

**PROVIDING AND MANAGING STUDENT  
DEVELOPMENT AND SUPPORT IN HIGHER  
EDUCATION IN A DEVELOPING COUNTRY**

by

**MARIA SUSANNA (ELMARIE) VAN HEERDEN**

**Submitted in fulfilment of the requirements for the degree**

**PHILOSOPHIAE DOCTOR**

in the

**DEPARTMENT OF CURRICULUM STUDIES**

at the

**UNIVERSITY OF PRETORIA**

**FACULTY OF EDUCATION**

**PROMOTER: DR PH DU TOIT**

**Pretoria**

**February 2009**

## ACKNOWLEDGEMENTS

**The Glory be to God. He who determines and steadfastly provides.**

Thank you to:

- Dr Pieter du Toit for kind and expert leadership throughout this study.
- My husband, Neels, for listening to me, accompanying me on my journey and forever lifting me up.
- My daughter, Marni, for allowing me to achieve this goal.
- My parents, Syd and Marie, for always believing that I can and supporting and encouraging me.
- My work colleagues and Senior Director for the support, kindness and encouragement.

## ABSTRACT

This study is a qualitative review to identify factors impacting on the management and provision of student development and support in higher education in a developing country. For the purpose of the study student development and support includes all developmental and supportive services and interventions for students within an institution of higher learning, regardless of the current structuring of the functions.

The study first contextualises the scenario of a developing country in terms of the socio-economic, political, higher education, labour and other factors that set the scene for student development and support and then continues with a systematic exposition of factors that have direct relevance and impact on the future of student development and support. A systematic investigation in the higher education sector by means of interviews with national policy makers, institutional and unit managers as well as focus groups with practitioners make it possible to identify factors that have direct relevance and impact on the future management and provision of student development and support.

The result of the study is a construction of the specific factors identified on the macro/international, meso/national and micro/institutional levels as well as the intricate relationships between the various factors. This research provides a potential framework for future management and provision of strategic focus areas for student development and support functions within higher education in a developing country to ensure that it effectively positions the function within higher educ as a key component of the core business.

Key words and concepts:

- Student development and support
- Academic development
- Higher education

- Student profile
- Student needs
- Curriculum development
- Management in student support
- Institutional development
- Student development service portfolio
- Organisational structure



## **ETHICAL CLEARANCE CERTIFICATE**



ANNEXURE D



UNIVERSITY OF PRETORIA  
FACULTY OF EDUCATION  
RESEARCH ETHICS COMMITTEE

**CLEARANCE CERTIFICATE**

**CLEARANCE NUMBER : CS07/10/02**

**DEGREE AND PROJECT**

PhD Curriculum and Instructional Design and Development  
Factors impacting on the management and provision of student  
development and support in higher education in a developing  
country.

**INVESTIGATOR(S)**

M S van Heerden - 82320323

**DEPARTMENT**

Curriculum Studies

**DATE CONSIDERED**

26 June 2008

**DECISION OF THE COMMITTEE**

APPROVED

*This ethical clearance is valid for 3 years from the date of consideration and may be renewed upon application*

**CHAIRPERSON OF ETHICS  
COMMITTEE**

Dr Salomé Human-Vogel

**DATE**

30 June 2008

**CC**

Dr P du Toit  
Mrs Jeannie Beukes

This ethical clearance certificate is issued subject to the following conditions:

1. A signed personal declaration of responsibility
2. If the research question changes significantly so as to alter the nature of the study, a new application for ethical clearance must be submitted
3. It remains the students' responsibility to ensure that all the necessary forms for informed consent are kept for future queries.

Please quote the clearance number in all enquiries.

