

**CREATING CULTURE OF EXCELLENCE AT UEW:
SOME REFLECTIONS**

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Abstract

“The leadership of higher educational institution must, by word and deed, convey the message that customer satisfaction, through a process of continually improving performance is the responsibility of all the Administrators in the Educational Institution.” (Source:- Open Educational Resource and change in Higher Education: Reflections from Practice. Published by Commonwealth of Learning, Vancouver, 2011)

1.0 INTRODUCTION

It has been bothering the minds of many Senior members of the University of Education about how to improve the corporate culture of the University. The University of Education has an aim of creating “excellence in Education” which motivated the writers to look at the stage we are today in our level of culture of excellence and whether there is the need for improvement towards the goals and development of the institution. The powerful way to effect breakthrough in higher educational institution effectiveness is to create culture of excellence in UEW. It is not enough to simply have a stated organizational vision and mission. To create and achieve the culture of excellence at UEW, we must understand not only the vision of the University of Education, but also know their roles, responsibilities and specific actions needed to take in order to help achieve this vision.

For the University to move to the high level of excellence there is the need to build strong corporate culture of excellence, create organizational capacity and provide structures that will empower, focus and engage staff to work effectively. The time is ripe to stop wastage and rather concentrate on solving problems to increase productivity at the University. We have to form teams or groups with right mindset and skills necessary to create desired results. Culture of excellence at the University of Education should be created in all areas with major concentration in the Governance of the university, Division of Academic Affairs, Student Services, Human Division of Resource, Student Services, other support services such as Health, ICT, Grounds, Library Services, etc.

Management had to assist staff of UEW to develop the flexibility and resilience to deal with changes, challenges and uncertainties that may arise in the discharge of duties.

According to the decision of University, it is appropriate to create culture of excellence in all the Faculties, Departments and Units. The concentration of the researcher towards creating of culture of excellence at the University of Education was on:

- (i) The University Governance System.
- (ii) Academic Administration
- (iii) Student Services
- (iv) Human Resource Services
- (v) Other Support Services (i.e. Library and ICT Services)

1.1 Culture:

Institutions on the path towards excellence in any operational category must examine and plan to leverage their culture. Culture is defined as the sum of attitudes, customs and beliefs that distinguishes one group of people from another. It is also the arts and other manifestations of human intellectual achievement regarded

collectivity. Culture is also termed as values, behaviours and artifacts that the members of society use to cope with their world and with one another, and that are transmitted from generation to generation through learning. Culture is transmitted through language, materials, ideas, beliefs, customs and social behaviour of particular people or society. (Source:- Basic Principles of cultural competence by Purdue University and Prof. P.V. Morris, 2003)

1.2 Excellence

Excellence is defined as the quality of being outstanding or extremely good. It is a talent or quality which is usually good and so surpasses ordinary standards. Excellence is termed as the continuous moving targets that can be pursued through actions of integrity, being frontrunner in terms of products of services provided that is in modern public relations and marketing.

Excellence describes the furthest end of quality spectrum. It is used as a measure to rate the standard of performance i.e. (It is used as an economic indicator). When we think of excellence we think of outstanding aspect, a model of its kind and the very best, eminent, superior or extremely good. (Source:- How to Provide Customer Services Excellence, Failte Ireland, Business tool, Pg. 1- 4.)

1.3 Culture of Excellence

Culture of excellence is by definitions, out of the ordinary. Creating culture of excellence requires a vision of what is possible a plan to set in motion, and the practices to generate it on an ongoing basis. A culture of excellence emphasizes standards and results, as well as staff development, contribution, self expression and satisfaction. When cultures of excellence are well instituted, it will bring the best in the staff and workers will strive for their best. It is a way to inculcate spirit of commitment to excellence in the fulfillment of the vision and mission of the University of Education.

2.0 LITERATURE REVIEW

The culture of excellence of higher educational institutions should be different from the culture of excellence of the Pre-school or secondary education. A culture of excellence is not a set of rules and regulations that we must follow. It is a choice, derived and manifested commitment to go beyond the ordinary. Culture of excellence reorganizes the importance of individuals' contribution in the university. It also provides staff of the University the willingness to step outside their comfort zones. Culture of excellence will contribute to the success of UEW and promote sense of striving rather than setting and of enjoying the journey.

Excellence is simply working to achieve your goals or objectives beyond the ordinary. Culture of excellence is the mode at which staff of the University or higher educational institution cultivates the habits or attitudes of working together as a team to achieve above normal goals or higher productivity.

Cultures are combination of customs, shared values, characteristics, capabilities and behaviours that shape what and why people do what they do. In some higher education institutions, culture of excellence was never an external element of the institutions safety programme. Culture of excellence is the most effective sustainable tool for an organization. Excellence in performance is obtained through highly functioning

cultures. (Source: Cultural Awareness Learning Module One, Pg, 1-4. US. State Department of Labor's Employment and Training Administration, February 2012)

Developing any excellent higher educational institution is essentially the task of growing excellent cultures.

Several research works have been done by others, and they believe that something exist about institutions that is more than the same of its assets or even its staff.

J. F. Barnouw (2010), states that culture of excellence is a way of life of people beyond the ordinary. He believed that institutional cultures cover a wide range of things. In fact it is believe that the most powerful aspects of culture of excellence are the values, which are not seen but which shape what the staff think, say and do. Another important aspect of excellence is something that management or authorities try to instill in staff or new member in the institution. This self perpetuation is great if a healthy, even excellent culture has already been developed. Understanding the culture of excellence in an organization helps us to shape both the physical structures and staff to achieve the goals of the University. Likewise, the same understanding gives the staff the opportunity to change certain things to the desire of all.

A. B. Sehein (2011), Stated that culture of excellence arise over time, and it occurs out of common experience and shared meaning that is extracted from those experiences. As those shared experience occur, the meaning of those experiences will show within the staff and it will form organizational culture.

The important components that Educational Institutions can use to develop culture of excellence are:

- (i) Recruiting
- (ii) Socialization
- (iii) Developing congruency with commitment to the institution on the part of the staff of the University.

C. Jim (2012), - In his outstanding book 'Book to Great', marked the points that getting. "the right people on the bus is the first step towards excellence.

To create institutional excellence it must start from Management. Leaders must not only believe in but also manifest in their actions. If culture of excellence is going to be developed, it is important to have leaders who will reflect on the desired values, and mentor the new members or other staff members in the institution in a way that is culturally appropriate.

