The New University Administrator

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The University in Nigeria

- A relatively young Institution vs Bologna (1088); Paris (1150); Oxford (1167)
- Short history packed with a lot changes and challenges: concept, structure, growth and governance
- Address to examine chnages and impact on U admin.

The University

- Address divided into three secions:

I. Defines a Univ and the functions and responsibilities of a Univ adminstrator

II. Examines changes in the environment and the challenges posed to admin.

III. Offers suggestions on the changes necessary in Univ structure, functions, and policies & profile of a Univ administrator

The Univ. Administrator

A University

- Associations of students and teachers with collective legal rights usually guaranteed by princes, prelates or towns in which they were located (Wikipedia)

- Cuurent usage: an institution of higher education offering tuition in many non-vocational subjects and typically having powers to confer degrees"

The University

- Can also be seen as an Input-Output process of students and teachers with the process being facilitated by the administrator by creating an environment conducive to teaching and learning, mobilising, allocating and disbursing resources indispensable to Q output

Duties of a Univ Administrator

- Admissions
- Suoervision of academic affairs: hiring, motivating, evaluating, promoting
- Maintenance of Records …meetings, financials, property
- Safety and Security
- Fund raising

- Student Services (accommodation, career counselling, health, etc
- Research Admin
- Public Affairs: Relations with community, media, government etc

  – Wikipedia

An alternative Duty Listing

- Work on Committees
- Assist recritment,public/alumni relations, and marketing activities
- Administration of student life cycle from registration to graduation
- Drafts and interprets regulations and attend to complaints/queries &procedures
- Coordinates exams & assessment processes

- Maintains Quality assurance
- Prepares statistics and reports
- Procures goods and eqpt
- Organises and facilitates variety of educational facilities…sports etc
- Communicates with partners and general public

Who is a Univ Administrator?

- The pervasive functions suggest that the Univ Administrator transcends the Registry but encompasses VC, DVC, Bursary, Works etc

- Univ Admin organization has served Niger well, So why the need for Re-engineering?

- Answer is Change in Environment of Universities.

Changes in Environment

- Recession and impact on infrastructure. Flight of industry

- Corruption: even the PC, VC and Bursar of a Federal University

- Insecurity: Sabotage, brigandage etc

are guests of EFCC!

- ICT Advances

- Proliferating Universities (See Table 1)

Table 1: Number and Enrolment of Universities in Selected Years by Ownership Type

	No of Universities				Student Enrolment (%)			
Year	Federal	State	Private	Total	Federal	Sate	Private	Total Number of Students Enrolled
1948	1	-	-	1				
1960	1	1		2				
1962	2	3		5				
75	13	-		13				
85	18	7	-	25				
95	25	11	-	36				
1999		13	3					
2005	26	25	23	74				
2006	27 (34)	29 (36)	24 (30)	80	464,025 (60.61)	277,043 (36.19)	24,545 (3.21)	765613
2007	27 (30)	29 (32)	34 (38)	90	610,072 (55.66)	448,618 (40.93)	37,369 (3.41)	1,096059
2008	27 (29)	31 (34)	34 (37)	92	433,950 (65.7)	187,279 (28.35)	39,269 (5.94)	660493
2009	27 (29)	33 (35)	34 (36)	94	340,524 (50.01)	191,565 (33.20)	44,940 (7.79)	577029
2010	27 (26)	35 (34)	41 (40)	103	339,364 (56.09)	218,861 (36.17)	46,834 (7.34)	605068
2011	36	36	45	117				
2012	37	36	50	123				
2013	40	39						
2015	40	40	61	141				

Emergence of Private Universities; New Dimensons

- Emerged in 1999 and created new challenges
- Higher rate of growth See Table 1, 69 in 2016 within 17 years
- Governance Issues: Establishment not altruistic, though not-for-profit but

hoping to be profitable (to quote Ladipo), leading to offer of popular courses, "academic coddling" (Harry Lewis), cutting corners on expenses (more p/t staff); run like a business .. proprietors usurping the functions of principal officers overtly or covertly involved in employment, deployments, promotion of staff, disbursement of funds, and introduction of new programmes

