

## SUMMARY OF FOUNDER CLEMENT C. P. CHANG' S ADDRESS, "TAMKANG' S ORGANIZATIONAL CULTURE AND FOURMANAGEMENT MODELS"

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Tamkang' s administrative teams and three management models have been thriving for fifty six years, and the fourth model, "Entrepreneurial Model," is leading Tamkang into the fourth wave and assisting administrative teams' continuous innovations and breakthroughs which may turn into incalculable developing potentials. Clark (see Altbach 2005, p. 9) succinctly depicts these four models:

Political negotiations aim to mediate divergent public interests, which are exactly the main concerns of the organizations in and out of governments. Bureaucracy functions in connecting different units into a regular administrative team. Academic oligarchy works to protect professional autonomy and allow related professionals to manage academic works and standards. Containing the positions of employees, customers and institutions, the market reinforces and protects their freedom of choice, indirectly assisting the flexibility and adaptability of the organization.

The major characteristics of the four management Models include the following:

- 1.Collegial Model is most adaptable to the professional sub-system. The policies of such a system are made by teachers with strong self-motivated working momentum. The work is challenging, but participants are capable of making policies through the strategies of coordination, competition and negotiation.
- 2.Bureaucratic Model best applies to administrative sub-system, which is organized according to the decisions made by the higher-level heads and therefore, achieves more efficiency.
- 3.Political Model is appropriate for overall organizational system, of

which policy-making is determined by the objective factors outside university. Negotiations, compromises and political strategies are emphasized.

4. Entrepreneurial Model can well adapt to cross-sectional integrative system, with customer's needs as the major concern of decision-making on the basis of market competitiveness.

The purpose of using different management models in university is to create more advantages in the era of global competition. Therefore, organizational innovation and transformation becomes the necessary condition for universities to thrive in the 21st century. However, Derek Bok (2003), ex-President of Harvard University, claims advisedly, "If universities are obsessed with short-term profits in the process of pursuing distinction and progress, all core values will be irrecoverably sacrificed."

The main task of the leaders of universities in the current "age of fox" (Kerr 2001) is to grasp the core values of university education and opportunities in the whole environment, effectively delimit and carry out blue-sea strategies and evaluate their effects, and make possible the survival and growth of universities. Only those who are able to take advantage of these four models to respond to environmental changes will be the winners in the global competition. (~ Han-yu Huang )