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Techniques of improving the heads of Islamic Azad University units of Iran and ranking them in order to promotion of professional ability

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Abstract
Present study was done aimed to identify the techniques of improving the heads of Islamic Azad university branches and ranking them effectiveness in order to promotion of professional ability. Study methodology was descriptive survey that was performed in qualitative and quantitative parts. Statistical population in the qualitative part was includes present and past heads of Guilan Islamic Azad university branches with more than 20 years' record of service as head and in the quantitative part it was consisted of all the heads, vice-heads of branches and heads of faculties in Guilan Islamic Azad universities. Systematic non-random technique was performed and for quantitative part, total counting was performed to select the study population in the qualitative part. Research tool included interviewing and two open ended and close ended questionnaires. Data analysis was performed by fuzzy technique. In this study, 33 development techniques were recognized for heads of university branches, were classified in 3 major categories including formal, learning in practice and informal. Study findings indicate that amongst the development techniques for university branches heads, proceeding in the management profession, moving from lower responsibilities to the higher responsibilities, 360 evaluations, contributing in the question and response sessions with different beneficiaries, visiting the university branches with successful function had greatest effect on the enhancement of professional ability of university branches heads.

Key Words: *development, head of the university branch, development techniques, professional ability*

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Introduction

Changing is the most important feature of today's organizations, in these complex and diverse environment conditions with rapid changes, if we cannot fit organizations, managers and employees with these changes, we will be their victims (Sabrkesh, Mazinani and Noormohammadi, 2013). Today, we are facing with a new revolution in growing leaders, operating models and technology are changing; our customers are very powerful and people have more rights to choose, because our old approaches to specify the functions, setting up lesson classes, revealing the defects of people, and removing them with what is happening now increasingly seem unrelated and discrete.

Our challenge as professionals for improving our managers is finding a way to choose our valuable, rational, theoretical and practical approaches and combining them with revolutionary changes in leadership, innovation and performance To respond to multiple needs and business motivations nowadays (Claus and Datlych, 1392: 30). In today's complex and changeable society, developing programs which are carried out for competence of managers at different levels in order to manage the efficiency and effectiveness of their activities is the most valuable and the most important purpose of organizations (Rahimnia and sober, 2012).

Head of the university is considered as the highest professional and managerial post in the academic community. Program planners of higher education has allocated the financial resources to expand physical conditions of universities and their facilities, and paid little attention to the development of their human resources; One of the issues that must be considered, creating opportunities for developing management in universities of the country. University human resources development should be at the head of the affairs. As long as the human resources are not growing, the management in universities will not change (adorned, 1380). College administrators play an important role in developing intellectual human resources in community, and in providing human resources in institutions and, productivity and services in society. Therefore, it is necessary to pay more attention to improve the university administrators' managerial competencies (Torkzadeh and Ansari, 2015).

It is clear that managers are responsible for the growth and the development of their capabilities and in the context of higher education; managers are considered as the key elements of a change of management at the Universities. But universities are also responsible for creating a suitable environment for the professional development of the university administrators. What universities need, is the rebirth of the management, of course as a form of the empowerment, the management that must initiate a program to restore the desired standards and social responsibilities. Managers are not born as managers, but they are bred with theoretical and practical experiences (Arasteh, 2001).

Research background

From 1980 organizations attentions to grow their managers became more serious. They found that improving and growing of the education director, is as a system to help organizations to implement larger and heavier administrative functions. Continuity of survival of the organization is impossible without stability and succession of the management and improving and training of the manager must be considered in all levels (Molaei et al., 2008).

Development and management training is said to the collection of activities which help the participants (present and future managers) to enhance the organizational efficiency standards, and to improve the competence of the individual and the organizational environment (Kaber and Propenco, 2011).

Effective leadership and the development and the training of the leaders have always been

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the main concern for the organizations. Full recognition of the leadership development, is beyond the mere selection of a particular leadership theory and to train this theory-related behavior to people. Leadership development is a complex issue that deserves expert attention (Day, 2014).

Day made a distinction between the development of leadership and the leader development. Leader development focused on the improving of the leader. While leadership development emphasizes on a process that inherently involves multiple people (for example: leaders, followers,). Education and development of human involves a complex series of processes that must be identified. In response to the question of and are effective the individual differences in this regard or not? Researchers like Lord and Hall (2005), pointed to the importance of the individual identity in improving the skills and the expertise for leadership as a part of the process of the improvement of the leaders (Day, 2014).

Coaster and Martinez, classified a variety of the leadership development programs for heads of universities and colleges in America in five groups: the infrastructure improvement comers with setting up the training periods in special institutions, the in-service upgrading programs offered by professional organizations, the educational leadership programs leading to a college degree, the programs within the university development talents and the assessment of the performance improvement of the current directors. The results showed that the offered curriculum includes the leadership theory, the finance, the management, the human resources, the budgeting and the managing changes and the lack of the time and the lack of the financial support are the development obstacles. In addition, the networking and the coaching are other methods of the improvement of the leadership in American universities (Koester & Martinez, 2016).

