

STATUTORY BODIES IN THE UNIVERSITIES: ROLES, ORGANIZATIONAL STRUCTURE AND FUNCTIONS

PAPER DELIVERED

BY

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AT A RETREAT FOR

**MEMBERS OF COUNCIL OF THE
UNIVERSITY OF
AGRICULTURE, ABEOKUTA**

THURSDAY 13TH MAY 2010

PROTOCOLS

- The Pro-Chancellor – Chief L. A. O. Osayemi
- The VC – Prof. Oluwafemi O. Balogun
- Distinguished Council Members
- The Ag. Registrar – Mr. Leke Adeboye

INTRODUCTION

- Peter Drucker - *"we live in a period of very rapid change. That also means that the opportunities for improving, for getting results, are changing very fast. Things that were not possible or were not needed yesterday suddenly become possible and things that made a great deal of sense yesterday do not make sense anymore."*
- *"if the speed of change inside an organization is slower than the speed of change outside the organization, crisis is imminent."*

INTRODUCTION

- So appreciation goes to UNAAB Council
 - Trail Blazer
 - A Head that cannot be sick
 - Thanks for accepting to Retreat
 - Possible fire across Nigerian Universities

INTRODUCTION

- Topic – of great relevance to contemporary happenings
- We will present
 - an analysis of what a University is,
 - the historical antecedents,
 - purpose and functions of a University before
 - identifying the organs and the structure
 - the interrelationship between the various organs and the unique role of the Governing Council vis a vis other organs.
 - attempt to throw up some challenges

DEFINITIONS

- ***Statutory bodies*** - organs of an organization that are instituted, imposed, controlled, and regulated by the laws and statutes that constitute the organization
- ***Universities*** are broadly speaking "educational institutions for higher learning that typically includes an undergraduate college and graduate schools in various disciplines." (Ben-David, 1968) - "organizations engaged in the advancement of knowledge; they teach, train and examine students in a variety of scholarly, scientific and professional fields. Intellectual pursuits define the highest prevailing levels of competence in these fields. The universities confer degrees and provide opportunities both for members of their teaching staff and for some of their students to do original research."

DEFINITIONS

- ***Roles*** The usual or expected functions of somebody or a body, or the part somebody, something or a body plays in an action or event. It can also be the part played by a person or body in a given social context, with any characteristic or expected pattern of behavior that it entails.
- ***Organizational structure*** is a reflection of the relationship of the components and the relationships that exist between separate components in a coherent whole in an organization
- ***functions*** are the purposes of an action or use for which something is suited or designed.

HISTORICAL ANTECEDENTS OF UNIVERSITIES

- **Medieval period - Paris, Bologna and Oxford - guilds training students in medicine, law and theology**
 - institutions not localized
 - establishment by Papal Bulls
- **16th century - Different patterns of administration began to emerge - Distinctive features of admin – Bologna (student Ctrd.); Paris (faculty ctrd.); OxBridge (Faculty/Students)**
- **17/18th Century – Beginning of Community Univs.- Edinburgh**
 - Beginning of Private Univs.
 - Harvard (1636),
 - Yale (1701) and
 - Columbia (1754)
- **Thereafter - Beginning of State Universities**

CHARACTERISTICS OF THE EARLY UNIVERSITIES

- Intrinsic personal relationship between the lecturer and the student
- Students and courses were few
- Administrative functions and registrarial responsibilities were limited
- With the charter being granted for the establishment of universities, the increase in population, & the number of courses - bureaucracy became necessary and certain structures emerged
- Role of the emerging ownership structure – Governing Board & Academic Board
- Consequent need for facilitators to enable the academia concentrate on core functions of teaching and research

CHARACTERISTICS OF 20TH CENTURY UNIVERSITIES

- Massification of higher education - EFA
- Response to the challenges of funding provision of access to the teeming population of qualified candidates
- Promotion of equity in recruitment of both staff and students
- Quality assurance
- Issues of relevance of the universities' programmes to the market
- The increasing role of ICT in service delivery
- Gender issues

UNIVERSITIES IN NIGERIA

- First Generation Universities
 - Ibadan (1948); UNN (1960); ABU, OAU, UNILAG (1962); Benin (1970)
- The seven sisters – 1975 Ilorin, Maiduguri, Jos, Sokoto, BUK, Uniport, Unical.
- 1980s Phenomenon - Specialized Univs of Tech, Agric, and State Univs.
- Late 90's – Private Univs.

