

Chapter5 : Conclusions and Implications

5.1 Conclusions

This article concludes with implications for theory, research, and practice. Based upon the literatures as the prior section, it appears that the evidence so far presented clearly indicates that the interpretative framework of the context of higher education works for describing the development of the private university in Taiwan. The following points are made in reference to the objectives of this paper. Although the present study has yielded findings that have both theoretical and empirical implications, its design is not without flaws.

To the conclusion, the roads to improve the operating performance of these private universities still have taken time. Because Taiwan's higher education system underwent enormous expansion and then fell into serious financial difficulty. The cost of higher education has come under intense scrutiny in recent years and in many countries there has been an attempt to monitor public expenditure on higher education.⁸² Needless to say, higher education is a very important factor flustering a nation's talents. However, it is correct that insiders can abuse public expenditure or educational resources absolutely. Moreover, the government has to pay attention to the operating performance of these universities, especially the private ones.

Probably, the central government can consider the question: is it better to eliminate the lower-quality universities from the assessment of operating performance? In the long term, this avenue to force the universities to improve their existing situations will strengthen the achievement of higher education in Taiwan.

A massive increase in the supply of higher education reduces the teaching-quality and operating performance of a university, especially a private one. It

⁸² See [22] p.16

is concluded that in the current circumstances the key factor influencing quality in the provision of private sector higher education is the availability of financial resources,⁸³ as Ru-Jer Wang (2003) emphasized in his study. The more diverse sources of funding, the greater operating performance of a private university.

Again there is great private-public distinctiveness, as I mentioned earlier, the differences between public and private universities. Levy, D. (1987) pointed out about this prospective, with the private universities relying mostly on tuition and adding other private funding, and the public universities relying even more exclusively on government.⁸⁴ It is unfair for the equality of the two types of schools.

At the same time, it is necessary urgently for a private university to develop such money-generating arrangements.⁸⁵ Not just wait for donations and grants. And I will suggest them to enlarge the ways of corporation with external firms and seek funds by conducting other projects. Although we have investigated the operating performance by simple analysis, we believe much more research work is still needed to search by other methods.

5.2 Suggestions for future research

In recent years considerable concern has arisen over how a private university to operate more efficient. In pursuit of outstanding development is a very important eagerly issue for the whole welfare of the society.⁸⁶ At the same time, the administration emphasized deregulation and the market as a means of meeting the needs of society. Of course, future research is therefore necessary to determine with certainty.

⁸³ See [18] p.285

⁸⁴ See [14] p.260

⁸⁵ See [19]

⁸⁶ See [23]

As a consequence, the following researchers can add the control variables, such as time, assets scale, and so on. In a given situation, he makes use of Panel data by statistical software, moreover, testify the regression process with fixed effect and random effect model. In addition, panel model can find out the efficiency comparisons among the schools. Probably, that will work for the research and topic. Although I attempt to control and testify the effects of operating performance among different universities, meanwhile, summarize the periodical factor within 11 years (from 1995 to 2005). That is unfortunate, the methods and techniques are over my abilities until far. The study does suggest that the detailed study of how to improve the operating performance of a private or public university is a promising line of inquiry. Nevertheless, we may be able to gain additional insight from considering some more qualitative sources of data and information.

There are several opinions of mine that wants to suggest the private university and encourage more incoming graduate students to examine this issue how to improve the economic and social conditions of the private university. For the first thing, the private university can operate large-scale graduate programs while other universities focus on undergraduate education,⁸⁷ William O. Brown (2001) summarized. In my view, take Chang Gung University for example; it appears the highest after-tax revenue among those private universities.⁸⁸ Furthermore, it has developed the medical education and attracted a lots student to pay higher tuition. Therefore, it is necessary for each of the private universities to develop specific program and quality.

