

**Organizations Collaboration in Educational Development and Collaboration
Model of International Institutions of Higher Education in Thailand**

Dr. Vichian Puncreobutr *

St Theresa International College, Thailand

Email: vichian@stic.ac.th

*Corresponding Author

Sqn.Ldr. Chintawat Phetriang

St Theresa International College, Thailand

Email: chintawat.p@stic.ac.th

Somsak Aueatchasai

Rangsit University, Thailand

Email: somsak.a@rsu.ac.th

Dr. Damrong Satayawaksakul

Asia-Pacific International University, Thailand

Email: damsat@apiu.edu

Dr. Wanlapha Srithongphim

Email: wanlapha.srithongphim@stamford.edu

Stamford International University, Thailand

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Abstract

The objective of this research is to study the collaboration model of international higher education in Thailand. The research is conducted by documents analysis, in-depth interviews with the administrators of international institutions of higher education. The findings from the study are: 1) Organizations collaboration in educational development consisted of 4 following factors : Readiness in creating organizations collaboration, types of organizations collaboration, collaboration activities and the situation of

organizations collaboration 2) Readiness in creating organizations collaboration consisted of readiness in initiating collaboration, readiness of the target organization, collaboration issues and the impact from the collaboration 3) Types of collaboration must be clearly defined by considering all aspects, covering both, of being formal, types of business of the collaborated organizations and the benefits obtaining from the collaboration 4) Collaboration activity must be clearly defined by consideration covering the context of the collaboration, the length of time in doing the activities and the results arising from the collaborated activities 5) Collaboration situation depends on the competitive factors of the member organizations, the complexity of the problems or the collaboration issues, the collaboration management of resources and the competency in managing the collaboration of the coordinators. 6) Collaboration model of international institutions of higher education in Thailand is, to have an analysis of the possibility in collaboration, readiness in creating collaboration, types of collaboration, collaboration activities and collaboration situation. Therefore, there is the high possibility of collaboration, assessment of collaboration and the management of collaboration, achieving a success in collaboration.

Keywords: organizations collaboration, types of collaboration, collaboration activity, collaboration situation, management model of collaboration

1. Background

Collaboration is when various organizations with different views on the problems join together to seek a solution, analysis and increase the opportunity to solve the problems. Having new ideas, creative thinking, initiative that leading to the changing of the working methods (Gray, 1989: 185), to be the joint-owners of the final product or the final services (Linden, 2002: 9).

Collaboration in an organization wanting to join together or having responsibility in creating a group, working together, or creating a working network where the members of the group can express an opinion and being equally accepted in the group (Lucas,1998). Having the purpose of solving the problems where an organization or another, could not use the potential of the organization to solve it successfully or with difficulties (Agranoff & McGuire, 2003: 4).

According to (Jackson & Maddy, 2005) collaboration between the business organizations has been conducted continuously which is a driving force in improving the quality of the work, methods, information sharing, and communication in the workplace that creates a good understanding between one another. The proposal of the concept of creating collaboration is expected to be applied as a guide and tool to use in modern management (Agranoff, 2006: 56). There are many characteristics concerning the collaboration between business organizations and the educational institutions, such as collaboration in educational management with the local government organization (Rakpolmuang, 2015), collaboration in research projects between university and industrial sector (Viboolsakchai, 2012), the collaboration of the primary schools (Thepkraiwal, 2011), and collaboration of the vocational schools (Puncreobutr, 2003), etc.

However, the organization's collaboration in educational development, which has been in operation, does not have yet a clear model of operation. It is of the researcher's opinion that to be beneficial to the institutions in using the resources jointly, there should be a study of organizations' collaboration in educational development and the collaboration model of international institutions of higher education in Thailand. This research will be beneficial to the educational institutions in all different levels and other organizations related to the promotion, supporting education which can use in promoting and developing education by using the resources together, raising the levels of educational quality higher, and reduce the disparity in education sustainably.

2. Objective

To study the organizations collaboration in educational development in Thailand

2. To study the collaboration model of international institutions of higher education in Thailand

3. Methodology

This is qualitative research, consist of 2 steps:

Step 1: The study of organizations' collaboration in educational development, which is not educational institutions and the international institutions of higher education in Thailand.

The research is conducted by the study of the documents and in-depth interviews with 5 scholars of collaboration management and 5 administrators of the institution of higher education, totaling 10 main information contributors to obtain the information using a specific method.