UNIVERSITIES IN NIGERIA

**S/NO TYPE OF UNIVS
NUMBER**

1.	Federal	27
2.	State	35
3.	Private	42
Total		104

PURPOSE OF UNIVERSITIES

- Universities different from other organizations in terms of purpose, structure and composition.
- Fielden and Lockwood stated that "Universities are multi-purpose organizations undertaking research and public services and it is extremely difficult to measure the outputs in meaningful terms. The composition of its members also provides a difference; for example, most of the academic and administrative staff in effect possess virtual life tenure whereas most of the student population is replaced every three to five years. Universities are permanent organizations; there may be differences of opinion about the form in which it will continue to exist but the concept of non survival does not trouble the minds of the members."

PURPOSE OF UNIVERSITIES

- Universities are established principally to impact positively on societal development; through their objectives of knowledge generation (research), knowledge dissemination (teaching) and knowledge application (community service).
- At the core of the effectuation of these objectives is the academic staff that plays pivotal and central roles.
- There are others - facilitators

STRUCTURE OF UNIVERSITIES

- The law that establishes each university makes provision for their objectives, constitution, functions of the constituents and the manner of relationship between the various organs of the institution.
- It provides a structure that gives recognition to those arms of the organization that deal with the various functions.
- The issues The Laws deals with the
 - establishment, incorporation and functions of the university;
 - officers, constituent bodies and other authorities of the university;
 - statutes, ordinances and regulations of the university;
 - discipline in the university;
 - issues of financial, general and transitional provisions.

STRUCTURE OF UNIVERSITIES

- Chancellor
- Pro-Chancellor and Chairman of Council/
Council
- Vice-Chancellor and Senate
- Deputy VCs
- Registrar/Registry
- Bursar/Bursary
- University Librarian/Library
- Provosts/Deans &
Colleges/Faculties/Schools

WHAT PLACE FOR THE VISITOR?