## CHAPTER 1

### BACKGROUND AND INTRODUCTION

1.1	Orientation.....	1
1.2	Concept clarification.....	4
1.2.1	Higher education and higher education institution.....	4
1.2.2	Student development and support services (SDSS).....	5
1.2.3	Management of student development and support services.....	5
1.2.4	Academic policy (Teaching and Learning Policy).....	5
1.2.5	National education policies and strategies.....	6
1.2.5.1	National education strategies.....	6
1.2.5.2	National education policies.....	6
1.2.6	Institutional policies and strategies relevant to the academic contexts.....	7
1.2.7	Programme and qualification mix (PQM).....	7
1.2.8	Outcomes-based education.....	8
1.2.9	Educational funding framework.....	9
1.2.10	Mergers in higher education.....	10
1.2.11	Developing country.....	10
1.3	Defining the topic.....	10
1.3.1	Problem statement.....	11
1.3.2	Research aim.....	13
1.3.3	Secondary research questions.....	14
1.4	The research design.....	15
1.5	Ethical and credibility considerations for the study.....	18
1.6	Personal motivation.....	18
1.7	Conceptual background and theoretical framework.....	19
1.7.1	Overview on existing research on student development and support services.....	19
1.7.2	An overview of local and international scenarios regarding student development and support in higher education.....	21

1.7.3	Impact of an outcomes-based educational model on the management of student support services.....	28
1.8	Work plan for the study.....	32

## CHAPTER 2

### FACTORS IMPACTING ON STUDENT DEVELOPMENT AND SUPPORT SERVICES IN HIGHER EDUCATION IN A DEVELOPING COUNTRY

2.1	Introduction.....	34
2.2	Higher education in a developing country.....	34
2.2.1	Factors impacting on higher education in a developing country.....	36
2.2.1.1	Political patterns.....	36
2.2.1.2	Education patterns.....	37
2.2.1.3	Economic patterns.....	37
2.2.1.4	Social factors.....	38
2.2.1.5	The implication for higher education.....	38
2.2.2	The relationship between government and higher education institutions.....	40
2.2.3	Transformation challenges from a student development and support perspective.....	41
2.2.3.1	Trends in the transformation of higher education in South Africa.....	42
2.2.3.2	Challenges for transformation as identified by the National Plan for Higher Education.....	44
2.2.4	Overview of political factors impacting on higher education.....	75
2.2.4.1	Politically driven transformation in higher education in South Africa.....	76
2.2.5	Economic factors and institutional finances.....	78
2.2.5.1	National economy and local economy.....	85
2.2.5.2	Global economy and competitiveness.....	88



<b>2.2.6</b>	<b>Social change and higher education.....</b>	<b>94</b>
<b>2.2.6.1</b>	<b>Changing socio-political profile of students.....</b>	<b>94</b>
<b>2.2.6.2</b>	<b>Changing nature of the collegiate experience.....</b>	<b>94</b>
<b>2.2.6.3</b>	<b>Changing understanding of how students learn.....</b>	<b>95</b>
<b>2.2.6.4</b>	<b>Changing nature of teaching.....</b>	<b>96</b>
<b>2.2.6.5</b>	<b>Changing nature of the assessment of learning.....</b>	<b>97</b>
<b>2.2.7</b>	<b>Educational systems and priorities.....</b>	<b>98</b>
<b>2.2.8</b>	<b>Education and political socialisation.....</b>	<b>105</b>
<b>2.2.9</b>	<b>The utilisation of educational technology.....</b>	<b>107</b>
<b>2.3</b>	<b>Management perspectives in higher education relevant to student development and support.....</b>	<b>109</b>
<b>2.3.1</b>	<b>The context of university management and governance.....</b>	<b>109</b>
<b>2.3.2</b>	<b>A comment on managerialism in higher education: organisational versus university management.....</b>	<b>112</b>
<b>2.3.3</b>	<b>Accountability, quality assurance and performance evaluation</b>	<b>115</b>
<b>2.4</b>	<b>Practices in student development and support.....</b>	<b>119</b>
<b>2.4.1</b>	<b>Environmental scan for current student development and support in higher education.....</b>	<b>120</b>
<b>2.5</b>	<b>Conclusion.....</b>	<b>125</b>

### **CHAPTER 3**

#### **A CONCEPTUAL ORIENTATION FOR THE STUDY OF FACTORS IMPACTING ON THE MANAGEMENT AND PROVISION OF STUDENT DEVELOPMENT AND SUPPORT**

<b>3.1</b>	<b>Introduction.....</b>	<b>131</b>
<b>3.2</b>	<b>Philosophical departure.....</b>	<b>131</b>
<b>3.2.1</b>	<b>Paradigms in higher education management.....</b>	<b>131</b>