Erosion of Univ Autonomy

- Even in Federal Univ, new laws dictating admission, grading, curriculum,, award of degrees, etc
- Imposition of tenure limitatio on principal staff besides VC... Registrar, Bursar, Univ Librarian
- In private Univ, proprietors often appoint proteges or relations irrespective of qualifications or experience

Inadequate Funding and Infrastructure (See Table 2)

- Min academic stds relating to staff quality and structure, space/eqpt per student, teacher-student ratio etc not often met coz of poor funding

- Underfunding using UNESCO standards of 26% of budget or NUC estimated costs of N345,000, 450,000 and 680,000 for non-sc.tech, science, and medicine/technology.

Table 2: Funding UNILAG (Including TETFUND)

Year	No of Undergrad. students	Total Revenue Allocation (N million)	Average Allocation Per u'grad student	Underfunding per student in (N):		
				Arts/Bus/ Educ/Law Soc. Sc	Sciences	Medicine/Tech
2008/09	17,954	5,510.00	N 306,895	39,000	143,105	373,105
2009/10	21,477	9,109.23	N 424,138	(79,138)	25,862	255,862
2010/11	23,381	8,220.39	N 351,584	(6,584)	98,416	328,416
2011/12	24,917	12,094.69	N 485,399	(140,399)	(35,399)	194,601
2012/13	27,876	10,560.70	N 378,845	(33,845)	71,155	301,155

Note: Figures in parentheses show excess funding for student category.

Source: Computed from Statistics in Rahamon A Bello (2014)

Change in Mission of Universities

- From knowledge acquisition and discovery to producing skilled manpower in technical, administrative and professional fields.
- Gone is the one–on-one relationship of master and student as Socrates to Plato and Plato to Aristotle.
- Irony of increased manpower and contracting industry

Security Implication of Changes

- First generation Univ started with low number of students, hardly over 3000. All accommodated and fed.

- These stds have fallen...overcrowding, bed bugs, squatting, etc and attendant vices of stealing, drug abuse, cultism, noise pollution, etc

Shortage of Academic Staff

- Estimated at 39% about two years ago due to:
  - Unattractiveness to young ones because of perceived poor remuneration
  - Cessation of training oppty for aspiring academics
  - Rapid expansion of Univ.

  Leading to unethical practices of hiring mercenary staff for accreditation purposes

Prognosis

- What can Univ do to create an environment that is more administrative –friendly

- Two categories of Changes or Reengineering:

- External, and Internal

- Re-engineering defined earlier as "the way we think about and do our managerial work

External Changes

- Funding.
- Funding got worse with prolifeartion, Fed taking over regional Universities (ABU, Ife, and UNN) and making it a policy of a fed univ in each state.
- With state proliferating, burden increased
- Myopic policy of abolition of fees in the 1970s with Oil Boom

Funding

- Reverse "no fees" policy
- Pay the estimated cost of training each student to the university and let them manage themselves
- Adopt the Botswana Model of universal bursary and different proportional payback by the student depending on national manpower need

Review conditions for Establishing New Universities

- Need for NUC to make criteria for new universities more stringent, not to discourage entrepreneurs but to ensure the integrity and quality of university qualifications and avid what Okojie himself described as "bus stop campuses"
- In my view, minimum stabdards must include:

Minimum Stds for New Univ

- A stand-alone library building with adequate library resources of books and journals relevant to the proposed programmes
- Physical facilities (modern class rooms equipped with pedagogical technology, laboratory, workshops, studio, offices, minimum sports/recreation facilities, ICT facilities, etc) adequate for the first stream (first four or five years) of the proposed programmes
- A projected income and expenses (including provision for research, training, and conference funds) of the university for the first five or six years and adequate evidence-backed financial plan by the proprietor for meeting the likely shortfall in income without much dependence on expected students fees

Minimum Stds for New Univ

- An administrative structure and procedure that guarantees the autonomy of the university and freedom of operations of statutory organs of the university in accordance with approved policies without undue interference in day-to-day operations by the proprietor

- Where the university is residential, adequate accommodation facilities with appropriate utilities to ensure healthy living

- A plan of action for recruiting, motivating and retaining quality staff in accordance with the minimum NUC standards and structure.