Valine, carried a study that entitled "The Professional improving for the college directors: Study of the heads of colleges and institutes of higher technical education in the three states". the heads of 106 colleges in three states, through the questionnaire ranked the opportunity for rehabilitation professionals, that included the state and the regional conferences, and the national conferences, the state meetings of the college directors, the regional leadership training programs, the state leadership training programs, the national leadership training programs and the studying opportunities in terms of their usefulness. In the directors of the colleges opinions, the state meetings of the college directors was the most valuable professional development opportunities and the national conferences, the state and the regional conferences were ranked in second and third (Wallin, 2013).

Clark (2013) provided four-dimensional model of the leadership development. These dimensions are classified of two levels: and the -System- level development

-Individual-level development. The -System-level development includes: the networking, the sharing leadership, the organizational learning that go through the process of spontaneous interaction, stress and adaptation. Individual-level development is found in the behavior of the leader.

Eddie findings (2013) shows that, first, the college leaders, learn by doing things and not in the official in-service training courses and second, to improve the skills, they need to depend on the relationships and the interactions with others (Eddy, 2013). Henson did a study that entitled "Improving the intersection of leadership: the directing of the leaders and the organizations to learn the leadership more effective ", for achieving a further communication and a solution for the leadership development, with considering the development process and the direction for a relationship among the leaders and their organizations, he suggested the below model (Hanson, 2013).

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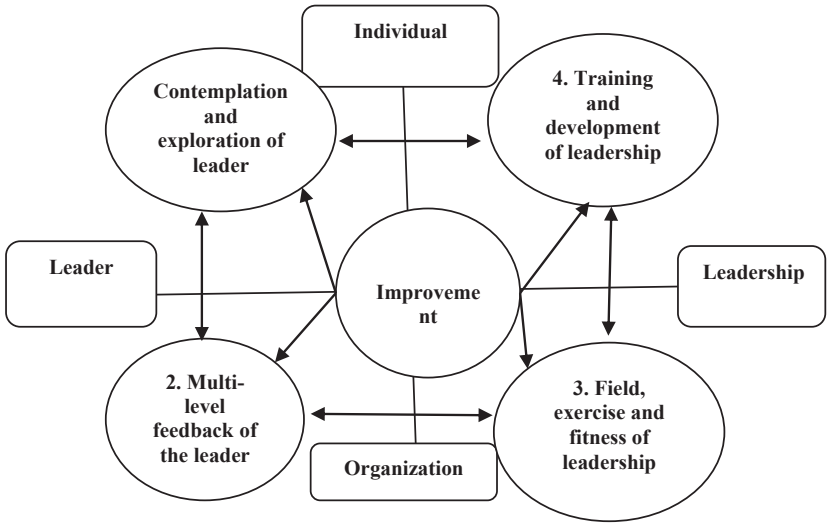


Figure 1. Interface Model of the leadership development (Hanson, 2013)

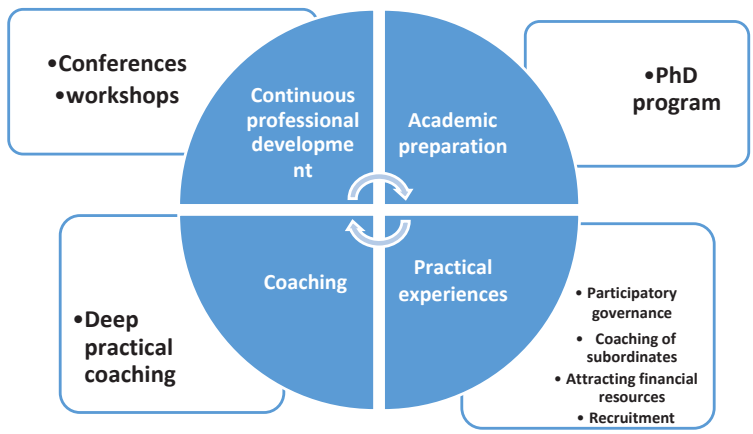


Figure 2. The conceptual model of the higher education leadership development (Freeman & Kochan2012)

Freeman and Kochan in the research as a roadmap for the leadership of the university presented their concepts model on the process of the improvement of the university leaders (Freeman & Kochan, 2012).

The results of the research of the Press entitled "Application of the Community of the Colleges of America competencies for the college leaders", showed that, in terms of participants, the most useful improvement opportunities that were offered in order of the importance were: the career movement from the bottom-up responsibilities, challenges to the job placement schemes in the businesses, the academic working group memberships, the membership in the committees and the commissions and the networking (Price, 2012).