3.2.1.1	The post-modernist paradigms impacting on higher education management and provision: Economic versus academic determinism in higher education and the vocational ideal.....	134
3.2.2	Specific paradigms in student development and support.....	142
3.2.2.1	Constructivism and person development.....	142
3.2.2.2	Holistic person development and a multi-disciplinary approach in student development and support.....	146
3.2.2.3	The impact of psychological paradigms on student development and support.....	148
3.2.2.4	Learning science and student development and support.....	154
3.3	A re-constructed theoretical framework for student development and support.....	158
3.3.1	Philosophical assumptions of the study.....	162

## CHAPTER 4

### INVESTIGATION INTO THE FACTORS IMPACTING ON THE PROVISION AND MANAGEMENT OF STUDENT DEVELOPMENT AND SUPPORT

4.1	Research approach.....	164
4.1.1	Research design.....	164
4.2	Social network system, sampling and data collection strategy..	166
4.2.1	Selecting research venues.....	166
4.2.2	Sampling and participant selection.....	167
4.3	Report on qualitative data collection.....	171
4.3.1	Utilisation and outcomes of interview questionnaires.....	171
4.3.1.1	Application of interview questionnaires.....	171
4.3.1.2	Analysis of interview questionnaire data.....	173
4.3.1.3	Knowledge constructed from interview questionnaires.....	181
4.3.2	Utilisation and outcomes of group discussions.....	182
4.3.2.1	Application of group discussions.....	182
4.3.2.2	Analysis of group discussion data.....	184

4.3.2.3	Knowledge constructed from group discussion data.....	185
4.3.3	Utilisation and outcomes of individual interviews.....	185
4.3.3.1	Application of individual interviews.....	185
4.3.3.2	Analysis of individual interview data.....	187
4.3.3.3	Knowledge constructed from individual interviews.....	188
4.4	Integration of knowledge constructed from the study: relating the findings from the three sources of knowledge.....	189
4.4.1	Data processing.....	189
4.4.2	Data analysis (coding and memos).....	189
4.4.3	Outcome of data analysis.....	225
4.4.3.1	Frequency of responses on the identified codes.....	225
4.4.3.2	Analysis of the content of narratives.....	228
4.4.3.3	Analysis of the relationships between identified factors.....	244
4.5	Review of issues of trustworthiness, credibility and triangulation of data and findings.....	246
4.6	Summary of findings: factors impacting on the provision and management of student development and support.....	248
4.7	Closing.....	249

## CHAPTER 5

### SYNTHESIS OF RESEARCH OUTCOMES AND RECOMMENDATIONS OF THE STUDY

5.1	Introduction.....	251
5.2	Review of the research aim and secondary research questions.....	251
5.3	Conclusions and recommendations.....	260
5.3.1	The context of a developing country.....	260
5.3.2	The context of higher education.....	262
5.3.3	The student development and support function.....	263

<b>5.4</b>	<b>Limitations of the study and the subsequent recommendations.....</b>	<b>267</b>
<b>5.4.1</b>	<b>Critical review of the research design.....</b>	<b>267</b>
<b>5.4.2</b>	<b>Critical review of the literature review process and outcome.....</b>	<b>268</b>
<b>5.4.3</b>	<b>Critical review of the qualitative data collection and analysis approach.....</b>	<b>268</b>
<b>5.5</b>	<b>Conclusion and future research recommendations.....</b>	<b>269</b>

## **CHAPTER 6**

### **CRITICAL REFLECTION ON THE PhD-STUDY EXPERIENCE**

<b>6.1</b>	<b>Prologue.....</b>	<b>271</b>
<b>6.2</b>	<b>Epilogue.....</b>	<b>272</b>
<b>6.2.1</b>	<b>What is happening? - reflection during the study.....</b>	<b>272</b>
<b>6.2.2</b>	<b>What happened? - reflection after the study.....</b>	<b>274</b>

### **FIGURES, TABLES, REFERENCES AND APPENDICES**

<b>LIST OF FIGURES.....</b>	<b>xii</b>
<b>LIST OF TABLES.....</b>	<b>xiii</b>
<b>REFERENCES.....</b>	<b>279</b>

