

The purposes of this study were to access the tasks of deans, the problems in administration encountered by deans and to propose a description of the proper tasks of deans in private higher education institutions. Those studied were deans holding positions during the 1988-1990 academic years. Percentage, mean, standard deviation and t-test were used for the analysis. The results were :

1. The deans carried out the general administration concerning the direction of educational activities in line with the policy; and they also set up the policy, the planning and the goals of the faculties and meet with the faculty committee and staff. The deans meanwhile gave the highest priority to these first two tasks.

2. The deans considerably emphasized the academic administration maintained the quality and standard of the faculties, formulated and developed the faculty programs, encouraged and promoted the setting up of academic activities in the faculties. The deans at the same time emphasized the direction of teaching and learning in the faculty programs.

3. The deans regularly supervised the personnel administration. This includes the recruitment of faculty members and officials, the promotion of both faculty members and officials to study at a higher level and the proposal for their appointments to the presidents.

4. The deans moderately operated the student affairs administration. This includes the orientation and the farewell meeting with students in the faculties, the appointment of the academic advisors of the students and the cooperation with them, the supervision of the students and the direction of the regulations and discipline. The deans gave the priority to the student affairs by setting up extra-curricular activities to develop the student personality and moral.

5. The deans took charge of the financial and budget administration which includes the consideration of the proposed departmental budget, the direction of the budgeting of the faculties and the payment approval. The deans meanwhile moderately gave an equal importance to all aspects of this work.

6. The important characteristic and image of the deans are that their knowledge and ability both academic and administration affairs inside and outside their institutions. On the other hand, the deans must have good human relations, leadership and charisma. In addition, their age should be 40 years upward, and they should have experiences at least 10 years.