In developing congruency with and commitment to the institution on part of staff, there is the need for all staff members to be honest and have one directional goal. Staff members should be given the opportunity to reflect on their values, assumptions. There should be team meetings and staff should be involved in both formal and informal discussions. By creating common institutional understanding will build the common culture of the University.

3.0 PROBLEM STATEMENT

The level of team building at UEW is very low. By doing things beyond the ordinary level will leads to the sense of team building and ownership. Individuals and staff of UEW will have a shared vision and common practices to achieve the goals of the University.

Though UEW has a fine vision and mission statement, the commitment by members towards the set target is of average. Creating culture of excellence will enforce people to have commitment to excellence in fulfillment of the vision and mission of the University. Members of the University will then have the spirit of looking and anticipating, rather than reaching.

4.0 THE GOVERNANCE OF UEW

The governance of UEW is the process and practice through which the University achieves its mandate. The University uses the unicameral model of governance as compared to other institutions which rely on Bicameral, Tri-Cameral and Hybrid form of governance. The governance of the University is under one single body called “Management” which is supported by Boards and Committees. The management of the University of Education, Winneba is made up of the Chancellor which is usually the president of Ghana or his/her representative, Vice-Chancellor, Pro-Vice-Chancellor, Registrar, Finance Officer, Internal Auditor and the University Librarian.

The activities of management with the support of Boards and Committees may promote culture of excellence or vice versa. The ultimate responsibility for governance of the university rest in the governing boards and committees. The roles of the management of UEW are purely concentrated in academics, administrative, financial, social and research.

Though effective governance at the University, staff of the University has improved in skills, and experiences and members have exercise their responsibilities and interest in the University. Management has also trained members as ambassadors of the University. Management is also empowered to request information through appropriate channels from staff of the University. Formation and implementation of policies are also done by management to improve the governance of the University. The commitment to the principle of academic freedom and equal opportunity is the hallmark of the University governing body.

The governance of UEW is concerned with the structures and procedures for decision-making, accountability, control and codes of conduct. And it is expressed through, policies, by-laws, informal norms and legislation.

The governance of UEW has contributed to the development of the institution through high level relevant manpower training. It has also developed proper values for the survival of staff of the University and the people within the environs. Through proper management and governance individuals have developed intellectual capabilities to understand and appreciate both the local and external environments. Management have also promoted and encouraged scholarship and community services. Generally, the supervision of funds is done by management.

To create culture of excellence through the governance of the University, management has to improve on maintaining academic standards. To management members should monitor the activities of middle and low level members. Members should also present the establishment of illegal associations such as Guarvians, Spartans, Conti etc. Other association including cultic associations should be abolished. The interference of government activities on management should be reduced to the lowest level. To create culture of excellence management should maintain high standards to promote development. Administrative functions in the area of goal setting, policy formation, staff development, general discipline, budget approval and liaison activities which are some of the core function of management towards the governance of the University should be upgraded to achieve excellence. To achieve excellence there should be a decline in expenditure; deteriorated infrastructure, facilities/equipment for teaching and learning and research should be improved. When all these are well shaped and put in the right places, it will create freedom for both management, academic and non-academic staff to carry out basic functions. Academic thinkers should institute policies to help the government to reduce the escalating rate of graduate unemployment and brain drain. Culture of excellence at UEW cannot be achieved without controlling student unrest and constant strike action by both staff and students of the University.

5.0 THE ROLE OF THE DIVISION OF ACADEMIC AFFAIRS IN CREATING EXCELLENCE AT U.E.W.

The Division of Academic Affairs is the hub of the University. It is one of the Units under the Registrar's Department. The Division of Academic Affairs has five units namely:

- i. The Deputy Registrar's Secretariat
- ii. Examinations Unit
- iii. Admissions Unit
- iv. Student Records Office
- v. Affiliations Unit

The Division is trying to set up a new office called Financial Aid Office to look at student needs, scholarships, grants and other financial assistance for the student of UEW.

5.1 The Deputy Registrar's Secretariat

The secretariat is in charge of all correspondence concerning academic issues. It ensures academic quality and competitiveness of all programmes in the University. Issues concerning reports on programme development, programme implementation and evaluation are handled by the Deputy Registrar – Academic with the support of the Academic Planning Committee. The secretariat provides advice and recommendations to management concerning academic matters. The secretariat handles data, analytical reports, budgetary and financial information concerning the Division and its effectiveness. The Deputy Registrar's Secretariat assists management in setting academic strategies and ensuring that the University's academic programmes are consistent with the institutions vision and mission. It also enables that academic resources are allocated appropriately to the various faculties to support and sustain academic programmes. The secretariat is in charge of assessment of academic programmes on regular basis and it

take steps to continuously improve programmes on the basis of objective evidence about effectiveness and outcomes. The Office of the Deputy Registrar report to Management on all issues concerning academic effectiveness of the University.

To ensure excellence at the Deputy Registrar's Secretariat, academic quality issues should remain a paramount of the University. The policies, capabilities, assessment of programmes should be promoted and improved to ensure academic effectiveness. Academic resources should be evenly distributed. The secretariat should create conducive environment for research teaching and learning to promote culture of excellence. To create culture of excellence the secretariat should set standards to create new programmes for the faculties. This will promote quality and integrity for sustaining and keeping of the existing programmes.

To create effective culture of excellence at the office of the Deputy Registrar, academic; the secretariat must set up a system to track educational quality and responsiveness of both the students and staff of the University of Education. There is the need for the secretariat to develop and implement system to gather inputs from both staff and students of the University and address them accordingly. The secretariat, to achieve excellence must provide feedback in all activities that they are dealing with to the faculties/Departments/Units. The secretariat should also provide training and support to faculties and departments the role and skills required to meet student's expectations, including utilization of technology and learning.

Members recruited to work at the secretariat should show a good life of commitment, teamwork and effective communication in their work to promote productivity. Priorities and practices of the University should be shaped. Members should work collaboratively, through socialization to maintain productive relationship on the job.

Job schedule at the secretariat should be more flexible and well structured. Credibility and authority should be the hallmark of the academic administration. The work at the Academic Registry requires full-time responsibility. The Academic Registry is required to shift priorities, networking with all faculties, organizing meetings and also keeping eyes on primary job responsibilities.

