

## The Importance of Leadership and Problems of Further and Higher Education in Kosovo

MARIGONË KRYPA

PhD Student

European University of Tirana, Albania

ARIANIT KRYPA

PhD Student

European University of Tirana, Albania

### **Abstract:**

*During the past decade, Kosovo schools as education institution is in the process of transformation to a new school system, with modern technological base, which has priority to focus on changing the quality of teaching and learning and measures in order to define standards for teaching professional standards from key feature of their education system.*

*Since in many countries investment in improving the quality of education is considered as a national priority and an influential factor, who will address solutions to the problems of the labor market, considering education competitive advantage and source of economic growth in Kosovo started to raise the debate on improving the educational reform in university education in Kosovo, after the preparation of an educated generation it requires decades. The development of education is considered a source of economic growth and comparative advantage towards opening new markets to work. In recent years the educational system is facing difficulties of all kinds, which is open to have affected to the quality of education.*

*The object of this study is to define the basic problems of the structure, operation and governance of the university education system in Kosovo. Confidence and initiative to improve the establishment of university education has been more and more started attracting*

*attention for academic leadership with European standards (Tarifa 2013: 12). Our society like any other society, hosts too many from schools and universities, and it is natural that the society can be concerned when our education system, especially higher education does not work as we want it to work. The conclusions expressed above can express that education in our country needs a radical transformation with the reforms, because education products have long-term effects and is a sensitive issue for everyone. However, the application of new reforms requires time and should be a reform to include all stakeholders.*

**Key words:** Education, leadership, management, development, reform, quality

## **INTRODUCTION**

Relying on the fact that globalization, perfection of technology and transition are three phenomena which have involved worldwide and have brought changes in all sectors especially have shown significant impact in the transformation of education.

School is considered to be the center of educational change and investment in the development of education is considered a resource, a significant resource and important for the development of a country. Up to now they have been known quite successful models that have been used by countries with high economic development and initial source of this achievement have to investing in the education sector. Today leadership, leadership and management are factors that influence and play a very important role in defining the vision of education and also through these 3 basic elements determine the quality of leadership in the education sector. Kosova as a state of the newly formed and as a developing country under face different problems in the sector and higher education, where for achieving a positive outcome on this issue MASHT

has proposed several models of projects that claim to realized as model to solve this problem within 2011 to 2016. Some of the problematic aspects which have shown impact on university or college education and to which must create changes are: the organization of work and class, using new methods work, adjustment of literature on relevant subjects, planning and application of innovation in education and operationalization of new information which reflect the possibility for transformation possible economic and cultural in Albanian society so that education and education of the next generation to precede economic development , cultural and social.

## **EDUCATION, SIGNIFICANTLY IMPORTANT FOR A COUNTRY'S DEVELOPMENT**

One of the basic priorities for the development of a country is education, through which a country can have a competitive advantage and a source of economic growth. Education has always been and will remain a national priority the development of a country. Kosovo and Albania are the countries that have followed the ancient tradition, which is closely linked to the history of the people for freedom and progress. Anderson (2006) has the opinion that the quality revolution in higher education has underscored the expectation that universities must demonstrate that they are providing quality education and producing quality research and constantly strive to improve both. The importance of developing education and training as a determinant impact in boosting economic development has long been known in the world, and now in Kosovo. From this conclusion many researchers showed that the benefit is related individual right to education and right to education that person. In recent years many countries with high development have seen and education as an increasingly determining important performance, factors affecting the economic and social development.

Petar and Vrhovski (2010: 7) shows that the development of information technologies, it becomes evident how the power of the economy and its potential development depend more and more by people who possess, the less and less of the power of machines, equipment and capital.

In every country, the role of education is very important and irreplaceable. In Kosovo, management and leadership in education and research new areas they considered as the center of positive change in education. Educational leadership and management even though they have similar terms sufficiently large difference to each other. There are different definitions and interpretations by authors in connection with the management and leadership in education. Despite the commitment to improving the quality of education in Kosovo, applied to education reforms so far proved unsuccessful, including with several factors. Example- lack of coordination of factors-government-parliament minister on one side and not the involvement of stakeholders such as teachers-students and civil society, etc. Reform is considered to have succeeded, when contributing to the economic and democratic development of a country and also show greater impact on future European integration thereof.