The results of the research of Hassan, revealed that methods of the career movement from the bottom-up responsibilities, challenges to the job placement schemes in the businesses, participating in the courses leading to a degree, getting the Feedback of the various types of the assessments, the networking with colleagues, the coaching /the master- disciple relationship and the Participating in the training workshops leads to the promotion of

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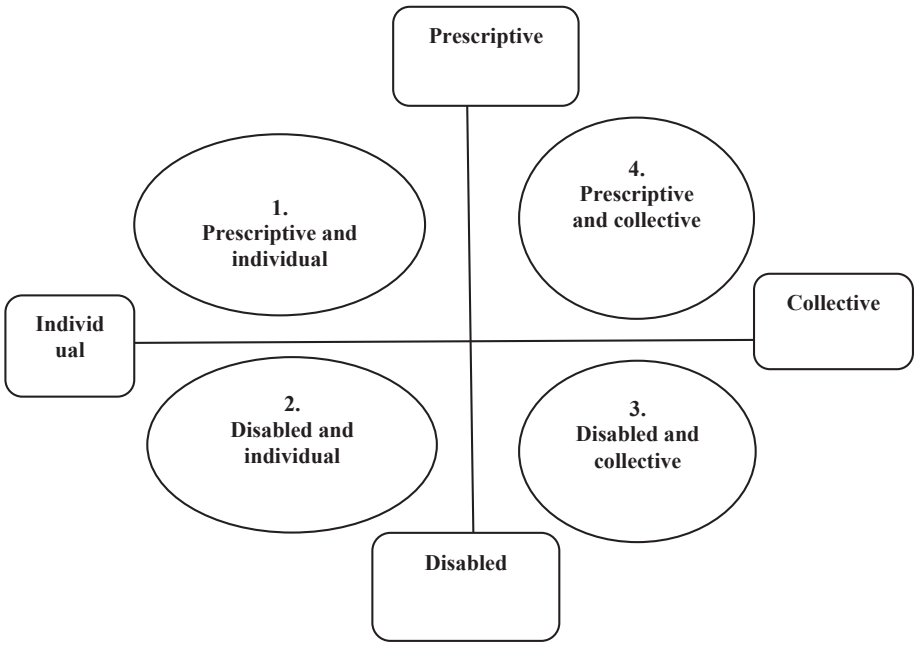


Figure 3. The leadership development framework (Bolden, 2005)

the merits of the academic leaders (Hassan, 2010).

Richard Bolden of the Center of the Leadership Studies at the University of Exeter in a report (2005) presented the framework of the improving of the leadership in the training agency and the improving of the skills (Bolden, 2005).

Story classified the most important ways of the improvement and the education in the following categories:

The learning about the leadership and the organizations, including the classrooms and the traditional methods of the workshop to get acquainted with the leadership theory and the relevant researches

- Analysis of the individual/the team and exploring the leadership methods, including the psychometrics, the 360 degree feedback, the mentoring and sensitivity training; In order to raise the awareness and the impact of these methods.
- Experiential learning and simulations: approaches that emphasize the importance of the learning in practice, such as the simulations, the role-playing, the courses outside the workplace.
- High level strategic courses: special executive development courses for the managers that often held in collaboration with valid colleges and educational institutions.

In addition to the above items, the organizations benefit of the informal development methods, including the participation in the projects, the missions, the seminars, the career planning and also master / disciple (Story, 2004).

Ghafarian is placed the components of the competences and the capabilities of the leader in six major groups (of the competence) include: the professional knowledge, the skills (the behavioral skills, the thinking skills); the features and the functionality of the personality (the self-esteem and the extroversion), the vision (the value, the fundamentalism); the professional reputation (the strong official communications, the professional power, etc.);the general validity (the strong non-official communications, the public reputation, etc.). These dimensions form the total model of the managers' improvement, the model that connects the competences and the ca-

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pabilities of the managers to the management Effectiveness (Ghafarian and Ghafarian 2015).

Farhi Poor Zanjani (2007), classified the major improvement strategy of the managers in the form of the empirical methods to improve the job along it (the management training, the management training courses within the organization, the external factors), out of it(the practical learning, the coaching, master/ disciple ,in charge of support, the jobs enrichment, the jobs rotation, the assistance, the networking, the vision or the vision forming part), as well as the management development techniques out of the job (the presentation of the subject/ the lectures, the case studies, group discussions, job projects. ..).

In Abtahi's opinion (2004) there is not a standard and impeccable version for the training and the management development. Every organization should design the necessary training courses for improving their supervisors and managers proportionate to the purposes and the internal issues and their environments, and to identify sources of funding. The organizations that usually have a systematic program for the training and the manager's development, they use a variety of techniques based on the philosophy and the approach to the issue of the improvement of the human resources (Abtahi 2004, 211-210).