The Academic Administration should be responsible for academic integrity, by conducting activities which should include the following;

- (a)Assisting in certifying Faculties/Departments/Sections and Units operations to meet the minimum requirements for graduation.
- (b) Providing support to Academic Board to approve all applications concerning 4-year Diploma programme and 1-year certificate programmes.
- (c) By overseeing development activities at the academic libraries.

5.2 Examinations Unit

The Examinations Unit is one of the sensitive areas in UEW. The Unit is in-charge of transcript applications, proficiency in English letters, confirmation letters for applications, examination timetables, repeat exam applications, examinations rules and regulation, University calendar, on-line students Information Services, printing and issuance of certificates, registration of semester courses, etc.

The examinations unit is one of the operational arms of the Registrar's Department. The Unit also looks in issues concerning both post-graduate and under graduate programmes. The unit also advises students as to what to do before, during and after examinations through various notices on campus. The examinations unit over the years has managed the examinations at the University effectively. The Unit has also contributed to the vision and mission of the University through adhering to the policies, rules and regulations of Management.

The Unit verifies and certifies all results and ensures that the confidentiality of documents belonging to the University is maintained. The Examinations Unit supports both the faculty and departments to generate broadsheets for the consideration of the Academic Board. The UEW Examinations Unit always maintains confidential records in respect of all aspect of the examination process. The Unit develops and maintains excellent working relationship with other designated institutions to mark scripts of students.

To create culture of excellence at the examinations Unit, the examination entry criteria should be reviewed regularly. Both practical and oral examinations should be organized regularly to test the intelligent quotient level of the students. Examination timetable should be posted on time on all notices to help students prepare on time, items such as general information concerning examinations, reference materials, and checklist should be made available to candidates' way ahead of the stipulated date for the examinations.

Examination hall regulations such as the do's and don'ts, and emergency evacuations procedures should be made clear to students before the commencement of the examinations. Students should be given copies of examination regulatory forms to study before they enter the examination halls. The examinations unit should also prepare ID cards for students and it should be inspected at the entrance of the examination halls before they are allowed to enter the exams halls. Rules on withdrawal of students due to poor academic performance should be spelt-out clearly to students.

The examinations Unit should periodically organize orientation concerning examinations for physically challenged students. The resource centre for physically challenged students should be upgraded. The security Unit should be involved during examinations to promote excellence. Faculties/Departments/Sections and Units should be made to submit quarterly reports to Management to serve as a check on what they do.

By creating effective culture of excellence of UEW, examination Officers at both the Faculties and the Departments should be in-charge of the whole examination process. They should be equipped to deal with all communications relating to examinations.

Excellence, could be achieved when the examinations Unit handle examination processes right from the beginning of the examinations to the end of the examinations. Information should be disseminated properly

to the Faculties/ Department/Sections and Units and Vice Versa. The Deans should supervise the Faculties to release results to students on time.

The effectiveness and efficiency of the examinations Unit could not be maintained without proper keeping of stationery materials for examinations. Papers and stationeries should be delivered on time. Security should be tight during dispatch of all examination materials. To achieve a better results the examinations unit should be responsible for arrangement so the conduct of existing and new examinations. The Unit, to support development should acquire and maintain up-dated knowledge of the examination system, Timetable Committee, regulations and any changes which occur with the examination field. Members in the examination unit should be abreast with all policies relating to examination rules and regulations to that the assist management to implement these rules effectively. The Unit should provide guidelines for both staff and students of UEW regarding examination conduct and also brief students and staff on issues concerning examination procedures.

The Unit through the support of Management should organize refresher courses as well as training for Examination Officers, Invigilators, as well as all those who are engaged during examinations. Examinations units should deal with all queries raised by candidates during examination especially involving irregularities. Examination attendance register should be checked before the start of all exams to create excellence. Examination officers should assist candidates prior to the commencement of examinations by directing them to their various seats and also by guiding candidates without ID cards to their right seats.

Culture of excellence could be achieved in the area of examinations by guiding candidate and ensuring that students do not leave or enter examination as against the required schedule or time allotted for the examinations.

5.3 Affiliations Unit

The Affiliations Office of UEW is under the Division of Academic Affairs. The Unit is headed by an Assistant Registrar. The Unit collaborates with other Units to serve affiliate institutions. It has influence over the academic policies, standards and programmes of the affiliate institutions. The activities at the office of Affiliations at UEW are mainly coordination. The Officer supervises the activities of the following affiliate institutions.

- (a) Jayee University College
- (b) Jackson Educational Complex
- (c) BlueCrest, College
- (d) Regent University College of Science and Technology
- (e) University College of Management Studies
- (f) Africa University College of Communication
- (g) DHI Training Centre
- (h) MiCap Institute of Technology
- (i) Entrepreneurial Training Institute.

Ever since the University gained full-fledged status in 2004, the affiliation office has absorbed pressures from other institutions. The Unit has set-up a strong policy to enable the strategic framework of the University work effectively and also help in effective, utilization of resources. The Affiliations Office receives reports from Affiliations Office annually and re-submits the report annual to the University Council for consideration.

There is the need to improve creating culture of excellence at the Affiliations Office. The University should always sign MOU agreements with the affiliation institutions specifying the date that the contract would be terminated. The mission and the goals of the affiliation institutions should conform to the goals of the University. The Affiliations Office and affiliation institutions should demonstrate good academic and administrative performance. The UEW should not enter or new affiliation agreement with other institutions only if their activities would cost the University.

The University should be critical in signing new affiliation agreements or making major notifications with the existing affiliation agreements. It sometimes serves as conduits to cripple the University. Terms must always be flexible.

The Vice-Chancellor and the Registrar should always play a major role in the request for new and renewed affiliations agreement. The proposal for modification of existing affiliation agreements should be handled by liaison committee. There should be regular monitoring on the activities of the affiliate institutions. This will promote better standards. Any institution affiliated to the University of Education should meet the general institutional requirements of the University. The Affiliation office should also have legal authorization and authorization by the National Accreditation Board to operate as an institution of higher education.

The certificate or other official documents of the Affiliation office should include mission statements along accurate descriptions of:

- (a) Educational programmes and degree requirements
- (b) Learning resources
- (c) Admission policies and practices
- (d) Academic/non-academic policies and procedures directly affecting students.
- (e) Charges and refund policies
- (f) Academic credentials of faculties and administrators.