Although so far been implemented quite achievements in education reform, many challenges still remain which need to be tackled. And implications for the implementation of new policies in the sector and higher education have sought increasing number of teachers trained in the respective profiles. The education sector in Kosovo is characterized by intensive reform effort in all subsectors, which are intended to address the main challenges of increasing participation and improving the quality of education in terms of the limited resources available. (MASHT, 2011: 10).

Due to rapid technological developments and social opportunity to expand knowledge it is unlimited. Today, knowledge is considered the most important input for the

generation of new ideas and welfare. Because of unlimited access to information and the need to cope with new contexts and challenges of a knowledge society, schools need to help young people, in addition to general competencies for life and work, to develop the appropriate competencies to access and process information independently (MASHT, 2011: 11).

Tarifa (2013: 3) shows that there is already a general conviction on the need for a reversal of the real education system, state institutions until now they did not know already produce some so-called reforms, often characterized by a fragmentation, contradiction the opposition and, as such, have failed. The human capital of the population of Kosovo is the factor most important and economic wealth of the country. Hoti and Adnett (2004: 1) showed that, at the individual level, the amount of education is a major determinant of both the probability of being in and maintaining employment and income levels in Kosovo.

The Government of the Republic of Kosovo and the Ministry of Education, Science and Technology MEST (2011-2016 pg.11) recognize the need for better planning of the entire sector in order to maintain the gains achieved in the education sector and to address key areas the need to improve the education sector everywhere. Mustafa, et al (2004: 6) shows that the system of funding for education has been shown to be ineffective, especially in higher education, among other things, is considered to be high level of centralization of decision-making that leads to inefficiency and financial lack of transparency and accountability. Educational institutions in these circumstances are often faced with sufficient funds for their basic needs.

Economists such as Adam Smith, D. Dikardo, Helvetius, Robert Owen, Phillip Kums many others, in the past and present, says that education is considered the most propulsive economic category. MASHT (MEST-in English) (2011-2016 pg.11) is keen to establish a sector-wide approach and all efforts to ensure

that investments are prioritized and lead in improving sector performance. However, the way of leadership, planning, organization and orientation in this sector are the main factors that influence the development of leadership in this role. Bush (2008: 271) says that leadership, as a Result, has become a critical component of academic administrative positions in Higher Education over the past decade, which Previously Focused more on management.

## **THE IMPORTANCE OF LEADERSHIP AND MANAGEMENT IN EDUCATION**

The importance of effective leadership and management has become recognized as influential factors on the success of the method of organization of schools and colleges is the master itself, which requires special knowledge and dedication. Leadership and management are important factors that influence in determining the quality of vision and leadership in education. Leadership plays an important role in managing quality of higher education. Researches show that there is strong relationship between leadership role and quality of higher education, since the Ministry of Education, Science and Technology, has praised the necessary decisions on change management policies and procedures in the education sector based on performance and the restructuring of the internal organization and external.

Glatter (1979: 16) argues that management studies are concerned with ‘the internal operation of educational institutions, and also with their relationships with their environment, that is, the communities in which they are set, and with the governing bodies to which they are formally responsible’.

The basic contribution on the origin and development of management as a field of study in education dedicated authors as Bush, Bolam, Hughes, Fayol, etc.

However, without an adequate supply of effective leaders, these changes simply will not happen. To be effective, they need to be well prepared, trained and developed. Bush (2008, pp.10). Bolam (1999: 194) defines educational management as 'an executive function for carrying out agreed policy'. He differentiates management from educational leadership which has 'at its core the responsibility for policy formulation and, where appropriate, organizational transformation' (p. 194). Bush (2008, pg.10) says that leadership in education in the twenty-first century has an increasingly important role in the transformation of society. Leaders have an onerous responsibility to address issues which affect the development of greater social justice in their nations' attempts to ensure their economic futures. Most definitions of leadership reflect the assumption that it involves a social influence process whereby intentional influence is exerted by one person or group over other people or groups to structure the activities and relationships in a group or organization. (Yukl 2002: 3). The head of an educational institution provides leadership and effective management of the school and calls for new ways to improve the structure and functioning of the institution in general. Also, a quality leader should aim to build a successful institution through effective collaboration with other stakeholders.

