implementers) from both mentor and mentee HEIs
- Semi-structured interviews
- Thematic Data analysis

| MENTOR HEIS | MENTEE HEIS |
|-----------------------|---------------------------------|
| Ashesi University | University of Cape Coast |
| Kepler University | Burkina Institute of Technology |
| Strathmore University | Rwanda Polytechnic |

01

Inputs / Resources

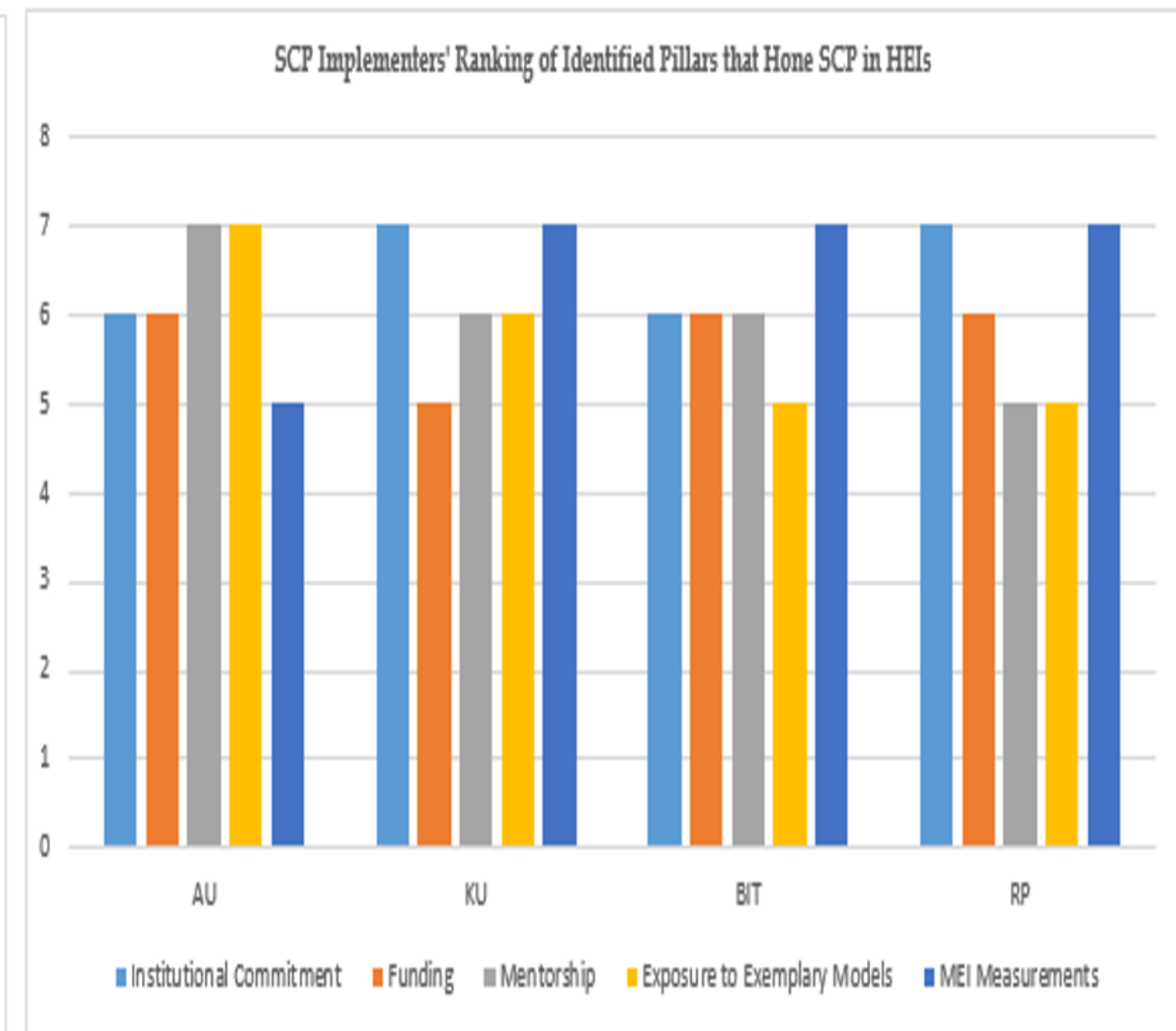
- Primary & Secondary Data

02

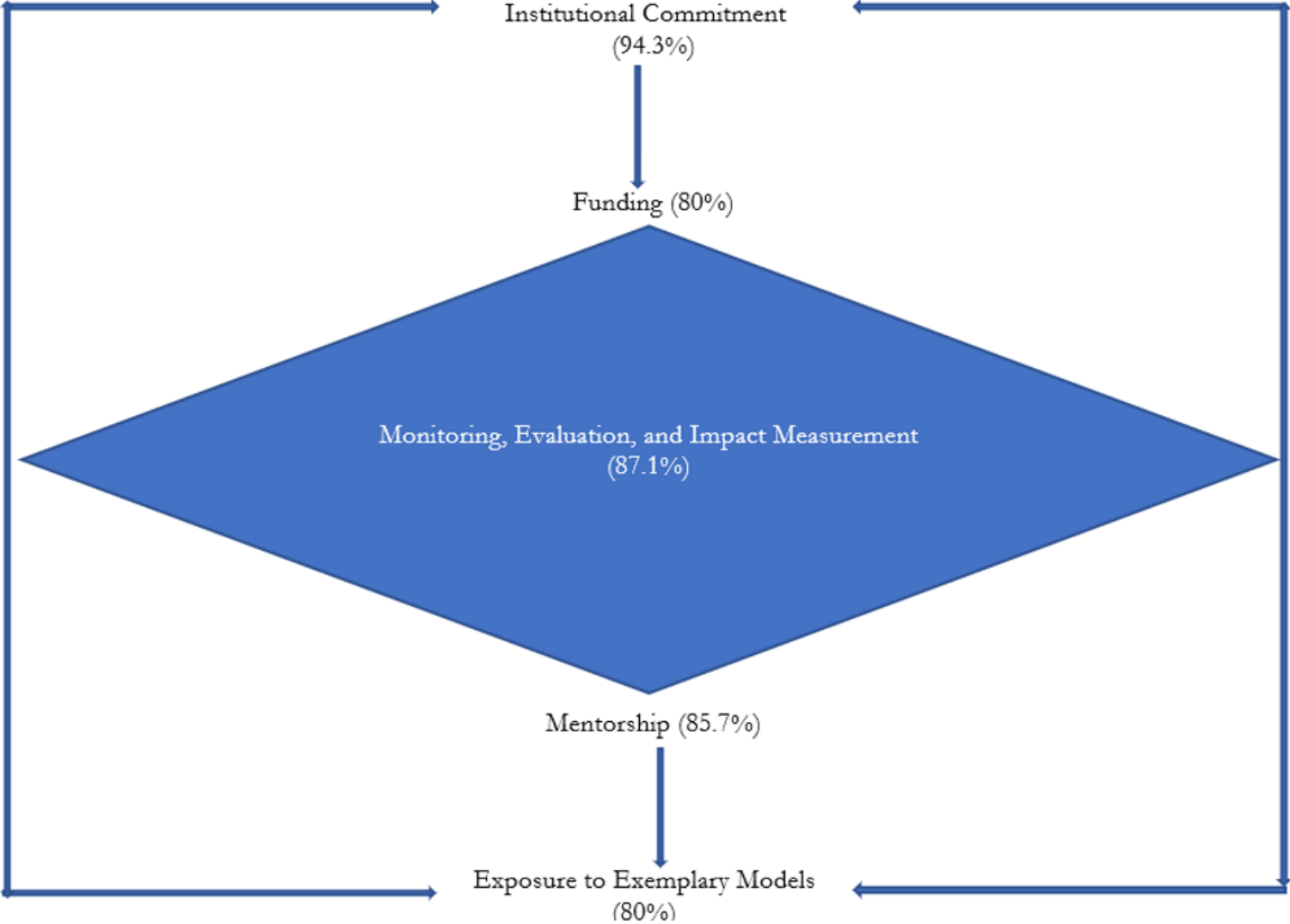
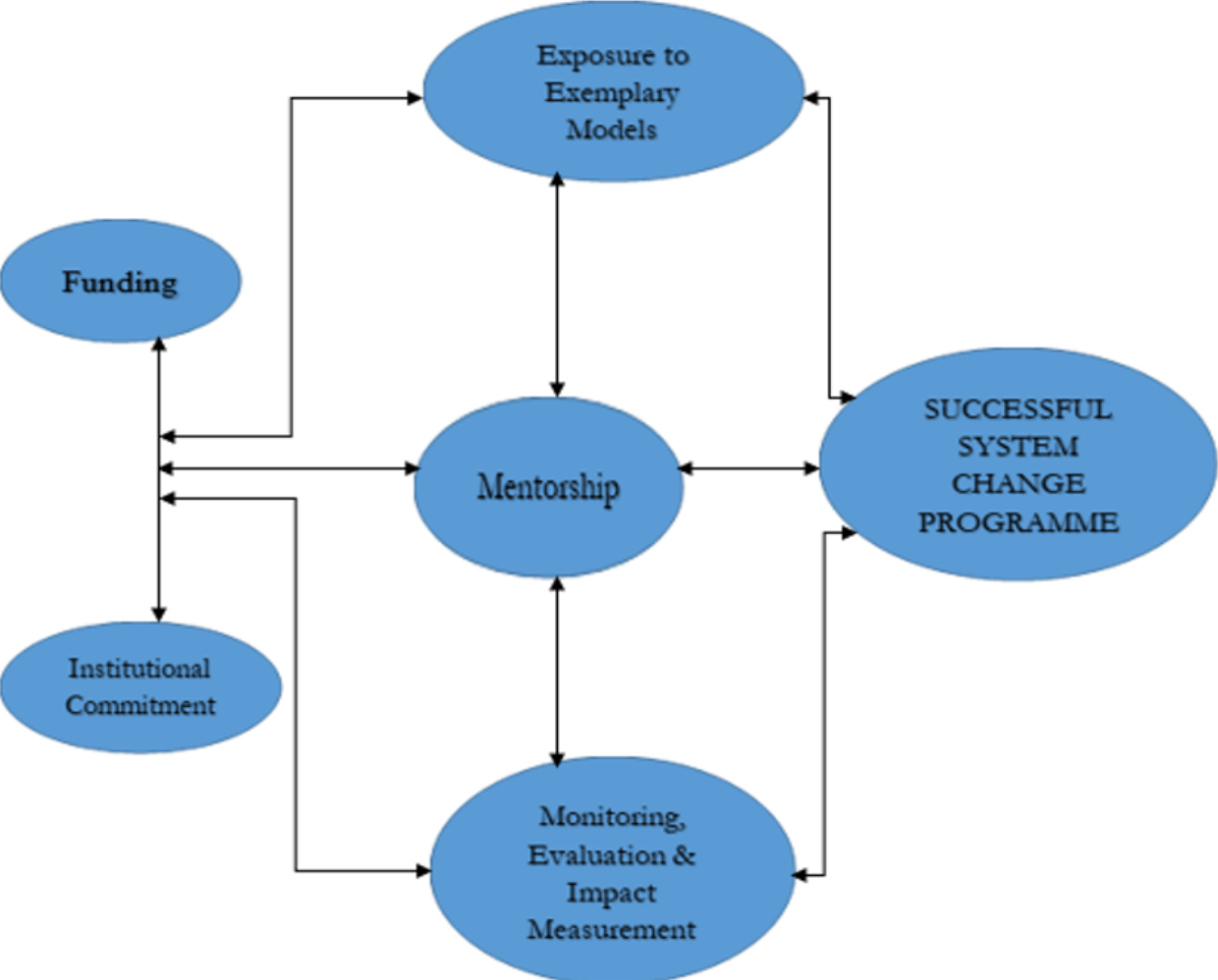
Outputs