Step 2: The study of the collaboration model of international institutions of higher education in Thailand by studying the documents in-depth interviews with 10 administrators of private international institutions of higher education and 20 coordinators of collaboration in the educational quality assurance network of the private international institutions of higher education. In total, 30 persons who were the main information contributors have used the snowball technique.

The tools used in collecting the data are analysis documents, interview forms, voice recorder, and the researcher itself. The research was conducted from January – August 2017. The collected data was validated by triangular technique and further analyzed.

4. The findings

From the study, it was found out that:

1. Organizations collaboration in educational development in Thailand could occur from 4 important factors: Readiness in creating organizations collaboration, types of organizations collaboration, collaboration activities between the organizations, and the collaboration situation between the organizations as followed:

4.1 Readiness in creating organizations collaboration

Readiness in creating organizations collaboration consisted of basic readiness of each organization and the readiness between the organizations. The organization must have at least 4 important basic readiness 1) Strength of the organization 2) Determination to give time to work together and a clearly stated period of time of the operation 3) Having an innovative goal that will occur from the same collaboration or differently 4) Having the control and monitoring, continuously evaluate the results of the operation.

When all the cooperated organizations have the 4 basic readiness, it is a starting point of considering the readiness in creating organizations' collaboration. From the study, it is found that the readiness in creating organizations' collaboration consisted of 4 important issues: Initiative readiness of the organization, the readiness of the target organization, in the collaboration issues, and the impact arising from being cooperated.

Initiative organization collaboration and the target cooperated organization where there are 4 aspects of, the strength of the organization, having a specific period of time of doing the activities together, having innovative targets and there is an operational control system. Each organization will, therefore, be able to formulate mutually, the issues beneficially to the cooperated organizations and if overall, the collaboration

issues show the good results to all organizations, it means that the organization has the readiness to create collaboration.

4.2 The type of organizations collaboration

The types of organizations collaboration must be born from the clearly stated mutual determination of the organizations. By consideration, covering both formally, types of business of the cooperated organizations and the benefits obtained from being cooperated.

The types of collaboration when considering formally, could be classified into 3 types: 1) Informal collaboration 2) Semi-formal collaboration 3) Formal collaboration while the types of collaboration when considering from the types of cooperated organizations, could be classified into 2 types 1) The cooperated organizations have the same or similar activity features 2) The cooperated organizations have different activities or mission

The types of collaboration when considering from the beneficial obtained could be classified into 3 types 1) As a result from being cooperated, having one side as a provider and the other as a receiver 2) As a result from being cooperated is in the form of receiving joint benefits 3) As a result from being cooperated is in the form of a joint contribution to the society or as a provider.

Information obtained from various types of collaboration will be used in deciding whether the collaboration has a distinctive point or what are the disadvantages, whether one should cooperate with that organization or how to collaborate, which will clearly define the type of organization collaboration.

4.3 Collaboration Activities

Collaboration activities between the organizations must be born from the clearly stated mutual determination of the organizations by consideration covering both the context, the period of time, and the results from the collaboration.

Collaboration activities between the organizations when considering the context or the environment of collaboration can be divided into 3 types 1) Collaboration activity, sharing the resources 2) Collaboration activity in exchanging resources 3) Collaboration activity in creating benefit for the resources.

Collaboration activities between organizations, when considering the results arising from collaboration, could be classified into 3 types 1) Collaboration activity which response to the specific issue or to solve immediate problems 2) Collaboration activity, achieving the mission or organizational identity 3) Collaboration activity in creating the positive change for the society.

Collaboration activities between organizations when considering from the period of time of doing the activities could be classified into 3 types 1) Short term collaboration activity 2) Medium-term collaboration activity 3) Long-term collaboration activity.

4.4 Collaboration situation

Collaboration situation is the result of a group of various factors, affecting the implementation of 4 collaboration: Competitive condition of the member organization, the complexity of the problems or collaboration issues, management of collaboration resources, and the ability in managing the collaboration of the coordinators in each organization.

The competitive condition of the member organization is to manage the equilibrium and the needs of receiving the benefits of being cooperated. Having the factors within the member organization is a working- pressure condition. The result

from being cooperated is either an advantage or a disadvantage of one organization to another.

The complexity of the problems or the collaboration issue is the complexity of the working process its difficulties in achieving the cooperative target. The results from the collaboration have an effect or impact on a person or other working units. Moreover, the collaborative working process has an impact on the main work of the member organization in solving the problems arising from the collaborative working process.

