



SCIREA Journal of Sociology

ISSN: 2994-9343

<http://www.scirea.org/journal/Sociology>

January 16, 2024

Volume 8, Issue 1, February 2024

<https://doi.org/10.54647/sociology841260>

Identification of the Stakeholders of a federal university

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Abstract:

Created in 2013, the Federal University of Cariri - UFCA, has sought to implement actions that allow the fulfillment of its mission with the community in which it operates. In line with its Strategic Planning, the Dean of Graduation has sought to use in its activities a model that can make Cariri from Ceará more efficient. One of the tools used is the Performance Prism, a technique that is being used to base decisions and guide Management towards results in the sector.

Keywords: University management; Performance; Performance prism.

1. Introduction

In the last 30 years, Brazil has undergone several changes, which have made relations between public power and society more dynamic. The explosion of digital technologies, redemocratization, the end of hyperinflation, the access of various sectors of the population to better goods and services, including Higher Education, whose expansion reached several cities in the interior of the country, are some of the transformations felt by society in recent years.

This change is also reflected in the public sector, which must modernize to meet the expectations of the population, who are now more aware and demanding about their rights as

citizens. Therefore, the public sector must keep in mind the need to respond to society's demands adequately and quickly. Moreover, not only that, it is necessary that the public service can be guided by clear rules of action, with defined milestones for measuring this action, which makes urgent the use of Results Evaluation Systems, also known as Management for Results.

The use of Results Evaluation Systems has become increasingly popular in several organizations. Process improvement, cost reduction and control, with the efficient application of resources are some of the advantages sought by organizations that seek to perform a management for results. In an environment of scarcity of resources, such as the one presented in the current context of crisis, where public policies are elaborated and executed having to observe the Expense Ceiling, it is important to reflect on the best way to manage them. In the present work, the researchers performed the analysis of a specific process, the reception of enrollments of new students in a Federal Institution of Higher Education (FIHE).

Among the various public institutions, IFES - Federal Institution of Higher Education - receives a series of demands from the most different social actors, needing to take into account all interests that come to it from both the internal community and the community outside the organization. It is important to know each interest group (Stakeholders) and what are their desires and yearnings in relation to the university along with what these groups can offer it. This relationship between the institution and its stakeholders can be better measured through the Performance Prism. This work will focus on the initial process of applying Management by Results, defined by the research team as the identification of Stakeholders.

2. Results and discussions

Considering the nature of the activities of a Higher Education Institution (HEI), even more being a public institution, this approach may bring a reflection, on the part of managers on the search for permanent satisfaction of stakeholders. Raising to a strategic level, the University's contact with the community and other bodies and its social function.

The adhesion of the Universidade Federal do Ceará to the Expansion Program of the Federal System of Higher Education, in 2005, originated the Cariri Campus of the UFC, in the city of Juazeiro do Norte, whose activities of teaching, research and extension point mainly to the study, understanding and coexistence with the semiarid region. Since the implementation of the Cariri Campus, it has had:

(...) between 2000 and 2013 the strong intervention of Campus Cariri in its socioeconomic context through diverse actions, from the training of professionals who would strengthen the various professional fields reached by the undergraduate courses, the dissemination of scientific knowledge and technology in the field of research and also the actions undertaken at the heart of its extension (BARRETO E CHACON, 2015, p. 163)

With the creation of “Work Groups with the purpose of discussing the principles and values of a university that had the Cariri Metropolitan Region as its locus of activity” (BARRETO E CHACON, 2015, p. 167), With the creation of "Working Groups to discuss the principles and values of a university with the Metropolitan Region of Cariri as its focus" (BARRETO E CHACON, 2015, p. 167), starting in 2011, the discussion on the creation of a new University began with the dismemberment of the Cariri Campus of the UFC. Which allowed the creation of the Federal University of Cariri, by Law 12.826 of June 5, 2013, which created the Federal University of Cariri - UFCA, receiving from the former Cariri Campus the campuses of Barbalha, Crato and Juazeiro do Norte, plus two campuses that should be created and implemented in the cities of Brejo Santo and Icó.

In view of this scenario, where the academic community of Campus Cariri began discussions still in 2011 for its constitution as a university dismembered from the UFC, we can relate the creation of the Federal University of Cariri, as a result of both a government policy and the direct influence of its academic community in its implementation (SILVA, 2016).

Created in the semi-arid sertão, the UFCA took as its mission the dialogue with the territory through the studies of Regional Sustainable Development, seeking to consolidate itself as a university that is open to the complexity of the semi-arid, aware that this implies the assumption of new ways for the university to relate internally and externally. It implies more democracy, greater participation of technical staff, students and the community in the management of the institution, in the elaboration of its principles and norms.

The UFCA is constituted to "reflect on the development process from the point of view of regional organization, occupation of the territory, use of biomes and natural resources, and social impact" (BARRETO, CHACON E NASCIMENTO, 2013, p. 188).

From the moment of its creation, the University assumed the process of enrollment through the Dean of Education (Proen), replaced in 2018 by the Dean of Undergraduate Studies (Prograd). Every six months, the enrollment process absorbs considerable physical and human resources, which due to the dimensions of the UFCA, a new university in the interior of Ceará, ended up affecting the institution as a whole. The search to adopt a management for results would help to rethink the activities developed and the resources used, optimizing the process,

reducing the impacts on the organization and, consequently, the dissatisfactions that are often perceived during the process. From now on, every edition the Prograd's team has been making efforts to improve the enrollment process, implementing several improvements, such as: the password call; conference improvements; and calling volunteers from other sectors to collaborate.