Today, the organizations are faced with unprecedented challenges that often seem beyond the personal and the institutional capacity of their leaders. The only effective response to this situation is improving (Stone, 2012). The improvement and the organizations change begins with the development and the change of the managers and; so, the training and the managers and the employees development on the basis of the new paradigms, having the attitude appropriate to it and the usage of the appropriate approaches in education of the managers who have the necessary qualifications to face with a variable and complex and vast environment that the higher education in the inner and the international level is facing with, is a vital necessity (Shojaee Verdi 2008, quoted by symor, 2008).

The university leader is considered the highest professional and managerial post in the academic community. The higher education planners allocate the financial resources to expand the physical places of the universities and their facilities and paid little attention to the development of their human resources. One of the issues that must be considered is creating the appropriate opportunities for management development in universities of the country. University human resources development should be at the head of the affairs. As long as the manpower is not growing, the management in universities will not change also (Arasteh, 2001).

Research objectives

The aim of this study is identifying the ways of improving the heads of the academic units and the relative importance of each of the methods in enhancing their professional ability. On this basis, the research questions are:

1. What are the ways of improving the managers of the Islamic Azad University?
2. How much is the relative importance of each of the improvement methods in enhancing the ability of the professional managers of the Islamic Azad University?

Research methodology

In a field research and a descriptive survey method that was done by using the research strategies, exploratory, in both qualitative and quantitative parts. In the qualitative part, the statistical population includes the current and the former heads of Islamic Azad University of Gilan province with more than 20 years of being the university leader and being the member of the board of the university. In the quantitative, statistical population is composed of all heads and the assistants of the universities and the heads of the departments of the Islamic Azad University of Gilan province, including 15 heads, 45 assistants and 13 heads of the faculty in 15 academic units. To

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choose the higher education management experts who have reputations of the head of the academic unit, targeted and non-random theoretical saturation methods were used and to choose all of the heads and the assistants of the universities and the heads of the departments of the Islamic Azad University of Gilan all members were counted.

In this study, in the qualitative part from multiple data alignment method was used. According to Gall et al, (2004) alignment process involves the use of the different methods of the data collections, using the multiple sources, the analyst views and the theories which are used to verify the validity of the findings. In this study are used from three sides: a) the collection of the theory and the foundation principles behind the research variables, b) researches that are done in the field of the managers' development methods and c) The scholars and experts comments in the field of the development methods.

In the implementation of the phase (a) and (b), review of the specialized literature for exploitation of the university manager's development methods was done. And in the implementation of the phase (c) semi-structured interviews were conducted with scholars and experts of the higher education management and the open-ended questionnaire including five questions, according to the basic framework of steps A and B, were prepared and distributed among them. Then, according to the feedback obtained from the content analysis and the results of the studies about the improvement of the university leaders in library, after the open-ended questionnaire phase, the second answer pocket were distributed among the second group community consisted of all the heads and the assistants and the leaders of the departments to determine ways to improve the work.

The method of judgment of experts was used in order to determine validity of the questionnaires. The questionnaires were given to management expert professors and professionals after preparation and primary evaluation and they confirmed them after evaluating content validity and after considering the desired reforms. Also they were implemented in small scale and problems of the responders in interpretation of questions were specified and correctness, arrangement, not entering each other and composition of questions were controlled and defects were removed to be used in the intended volume. The test primary implementation plan was used in order to calculate reliability of the second questionnaire. By distribution of 30 questionnaires as the initial test among some of current and former heads of branches of Islamic Azad University of Gilan province, coefficients of the calculated Cronbach's alpha indicated the strong relation between questions of the questionnaire.

According to this issue that the Fuzzy Logic in analyses provides possibility of using extensive set of language variables (in the same way of their existing) and also provides approximate reasoning and similar to what occurs in the human brain, in this research the Fuzzy average was calculated for values of indexes by using a fuzzy decision making model after determination of indexes and collection of comments of experts. The weighted average method was used to bring together experts' comments by using arithmetic average and in order to change fuzzy numbers to absolute values. In the next stage, the options were ranked. The purpose of this stage was automatic systematic determination and preferences among options mean their ranks. In this regard, at the end of the process an option that was situated in the first situation of ranking was the most suitable option.

In short, stage of ranking options or selecting the best options is based on the collected

Number of questions	Cronbach's alpha
33	0.925

Table 1. coefficient of Cronbach's alpha of improvement methods

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information on the options. The used method was Fuzzy Analytic Hierarchy. The received data in the Fuzzy method was changed to objective and numerical data through Statistical-Fuzzy analyses. In this regard, abnormal and normal weights were calculated for each one of the improvement methods.

The Fuzzy avearge was calculated for values of the indexes to analyze data by exploitation of Fuzzy Logic after determination of indexes and collection of experts' comments. The weighted average method was used to bring together experts' comments by using arithmetic average and in order to change fuzzy numbers to absolute values. In the next stage, the options were ranked.