## **LEADERSHIP AND VISION OF EDUCATION IN KOSOVO (schools and universities)**

Today in XXI century vision is regarded as an essential component for effective leadership and successful. Motivating leaders to conduct a tireless work and for taking action on its own initiative comes from the vision which the leader has foresight that would have institution.

Fullan (1992: 83) says that 'vision building is a highly sophisticated dynamic process which few organizations can sustain.

The vision of education is to create an inclusive education system, which will provide for all citizens of Kosovo equal access to quality education at all levels; a system that provides for all people of Kosovo, lifelong skills for an advanced knowledge of integrating into European society and to contribute to long term sustainable development of the country through job creation and cohesion advanced social. Education as a central function with an impact on economic and social development of our country must correspond with the quality of education as a possible solution for walking on the same path of development as in other countries of Europe or beyond. This requires development policy to prepare Kosovo to switch rapidly from the current form of the development of education in another form based on the development of specific high-quality sources of a long-term strategic character.

Lyndon Johnson, former president of the United States, as was the President, stated: "At the table where I stand I have learned a great truth. The answer to all national problems - the problems of the world, revolves on a single word. It is education ". (Hyseni, H., et al, Pristina 2006).

School leader works with all stakeholders inside and outside the school, to create an inspiring vision and strategic plan. This vision should express core values and moral education as well as to include the values and beliefs of all stakeholders in the school. (IZHA, 2010:6)

Kouzes and Posner (1996: 24) say that 'inspiring a shared vision is the leadership practice with which [heads] felt most uncomfortable', and in other way of this case study Fullan (1992: 83) says that 'vision building is a highly sophisticated dynamic process which few organizations can sustain'.

Beare, Caldwell and Millikan (1989: 99) say that 'outstanding leaders have a vision of their schools – a mental

picture of a preferred future – which is shared with all in the school community.

Through the development of information technology leaders find it easier to determine education and mainly the vision of investment in human capital and knowledge.

Fee (2013: 11) shows that the ability to create knowledge and to use it is characteristic of human adaptation. It is through knowledge that we, as human beings, reproduce themselves and perfected more and more.

## **PROBLEMS OF FURTHER AND HIGHER EDUCATION**

The issue of education as a global phenomenon has presented (Philip, Altbach, 1982: 223) which shows that after World War II and especially starting from the middle and late 1960s and early 1970s, mystification and democratization of education high have become not only a global phenomenon, but also one of the factors with the greatest impact on the higher education system.

The quality of education will improve when administration, teaching staff universities and board members develop new attitude that focus on leadership, teamwork, cooperation, accountability and recognition (Arcaro, 2006).

When it comes to following best model of the university, the time that the world looks to the US model and learn from it. (Tarifa, F., 2012, pp.263)

Leadership education is a dominant factor which may determine the educational goals of the school, and provide instructional practices that are oriented towards achieving these goals. Likewise monitoring and evaluating teachers is a process that can contribute to changes to improve teaching practices, which also can serve as a form of professional development and all this as the final result can help in solving problems university education.

If it ourselves a question why America is a developed country with worldwide influence and an education system more developed, we should recall the words of Bill Clinton who before his election campaign said: "Schools are the largest US industry "and" education makes the American dream a reality. " This makes us understand that development in America today is the size of the investment development and implementation of the development of the educational system. The same model of development in education as America, have implemented even places like Hong Kong, UK, Netherlands, Canada, Australia, Finland and Korea, which are now recognized as countries with highly developed education and the country also . The main success model of education in these countries has been the correlation of theoretical knowledge with practical as well as the number of subjects in schools and universities to those mentioned above is much smaller than in Kosovo. From this statement we can say that Kosovo should create changes in these aspects of the learning process:

1. The organization of work and lesson
2. The use of new methods of work
3. Adaptation of literature respective courses
4. Planning and application of innovation in education
5. Functionality of new information

### **Organization of teaching and class work**

The organization is a science that is based on the way the planning and management work group or a task and achieve the results anticipated. Organize by (Panariti, 2008: 3) is regarded as a process of coordination of resources together, people, materials, equipment, technology, information and capital needed to carry out planned activities.