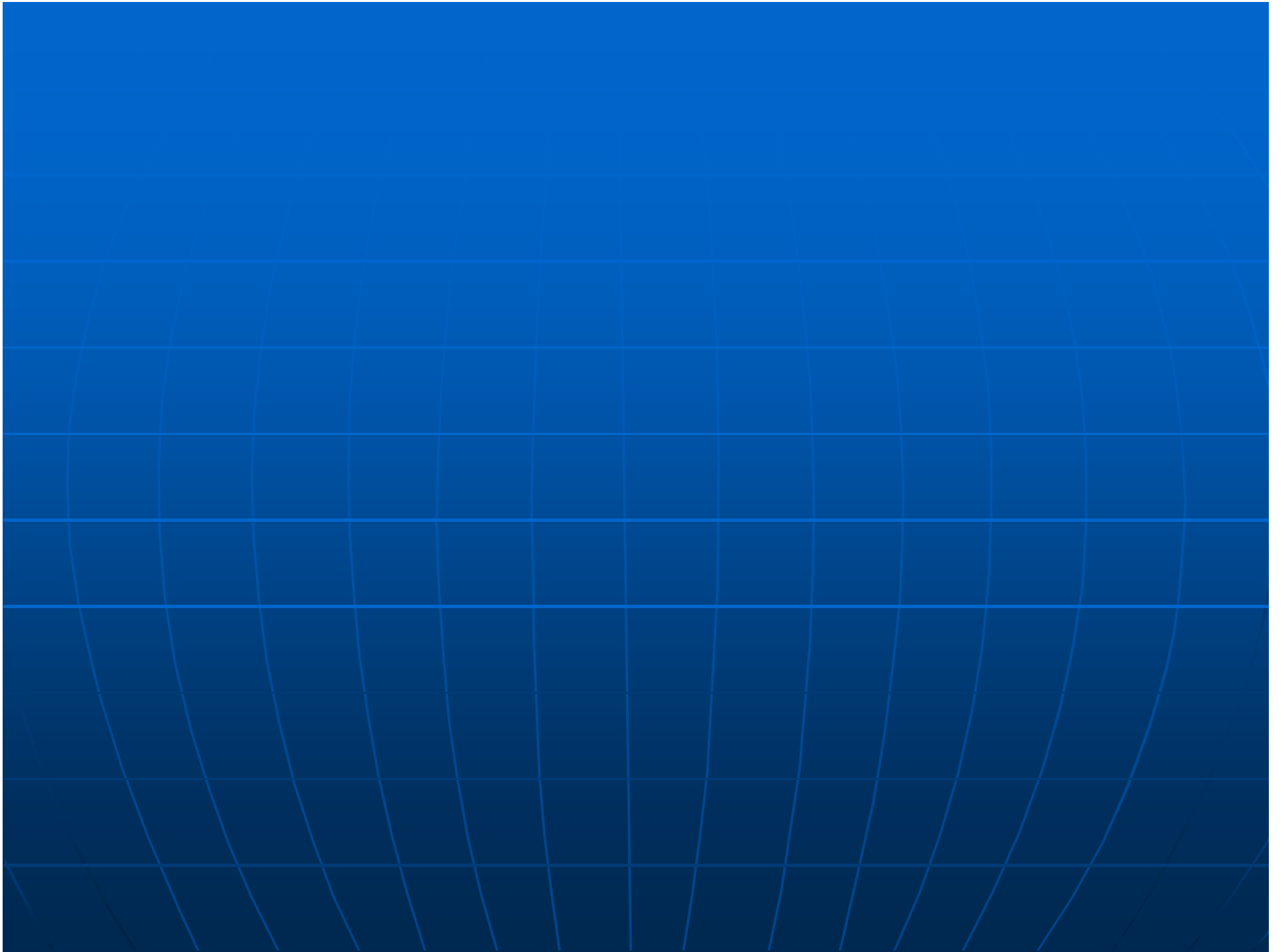
Yes.

Visitatorial Powers

STRUCTURE OF UNIVERSITIES

Others

- Physical Planning
- DWMS
- Health/Medical
- Community relations,
- Media relations,
- Alumni relations,
- Security matters,
- Legal matters,
- Advancement and development.



STATUTORY BODIES OF A UNIVERSITY

- The Council - *governing body over finances, Human Resources & Property*
- The Senate - *supreme academic authority*
- The Congregation - *elects its reps to Council and Senate*
- The Convocation - *confer degrees and academic distinctions*
- The Faculty Boards/ Boards of Studies- *consider matters referred to it by the Senate on matters pertaining to a subject of study or group of subjects of study .*

FEATURES OF THE ORGANIZATIONAL STRUCTURE

- Interrelated and dependent
- Runs thro' Committee System

Council Committees

Senate Committees

JCS Committee

Management Committees

Ad-hoc Committees

COUNCIL COMMITTEES

- F&GPC
- Tenders Board
- Building, Works and Estate Committee
- Administrative Staff Committee
- Honorary Degrees Committee
- Legal Review Committee
- Board of Advancement
- Copyright and Patents Committee
- Advisory Committee on Students' Affairs
- Governing Board of the University Staff School

SENATE COMMITTEES

- Development Committee
- Committee of Deans
- Disciplinary Board for Examinations and Academic matters
- Student Disciplinary Board
- Sub-Committee of Hall Masters, Mistresses, Fellows and Wardens.
- Business Committee of Senate
- Various Faculty Boards and their Constituents
- University Research Committee
- Board of Postgraduate Studies
- Library Committee

MANAGEMENT COMMITTEES

- Principal Officers Committee
- Management Advisory Committee
- Junior Staff Committee
- Housing Allocation Committee
- Vehicle Loans Committee
- Space Allocation
- Security Committee
- Editorial Committee
- Committee on Relationship with other Institutions
- Press Council
- Advisory Committees or Governing Boards of various Centres/Institutes/Centres/Companies in the University

INTERNATIONAL TRENDS IN THE STRUCTURE AND DECISION MAKING PROCESSES OF UNIVERSITIES

Universities are being impacted by

- the emerging political-economic dictum - 'less government'
- democratization of decision making,
- promotion of professionalism in institutional governance and
- the over arching influence of ICT.

