



Public and Private Universities in East Africa

Missions and Visions

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Overview



- University expansion: trends in public and higher education institutions
- Missions of universities
- Study design
- Results
- Conclusions

Expansion of Private Higher Education Institutions (HEIs)

- World-wide trend: expansion of private HEIs (Altbach 1999)
- Most Private HEIs in Africa started post-1990, although often precursors existed (Mabizela 2007)
- 2010 sub-Saharan Africa = 650 universities and university colleges
 - ✓ 200 public
 - ✓ 450 private (Morley et al., 2010)

Rapid expansion is often criticized in terms of decreasing quality

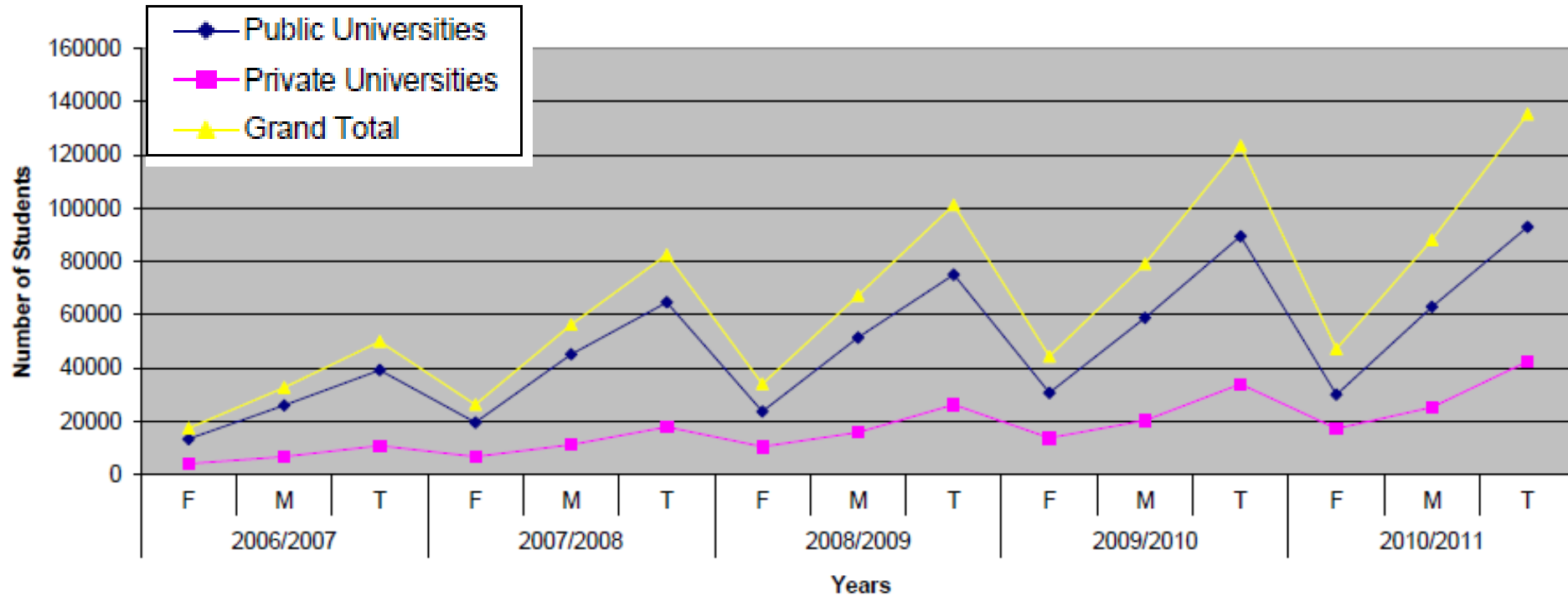
University Education in Kenya, Tanzania and Uganda (HEIs)

1970: dissolution of the University of East Africa; Uganda, Tanzania and Kenya set up their own national universities

	Kenya		Tanzania		Uganda	
Academic year	1999/ 2000	2012/ 2013	1999/ 2000	2012/ 2013	1999/ 2000	2012/ 2013
Public universities	7	22	3	11	2	6
Private Universities	8	17	10	17	6	31
Total	15	39	13	28	8	37

Source: Thaver 2003; Tanzanian Commission for Universities; Kenyan Commission for University Education, National Council for Higher Education Uganda

Students enrollment in Tanzanian Universities 2006 - 2011



Source: Tanzanian Commission for Universities

Factors contributing to Expansion of PHEIs

- „filling the gap“ (Altbach 1999; Thaver 2003; Mabizela 2007)
- Global politics of structural adjustment programmes (SAPs) (Mabizela 2007)
- Globalisation: “borderless higher education market” (Oyewole 2010)
- Need for diversification (Thaver 2003; Mabizela)
- Needs for specific groups in society (Morley et al. 2010)
- Market demands (Ball 2009)
- Working and studying conditions (Mabizela 2007)
- Profit opportunity for business (Ball 2009)

Defining Private Higher Education

Challenging the private-public divide

Simplified definition: non-state owned or governed

but acts under state regulations (e.g. quality assurance; accreditation process)

HEIs always produce private and public goods regardless of their owner (Marginson 2007), e.g.