After receiving data, they were changed to objective and numerical data through Statistical-Fuzzy analyses to obtain the most reliable group agreements of executive board members of university branches about improvement methods and their relative weights and to be ranked.

Scoring system, including the quintet Fuzzy spectrum, was as follows:

Findings of the research

The first question: what are improvement methods of heads of Islamic Azad University branches?

In order to identify improvement methods of heads of Islamic Azad University branches by using multiple data alignment method, variable of the research was studied and evaluated in the following three methods:

A) Theoretical principles and underlying principles related to improvement of leaders, managers and heads of university, according to plans and circulars of Islamic Azad University;

B) Evaluation of the conducted researches in the under studied field;

C) Interview pundits and experts of university management.

In this regard, first the first side of the alignment triangle was evaluated relying on theoretical principles and contents related to variable of the research. For this purpose, different references including books, papers and regulations and circulars related to improvement subject of leaders and managers generally and also improvement of heads of university branches were studied and evaluated. Another side to identify improvement methods of heads of university branches was research evaluation that for this purpose, the conducted researches in and out of the country were evaluated.

The initial framework of improvement of heads of university branches were shaped from pluralization of results from these two stages (theoretical principle and history). In continue of this process, the third stage meanwhile interview and discuss with 13 people of pundits and experts of university management , the obtained initial framework of improvement with an open-response ques-

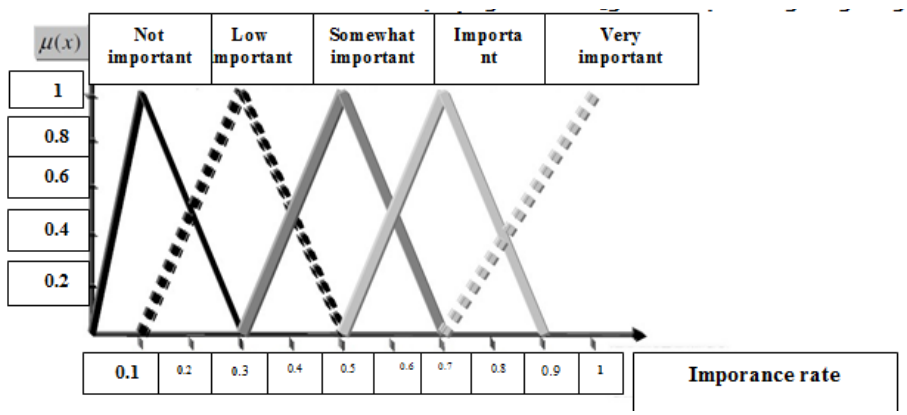


Figure 4. Showing triangular fuzzy numbers of quintet options

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Language Dictionary	Most pessimistic	Most likely	Most optimistic	Absolute number (a+2m+b)/4
very importance	0	0.1	0.3	0.125
Low-importance	0.1	0.3	0.5	0.3
Average importance	0.3	0.5	0.7	0.5
High importance	0.5	0.7	0.9	0.7
Very high important	0.7	0.9	1	0.875

Table 2. Language terms and fuzzy number associated with each one and become absolute numbers