5.4 Admissions Unit

The Admissions Office is in-charge of new entrants into UEW. The Office processes applications forms for admissions of students. The admission at UEW is entirely on merit and on the basis of the ability to achieve. The Admissions Office welcome application forms from prospective candidates with excellent academic potentials. The office is committed to widening participation and to promoting wider access to higher education. Admission at UEW is done partly on-line and partly manual. Applications for admission to all courses at UEW are conducted without regard to any inappropriate distinction, for example, ethnicity, or nationality, disability, sexual orientation, gender, religious or political beliefs, marital status or socio-

economic background. Candidates who are twenty-five years and above are allowed to apply for admission as mature applicants and they are expected to write entrance examinations. Candidates who are below twenty-five years are selected as direct applicants and are expected to submit their Senior Secondary School results or West African Certificate of Education results before they are considered for admission.

Students who have suffered educational hardship or description, (including physically challenged candidates are given special consideration. To create culture of excellence at the Admissions Unit it is always important to short-list applicants. Interviews and health checks should be done before new entrants are admitted into the University. The admissions office should check the criminal records of all students before offering the admission.

Management should set-up Verification Unit which should be attached to the admissions office to verify the authenticity of the document submitted by applicants and also prevent the recalcitrant's from destroying the image of the University.

The members of the admissions office should liaise with both the Faculties and the Departments and make sure that applications are dealt with equitably and all appropriate processes are carried out. Admissions officers should have the responsibility for the individual courses and provide a like between the applicants and their respective faculties during the application process, thereby ensuring that information on qualified applicants and the entry requirements are advertised on both the internet and the dailies on time. Members should develop a wealth of knowledge and expertise in relation to education qualifications and entry requirements.

The Admissions Office should adopt the following principles when admitting new candidates.

The principles are:

- (a) Transparent and fair admission system
- (b) The Admissions Unit should select students who are able to complete the course as judged by their achievements and their potential.
- (c) The Unit should use assessment methods that are reliable and valid.
- (d) The transparent and fair admissions system should seek to minimize barriers for applicants.
- (e) The institution's structures and processes should be designed to facilitate high-quality, efficient admissions system and a professional service to the applicants.

5.5 Student Records Office

The UEW Student Records Office (SRO) provides a wide array of services related to academics. The Administrators at the SRO have the responsibility to oversee enrollment and registration of courses, as well as keeping students' academic records. The office is in-charge of monitoring and submission of grades and administers the conferring of various academic achievement awards.

Furthermore, the Student Records Office coordinate and provide assistance to the Faculties and the Departments regarding course registration procedure, degree verification and manages the functions of the University Information system related to academic issues. The SRO office also assists in issuing both official

and unofficial transcripts, admission letters, and provides advice related to registration matters, including deadlines. The office also oversees procedures concerning matriculation and credit transfers. The students Records Office assist Faculties to publish results of students, print broadsheets for Academic Board meeting and update internal policies.

It also provides a variety of statistical reports, including enrolment, graduation, drop-out, withdrawals, etc to management for various purposes. The Unit assists the planning unit and provides information for the National Accreditation Board whenever necessary. It is the responsibility of the Student Records Office to ensure that the University holds accurate personal and course-related information for both undergraduate and post graduate programmes.

The administrators of the Student Records Office permit students to check their published result online and provide students the opportunity to seek correction of their education records where appropriate. The office receives complaints from both staff and students of UEW concerning academic records. The SRO office protect access to students individual portals on the online student information system (OSIS) and other related functionality such as registration, billing, grades, broadsheets, personal data etc. And student record data maintained by the SRO is highly confidential.

To create culture of excellence at the Student Records Office, the Office must take custody and control of information related to student records. There should be well structure policy on student records; for example years that the University is supposed to keep records of students before destroying them should be clear and most be specified in the policy. The student Records Office should make sure that information related to students records are accurate and well kept. The unit have to make sure that all the students have accumulated records and whenever necessary a confidential records, and criminal records. The security of student records should be enforced. The unit should also ensure that all students on transfer to another institution have their records intact. Monitoring and maintenance of the OSIS should be done regularly.

The student records office should always ermine the existing policy and practices with regards to student records throughout the record lifecycle. The process for tracking the location and access to Student Records should be reviewed regularly. The compliance of Student Records processes with relevant legislation such as data protection out and other records management should be reviewed in according with the approved policy of the University. Assess of storage and security matters concerning storage of Student Records and Management should be well processed and handled. There should be regular data protection training for staff of Student Records Office.

6.0 THE USE OF STUDENT SERVICES TO CREATE CULTURE OF EXCELLENCE

Generally, the aim of students of UEW is to study and make very good grades. Students undertake services both locally and internationally; UEW students have recognized the need for better communication and the sharing of professional development experiences such as best practices, internship, exchanges, conferees, colloquia and symposia.

Students, both past and present have assisted the University in building the institutional structures for higher education. Student groups such as SRC, NUGS, GRASAG have collaborated with Non-Governmental organizations both locally and internationally to render various services to the university notably among the services rendered is the Nana Ama Botsiwa II Gardens which located right behind Simpa Block C, North Campus. Students have also taken some initiatives in putting up some infrastructural facilities on campus to assist Management to solve the problems with accommodation on campus. Student leaders have played major roles in the delivery of quality higher education at UEW.

Student services at UEW are commonly handled by the Office of the Dean of Students Affairs. The Office assists students to focus largely on student empowerment, interpersonal skills, growth and maturity.

Another important rationale of students' effort is economic, by investing in students and student services provide healthy returns to both the University and the nation. Some students end up after completion of their programme of study turn to assist in building the growth and development of the University.

Activities of student services are informed by the number of academic disciplines. Student organizations provide services for physically challenged students through scholarships and grants. Student leaders provide assistance to the interpretation of the principles and values of the University upon which pertinent and effective student services are based. The SRC office engage in services that help management to accomplish it's goals, missions and vision. Student services provide leadership for student development. Through the service student leaders are able to identify student needs.

Student services help to develop and articulate the institution a philosophical framework and mission for Student Affairs and Services. Activities of student services support, advocate and promote the interest of students to appropriate institution and other constituencies.