Collaborative resource management is the exchanging of resources on the conditions of safety and trust, similarly in the concept of resource management. The supporting personnel in the member organizations is doing the collaboration activities, accepting failure occurred from being cooperative, creating public value from the results of the collaboration.

The ability in managing collaboration of the coordinators is the power of coordinators in the collaboration, responsibility in the mission assigned by the resolution from the collaboration meeting. Managing the conflicts or a difference of opinion in the meeting, redundant working conditions due to coordination problems. Tolerance of ineffective work, not achieving the expected goal or not according to the stated timeline. Solving the problems where there is no responsible person or directly assigned person or there is an unclear scope of work.

The results of various groups of factors affecting the implementation of these 4 collaborations are the cause of the following 3 cooperative situations: poor situation, fair situation, and good situation. By considering the area that occurred on the radar chart (on the following page)

The poor situation means the group of 4 operational factors: The competitiveness of the member organizations, the complexity of the problems, resources management collaboration, and the ability in managing collaboration of the coordinators, are at a poor level of operation or at a low level. Meaning also, the situation in which all the 4

factors of operation, some groups of factors operate poorly, some at a fair level and no group of factor operating at a good level.

The fair situation means the 4 situation factors: Competitive conditions of the member organizations, the complexity of the problems, collaborative resource management, and the ability of collaboration management of the coordinators, are at a fair level. Meaning also, some group of factors operates at a poor level and some at a good level. That there may be or may not be a group of factors operating at a fair level.

The good situation means the 4 groups of factors, competitive conditions of the member organizations, the complexity of the problems, collaborative resource management, and the ability of collaboration management of the coordinators, are at a good level of operation or at a high level.

2. Collaboration model of international institutions of higher education in Thailand

The collaboration model of international institutions of higher education in Thailand is that the international institution of higher education has an analysis of the possibility of collaboration, from the collaboration readiness, types of collaboration, collaboration activities, and collaboration situation.

Readiness in creating collaboration, from the study it is found that every institution has 4 basic readiness: 1) Strength of the organization 2) Determination to work together and clearly define the duration of the operation 3) Same collaboration goal of raising the quality of educational management to a higher standard 4) There is a continuous control, supervision, monitoring, and evaluation of the operation results. Together with 4 aspects of cooperative readiness between the organizations: A high level of initiative collaboration, readiness in collaboration goal is at a high level, collaboration issue of raising the educational quality level together.

The impact of collaboration is the quality of educational management of international institutions of higher education, which are recognized as having higher standards.

Types of collaboration are having jointly defined the types of collaboration between organizations. It is a formal collaboration with the signing of being cooperated within the stated period of time. Types of business of the organizations, joining in together must consist of international institutions, cooperating as a whole institution. The result obtaining would be joint beneficial to all institutions.

Collaboration activities are that the international institutions jointly set up collaboration activities between organizations. Contextual activity is educational quality assurance activities which are a long term collaboration activity and the results from being collaboration are the quality of the students, of the teachers, and of the graduates.

The cooperative situation is that the international institutions jointly consider the factors, affecting the 4 following collaboration process: Low level of competitive conditions of the member organizations, a few complexities of the problems or the cooperating issues, in the collaboration management of the resources, each organization has the ability of cooperative management at a good level. Therefore, the collaboration situation is good..or at a high level.

From the results of the analysis, it is found that collaboration activities have clearly defined the scope and the collaboration situation is good. Therefore, there is a high possibility of collaboration between the international institutions of higher education in Thailand, leading to the implementation of collaboration.

The implementation of the collaboration of international institutions of higher education in Thailand has been conducted in a medium-term action plan and annual action plan of joint- projects from 2012 until today, in developing the quality of the students, of the teachers and the quality of the graduates.

The assessment of the collaboration in developing educational management of the international institutions of higher education in Thailand, it is found that it has achieved in collaboration management. The collaboration of the international

institutions of higher education in Thailand has developed 4 missions: Producing graduates, research projects, academic services, preserving the art and culture. Affecting the quality of education management of all institutions to have a higher quality of education at the curriculum level, faculty level, and institutional level, continuously.

5. Conclusion

The findings from the study are as follows:

1. Collaboration between organizations in the development of education in Thailand can occur from having readiness in creating the organization's collaboration. Having clearly defined the types of organization collaboration, clearly defined collaboration activities between the organizations and a good collaboration situation.

2. Readiness in creating the organizations' collaboration

Readiness in creating the organization's collaboration consisted of readiness of the organization in being an initiative collaboration, readiness in cooperative goal, collaboration issues, and the results affecting the organizations from being cooperative. The good relationship of all the 4 factors creates the readiness for collaboration as shown in Figure 1.