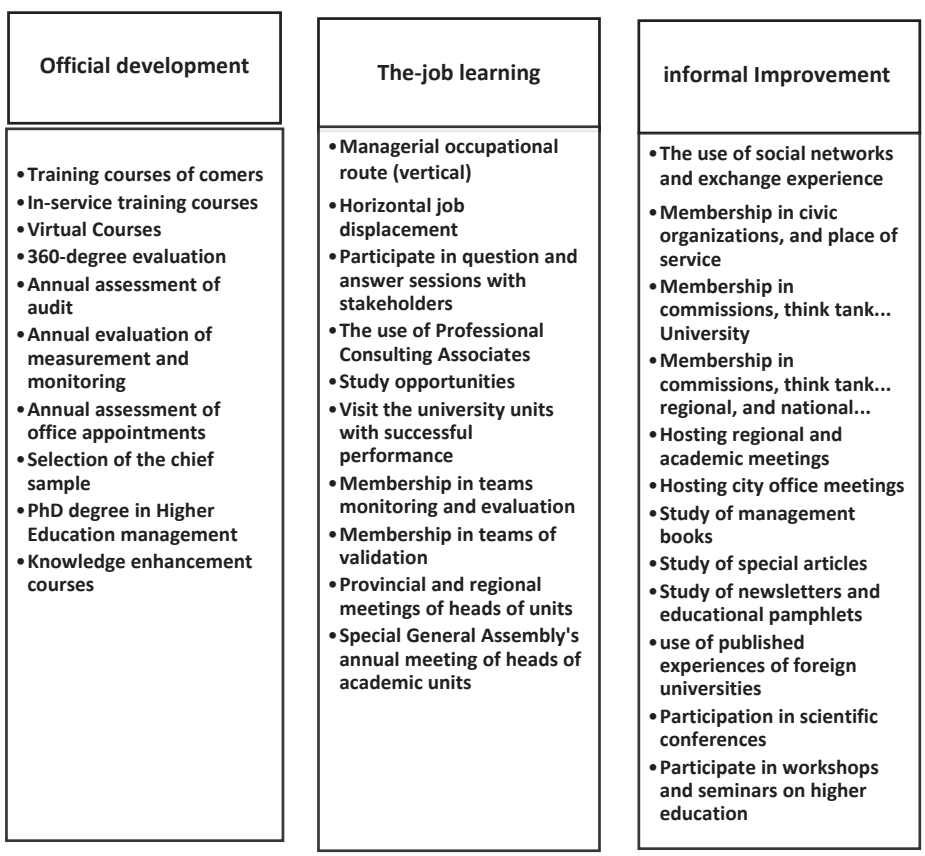


Figure 5. Improvement methods of heads of university branches

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methods to sanitation of heads of the university	Mean of fuzzy triangular			Relative importance	
	Most optimistic	Most likely	Most pessimistic	Absolute number	Rank
negotiating the career path move from bottom to top responsibilities	0.984	0.867	0.667	0.846	1
managers evaluation of 360 degrees	0.895	0.744	0.545	0.732	2
Participate in question and answer sessions with various stakeholders	0.895	0.741	0.542	0.730	3
Visit the university units with successful performance	0.886	0.727	0.527	0.717	4
Get feedback from periodic assessments of measurement and monitoring	0.868	0.708	0.510	0.699	5
The use of Professional Consulting Associates	0.866	0.695	0.496	0.688	6
Participate in training courses (first appointment)	0.844	0.697	0.503	0.685	7
Get feedback from annual assessment of the inspection by the Office of Inspector General of the University	0.849	0.686	0.490	0.678	8

Table 3. Average triangular fuzzy and relative importance of methods to sanitation of heads of the university

tionnaire were given to them and findings from interviews and questionnaire in the obtained improvement methods from theoretical principle and history of the research were prepared in three main dimensions including improvement in the formal method, learning meanwhile the work and improvement in the informal method.

The second question: how much is importance of each one of improvement methods in improving professional ability of heads of Islamic Azad University?

In order to determine importance of improvement methods of heads of Islamic Azad University branches, a questionnaire containing 33 method that was classified in three dimensions of formal improvement, learning mean-

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Ways of improving heads of academic units	Mean of fuzzy triangular			Relative importance	
	Most optimistic	Most likely	Most optimistic	Most likely	Most optimistic
The use of published experiences of universities abroad	0.845	0.678	0.479	0.670	**9**
Get feedback from audit annual assessment	0.826	0.662	0.470	0.655	**10**
Select the head sample of academic unit (appreciated ...)	0.829	0.656	0.456	0.649	**11**
Membership in commissions, committees, think tanks and the University	0.830	0.651	0.451	0.646	**12**
Participate in training courses (after appointment)	0.812	0.653	0.460	0.645	**13**
Participate in the Annual General Meeting of heads of academic units	0.814	0.645	0.451	0.639	**14**
Get feedback from annual assessment of central organization of the university of office appointments	0.816	0.642	0.442	0.636	**15**
Participate in workshops and seminars on higher education management	0.816	0.640	0.441	0.634	**16**
Membership in commissions, committees, provincial think tanks, regional and national	0.797	0.621	0.422	0.615	**17**
Use of virtual social network in order to exchange experience	0.800	0.618	0.418	0.613	**18**
Participate in provincial and regional meetings of heads of academic units	0.796	0.618	0.421	0.613	**19**
Study opportunities	0.753	0.568	0.377	0.567	**20**

Continuation of Table 3. Mean of fuzzy triangular and the relative importance of improving methods of Directors

while the work and improvement in the informal improvement with five-item spectrum Likert and one open-response question were given to heads, vices and heads of faculties and after receiving responses they were analyzed by using Fuzzy method and frequency, triangular Fuzzy average and relative importance of methods were obtained and ranked.

In above table methods of sanitation are listed respectively in terms of respondents. Negotiating the career path of management is responsibilities move from bottom to top (manager of group, executive management, deputy ...) with an average of 0.846 have the highest rank, and participating in virtual learning courses with an average of 0.414 have in

