INCREASING INSTRUCTORS’ PERFORMANCE IN RECRUITMENT SERVICES AT KAO YUAN UNIVERSITY: A GAP ANALYSIS
by
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Case Study Questions
1. What are the knowledge, motivation and organizational causes that might inhibit instructors’ performance in recruitment services at Kao Yuan University?
2. What are the recommended solutions to close the knowledge, motivation, and organizational gaps that might inhibit instructors’ performance in recruitment services at Kao Yuan University?

Significance & Findings
• If the organizational goal is not reached, KYU could close in the current economic climate, leading to unemployed staff and uncompleted students and hindering workforce development for the local community and Taiwanese society.
• A successful study will provide recommendations for management schemes and marketing strategies; KYU will also act as a role model or benchmark to other universities.

Key Literature
Gap analysis (Clark & Estes, 2008)
A taxonomy for learning (Anderson & Krathwohl, 2001)
Social cognitive theory (Bandura, 1997)
Self-efficacy (Pajares, 2010); (Zimmerman, 2000)
Motivation and learning strategies (Dembo & Seli, 2008)
Motivation in education (Pintrich & Schunk, 1996)
Culture and Organizational learning (Cook & Yanow,1993)

Limitation to the Study
• There were no comparable data outside of KYU that could be used as a benchmark for the survey and interviews
• Self-report instruments developed by the researcher
• Pre-assigned interviewees restrained the accuracy of the study

Areas for Future Research
• Studies about low birthrate impact in Asia and recent challenges in higher education
• Studies focused on stakeholders’ perceptions toward individual accountability and university sustainability
• Research addressing solutions for university downsizing and merging
• A full gap analysis (Clark & Estes, 2008) including perceptions of all KYU stakeholders

Methods and Data Analysis: An Inside Look
• A triangulated study including quantitative and qualitative data collection.
• An online survey distributed to 310 instructors; 10 participants were selected as the interviewees for in-person interviews.
• Assumed causes are validated and analyzed around knowledge, motivation and organization frameworks based on the findings

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Summary of Causes, Solutions, and Implementation

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<tr>
<th>Causes</th>
<th>Solution</th>
<th>Implementation</th>
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<tr>
<td>Lack of procedural and metacognitive knowledge to perform recruitment related tasks effectively and efficiently.</td>
<td>Provide observation opportunities to enhance possessing skills and facilitate instructors to become expert learners.</td>
<td>Establish self-management recruitment teams, led by high achievers in each department. Team members will learn by observation and they will no longer work individually.</td>
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<td>Lack of adequate incentives and support to enhance individual mental effort and persistence.</td>
<td>Offer both tangible and intangible supports in a more frequent time base. Ex. Periodical rewards, recognition and immediate feedback during discussion.</td>
<td>Increase goal achievement by breaking down performance assessment into several phases. Empower instructors by giving more autonomy and involvement in recruitment strategy planning.</td>
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<td>Lack of communication and common goal.</td>
<td>Enhance internal marketing and strengthen stakeholders’ loyalty by demonstrating leader involvement in recruitment services.</td>
<td>Conduct internal discussion plat form to share updates. KYU leaders will also expand the university reputation through social media and more cooperation industries.</td>
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