INTERNATIONAL TRENDS IN THE STRUCTURE AND DECISION MAKING PROCESSES OF UNIVERSITIES

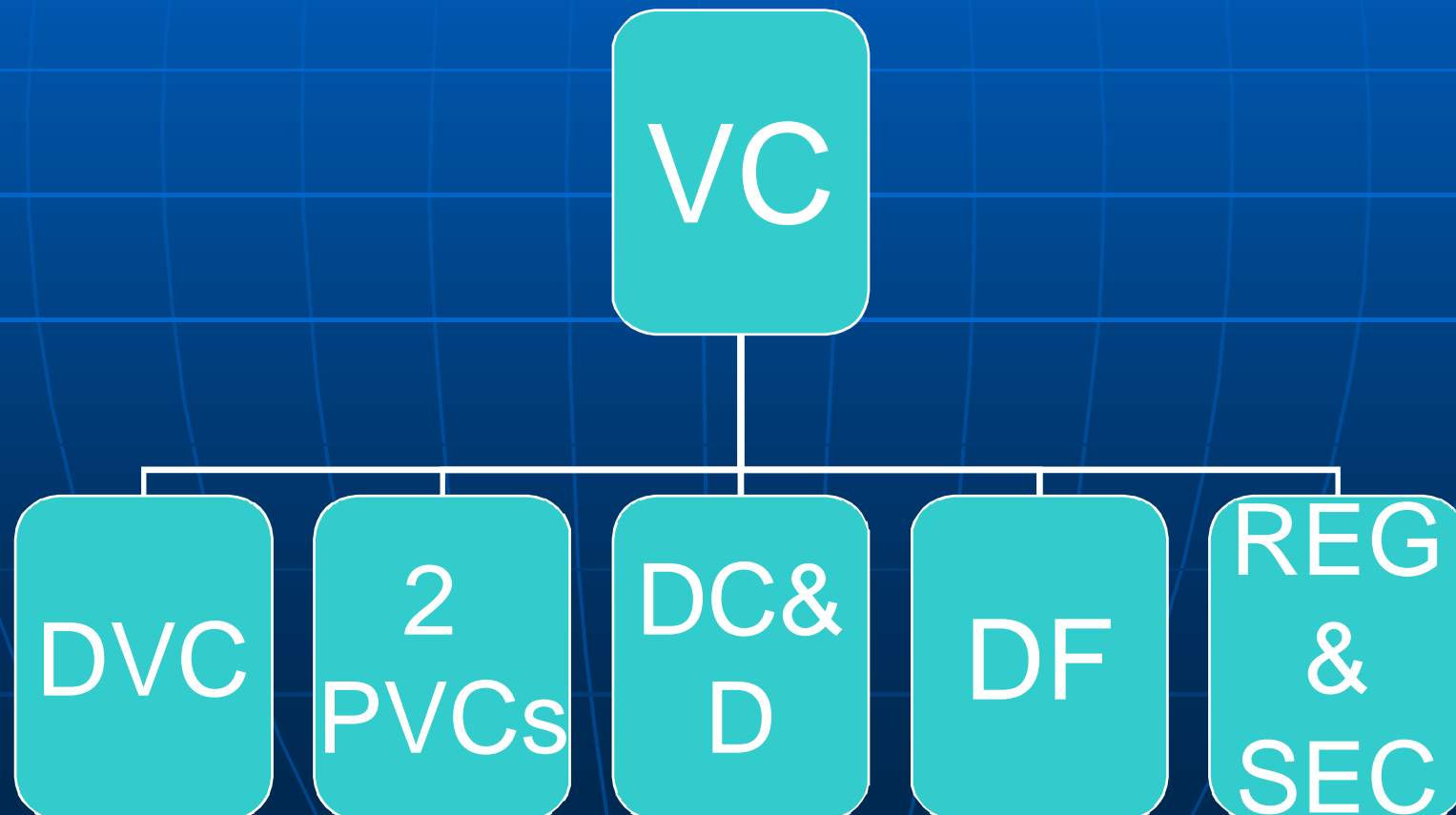
Attention on five issues as follows:

- the emerging pattern of the structure of leadership and governance;
- the role of the various stakeholders and the more democratization of the system;
- the use of the committee system in the democratization of the system;
- the shift in the perceived role and function of Vice-Chancellors/Rectors/Presidents as first among equals to being chief executives of their institutions; and
- the changing pattern in the traditional role of administrative officers and professionalization of functions.

STRUCTURE OF LEADERSHIP AND GOVERNANCE

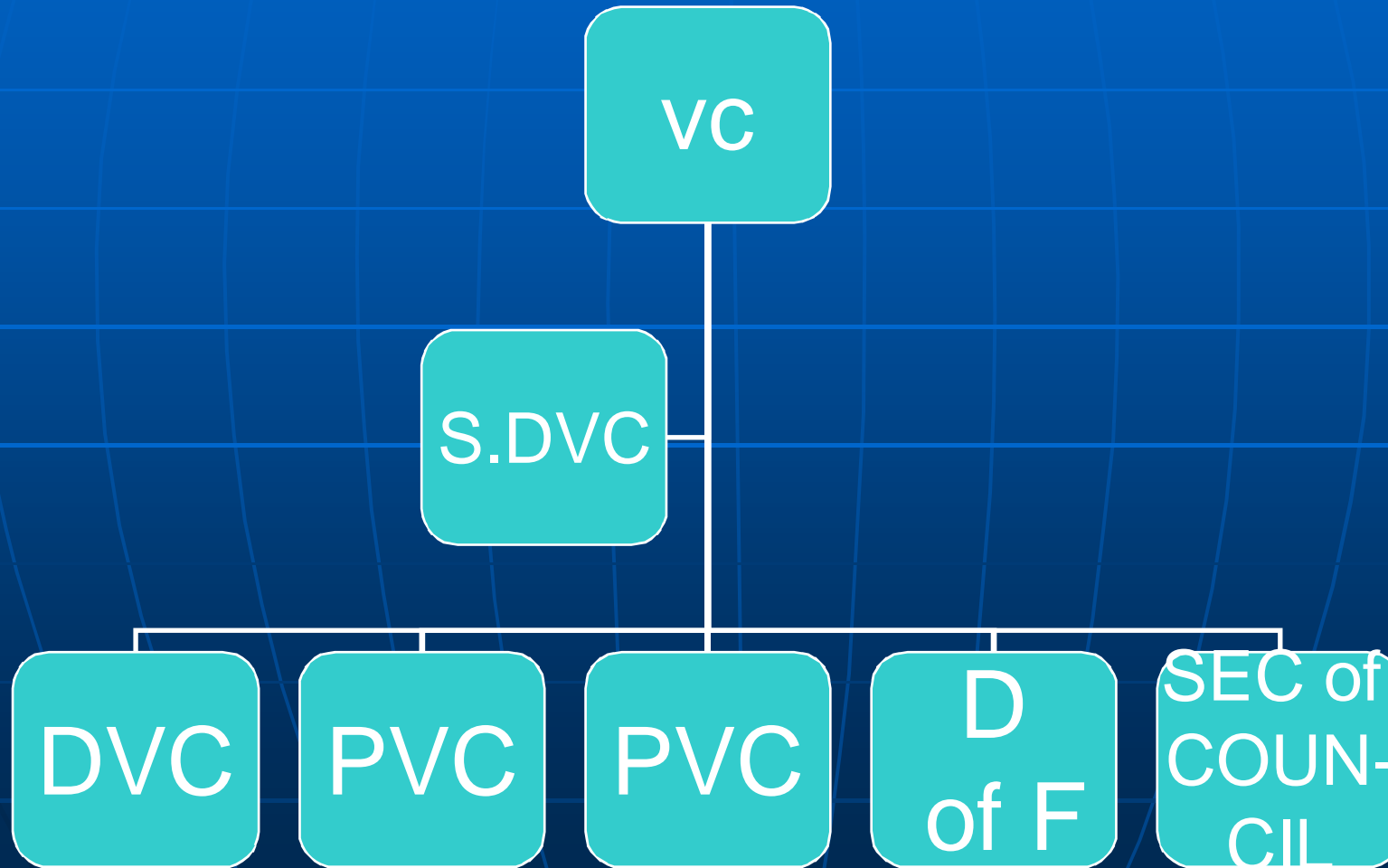