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Ways of improving heads of academic units	Mean of fuzzy triangular			Relative importance	
	Most optimistic	Most likely	Most optimistic	Absolute number	Rank
Membership in teams of monitoring and evaluation	0.747	0.568	0.379	0.566	**21**
Higher Education Management degree in Ph.D.	0.741	0.563	0.374	0.560	**22**
New study management books	0.745	0.558	0.359	0.555	**23**
Study of management articles (especially academic management)	0.741	0.552	0.353	0.550	**24**
Hosting regional and academic meetings	0.733	0.549	0.359	0.548	**25**
Membership in teams of Validation	0.727	0.544	0.355	0.542	**26**
Study of newsletters and educational pamphlets of management	0.732	0.544	0.347	0.541	**27**
Participation in scientific conferences	0.729	0.538	0.342	0.537	**28**
Participation in courses of knowledge enhancement	0.697	0.511	0.323	0.511	**29**
Horizontal displacement in managerial positions	0.688	0.497	0.311	0.498	**30**
Membership in civic organizations in the city and province of service	0.674	0.475	0.290	0.479	**31**
Hosting meetings of municipal and provincial departments and agencies	0.645	0.448	0.268	0.452	**32**
Virtual training courses	0.604	0.412	0.229	0.414	**33**

Continuation of Table 3. Mean of fuzzy triangular and the relative importance of improving methods of Directors

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the lowest rank.

According to the table4 each three methods has a great importance and averaging above 0.5 and learning at work, informal and non-formal sanitation are respectively ranked first, second and third.

In the above charts the percent of desirability of sanitation dimensions has been determined in terms of respondents.

By applying Kendalls Tau-b test, it was determined that relationships between variables is the type of direct and is in average.

Discussion and conclusion

The results of the present research were led to the identification of 33 methods of sanitation that placed in three categories: formal and non-formal sanitation and sanitation at work. The result of this research are aligned with the results of valine (2014), Hanson (2013), Freeman and Kuchan (2012), Priss (2012), Hassan (2010), Sturi (2004) and Farhi Poor Zanjani (2007), about new comers training

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improving dimensions	Mean of fuzzy triangular			Relative importance		
	Most optimistic	**Most optimistic**	**Most optimistic**	**Absolute number**	**Normal weight**	**Rank**
Official improving	0.801	0.631	0.437	0.625	0.341	**2**
The-job learning	0.818	0.651	0.475	0.644	0.352	**1**
informal improving	0.750	0.565	0.370	0.562	0.307	**3**
Total				1.831	1	

Table 4. Mean of triangular fuzzy and relative importance of the improving dimensions

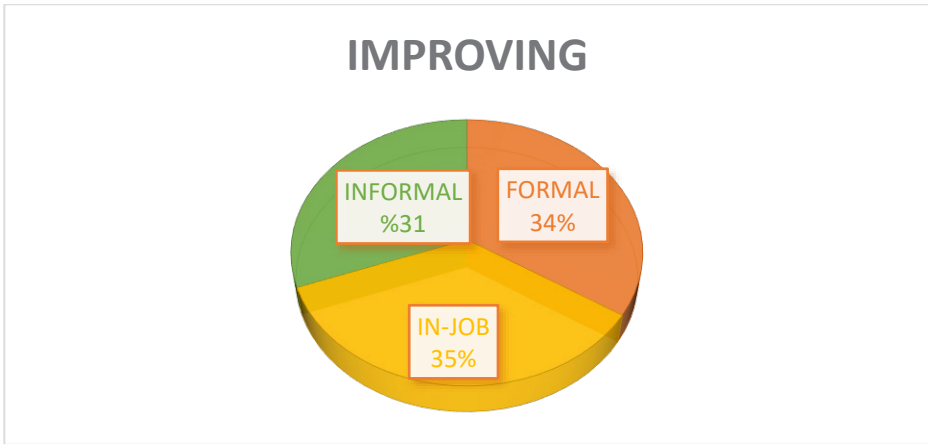


Figure 6. Percentage of the desirability of improving dimensions

courses, in-service training courses, virtual training courses, evaluation 360 degrees, PhD studying in higher education management, membership on committees, participating in scientific conferences, negotiating the career path of managerial moving from bottom to top responsibilities, horizontal job displacement, using the professional consultants cooperation, studying opportunities, membership on teams of validation, provincial and regional meetings of heads of unites.

Receiving feedback from annual evaluation of audit, receiving feedback from annual evaluation of measurement and monitoring , receiving feedback from annual evaluation of appoints office, electing the prominent chairman , knowledge enhancement courses, participating in workshops and seminars of higher education, using of social networks in order to exchange of experience with successful managers of local and foreign universities, , Membership in civic organizations of the city and province under serving, membership of commissions, committees, thinking tanks and working groups at the university level, membership of commissions, thinking tank ... region and country, hosting the regional meetings of university, hosting the departments

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Improving Dimensions			Formal	In-job learning	informal
Tau - B Kendall	Official improving	Correlation coefficient	1.000	0.496	0.607
		Significant level		0.000	0.000
	In-job learning	Correlation coefficient	0.496	1.000	0.511
		Significant level	0.000		0.000
		Correlation coefficient			
		Significant level			
	informal improving	Significant level	0.607	0.511	1.000
		Correlation coefficient			
		Significant level			
		Significant level	0.000	0.000	
		Correlation coefficient			
		Significant level			