- Research report
- Case illustrations on mentor - mentee HEIs
- Blog post

OUTCOME (RESULTS) / SUCCESS STORIES



CONCEPTUAL FRAMEWORK & PILLAR MATRIX



CONCLUSIONS



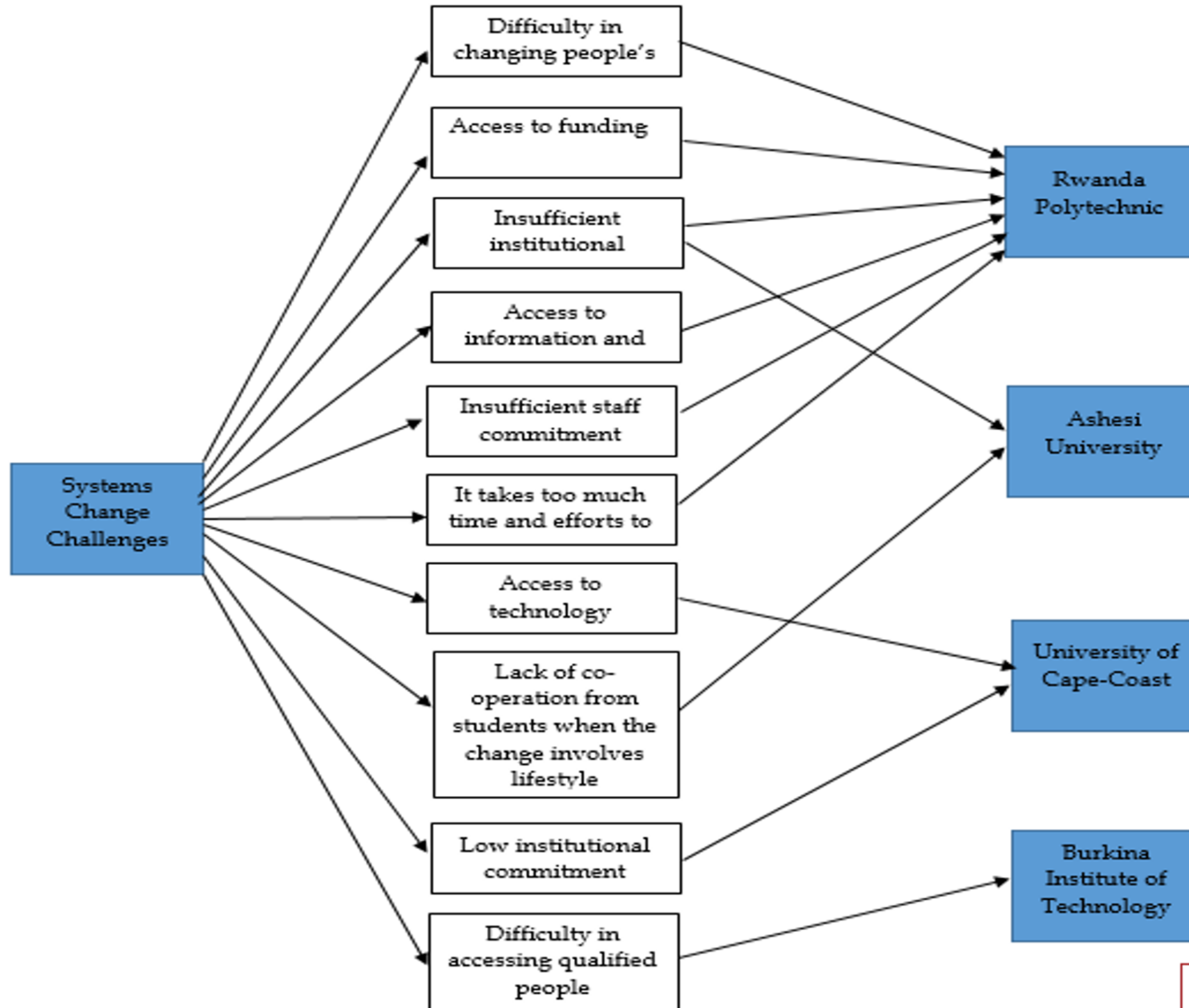
Institutional commitment which is linked to all stakeholders (management & employees) is the prime pillar for SC, connects well with and is the main prerequisite for the other strategic pillars. Please refer to the handout on Pillar Matrix for more details.

LESSONS LEARNT



- The functions of SC should entail both the objective (mandate) & how it will be carried out (operations).
- Exemplary models must have contextual fit and a common language i.e., Anglophone-Francophone language (and cultural) differences must be considered.
- AEC funding has been pivotal for successful SCP. As a result, HEIs interviewed did not highlight the need for funding as much as expected.
- Mentorship is beneficial for both mentor and mentee HEIs as it allows for the sharing of funding opportunities, exemplary models and MEI tools

CHALLENGES



RECOMMENDATIONS

- Institutionalizing SC in African HEIs.
- Empowering Career Service Offices (CSO) and mandating structured collaborations with academic units on campus: CSO's are pivotal in the SCP for Employability process as they interface directly with students, faculty, staff and executive management in creating opportunities for employability.
- Institutions must develop policy documents for implementing systems changes based on some standard requirements, to be contextualized per institution for both private and public HEIs.
- Media coverage of Annual Convening to highlight

Acknowledgement

- Ashesi Education Collaborative
- Study Participants i.e., personnel from Mentor and Mentee HEIs.