Organization of work and class has always been and remains one of the most important problems in graduate and undergraduate education. This problem is still present in modern studies, where teachers have completed a lot of training

on the organization of work within the class, many teachers not to apply this knowledge. Despite the continuous development of science and technology of information and communication, a significant number of teachers in pre-university and university education continue to apply the old ways and classical insights and organizing class.

Teachers of theoretical and professional subjects must select and use forms and adequate methods of teaching such that encourage maximum active learning of students and the teacher send to the perfection of full competence and durable professional and managerial within an hour teaching. The key element for success in the education sector is to motivate the students by the teachers and by the school, which carried through rewards and organization of different races, and motivation of teachers to work and success achieved. Continued recognition of the problems in education with a view to achieve the degree of fulfillment of the objectives of education is a powerful motivation mechanism, which should be seen as a priority for development of this sector. Another element that helps to success is the integration of theory and professional practice of each subject. The application of a principle called "learning by doing" can help teachers use such teaching methods which will develop not only theoretical knowledge, practical skills and habits of students, but also positions to the life, work and society in general. How prepared teachers, how they are organized schools, how does the educational hierarchy and how education is dealt with by politicians, decision makers, resulting in a system that is more likely to maintain status quo than to bring change. (Fullan, 2010: 14). According to some research and the best way to achieve an effective organization is:

**-Efficiency and focus on teaching quality**

**-Focus adjustment class by subject and teaching unit**

- **Focus on the unique powers of teachers** - factor that helps in knowing the strengths of the teacher to show success in the process of planning and management of its work.

-**Focus on time and proper planning ways of learning together**, which together with information technology are the main source of teaching a proper organization.

- **Focus based on the quality of organization of work and class** which is considered as one of the objectives of successful teaching.

### **Using new methods in education**

Application of new reforms in education through behavior change should reflect the possibility for economic and cultural transformations in Albanian society and that education and the education of the next generation to precede economic development, cultural and social development of a country.

Some problems and ways of gaining the necessary skills rarely finds incorporated in school and university curricula. Many such skills are considered "nice to have" and not such that students "must have", which means that students do not systematically trained to acquire such skills into (Tarifa, 2013: 37).

Many teachers and professors in graduate and undergraduate education continue to apply the classical way of learning insights. In most cases this phenomenon occur as a result of over 50 years of age, which are difficult to accept the modern way of lecturing, use of modern methods and methodology. Although all teachers and professors have followed a fairly large number of training on how to teach and application of new reforms, many of them can not fit these circumstances and if a teacher is obliged to forward his knowledge to students or prospective students, they first must be change object itself. In today's digital world of teachers and educators need to be willing to adapt to the new environment and reforms.

One of the main challenges today is the discovery manager of new techniques and methods. Practice shows that the management methods represent very important tools for improving management. For the development of these management methods require great investment in their research, because these investments return through the more efficient operations and increased efficiency and effectiveness. (Zeqiri, I, 2006, p. 18)

### **Adaptation of literature respective courses\_Lack of adequate educational literature**

Today in the 21st century literature - the book is the main source where all students can obtain relevant information about a given subject and as a secondary source may use information published on the internet. Lack of adequate literature in many subjects in graduate and undergraduate education is an actual problem, which remains despite the efforts which have begun on this issue. In many vocational schools and universities there are courses for which there is no adequate literature and teachers are obliged to Paine a different summary information for you dedicated pupils and students. Lack of resources to universities in Kosovo is focused especially to master. There are many courses of different profiles for which there is no adequate literature and information source literature teachers recommend the same that is used by the same subjects at bachelor.