The UEW policies cannot be implemented without the role or activities of student leaders. Student Services help to promote values of pluralism, diversity and multiculturalism. Student Services serve as an integrator of functions in the campus and across the University of Education for the purpose of enhancing student learning and success. Student leaders work very closely with Management to achieve a common goal.

To create a culture of excellence through student serves, there is the need to carry out functions within the ethical framework of the University, though developing of long range plans, procedures and policies. Student's financial budget should be well prepared and income most corresponds with expenditure of funds. Student leaders and Management should meet regularly to discuss issues concerning students and their priorities. Student leaders should pursue common goals. Student leaders should submit report regularly to management about student's activities on campus. Student activities should conform to the rules and regulations f the University and they should work with the staff of the University in a safe and secured manner to ensure safety environment for all. Students organization and activities such as societal class, keep fit group, sports teams etc should be encouraged.

The Office of the Dean of Student Affairs should be well equipped to handle student cases. The Financial Aid Office should collaborate with Student Representative Council, and Graduate Students Board to assist students with financial difficulties or concerns that interfere with the academic work of students. Management, through the support of the Office of Dean of Student Affairs should regularly conduct evaluations, assessment and programme review on all Units in the student services. We have to administer essential student services and programmes such as financial aid, counseling services, health and recreational services, admissions and records and others to improve the activities and life of students of UEW.

Welfare issues of students must be dealt with according to the laid down rules and regulations of the University. Students should be assisted to develop educational plan, exchange programmes and conferences should be organized regularly for students to have diversity of ideas. Academics should also identify systemic and personal conditions that may impede student's academic performance or achievements. Students should conduct fund-raising activities to support student programmes. Student retention should be provided by providing personal contact that students often need and request, thereby connecting them to the University of Education.

Student should be assisted in decision making and career direction to achieve excellence. This will help student to understand and comply with UEW's instructional requirements; thereby providing clear and accurate information regarding policies, procedures and programmes. Students should be trained to utilize the on-line computer programmes to aid them in selection of courses.

Students should not only concentrate on their studies but rather they should also engage in community services as well as voluntary activities. This could be done especially during vacations. Students should be engaged in counseling activities that could help them to solve psycho-social challenges which may serve as potential disruptive to the successful academic, interpersonal and augment of students.

7.0 THE ROLE OF THE DEPARTMENT OF HUMAN RESOURCE IN PROMOTING CULTURE OF EXCELLENCE AT UEW

Human Resources are the set of individuals who make up the workforce of an institution or organization such as UEW. Human Resource Services looks at the way employees are managed in an organization or institution. It is an intellectual based-capital where staff members contribute their values, skills, knowledge, capabilities, experience and innovations together for the growth of the University. When Human Resource Services are done effectively and efficiently it will help the University to accomplish its mission and vision for the growth and development of the University. The UEW Human Resource Division has a strong based manpower planning which help the University to plan for the future and also find out how many employees will be needed in the future.

The Human Services have planned for:

- (a) The number of people leaving the job.
- (b) The projected growth level of employees
- (c) Productivity level of the workers
- (d) And Technological changes.

The UEW Human Resource services are also involved in conducting market surveys and determination of wages and salaries of staff. One of the most important job of the Division of Human Resource is recruitment and selection. The Division has helped the University to recruit all calibers of staff to deepen the workforce of the University. And the success of UEW will depend upon the quality of staff recruited by the Division of Human Resource.

The Division had served as a link between workers and Management. Employee grievances related to work environment are received by the Division and resolved amicably. The Human Resource Division had helped in resolving Labour-Management Conflict. The Division, with the support of Deans, Directors and Head of Departments had helped in implementation of policies. These HR services include disciplinary action against employees who misconduct themselves or do not obey the rules and regulations. Through the service of HR had helped the University to identify, acquire and implement certain skills, including retention of required skills. The Division had contributed into the development and delivery of strategic and operational plans of the University. The Division also assists in job advertisements, screening of prospective applicants, short listing interviews and selection of candidates. The Division also works very hard to maintain up to date and accurate records of staff and filing system. The Division also provides basic counseling services to staff of UEW who have performance related challenges. The HR Service at UEW included monitoring daily attendance investigate on staff absenteeism, and recommend solutions to resolve attendance difficulties. The activities of HR Services include playing a legal role by interpreting the employment standards and legislation such as workers compensation, personal policy, labour standards and fair practice act to UEW staff. The Division had also promoted workplace safety over the years.

To create culture of excellence at the Division of Human Resource, the following functions have to be improved.

7.1 Recruitment

The success of recruiters and employment specialist should be measured by the number of position filled and the time taken to fill those positions. Recruiters should play a major role in developing the employer's workforce. The HR Services should include advertisement of job positions screening, interviews and coordinate hiring efforts with management to select the final candidates.

7.2 Safety

The Division should ensure that there is workplace safety at UEW. According to the occupational safety and Health Act of 1990, it is the duty of the Division of Human Resource to provide workplace safety for all staff members. This could be done through workplace safety training.

7.3 Employee Relations

In an institution such as UEW, the employee relations and labour relations functions should be combined and handled by one Senior Officer. Employee Relations is the HR discipline concerned with strengthening the employer-employee relations through measuring job satisfaction, employee engagement and resolving workplace conflict. Labour relations functions may include developing management response to union organizing campaigns, negotiating, collective bargaining agreements and rendering interpretations of labour union contract issues.

7.4 Compensation and Benefits

Like the employee and labour relations, the compensation and benefits at UEW should be handled by specialist at HR. The HR should set compensation structures and evaluation competition pay practices. The compensation and benefit officer should always negotiate for group health coverage rates with insurers and coordinates activities with the retirement savings fund officer. Payroll Unit should assist the compensation and benefit section of the Division of Human Resource.

7.5 Compliance

The officers at the HR should be educated on Labour and employment laws to handle compliance by staff. Compliance with labour and employment laws should be one of the crucial functions of HR. Noncompliance in the institution can result in workplace complaints based on unfair employment practices unsafe working conditions and general dissatisfaction with working conditions that can affect productivity, profitability and growth of the University.

7.6 Training and Development

Management must provide staff with the necessary tools to work for the success of the University. These tools include providing new employees with extensive orientation training to help them in adapting into the organizational or the institutional culture. The HR should regularly provide leadership training and professional development. Leadership training should include newly hired and promoted senior officers to handle issues on performance management, how to handle employee relations etc. Programmes such as tuition assistance and tuition reimbursement should be in the hands of HR and HR training and development areas.