- Lauwery's Typologies

UNIVERSITY A ORIGINAL STRUCTURE



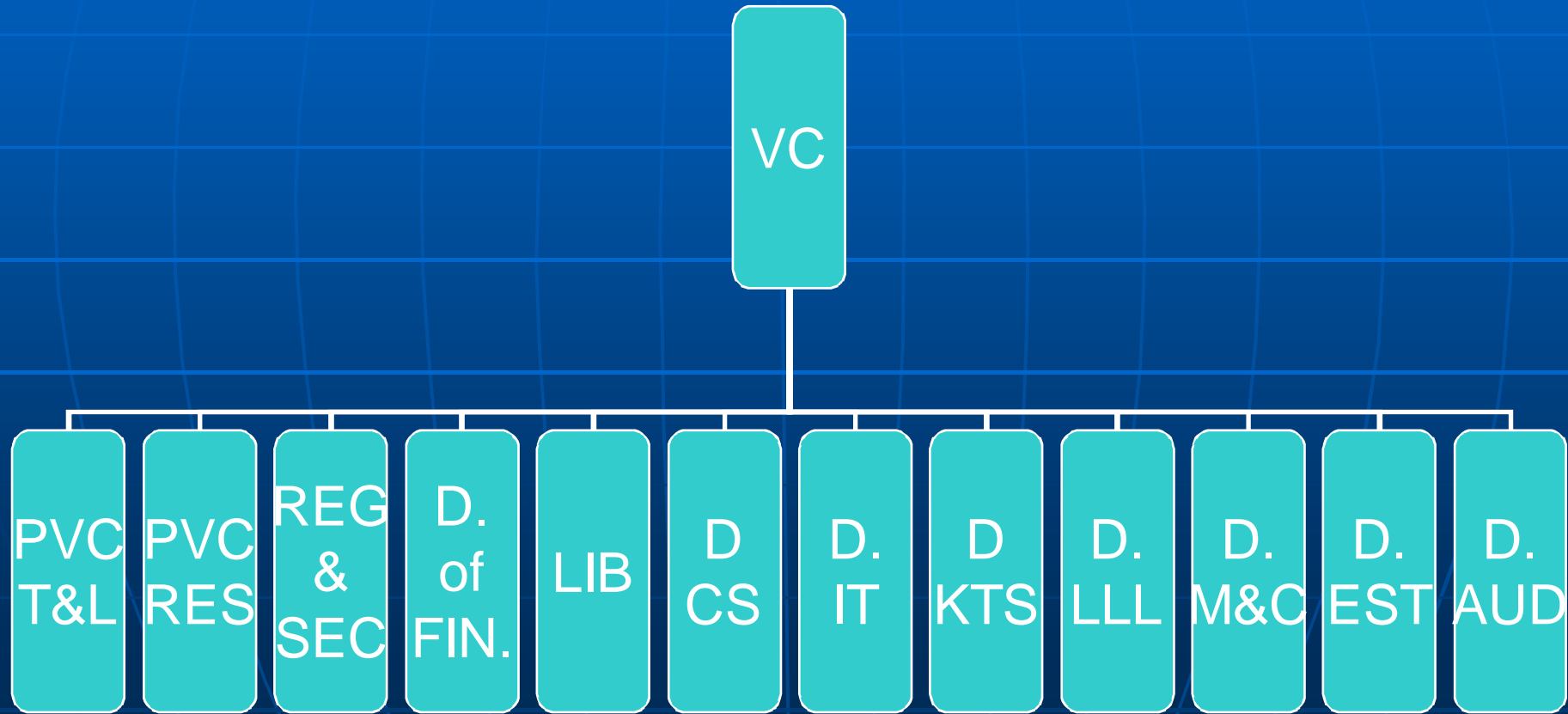
Lauwery's Typologies

UNIVERSITY A REVISED STRUCTURE



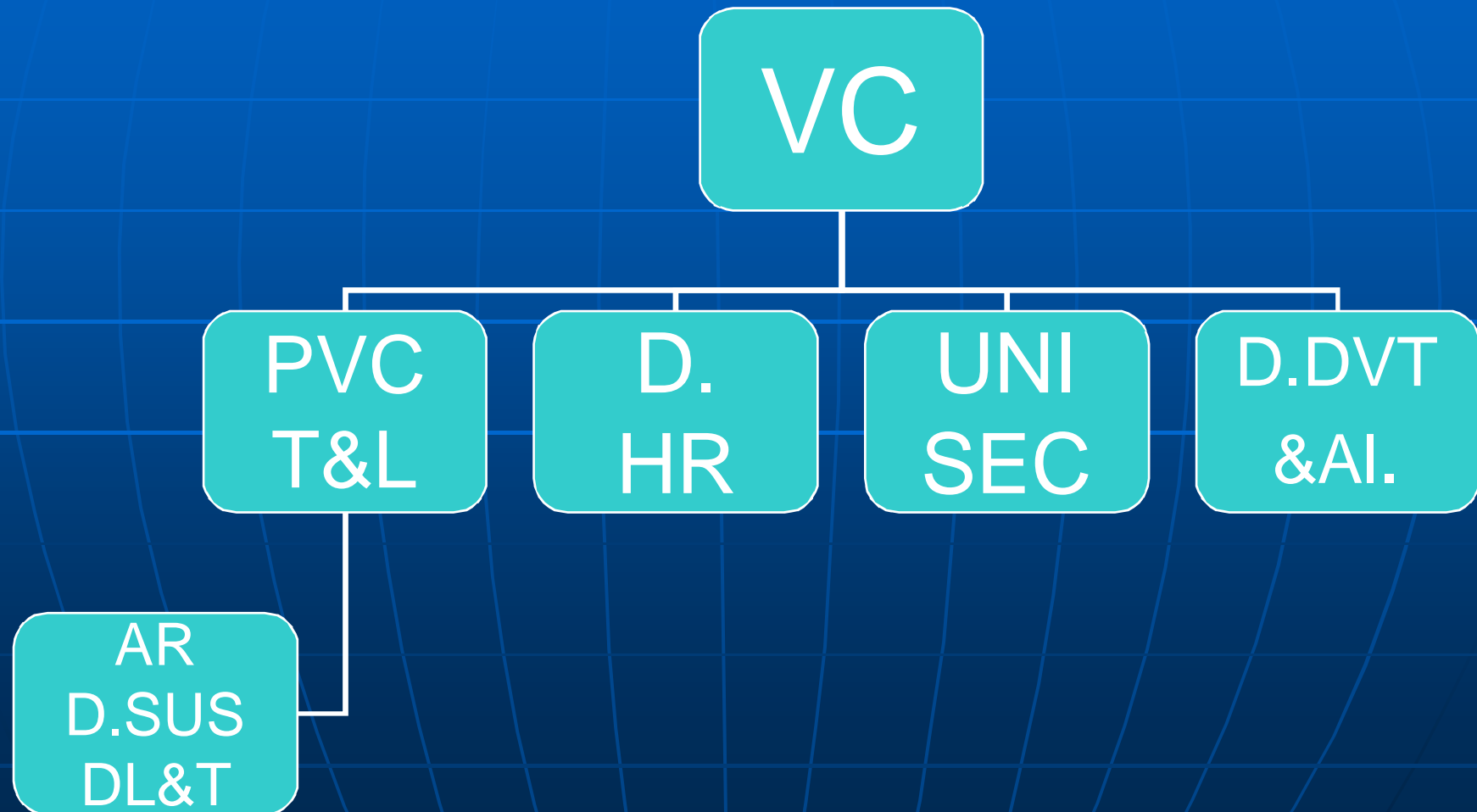
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UNIVERSITY B ORIGINAL STRUCTURE