- superior social status
- high income
- knowledge production
- human resources

Interdependencies between public and private universities
(e.g. teaching staff)

What makes the difference?



Mission of universities?

Do the missions of universities vary in content across different university types?

Missions of universities (Scott 2006)



- Teaching mission
- Research mission
- Nationalization mission
- Democratizing mission
- Public service mission
- Internationalization mission

Mission statements



“A mission statement defines in a paragraph or so any entity's reason for existence. It embodies its philosophies, goals, ambitions and mores. Any entity that attempts to operate without a mission statement runs the risk of wandering through the world without having the ability to verify that it is on its intended course.”
<https://www.missionstatements.com/>

Functions of mission statements (Davies and Glaister (1996: 265))

1. Definition;
2. Explanation to external stakeholders;
3. Establishment of a starting point for the strategy process;
4. Motivation and Inspiration of employees within the institution.

Hypotheses



Mission statements will vary across different university types.

- Public universities will emphasize on nationalization missions (e.g. national development, national identity, community development, educating public servants and leaders.
- Private universities for-profit will emphasize on needs of the market, the labour market, internationalization, globalization.
- Private non-profit will emphasize on moral values, church services, serving the poor, improving the world.

Study Design



Content analysis of mission and vision statements of accredited universities in Kenya and Tanzania

Kenya:

- 22 public universities;
- 2 for-profit private universities;
- 13 religiously-affiliated, private universities;
- 2 non-profit private universities

Tanzania:

- 9 public universities
- 3 for-profit universities
- 9 religiously-affiliated, private universities
- 2 non-profit private universities

Most frequently used elements among mission statements, Kenya

Public universities (n = 21)	Rel.-affiliated private universities (n =12)	For-profit private universities (2)
Quality Education (19)	Christian education (9)	Quality Education (2)
Quality Research (17)	Educate leaders/ human resources (7)	Quality Research (1)
Innovation (10)	Moral values (6)	National Development (1)
National development (10)	Quality Research (6)	Personal Prosperity (1)
Global orientation (5)	Community Development (5)	Security (1)
Consultancy (4)	Quality Education (4)	Public service (1)
	Holistic Education (4)	Innovation (1)

Most frequently used elements among mission statements, Tanzania

Public universities (n = 9)	Rel.-affiliated private universities (n =9)	For-profit private universities (3)
Quality research (9)	Quality education (9)	Quality education (3)
Quality education (9)	Quality research (5)	Quality research (2)
Public service (8)	National development (5)	National development (1)
National development (7)	Public service (3)	Global orientation (1)
	Holistic education (3)	Consultancy (1)
	Widening participation (3)	Public service (1)
	Service to God (2)	Moral values (1)
	Consultancy (2)	

Most frequently used elements among vision statements, Kenya

Public universities (n = 21)	Rel.-affiliated private universities (n =12)	For-profit private universities (2)
World-class university (14)	Christian education (7)	African orientation(2)
Excellence in research (14)	Transformation of society (6)	World-class university (1)
National development (9)	Excellence in research (6)	National development (1)
Excellence in teaching (8)	World-class university (5)	Excellence in research (1)
Service to humanity (5)	Excellence in teaching (4)	Excellence in teaching (1)
Innovation (5)	Global orientation (3)	Global orientation (1)
	African orientation(3)	Innovation (1)

Most frequently used elements among vision statements, Tanzania

Public universities (n = 9)	Rel.-affiliated private universities (n =9)	For-profit private universities (3)
Excellence in research (8)	Excellence in teaching (6)	Excellence in research (2)
Excellence in teaching (6)	Moral values (6)	Excellence in teaching (2)
National development(6)	Excellence in research (3)	National development(2)
Community service (4)	Service to humanity (3)	Community service (2)
National service (4)	Service to nation (3)	African context (1)
Global orientation (3)	Christian education (2)	
African context (3)	Consultancy (2)	
Sustainability (3)	Global perspective (2)	
World-class university (2)		

Conclusions



- Mission and vision statements vary across different types of universities
- Mission and vision statements vary across Tanzanian and Kenyan universities
- Further research is needed

Most important (1), second (2) and third (3) important values of students at SAUT (in %)

Which of the following aims are very important for you?	1	2	3	Total*
To contribute to the development of my country	32	22	23	77
To have my own family and children	25	23	16	64
To live a religious, spiritual life	20	16	21	57
To have a secure and comfortable life	11	10	23	44
To become a respected person in my community	5	17	11	33
To earn a lot of money	6	11	5	22
To have an exciting life with a lot of leisure time	1	1	2	4

Thank you!