The most important thing is, the private university also makes use of the revenue to invest other industries and then boost the total income strongly. The

⁸⁷ See [4]

⁸⁸ See [23]

government seems not to realize the magnitude of the problem: how to enhance the operating performance of a private university. Continue to think other ways to develop a private university's character, each of them can think up different importance. Additionally, efforts have also been made in all sectors, especially in private universities. An idea in a Taiwan's private university, it can do like those institutions and is tell from other universities and colleges.

Through the reforms of the overall higher education system and increasing the effectiveness of the teaching in various departments and fields of study, the overall student quality of universities can be improved apparently, sooner or later.⁸⁹ On the one hand, future research into this area should attempt to rule out other sources of funding. Firstly, income-generating activities can fund from private firms, profit-seeking companies. Powell, Walter W., and Jason Owen-Smith (1998) have suggested that universities can and should play a larger and more direct role in assisting industry and promoting national competitiveness.⁹⁰ Apparently, there is now increased collaboration between firms and research organizations if the university wants to fund more. Of course, that is, it is to impair the educational mission of research universities inevitably. NPOs focus on mission rather than profitability by nature. However, when the climate of higher education has changed, the ways to meet its missions and objectives also have to be altered. If increasing the number of graduates makes companies more productive and internationally competitive, they should help pay for this.⁹¹ To the conclusion, if the private is willing to cooperate with external organizations, the process of funding will be more successful.

On the other hand, the private university can establish graduate programs for professionals. I believe these actions can attract more students with different

⁸⁹ See [23]

⁹⁰ See [16]

⁹¹ See [5]

preferences. Today, it is a diverse society around the world. As a consequence, more diverse professional programs can attract more diverse sources of funds. The academic background of students has to become more diverse at a faster rate with increasing numbers of different family characteristics.

Finally, I encourage the private universities to put equal emphasis on education and internship, and enhance the cooperation between enterprises and schools. Also, they can plan to expand the industry-related content of school curriculums in order to derive more value from the increased cooperation between industries and schools.

The paper benefit from relevant data, theories, literature and in-depth interviews. It concludes with several suggestions in case that other people can examine those in the not too distant future and endeavor to resolve all them. It does work to the extent for higher education.

5.3 Further Advices and Visions of Taiwan's Higher Education

Apparently, this research has done much to advance our understanding of higher education. Taiwan without question faces the same issues.

Further advices and visions of Taiwan's higher education as follow. Not only has the private university had to improve its operating performance, but also all the universities and colleges are supposed to do that. The rapid growth in private higher education in recent years is associated with a few important features and problems.⁹² In the last 10 years, the number of universities has grown by more than 200%, with educational resources unable to be expanded correspondingly, which seriously impacts the improvement of the quality of education. University development has been dogged by insufficient personnel and funds. Insufficient funds and excessively

⁹² See [22] "Higher Education in the World 2006"

high student-teacher ratios has resulted in lower teaching and research funds for teachers and decreasing student unit costs.

Training individuals in higher education is the key to Taiwan's survival and internationalization. Failure to cope with international competition and demand for academic innovation and consolidation will lead to loss of academic advantage to neighboring Asian nations.⁹³ A more efficient operating system is established to appoint the president and department heads, make decisions, and employ, review, reward, and dismiss individuals

Sad but inescapable is the truth that classroom instruction is a casualty of generations of faculty pressure to reduce full-time teaching loads, presumably to enhance and advance research productivity.

Continuing to argue more issues about the direction and climate of higher education, despite the overall protection of government educational policies, Taiwan's universities cannot escape the challenges of globalization and have to face the difficulties.

It goes without saying that the quality of universities would determine a country's overall success and prospective. Increasingly, enhancing universities' global competitiveness has become a top government priority and instant action.

An important area for future research in the years to come will be in the refinement of approaches to the analysis of operating performance in financial statements. Future work will hopefully clarify this important accountability and efficiency concerns, hopefully.

Needless to say, future research is obviously required, but this is an exciting first step. We are hopeful that future research will provide more detailed results, which may differentiate these views from one another.

⁹³ See [23]