#### **APPENDICES**

**APPENDIX 1: DATA (TRANSCRIPTS) PER CODE (CD ATTACHED)**

**APPENDIX 2: INTERVIEW QUESTIONNAIRE**

**APPENDIX 3: STRUCTURED FORMAT FOR TRANSCRIPTS**

**APPENDIX 4: LIST OF TERMINOLOGIES USED IN THE STUDY**

**APPENDIX 5: LIST OF ACRONYMS USED IN THE STUDY**

## LIST OF FIGURES

<b>Figure 1.1</b>	<b>Levels of strategy and policy with impact on student development and support in higher education.....</b>	<b>13</b>
<b>Figure 1.2</b>	<b>An overview of the cyclical research process.....</b>	<b>17</b>
<b>Figure 1.3</b>	<b>Strategy for the literature review and establishing the background to the current study.....</b>	<b>19</b>
<b>Figure 2.1</b>	<b>Higher education in the new millennium: Social, Economic, Political and Education influences.....</b>	<b>35</b>
<b>Figure 3.1</b>	<b>A re-constructed theoretical framework for student development and support.....</b>	<b>159</b>
<b>Figure 4.1</b>	<b>Collective participant-rating of factors impacting on student development and support.....</b>	<b>175</b>
<b>Figure 4.2</b>	<b>Rating of factors by participants in the category: policy-makers.....</b>	<b>176</b>
<b>Figure 4.3</b>	<b>Rating of factors by participants in the category: institutional managers.....</b>	<b>178</b>
<b>Figure 4.4</b>	<b>Rating of factors by participants in the category: student development and support managers.....</b>	<b>179</b>
<b>Figure 4.5</b>	<b>Rating of factors by participants in the category: student development and support practitioners.....</b>	<b>180</b>
<b>Figure 4.6</b>	<b>Diagrammatic representation of the relationships between the factors impacting on the provision and management of student development and support in higher education .....</b>	<b>244</b>
<b>Figure 4.7</b>	<b>Continued reflection on the research process.....</b>	<b>247</b>

## LIST OF TABLES

Table 1.1	Secondary research questions and research objectives.....	15
Table 1.2	Substantiating a multi-method approach for the study.....	16
Table 2.1	Summary of financial redress strategies in higher education in South Africa (1998 – 2006).....	82
Table 2.2	Application categories in higher education from a South African perspective and the specific implications for student development and support.....	99
Table 2.3	Summary of survey: Student development and support services at institutions of higher education.....	121
Table 2.4	Summary of factors identified that impact on student development and support functions.....	125
Table 3.1	Research output units of the Tshwane University of Technology (2006) .....	135
Table 3.2	Qualification profile of full time equivalent staff at the Tshwane University of Technology (2006).....	136
Table 3.3	An interpretation of the elements of construction as identified by Herrington and Oliver (2000).....	144
Table 4.1	Systematic analysis of the Macmillan-Schumacher definition of qualitative research and the applicability to this study.....	165
Table 4.2	Method of investigation and sampling.....	167
Table 4.3	Summary of research aims and enquiry strategies.....	170
Table 4.4	Frequency table of the responses of participants to the specific items listed in the questionnaire.....	174
Table 4.5	Summary of text/transcript key words and concepts related to codes.....	196
Table 4.6	Response frequency per code and primary document.....	225
Table 4.7	Response rates for the highest factors.....	226

<b>Table 4.8</b>	<b>Lowest response rates for the factors.....</b>	<b>227</b>
<b>Table 4.9</b>	<b>Further factors also indicated as being of importance according to response rates.....</b>	<b>227</b>
<b>Table 4.10</b>	<b>Systematic analysis, comment and/ interpretations of narratives.....</b>	<b>228</b>
<b>Table 5.1</b>	<b>Factors postulated to have an impact on the provision and management of student development and support in higher education in a developing country.....</b>	<b>252</b>
<b>Table 5.2</b>	<b>Secondary research questions and research objectives.....</b>	<b>253</b>
<b>Table 5.3</b>	<b>Factors, in order of priority, as identified by the interviews and triangulated by the interview questionnaires and literature survey.....</b>	<b>255</b>
<b>Table 5.4</b>	<b>Original factors (as from literature) and newly identified factors (as from interviews and questionnaires).....</b>	<b>256</b>
<b>Table 5.5</b>	<b>Categorisation of factors impacting on student development and support.....</b>	<b>258</b>
<b>Table 5.6</b>	<b>Summary of the factors found to be critical in the provision and management of student development and support in higher education in a developing country.....</b>	<b>264</b>