The Division of Human Resource should work closely with various Faculties and Departments to implement policies and procedures. The Division should advise management on remuneration issues. These issues include promotion, benefits and review of salaries. Staff of the University should be motivated.

To maintain and develop leading edge, HR system, there should be effective management process to maintain competitive advantage in the areas below:

- Performance Management
- Staff induction
- Reward and Recognition
- Staff retention
- Management Development/Career Development
- Success Planning
- Competency Building/Mapping
- Compensation/Benefit Programmes

The HR should oversee all activities at the HR central administrator, employee officer letters, salary letters, employment contracts, and approve updated organizational charts on monthly or regular basis as well as maintaining complete and accurate personnel records of staff. The Division should encourage excellent

communication and it should be a two-way communication. The HR should train leaders to be accountable, innovative, and respectful and have the sense to demonstrate leadership qualities, professionalism and fairness. Leaders should have collaborative behaviours in the internal operations and campus activities. Every co-worker and clients of the University should be treated with friendliness, care, respect and integrity. The Division of Human Resource should promote harmony, Unity, and teamwork among staff of the University. Officers should be encouraged to be creative in the use and development of resources.

8.0 CREATING CULTURE OF EXCELLENCE THROUGH THE USE OF LIBRARY AND ICT SERVICES AT UEW.

Culture of excellence could not only be created in the above stated areas but also in the area of other support services which include:

- i. Library Services and
- ii. ICT Services

8.1 Library Services

The Library Services at UEW have always served as tools for educational advancement at all levels at the University. The staff of the UEW Library has served as agents for changes in the academics. Staff has assisted students and individuals to improve their academic performance. This contribution by the library staff allows students and the academics to contribute meaningfully to the society and the nation as a whole.

The UEW Library is central to the provision of the right type of information resources that empowers the institution to produce highly resourcefully people to impact positively on the national development. The UEW Library has developed skills of staff of the University to support educational innovation and models. The activities of the UEW Library have helped in formulating educational policies, maintaining educational standards, collecting data for educational planning and control of quality education. The Library at the University has provided access to education by:

- (a) Teaching Information Skills
- (b) Providing leadership and expertise in the use of information and information technologies.
- (c) Participating in networks to enhance access to resources.

The Library had helped to ensure equity in education, provided access to ideas and information in the community and had helped students and staff to stay in drug free and serene environment conducive for teaching and learning.

Although the University Library had played a major for development of staff and students of the community, there is the need to improve its activities to create higher culture of excellence. It is generally assumed that every information concerning library materials is on the internet and are perfect for used. And based on that students refuse visiting the Library for materials and information.

Students should be trained to also use the catalogue system at the library to access information. Library attendants should be well trained to handle library materials. They should be collaboration between the Archive Section of the University and the Library. The staff of the University Library should see themselves

as stakeholders that can restructure and ensure implementation of education policies. This will help in the upward review of educational policy at the University. There should be periodic inspection team to visit the Library and inspect their activities. The activities of the Library are not closely mentioned. The University Library or the Librarian should be involved in the school curriculum. The role of the Library should be defined and implemented independently.

The introduction of the use of Library system in the curriculum will help students to acquire good knowledge on study tools and skills. Library period should be created on the academic timetable for both first and second semester programmes. This will help staff of the Library to teach students on basic principles of information literacy skills. The school library media centre should be well developed to contribute immensely towards effective implementation of the school curriculum.

There should be inter-cultural movement of students and staff from the University Library to other libraries for people to acquaint themselves with information and technological changes in academics. Library staff should partner with lecturers to improve teaching methods by serving as a major factor in improving the education system.

Adequate funds should be provided to support the educational system at the University. Funds should be provided for library staff and students to divert into new methods and technologies. There should be period training for staff of the University Library. This will improve the library resources for both Lecturers and students who will need to consult them for their services. The use of the University Library should be introduced as a subject who will go a long way to inculcate in the students and the staff of the community, the need to read and learn. And it will also help to raise standard in education.

8.2 ICT Services

The introduction of ICT at UEW has helped to improve education and also influenced life of both staff and students at UEW. Staff and students of UEW recognize ICT as a catalyst to change. Through the ICT at our campus we have used computers and internet connectivity to handle and communicate information for learning purposes. E-learning programmes had also made information network such internet, internet wholly or partly for course delivery and interactions.

Blended learning at the University had also helped to rely on models for learning through combination of face-to-face classroom practice. The ICT at UEW had also helped to create learning environment that pays attention to knowledge, skills and attitudes. Students personally engage themselves to learning task using computers and internet connectivity. The use of ICT has shown major gains than the olden days where ICT was absent. UEW students use computers for tutorials in mathematics, science and social services. The use of ICT in education has led to more constructive approaches in learning education.

The information communication and technology facilities at the University has offered opportunity student centered teaching. It has also provided a greater opportunity for teacher – to – teacher and student-to-student communication and collaboration. It has also given greater exposure to vocational and workforce skills for

students. It has also provided opportunities for multiple technologies delivered by lecturers, thereby creating enthusiasm for learning.

The ICT services at the University continue to serve as a new source of information and knowledge for both student and staff of UEW. It provides our distance learners the opportunity to have online educational materials for their studies. Though ICT services the University had managed to produce ICT literate citizens, and also students capable of working and participating in the new economies and societies.

The University had been able to improve efficiency in educational administrator through ICT support services and management. The introduction of ICT at the University had broadened access to quality educational services for learning. Through ICT training and development the University had managed to ensure equity and excellence in education.

The support of ICT services at the University had:

- (a) Helped to develop Distance Education at the Institute of Education Development and Extension.
- (b) Succeeded in promoting technology literacy.
- (c) Promoted equal opportunities to obtain education and information.
- (d) Helped to develop a system for collecting and dissemination of educational information.
- (e) Assisted enlarge the variety of educational services, medium and methods of teaching and learning.

Generally, the implementation of ICT of the University has provided student and staff, the opportunity to adapt to new roles and responsibilities though teaching and learning. ICT has enabled lectures to monitor and evaluate what is learned, how it is learned and when and where learning took place. It has also enabled Faculties and Departments to discharge their functions such as conduction of examinations, coordination, and alumni network effectively.