Minimum Stds …

- NUC can borrow the Soludo approach to banks
- The new stds for univ should also apply to Accreditation where Univ. are allowed to get away with obvious deception and falsification on physical, staff and spatial facilities
- Accreditation for each institution should involve multiple programme simultaneously to avoid presenting the same facilities or resources for different programme at different times

Re-engineer Admission

- Return to the good old days of five credit passes at O' Level and two passes at A' Level for admission. Makes for better screening and higher maturity of students.

- Must we scrape the bottom of the pot to fill our "citadels" of knowledge?

- Revert entry through preliminary programme to exceptionally bright students as used to obtain in the past

Internal Changes

- **Restructure the Registry:**

- Structure has remained static since…a generalist structure where staffs are moved around functions to develop institutional perspectives

- Emergence of specialist functions; ICT, Human Resources, Fund Raising, Industry Linkages, etc

Restructuring

- Review Univ Admin Structure. Limit the number of subordinates who report to the VC thus clogging his time with minor operational issues. Appoint many more DVCs to be responsible for Finance, Technichnology/Technical, Academic, and Administration. As such DVCs cease to be only a position for academics, with others being able to rise to DVC position in their area of competence thus freeing up the VC's time for long range planning, and reducing the number of subordinates reporting to him to within his span of control.

Collaboration with Stakeholders

- Involve professionals/practitioners in business, the professions and in government in curriculum development, teaching, direction of research etc. Will increase relevance and improve quality of output.
- Facilitate inter-sectoral mobility between qualified academics, business executives and governments officials, as occurs in the USA

Restore University Autonomy

- Guidelines need to be developed to ensure university autonomy. As Faborode advocates, "… in words or deeds, the university must not only be free of interference from outside forces, including those who own or fund the institution, it must be seen to be so"

- Interests of the proprietor could be well safeguarded through other management techniques and instruments than the "owner-manager" syndrome.

Modelling rather than Cloning

- Theory of "Disruptive Innovation" not holding in the University system.

- Each university should carve out its own niche rather than trying to clone older ones with better endowments and reputation. Each university can select which of the many functions of the university it wishes to carry out, which type of students to target , and what instructional model to adopt. Not all can be UI, UNILAG, UNN or Ife.

Continuous Training

- Emphasis on training more on academic that administrators.

- Facilitates Administrator-Academic staff just as there are academic-administrators.

- More training underlined by new functions and new ways of doing old things.

- Neil Harris has identified seven major skills required of administrators. These are:

Skills Required by Administrators

- Sound understanding and knowledge of decision making processes
- Ability to interpret large amount of documentation and communicate any relevant issues to colleagues
- Good communication skills needed to prepare promotional material, prepare reports, and take minutes, and,
- Information technology skills to record, store, and retrieve information, update websites, and prepare power point presentations, etc.

Skills Required

- Management Skills- ability to supervise and manage and motivate others, to set targets, delegate and monitor projects, and achieve results within time frames and budget, tact and diplomacy, and strong persuasive skills

- Team Work- ability to identify colleagues' strengths and weaknesses, make use of their strength and support them in their areas of weakness, and,

- Commercial Skills – ability to negotiate with suppliers and other stake holders and to sell the services of the university

Increased Student Supervision

- Students are now admitted to the University at such tender age of 16/17.For some, it is the first taste of independence and self-management. They are vulnerable to manipulation and tus need guidance.

- Return to the era of residential wardens who superintend students' life, and act as agents of university acculturation through social contact, imbuing the student with academic culture, values and taste.

Conclusion

- Change is inevitable and unstoppable. We have two choices in reaction to it. We either accept it and change with it or we ignore it howbeit with grave consequences for our progress and wellbeing. In this presentation, we have tried to analyse the changes that have occurred in higher education administration, analysed their causes and suggested various ways in which we can cope with change in order to enable the university to deliver its mandate more effectively and efficiently.

- I thank you for the courtesy of your attention.