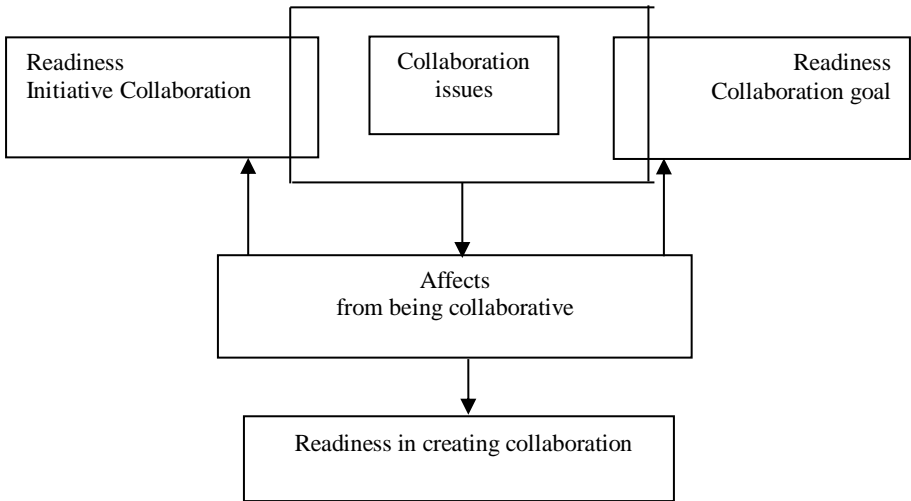


Figure 1. Shows the readiness in creating collaboration

5.1 Types of organizations collaboration

The clarity on the types of organizations collaboration is from the joint determination of the organizations, considering the type as a formal form, the types of business of the cooperated organizations and the benefits obtained arising from collaboration, as shown in figure 2.

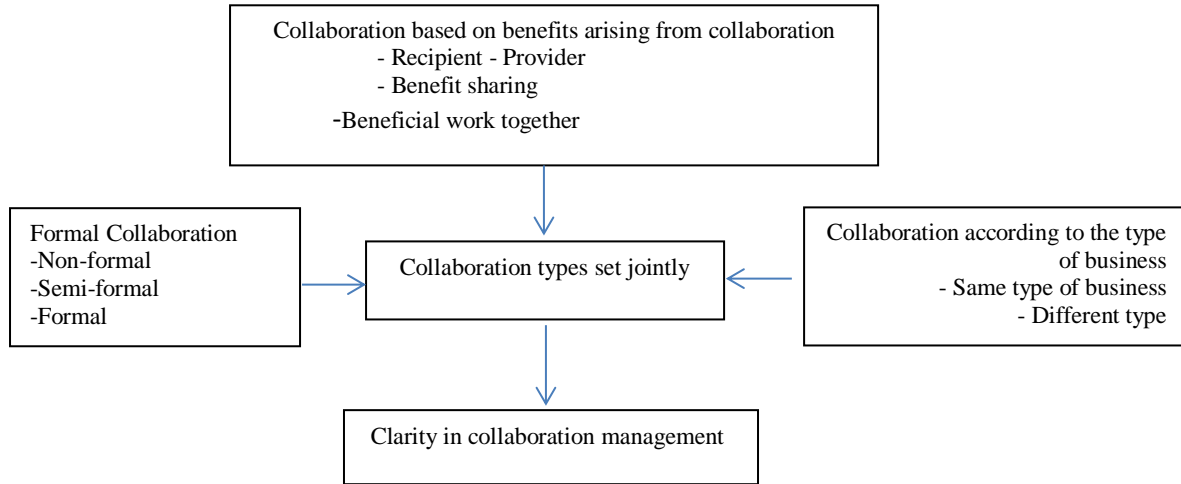


Figure 2. Shows the types of cooperative management

5.2. Collaboration activity

Clarity of collaboration activity between the organizations is from the joint determination, must consider the context or the environment, the period of time in doing the collaboration activities and the results from the collaboration activities, as shown in figure 3.

