ADMINISTRATIVE PROCEDURES FOR EFFECTIVE UNIVERSITY ADMINISTRATION IN THE 21ST CENTURY

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Definition of Terms:
There are a number of terms occurring in the topic of discussion which shall require definition at the beginning, so as to aid our understanding of the issues contained in the paper. They include: Administrative Procedures, University Administrators and University Administration.

University Administration is currently a professional terminology to describe the duty of those who work in the University apart from teaching and research. It is also a generic terminology for the Management and Administrative staff of the University; looking at the University as an organic structure and an entity for the utilization of resources to achieve set objectives.

The objectives of the University are teaching and research and lately/community/public service and management of human, material and financial resources. The University also aspires to obtain and disseminate truth and produce men of sound mind, impeachable character and to harness every available resource for sustainability and re-engineering of the institutional objectives.

University Administrator: The New Webster's Dictionary of English Language describes an Administrator as a person or someone who administers, while it gives the meaning of "Administer" as to manage, direct the affairs of an organization or establishment.

Who then is a University Administrator? He/she must be a person who is responsible for managing the affairs of a University. He/she is that person who is statutorily and legally responsible for managing the affairs of University.

Administrative Procedures: This is the procedure used in carrying out an administrative programme and is to be broadly constructed to include any aspect of agency or organization, procedure or management which may affect the equitable consideration of public and private interest, the fairness of agency decisions, the speed of agency action, and the relationship of operating methods.

Administrative Procedures are a set or system of rules that govern the procedures for managing an organization. These procedures are meant to establish efficiency, consistency, responsibility, and accountability.

UNIVERSITY ADMINISTRATIVE STRUCTURE
At the helm of affairs of all Universities are Visitors who in the case of Federal Universities is Mr. President, whereas in the case of State Universities are the State Governors, while in Private Universities, it is the Proprietor/Representative.

Closely following the Visitor is the Governing Council usually constituted by the Visitor. At the head of the Council is the Pro-chancellor/Chairman of Council usually appointed by the Visitor. A University's Governing Council possesses fundamental legal authority over the University. The authority of the Council is vested in it by the State where in the school resides or, particularly in the case of older, private institutions, by legally binding royal or colonial charters.

The formal responsibilities of University Governing boards are significant. They include preservation of the University charter, institutional performance evaluations, fundraising, liaison with external agencies and political bodies, budget approval, oversight of campus policies/investment strategies and most importantly, hiring and evaluating the ongoing performance of the Vice Chancellor/Management team.

FACULTY ROLE IN UNIVERSITY GOVERNANCE:
The role of the faculty in governance was at one time largely advisory. Overtime the faculty has become increasingly engaged in policy formation. In many cases the faculty possesses significant authority over academic affairs. Faculty representatives are often found on governing boards, in formal or informal positions. In all Universities, the Senate is the highest academic body with the Vice Chancellor as its Chairman. The Senate supervises all academic matters including admissions, examinations and award of Degrees/Certificates.

Historically, students have not had a significant role in the organizational structure or governance of Colleges and Universities. During most of the 19th Century, there was an educational philosophy that led University Administrators and faculty members to oversee the academic development and personal conduct of their students very closely. Overtime, a gradual loosening of the institutional academic and social oversight occurred, as a result of the University's incorporation of the German University model that

emphasized greater student and faculty freedom. The heightened social and intellectual autonomy available to undergraduates encouraged students to seek greater involvement in University governance and administrative affairs.

This development has led to greater student participation on Committees, University Boards, Search Committees, Disciplinary Committee etc.

ETHICAL BEHAVIOURS OF AN ADMINISTRATOR:
- Punctuality
- Loyalty
- Honesty
- Positive attitude to work

UNETHICAL BEHAVIOURS OF AN ADMINISTRATOR:
- Dishonesty
- Drunkenness
- Use of foul language
- Insubordination
- Negligence
- Failure to keep records
- Sleeping on duty, etc.

ATTRIBUTES OF AN ADMINISTRATOR
- Appearance
- Courtesy
- Punctuality
- Communication skills
- Team player
- Office procedures
- Strong work ethics
- Leadership skills
- Self-discipline
- Good interpersonal relationship
- Current affairs
- Mentoring
- Loyalty

HOW CAN TERTIARY INSTITUTIONS/UNIVERSITIES BE MADE BETTER

For Tertiary Institutions/Universities to overcome major hurdles – namely: academic inertia, funding limitations, Information Technology (IT) limitations, lack of leadership capabilities and poor internal marketing of collaborative achievements – they must rise to the occasion of aggressive fundraising, collaboration/partnership, improved Information Technology (IT)/networking and constructive engagements.

A Vice Chancellor/Rector/Provost that is aided by strong, savvy IT leaders and is willing to push its institution into the 21st Century must be willing to allocate funds and provide incentives for Professors to use new pedagogies and collaborative technology for example, Rogan, the Provost/Chief Academic Officer, ''credits the establishment of a culture of collaboration as a key factor in the success of his institution''.

Thank you for listening.

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