

Pan-Atlantic University



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PEOPLE, PURPOSE & PROCESS: PATHWAY TO RE-ENGINEERING UNIVERSITY ADMINISTRATION

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INTRODUCTION

Conference Theme: Re-engineering University Administration in an Era of Insecurity and Economic Recession

Session Topic: People, Purpose & Process: Pathway To Re-Engineering University Administration





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THE CONCEPT OF A UNIVERSITY

❖ Definitions:

- Oxford dictionary - “an educational institution designed for instruction, examination, or both, of students in many branches of advanced learning, conferring degrees in various faculties and often embodying colleges and similar institutions.”
- Merriam Webster dictionary - “an institution of higher learning that gives degrees in special fields and where research is performed.”



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Definitions

- ❖ Collins dictionary - “an institution of higher education having authority to award bachelors and higher degrees, usually having research facilities.”
- ❖ Newman, (1982) - “the single, almost visual, image” that governs The Idea of a University is that “all Knowledge forms one whole” or “circle” from which the various branches of learning abstract this or that segment.”



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Definitions

- ❖ Oyebade, (2011) - “a community that provides both undergraduate and post- graduate education.
- ❖ Ogunraku, (2012) - “Universities by their very nature are institutions of higher learning where knowledge is generated, transmitted and applied to solve societal problems.”

Definitions

- ❖ Igwe, (2008) - ‘the university is an institution dedicated to the pursuit of truth, seeks truth, teaches truth and preserves truth’
- ❖ Omeire, (2016) - a sacred institution... It is a solemn place for deep reflection, focus and serious business. It is a place wherein you are careful and mindful of your dressing, speech, carriage and general behavior”

Summarized Definition

- ❖ “A university as an institution where you go in search of knowledge in a chosen field of study with the hope of acquiring a degree while at the same time, striving to comport yourself in a refined manner for the betterment of society.”



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UNIVERSITY ADMINISTRATION- A GLOBAL PERSPECTIVE

- ❖ A university is an institution, it awards degrees, carries out research, pursues truth, and enables behavioural change
- ❖ People are involved.
- ❖ Administrators are products of a university.

UNIVERSITY ADMINISTRATION- A GLOBAL PERSPECTIVE contd.

- ❖ The day-to-day administration of any university is broken into units beginning with the Vice-Chancellor
- ❖ Globally, administrative structures may differ in universities depending on ownership i.e Federal, State or Private, Faith-based or Secular
- ❖ There are however similarities when comparisons are made

UNIVERSITY ADMINISTRATION- A GLOBAL PERSPECTIVE contd.

- ☛ *“Universities world-wide stem from common historical roots and have similar institutional structures which have remained constant over the centuries. This structure consists basically of a community of teachers and a corporation of students” - Chief Mrs. Mojisola Ladipo*
- ☛ *“For efficient and effective delivery of the university objective, the academic staff needs to drive the vehicle while the administrators ensure that the vehicle is properly oiled and functioning.”*

Ogunruku, A (2012)



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Statistics

- Federal universities – 40
- State Universities - 42
- Private Universities, 61
 - NUC website as at 22/9/2016

Administrative Functions

- ❖ Record keeping
- ❖ Policy enforcement
- ❖ Managing the flow of information
- ❖ Managing academic and non-academic staff, students and their parents,
- ❖ Managing the environment, to enhance effective teaching & learning,
- ❖ Serving as secretaries to committees
- ❖ Liaising with vendors, contractors, etc
- ❖ Liaising with regulatory and supervisory bodies.