Table 5. Relations between the major opportunities for improving

and agencies meetings of municipal and provincial , studying management books, studying featured articles, studying newsletters and educational pamphlets , using the published experiences of foreign universities, participating in question and answer sessions with stakeholders, Visiting the university unites with successful performance, membership in monitoring and evaluation teams, Special annual meeting of General Assembly for the university units chairman's has not identified in any of the internal and external researches, But has been identified in the present research as a method of sanitation. Based on obtained results, in formal methods of sanitation, evaluation 360 degrees has a great importance, receiving feedback from a variety of common evaluations in Islamic Azad University, participating in in-service training courses, participating in in new comers training courses, electing the prominent chairman, PhD studying in higher education management in periods of high importance to of knowledge enhancement have great or immense importance. To the belief of participants, the virtual learning courses for chairmen's sanitation, has low to moderate importance. Totally, official sanitation is of secondary degree of importance. High importance of evaluation 360 degrees and receiving feedback from other evaluations indicates the willingness of participants to be aware of their strengths and weaknesses in administrating the university and this awareness helps them to use energy, activities, and resources purposefully for their further development and others. Lack of chance of participants of virtual training courses that achieved the lowest rank among the 33 sanitation opportunities, can have several reasons, including problems related to the infrastructure of communication technology, lack of attractiveness of educational content

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and etc.

Based on the obtained results, it has the highest rank using the published experiences of abroad universities among the methods of informal sanitation. This implied the participant's interest to receiving up to date information resources in affairs of administrating the university in today's world. The lowest rank in opportunities of informal sanitation was belonged to the membership in civil organizations of the city and the province under serving, ranking 31 and hosting departments and agencies meetings with municipal and provincial ranking 32.

In terms of participants these interactions have little effect in improving competencies of communication. But they know membership in commissions, committees, provincial, regional and country thinking tanks appropriate opportunities. Based on obtained results, in groups of in-working methods of the sanitation which totally have the highest rankings among three groups of formal sanitation, informal sanitation and in-working sanitation, negotiating the career path of management was moving responsibilities from bottom to top with an average of 0/846 ranked first among the 33 sanitation opportunities. Of the 73 participants, 61 persons were determined a great importance and 12 persons much importance to it. Having management experience in university indicates recognition of the organization and facing with special challenges and understanding of internal and external environment of higher education. Taking positions of management in lower ranks of the unit department and centers department and smaller units, plays an important role in rearing competent. In this type of sanitation, learning is done in action and in-working. In in-working sanitation, opportunities are gained to exchange of knowledge and experience. On the other hand, the immense importance of the visiting a successful university unit, in terms of participants are indicated their willingness to "the best choice" and follow the patterns of management and effective leadership of academic. Horizontal job displacement was one which announced low to moderate importance in this group in terms of participants. In their opinion, displacement of identically jobs, such as department of various units or appointing a deputy to the various areas has little impact in promoting the needed competence.

In the following is recommended:

- As negotiating a managerial career path moving responsibilities from bottom to top is located in the first place of importance and having experience gained of it plays important role in risk management, crisis management, resource management, strategic management, and communication and totally all required competencies to department the units of university. It seems that it is essential to consider having record of the successful academic management, in conditions of appointing department to the unit.
- No longer we can be claimed that only relying on past experiences can guide to solve today's complex problems- that may never be in the past. It is felt the need of using the votes of different people with different views to get to appropriate solutions by exchanging these votes. Because problems and issues in universities are often of this type, Using an organized thinking tank at the University can evaluates current issues and even predict future problems and find new and different solutions and on the other hand, be the environment for education and sanitation of chairman and other members of the units and to trains competent managers for the future.
- Launching the institutional research office is recommended at Islamic Azad universities that can have the role of professional consultant by providing precise and analytical report to department the units and other internal and external stakeholders. This office can be created at the University by integration the field of measurement and monitoring, statistics, information and relation with industry and

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society and planning and use the cooperation of experts at top-level of higher education.

- Office of Knowledge Management and empowering human resources of university, in order to the aim of quality and understand the importance and necessity of managers in- service continuing education, Can help worthy to train and their sanitation by planning to hold PhD degree in Management of Higher Education for heads of university units in provinces of under serving and provides development of university units by improving up to date knowledge on the heads of units in the management of higher education.

- Due to the special position of the Islamic Azad University and the breadth of this university across country and appropriate facilities of units, by holding national conferences with the heads of units of Islamic Azad University, hosting the units with successful performance next to the anticipated applications of conference, can be familiarized participants with their successful performance by visiting a different areas of the units.

- Assigning a field in the office of Knowledge management and empowering human resources of university, to produce educational content Including translations of updated articles and books on Management of higher education and newsletters which can be at the disposal of heads of unites by using updated information and communication technologies.

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