Although, the ICT services at the University of Education has improved the development of human capital, there is the need to develop the services better to improve the organizations culture ICT is an integral part of the culture of UEW. There is the need to provide more opportunities and skills for staff and students through building of ICT infrastructure at all campuses to support the increase in the enrollment rate. The University should be more committed and invest in ICT. A sustainable invest in ICT will build the culture of University. To promote ICT at the University there is the need to:

- (a) Train more ICT officers.
- (b) Leverage ICT to assist and facilitate learning for the benefit of staff and students of UEW.
- (c) Broaden access to quality educational service for student and staff of the University.
- (d) Develop ICT research and scientist who can work to advance the field.
- (e) Procure quality computers with UPS to facilitate growth and development.
- (f) Increase in ICT funding to ensure improvement in quality education.
- (g) Motivate lecturers, curriculum designers and other stakeholders to integrate ICT into the curriculum and pedagogy.

QUALITIES TO ACHIEVE WHEN CULTURE OF EXCELLENCE ARE CREATED AT UEW

The University of Education, Winneba has a very serene environment for creating culture of excellence. The University has a policy on its vision and mission with good interpersonal relationship among staff. By creating culture of excellence, it will serve as an environment where individuals or staff of the University could be called upon to share or contribute to the success of the organization. When we create culture of excellence we are more likely to generate cohesion and unity. The staff of UEW will have the spirit to form and reform into different teams without significant interim delays and will work with heightened speed and satisfaction to get work done as scheduled. Cultures of excellence lead to change and improvement in productivity. When staff members are committed to work, they become honest, full of integrity and work responsibly in all activities that they do or participate within.

THINGS THAT LEADERS DO NOT DO THAT UNDERMINES EXCELLENCE

As leaders of the University, there are things that we do not say or we do not do that often impact on staff than things that we do or say. These things are:

(i) Failure to Define Winning:

Nothing is more important to creating a culture of excellence than defining what winning looks like at UEW. Having a clear definition of winning provides focus and clarity at every level. It gets everyone aligned and moving in the same direction. It motivates and inspires staff to perform their best, and when unexpected adversity occurs, it gives staff the anchor to rally around and keep their energy and spirit high.

(ii) Failure to Get Obsessive About Winning:

It is not enough just to have a clear vision of winning. To keep staff focused on winning, we have to get obsessive about it. If we do not do that, staff will get distracted by everything they have on their minds and as such they may lose sight of the vision of the University. It is important that we constantly talk about the importance of winning to staff of the UEW. As leaders we must constantly remind staff of how it will benefit our customers, our community and everyone in the University.

(iii) Not Giving Feedback

Staff of the University needs feedback. Without feedback, staff may not know where they stand in regard to performance expectations. More importantly, when leaders do not tell staff of the University how they're doing, it sends signals that leaders do not care. Without feedback, staff of the University will make up information to fill the void. This made-up information is almost always negative. Giving periodic feedback will help to prevent destructive "information gaps" and strengthens relationships between subordinate and superior at the University. This will lead to improvement of quality of work, increased accountability and a higher performance at job place.

(iv) Not Linking Individual Jobs To The Big Picture

Some Staff Members of the University want to feel like they are doing more than just earning their salaries. It is always important to create a clear and compelling vision of winning. But even when staff of the university buys into the vision of winning of the varsity, they often have a hard time seeing their roles in it. It is always important that we make sure that every individual job actually supports getting to our final destination. Leaders should let staff know how specifically their work contribute immensely towards winning and why it is important for staff of UEW to perform at a high level. When this is done, it will make it very easy to set our priorities right, make decisions that support reaching our destination, and eliminate activities that will block our way in achieving our goals.

(v) Not Recognizing And Rewarding Great Performance

Sometimes the question people ask especially during congregation at UEW is how do we select our overall best worker for an award. As leaders we have to know the need to acknowledge and reward staff for top performances. Reward should not be given to members only during congregations but similar one can be practice at all units, especially at the end of the academic year so that staff of the university will feel equally important. By creating culture of excellence at UEW, we should be able to prepare the system in such a way that staff reward should be a regular routine.

IMPROVING THE COMMITMENT LEVEL OF STAFF OF UEW TO PROVIDE EXCELLENCE

For commitment to exist, the staff of UEW must have positive attitude and should also be able to pull all the total resources towards the achievement of certain goals. Sometimes we turn to have negative attitudes which eventually results in non-performance. It is necessary to mention here that one of the toughest jobs is to change staff attitudes.

Senior Administrators should train their subordinates with new skills and impart them with new knowledge. Quite often than not it is extremely difficult to effect changes in staff attitudes .

We should commit our total resources, which include going extra mile to achieve the goals assigned to us by the Registrar. To achieve excellence, staff of UEW needs to give hundred percent commitments. For example, the Division of Academic Affairs Driver should know the University stores, where examination materials are kept and the Departments that will take charge of the examination materials. An ordinary driver will deliver the exams materials at the first floor of the Faculty Building or in front of the Departments. However a committed driver will not just dump the exam materials at the door step, but he will rather assist the team by going extra mile to help to send the materials to the stores of the Departments.

Staff should not only be encouraged to work very hard, they should also be very smart enough to know the ultimate results which are expected of them by management. Staff should strive until they achieve the ultimate goals.

Staff should be made to understand and totally support the vision and goals of the University. Members should share the aspirations and goals of the University. If staff members have positive attitudes about UEW, it will inspire them to work harder and smarter. To inspire staff to achieve excellence we have to first gain total commitment. It is better to have ten committed staff of UEW than to have hundred non-committed staff.

Without teamwork and commitment, it will be difficult to achieve excellence. Staff should be loyal and have desire to complete tasks that they are assigned to do. Non Committed staff will just kill time and when they spot a better opportunity elsewhere they will quit from the University. This is one of the reasons why sometimes it is difficult to achieve results. Management should reward staff of the University accordingly. Staff will not feel like doing their best and will settle for mediocrity when they feel that their employer's commitment in terms of reward and recognition is lacking.

Officers in top position should not mistreat, threaten, scream and embarrass their subordinates. It may lead to job dissatisfaction; which in turn will weaken their level of commitment. Poor cooperation, politics, non-acceptance by colleagues and other negative behaviours among staff of the University can also hamper commitment in achieving the culture of excellence. For example, if staff of UEW does not have peace of mind it will affect the job environment and discourage staff from showing their total support towards achieving the vision and mission of the University. Staff of the University should be made to feel more secured. For example, if staff of Academic Affairs or security Section feels secured, they would be committed towards the achievement of the goals of the University.