However, in 2019, aiming at greater efficiency and convenience for Stakeholders, a study of the digitization process was defined. A preliminary study was made in conjunction with the Directorate of Information Technology, and a scientific article was identified that spoke about the digitization process of Sisu at the Federal University of Latin American Integration (UNILA). In view of this, the first contacts with the University were initiated, obtaining great success in the collaboration of UNILA with UFCA, including giving the code of the academic management system to UFCA. Due to the success of the partnership, in 2020 UFCA began the process of digitization in the process of entry and enrollment of new students.

A public Higher Education Institution, like any other institution, has several groups that demand different responses from the organization. The creation of value by the institution must take into consideration these stakeholder groups. Therefore, the identification of these groups is necessary.

Starting from informal contacts with the Campus management and with the professors and technical staff crowded in the unit, two large groups of Stakeholders were identified, the primary and secondary. Primary Stakeholders are those who "support all the objectives and form the basis of the success map of an organization" (RENDEIRO, 2014, p. 59), while secondary Stakeholders, continues Rendeiro (2014), are those who facilitate the achievement of certain objectives of the institution.

As primary Stakeholders the following were allocated: students, employees and the university's general management. As secondary Stakeholders: the external community, municipal governments and control agencies, federal government, would be relevant Stakeholders.

The students are the Stakeholders who mobilize more resources of the institution, since their ultimate activity is the formation of them. In general, this group demands from the university a quality education that allows them to be competitive in the labor market, clear rules of evaluation and student assistance that supports them in their permanence in the course, and professors with adequate knowledge to give classes, and administrative support that solves

their demands. The students' contribution to the academic unit would be in the return given to the training received through academic work and research that would enter the repository of knowledge produced by the campus and the involvement in the academic activities carried out by the university, problematization and reflection of the contents presented in class and the conclusion of the course.

The collaborators are extremely important, because it is through them that the university carries out its activities and it is with the collaborators that all interaction with the students takes place. The servers demand stability and security, besides the status linked to work in a federal institution of higher education. There is still an important variable, since it is a public higher institution, the collaborators themselves through collegiate bodies do the management of the organization, which delegates more power to these employees, if we compare to private organizations or more verticalized public companies, for example. Rendeiro (2014) notes that collaborators are responsible for both the development of the organization's strategies and their implementation, thus taking a central role for the organization. In this way, the institution expects the collaborators to have the capacity to act in several roles (teaching, research, extension and management activities), as well as to present suggestions for improvements in the organization.

The sector demands both the financing, the consumable material and the equipment for the exercise of its activities from the general management, so it was decided to place the general management of UFCA as a stakeholder that performs the functions of investment and supply of PROGRAD, because the sector wants their requests to be met with quality, speed, through uncomplicated and clear processes, with appropriate agents for the service. As it is a new institution, the dean's office also demands support for its activities. The general direction demands a positive image related to the investments made in the unit and security in its management, demonstrating that the academic unit is sure of the directions it will follow to achieve its objectives, in addition to meeting the norms of public administration.

Each of these stakeholders is involved with the university's internal processes and are essential to the organization. Secondary Stakeholders, on the other hand, are not so involved in the unit, but they are still important as they support certain tasks.

The surrounding society is where most students come from. It demands solutions to their problems and involvement of the university in their routine. As a contribution, the university wants to have support and recognition in return.

Municipal governments probably want the university to support their actions in the most diverse areas, as well as that, the consolidation of the campus can bring a virtuous cycle of growth in the city and the region. It is hoped that the contributions that the municipal government can provide will involve the assignment of facilities, vehicles and the partnership in the realization of academic events.

The Federal Government provides the financing of the whole process, besides being responsible for the application of the National High School Exam (Enem), and the selection of candidates in the Unified Selection System (SISU). Besides providing the general budget of UFCA and the other IFES, which will allow obtaining the resources for the execution of the activities. The control agencies are relevant at this time because they observe how the university allocates the resources received and whether it has complied with the necessary rules and regulations.

We used some of the techniques of the Performance Prism to first determine which Stakeholders would be relevant to the unit, their needs and contributions, only then to be able to outline the strategies, processes and capabilities. Thus, a whole structure to ensure stakeholder satisfaction was built, not only to measure the performance of the organization, but also to be a tool used to assist management issues and decisions (NEELY ET AL, 2001).

3. Final considerations

Public management must be endowed with a vision that the public organization, in this case, the University cannot be at the service of itself, but of society, which finances it through the Public Fund.

Visualize the different groups, inside and outside the Public University, that have demands to make and could also take the reflection of how these demands can be met, aligning the organization's strategies with the satisfaction of these stakeholders' needs, carrying out a dialogue rich in meaning for an organization seen as an instrument for sustainable regional development. For a HEI, such as the one addressed in the paper, which has recently established its Strategic Planning, identifying stakeholders will help all involved in understanding and formulating the objectives to be achieved, the goals to be set, and also the capacities to be developed so that the necessary processes can be carried out.

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