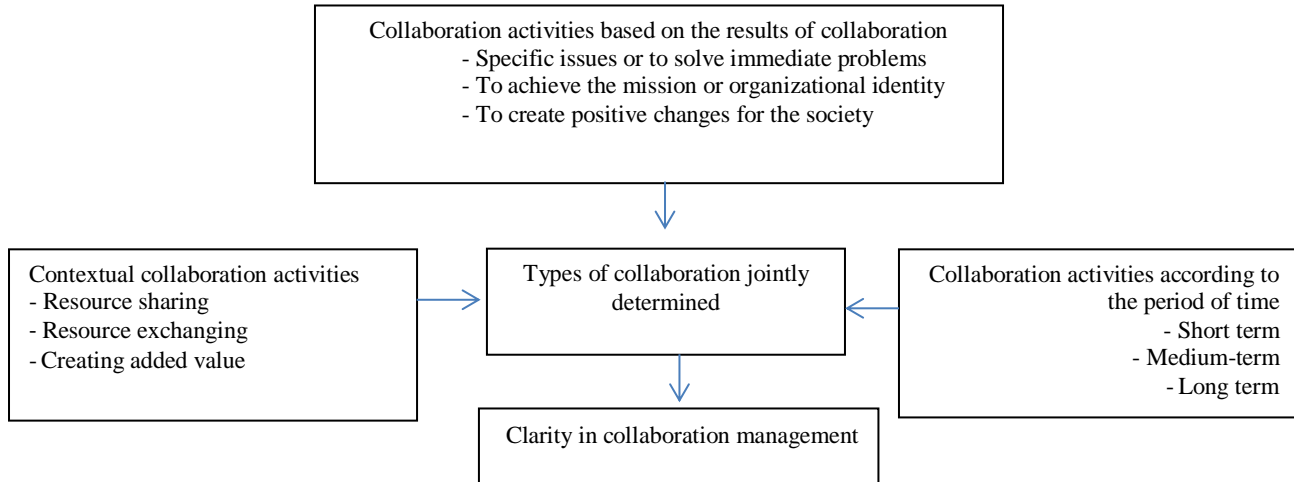


Figure 3. Shows the collaboration management of collaboration activities

5.3 Collaboration situation between the organizations

Collaboration situations are the results from the 4 groups of factors, affecting the operation of creating the collaboration which are competitive conditions of the member organizations, the complexity of the problems or the collaboration issues, collaboration management of the resources and the ability in collaboration management of the coordinators in each organization.

The volatility of these 4 groups of factor, when considering according to the radar chart, by positioning the competitiveness of the member organization and the complexity of the problems in the horizontal axis, the collaboration of the resource management and the ability in managing collaboration of the coordinators are in the vertical axis, it shows that these 4 groups of factor are the causes of 3 collaboration situations: Poor situation, medium situation, and a good situation, as shown in figure 4.