When all of us are committed to work we may have the following advantages:

They are:

- (i) Improve opportunities that cross departmental or faculty boundaries can be more easily addressed.
- (ii) The approach boosts morale and ownership through participatory decision making.
- (iii) Problems will be exposed to greater diversity of knowledge, skills and experience.
- (iv) A greater variety of complex issues can be tackled by pooling expertise and resources.
- (v) The recommendations from staff are more likely to be implemented than when it is coming from an individual.

When commitment and teamwork are properly managed and developed, it will improve results quickly and economically through the free exchange of ideas, information, knowledge and data. It is an essential component of a total quality organization, building trust, improving communication and developing culture of excellence.

BUILDING ENVIRONMENT TO ACHIEVE EXCELLENCE AT UEW

There are five ways that Management could use to build a severe environment at UEW to achieve excellence.

(i) Give Your Team A Sense Of Ownership

Most at times leaders at UEW direct staff to do what they say without asking questions. Staff of the University are not given a sense of belonging to a team. Employees should be made to be part of something meaningful. Management should spread resources so that staff members of the University will feel to be part of the ownership and with this they will be responsible.

(ii) Everyone Must Protect One Another

Some staff members of the University feel they are treated differently and they are not part of the family. Employees should be treated as part of the family. Heads should treat their subordinates with kindness and intension. Leaders should cover subordinates when they go wrong and also help them to improve their skills, talent and use these in the vigilant situations.

(iii) Instill Values To Enable A Trusted Culture

Leaders should instill values in their staff. This will promote and improve the standard of performance. These expectations should be based on a set of core values that everyone can embrace in order to build a trusted culture. When values are instilled in staff, it will force members to operate effectively with clean state of mind and focus on result orientated to achieve excellence but this is not the case that we are witnessing today.

(iv) Encourage Staff To Speak-Up

Staff of UEW should be allowed to express their voice and allow their perspective to be heard. Staff of the University should not be intimidated but rather they should have freewill or permission to express their opinions. The more employees of the University involve themselves in conversation, the more they can benefit from family environment that embraces differences. By building good values in staff it will promote confidence, loyalty and trust. Additionally, expression of multiple voices allows for the discovering of opportunities previously unseen.

(v) Develop A Succession Plan

Every staff of the team should be aware of the succession plan. The road-map to get staff excited about the next stage of their careers should be established and be clear.

Management should be transparent with set plans and also allow others to contribute in the developmental plan. When every staff are pulled together for the success of the environment, it will eliminates traps and cultivate culture of winning.

Heads require maturity and trust in themselves to build a serene environment. We have failed many times in planning and implementation of policies because of lack of trust and inability to work together. By building a successful family will help us to achieve more and build a foundation of hard work; determination and perseverance.

RECOMMENDATIONS

The following recommendations are very vital when creating culture of excellence at UEW.

(i) By Encouraging Curiosity

Culture of excellence will help staff to be very curious. Staff will take initiative with little or no supervision. It will also provide room for explanation among both staff and students of the University. When members are delegating responsibilities there would be no need for imposition of limitations.

(ii) Set Platform For Empowerment

Culture of excellence gives both administrators and students the platform and the voice to feel more empowered. Staff should be allowed to criticize Management and other members constructively. When this is done members will feel empowered. Disagreements and debates to a certain level should be allowed.

(iii) Building Of Confidence In Staff

Periodically we must organize activities to build confidence. Junior members should also be allowed to lead in certain activities or they should be given leadership role to learn from their seniors. Management should regularly organize activities to improve the strength, ability and unique of staff of the University.

(iv) Setting Role Models

Junior members should be allowed to establish close contact with their superiors so that they can learn from them. Senior officers should allow the junior members to see them as role models rather than enemies. Mentoring of staff is very important here.

(v) Setting of Manageable Goals

Task should be set within reasonable goals. It should not be overwhelmed but rather it should be achievable. Big projects should be broken into smaller projects and should be tackled one at a time. Goals should not be a benchmark to success but rather a roadmap to be on track toward success.

(vi) Reward Attitude, Not Just Aptitude:

Staff should be well motivated for good work done. When staff members are well motivated it will bring about honesty, diligence, perseverance and positive thinking and members will do their best to promote productivity.

(vii) Improve Communication

Communication plays a vital role when creating culture of excellence. Members should use all forms of communication to work together as a team to achieve their goals.

(viii) Improve Self- Reflection After Major Project:

After a failure or successful completion of project, there should be self-reflection. Certain questions like the following should be asked.

- (i) What part of the project or the work was the easiest?
- (ii) What part of the project was difficult?
- (iii) Where do we think we could have done the work better?
- (iv) Do we think we could have worried less about?
- (v) How do we hope next time goes?
- (vi) Is there anything we wish we could have told ourselves at the beginning of the project?
- (vii) Are we proud of our work? Why or why not?

(ix) Provision Of Financial Assistance

By creating culture of excellence in higher educational institutions does not mean that it can strive very well. Management should provide funding to ensure better services, effective communication, community involvement and professional development.

CONCLUSION

To building a good organization and quality of staff at UEW we must create a culture of excellence and it is the most important thing an administrator can do because cultures drive behaviours, behaviours drive habits and habits create the future or determines our vision.

Culture of excellence creates collective mind set in high educational institution and it helps in performing greater things, even during challenging periods. By creating good working environments staff at UEW will do their best. Culture of excellence creates an expectation that all the staff members are committed towards achieving a common goal or excellence. When administrators are put in their right positions, they will be humble, not angry will work very hard to improve productivity.

Culture of excellence promote fairness and motivate staff to do their best. It also allows Management to find the right administrators for the right positions and also the right administrators that fits the culture of UEW. When cultures of excellence are created at UEW it will remove the negative ideas that will sabotage the moral, performance and the success of the University. Culture of excellence promotes effective communication, build trust and better relationship among administrators. The strategic plan of the University will only succeed if only we build better cultures which will transform ideas into action.

If all of us are committed to the pursuit of excellence, we will create openness and accessibility to all the staff of the University and inspire others. And this will provide positive energy through the University of Education.

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