### **The importance of planning and the application of innovations**

What is the planning, innovation? The fact that competition between universities and schools constantly exacerbated and complicated problems, imposes situation in the future managers to devote more time planning, you decide the goals of the school, creating strategies to achieve the goals and creating plans that will to activate and coordinate activities. Planning is

the foundation of which depends on whether a school will go towards success or not. The importance of planning can be seen in the development of leaders and manager's leader, increase the likelihood of success, more efficient coordination of labor managers, and helps enables managers to successfully cope with the changes. (Zeqiri, I, 2006, p. 18). The application of new ways of school leadership, staff and students of this institution - Students requires a clear definition of responsibilities and tasks where the implementation of leading leaders assure success on a suitable approach to professional development throughout their career where the role dedicates significant school improvement and student work.

But effective autonomy of schools depends on effective leaders, which includes the leaders of the education system, principals, teacher leaders and strong support systems. This approach of development and integration in turn, requires leadership distributed effectively, new types of training and new ways of development of school principals with proper support. As a result of the behavior of new ideas in the education sector, and mode of leadership,

### **Functionality of new information**

In the new circumstances created large organizations have different needs for information. This information's are more than necessary for the operation and improvement of the establishment. Information technology makes organizations commit themselves to an organizational dimension to the pursuit of innovation. Managers in the organization not only bring decisions that are related to information systems technical base, but also decisions on the formation of specialized organizational units. (Zeqiri, I, 2006, p. 18)

Earlier I was a professor at a university or a teacher, means (already other things) that you had such knowledge, gained from reading books in the library, which were inaccessible to students or the general public. (Hammond, L.,

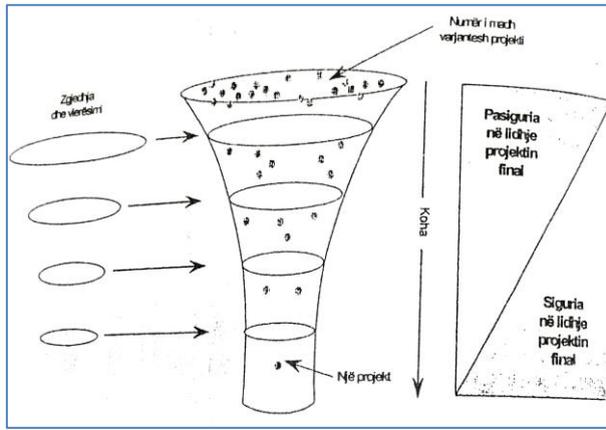
2010, pg.33). Based on this information, Berim Ramosaj professor at the University of Prishtina, during lecturing his student he showed a statement from his professor while studying at Zagreb: Professor was asking a question students during the lecture: What think you, as% have knowledge about subject matter which I teach? Students gave different answers over 90% weighting. As the professor said students, knowledge which I possess in this case is 5%, for taking into account each year the number of books published in the world about this course, the articles, the number of scientific papers doctorate, master, publications in conferences, my capacity magazines and newspapers unable to forwards all this information every year at the same time.

Well, today the development of information technology and internet number of new information which are published every year, in all areas and different fields is so great that if you apply or we placed that information in order only some of them during a professor and a teacher can show superior performance with their speeches, school leaders can create a new spirit of European management in their schools, Ministry of Education, Science and Technology in Kosovo will create a strategic plan that is being It will transform the quality of education, teaching and leadership in education.

If you want teachers and lecturers to perform their mission in this new era of information and knowledge, it required that they themselves are educated and prepared differently, especially familiar with digital technology information and communication, without which would be increasingly difficult and very soon impossible to interact with their pupils and students (Fee 2013: 35).

Until now proposed quite models, variants and ideas that have shown positive results in the education sector and which claim that will make a difference in Kosovo, then we must choose the best way possible through a funnel design

which helps in reducing the many options and ideas in which one- think it's mostly suits for us to apply in our country.