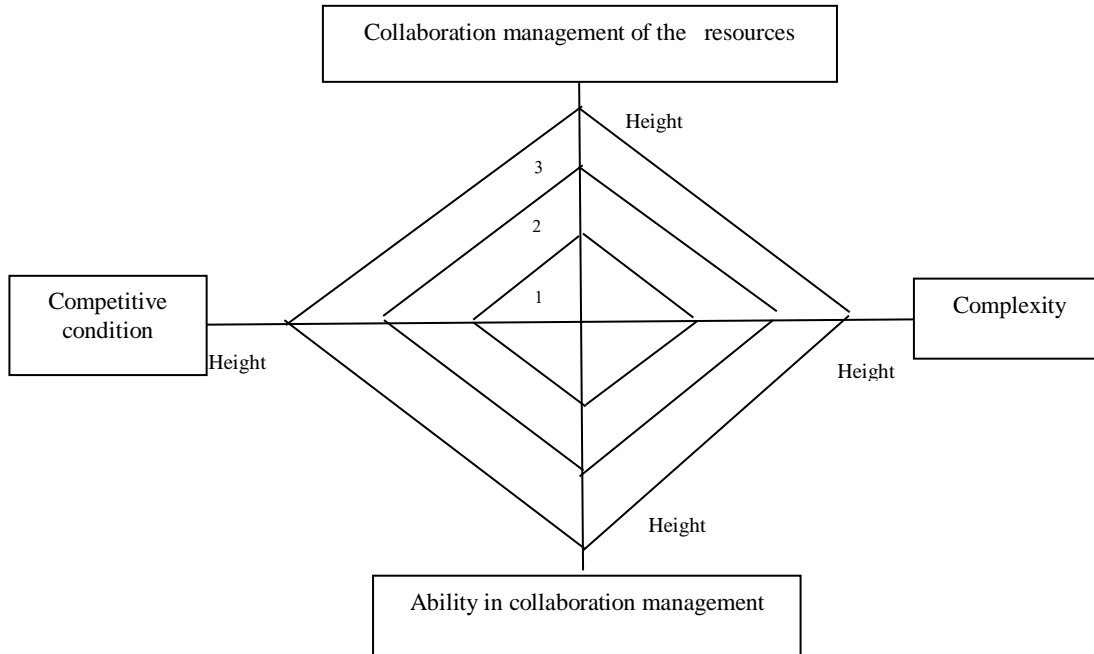


Figure 4. Shows the model of collaboration situation

5. The collaboration management model of the private international institution of higher education in Thailand.

The collaboration management model of the private international institutions of higher education in Thailand is that the international institution has an analysis of possibility in creating collaboration, readiness in creating collaboration, types of collaboration, collaboration activities, and collaboration situation.

It is found from the analysis that there is a clearly defined scope of collaboration activities and a good collaboration situation. Therefore, the collaboration of the international institutions of higher education in Thailand has a high possibility of conducting collaboration, assessing the collaboration which will lead to achieving collaboration management of the international institutions of higher education in Thailand, where the details are shown in the figure.

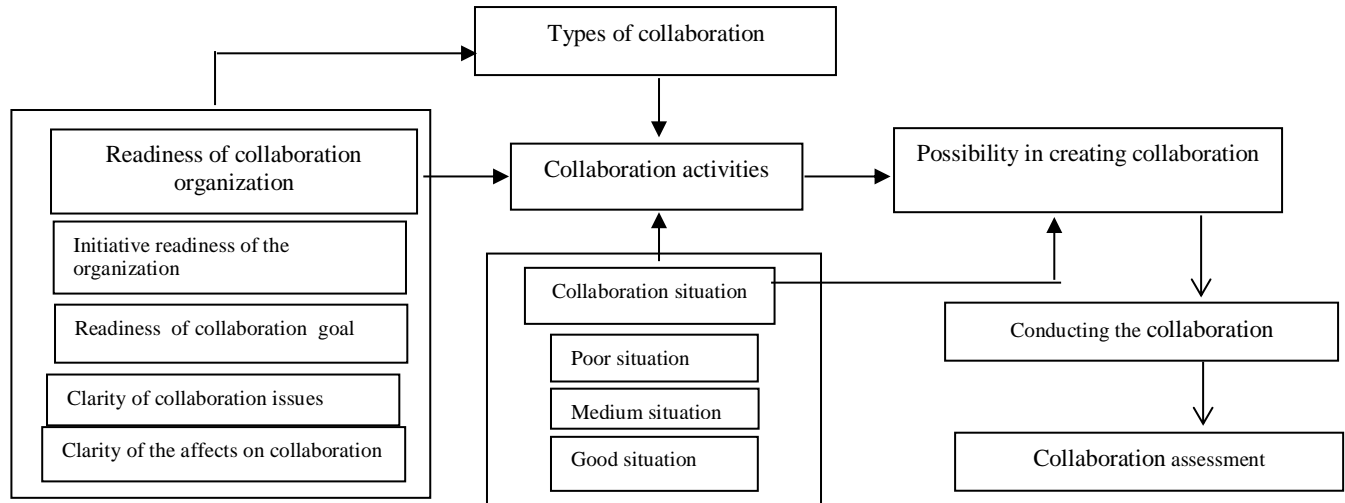


Figure 5. Shows the collaboration model of the international institutions of higher education in Thailand

6. Recommendation

6.1 Recommendation to use further

From the study, it is found that the organization's collaboration in developing education in Thailand is from the readiness to create organization collaboration. Having clarity in the types of organization collaboration, clarity in collaboration activities, and having a good collaboration situation. Therefore, any educational institutions wanting to create collaboration must create readiness of the organization first.

Apart from this, the administrators of educational institutions or those involved in supporting education should support and develop the potential educational organization or institution, to drive the collaboration with the business sectors forward, in order to raise the level of educational quality and reduce the disparity in education sustainably.

From the study it is found that the collaboration model of the international institutions of higher education in Thailand consisted of collaboration activities with a clearly defined scope and a good collaboration situation, leading to a possibility of success in conducting the collaboration.

Therefore, organizations collaboration must have an analysis of collaboration possibility, readiness in creating collaboration, types of collaboration, collaboration activities, in order to know the collaboration situation clearly before implementing the operation.

6.2 Recommendation for the further research

From the study, it is found that the collaboration situation consisted of 3 situations: Poor situation, medium situation, and good situation. It is qualitative research, there should be quantitative research to confirm the findings further.

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