CONCEPT OF RE-ENGINEERING UNIVERSITY ADMINISTRATION

- ❖ *“Re-Engineering an organization is simply the process of reviewing all the different levels of an organization’s way of doing business and considering how to improve things. The goals of re-engineering include increased company profits, improved competitive advantage in the marketplace and enhanced public image. Kristie Lorette,*



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Pillars of Re-engineering (3Ps)

 PEOPLE

 PURPOSE

 PROCESS

PEOPLE

- ❖ In the context of education, the 'people' are all stakeholders in education i.e students, teachers, lecturers, parents and guardians.
- ❖ People mean:
 - i. “The entire body of persons who constitute a community, tribe, nation, or other group by virtue of a common culture, history, religion, or the like. (Oxford Dictionary)
 - ii. the persons of any particular group, company or number (sometimes used in combination): the people of a parish, educated people, sales people.
 - (Merriam-Webster)



Some Issues Administrators Encounter

- ❖ Drop in Skills and competencies for administrative work
- ❖ Complacency in carrying out their duties
- ❖ Quest for riches
- ❖ Personal financial pressure
- ❖ Clarity in job description which may lead to lack of optimal performance
- ❖ Lack of training for improvement



Suggestions towards re-engineering University administration in relation to **People**

- ❖ Make determined effort to train staff
- ❖ Encourage partnership with professional bodies e.g Council for the Regulation of Engineering in Nigeria, (COREN), ICAN, Medical and Dental Council of Nigeria (MDCN)
- ❖ Creation of a quality assurance unit
- ❖ Performance assessment / appraisal

Suggestions towards re-engineering University administration in relation to **People** contd.

- ❖ Involvement of universities in the decision making process & curriculum development by the regulatory body, NUC
- ❖ Redundancy should be minimized through creation of additional duties
- ❖ More respect and appreciation shown to the employees
- ❖ Engagement with industries



PURPOSE

- ❖ Purpose is defined as:
 - i. “The reason for which something is done or created or for which something exists”(Oxford)
 - ii. “a person’s sense of resolve or determination” (Merriam-Webster)

QUESTIONS

- ❖ What are your contributions to the overall objective of your university?
- ❖ What are the missions and goals of the unit where you work?
- ❖ What kind of departmental structures are in place?
- ❖ Are there bureaucratic bottlenecks?
- ❖ What is your own role? (Job function)
- ❖ What is your attitude towards executing your duties?



Suggestions towards re-engineering University administration in relation to **Purpose**

- ❖ Firm determination to excel
- ❖ Itemize your job functions or description
- ❖ Be clear about the departmental structures
- ❖ Make a deliberate resolution to align with the mission of your university
- ❖ Embrace a positive attitude towards work
- ❖ etc

PROCESS

- ❖ i. A process is a set of interrelated activities that interact to achieve a result.
(Wikipedia)
- ❖ ii. A series of actions that produce something or that lead to a particular result.
(Merriam-Webster)
- ❖ iii. A series of actions or steps taken in order to achieve a particular end. (Cambridge)



QUESTIONS

- ❖ What processes are in place in our universities?
- ❖ Are there duplications i.e. many people doing the same job?
- ❖ Is cost too high?
- ❖ How do we cope with changing student demands
- ❖ What about Technology changes?
- ❖ Challenges with relevant government agencies - JAMB, NUC

Suggestions towards re-engineering University administration in relation to **Process**

- ❖ Demand improved service
- ❖ Encourage cross-fertilization of ideas
- ❖ Reduce operational costs
- ❖ Possibly review traditional working practices and find more effective ways of successfully achieving change
- ❖ Teach people to embrace change

Suggestions towards re-engineering University administration in relation to **Process**

- ❖ Set up quality assurance and use Total Quality Management (TQM) approach
- ❖ Maintain physical facilities
- ❖ Imbue a culture of *efficiency, effectiveness and economy* concepts
- ❖ Modernize computing systems

ARNU initiative

- ✦ Travel Fellowship Award programme for junior administrators from universities in the 6 Geo-political zones in Nigeria
- ✦ Administrators have successfully gone & come back from trips to UK in 2014, Dubai in 2015 and South Africa in 2016
- ✦ Benefits:
 - Interaction with administrators in foreign universities
 - Knowledge sharing
 - Links for collaboration with foreign universities.



CONCLUSION

An effective administrator must always influence his or her environment positively with a firm purpose and effective processes



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APPRECIATION

 Thank you for listening.