**Figure 1: hopper design that reduces the number of opportunities until reaching final project (source: Panariti, S., 2008:78)**

In this figure (1) is shown the best example of the possibility of collecting some projects that may contain a set of ideas with the possibility of bringing positive changes, but at this time we are not sure which model is most suitable for implementation and choice of one of the models that are considered to be the most successful to apply to the development of education in our country.

## **CONCLUSION**

Through this paper is showing the current state of education in Kosovo and the ability to implement successful models of leadership and management in educational institutions from countries with high economic and social, which will also affect the economic development of Kosovo. Creating a leadership and a clear vision which will aim to build a successful institution through effective collaboration with other stakeholders, and improving the quality of leadership in education.

## REFERENCE

- 1) Anderson, G. (2006). Assuring quality/resisting quality assurance: academic response to quality in some Australian Universities. *Quality in Higher Education*, 12(2):161-173.
- 2) Arcaro, J.S. (2006). *Quality in Education*, 1st ed. New Delhi: Pentagon press.
- 3) Zeqiri, I., Menaxhmenti, Tetovë, 2006
- 4) Fullan, M., *Forca e ndryshimit, Depërtim në thellësitë e reformës arsimore*, Tiranë, 2010
- 5) Hyseni, H. Krasniqi, G. et.al. (2006). *Arsimi bazim cilësor në funksion të zhvillimit njerëzor. Raport hulumtimi*. Prishtinë.
- 6) Tarifa, F., *Triumfi i modelit amerikan të universitetit në tregun global të dijes dhe të ekonomisë*, 2012, pp. 263
- 7) Philip, G., Altbach, *Reform and Innovation in Higher Education: Introduction, Educational Documentation and information*, *Bulletin of the international Bureau of education*, 1982, pp. 223
- 8) Mustafa, I., et al, *Education and economic development of Kosova*, research report, 2004, pp. 6
- 9) Bush, T. (2008) *Leadership and Management Development in Education*, pp.10
- 10) Bush T (2008) *From management to leadership. Educational Management Administration & Leadership* 36(2): 271–288.
- 11) Darling-Hammond, L., *New Policies for 21<sup>st</sup> Century Demands* (2010), pp.33
- 12) Bolam, R. (1999) 'Educational administration, leadership and management: towards a research agenda', in T. Bush, L. Bell, R. Bolam, R. Glatter and P. Ribbins (eds), *Educational Management: Redefining Theory, Policy and Practice*. London, Paul Chapman Publishing.

- 13) Glatter, R. (1979) 'Educational policy and management: one field or two?', *Educational Analysis*, 1(2):15–16.
- 14) Panariti, S., *Menaxhimi i operacioneve- Koncepte, Metoda, Strategji*, botimi 3, 2008, pp.3
- 15) Kouzes, J. and Posner, B. (1996) *The Leadership Challenge*. San Francisco, CA: Jossey-Bass.
- 16) Beare, H., Caldëell, B. and Millikan, R. (1989) *Creating an Excellent School: Some Neë Management Techniques*, London: Routledge.
- 17) Fullan, M. (1992) *Successful School Improvement*. Buckingham: Open University Press.
- 18) Yukl, G.A. (2002) *Leadership in Organizations*. 5th edn. Upper Saddle River, NJ: Prentice-Hall.
- 19) Tarifa, F. (2013), *Arsimi i Lartë për një SHOqëri të Hapur*, pp.3
- 20) Hoti, A. and Adnett, N. (2004) *Schooling in a High Unemployment Economy: The case of Kosova*, Staffordshire University Business School, Economics Division Working Paper No 2004.01.
- 21) Ministria e Arsimit, Shkencës dhe Teknologjisë-MASHT, *Plani strategjik i Arsimit në Kosovë 2011-2016*.
- 22) Ministria e Arsimit, Shkencës dhe Teknologjisë-MASHT, *Korniza e Kurrikulës e Arsimit Parauniversitar të Republikës së Kosovës Prishtinë, gusht 2011*, pg10.
- 23) Instituti i zhvillimit të arsimit IZHA, *Standardet e drejtuesit të shkollës, Tiranë, 2010*, pp.6