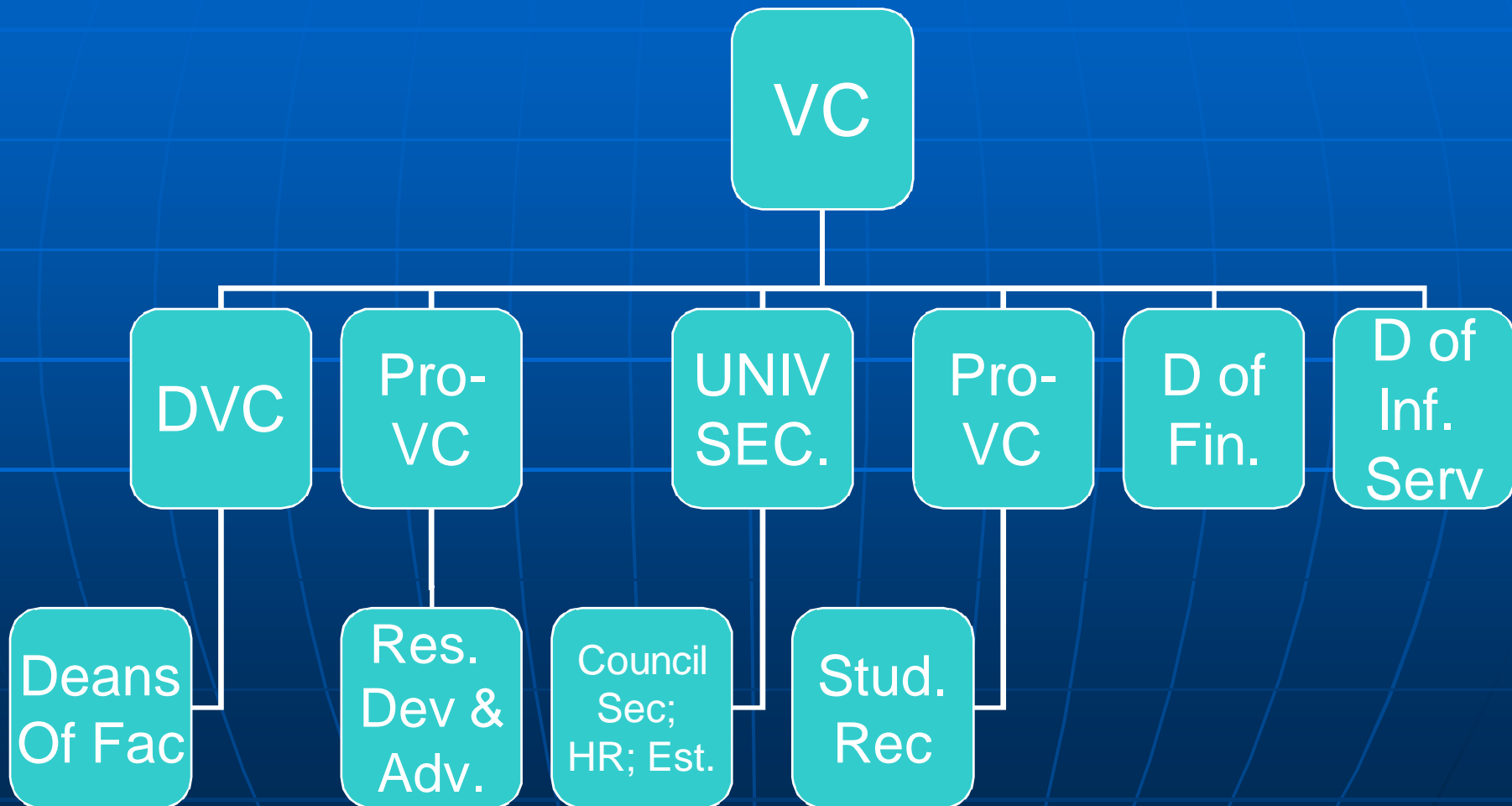
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UNIVERSITY B REVISED STRUCTURE



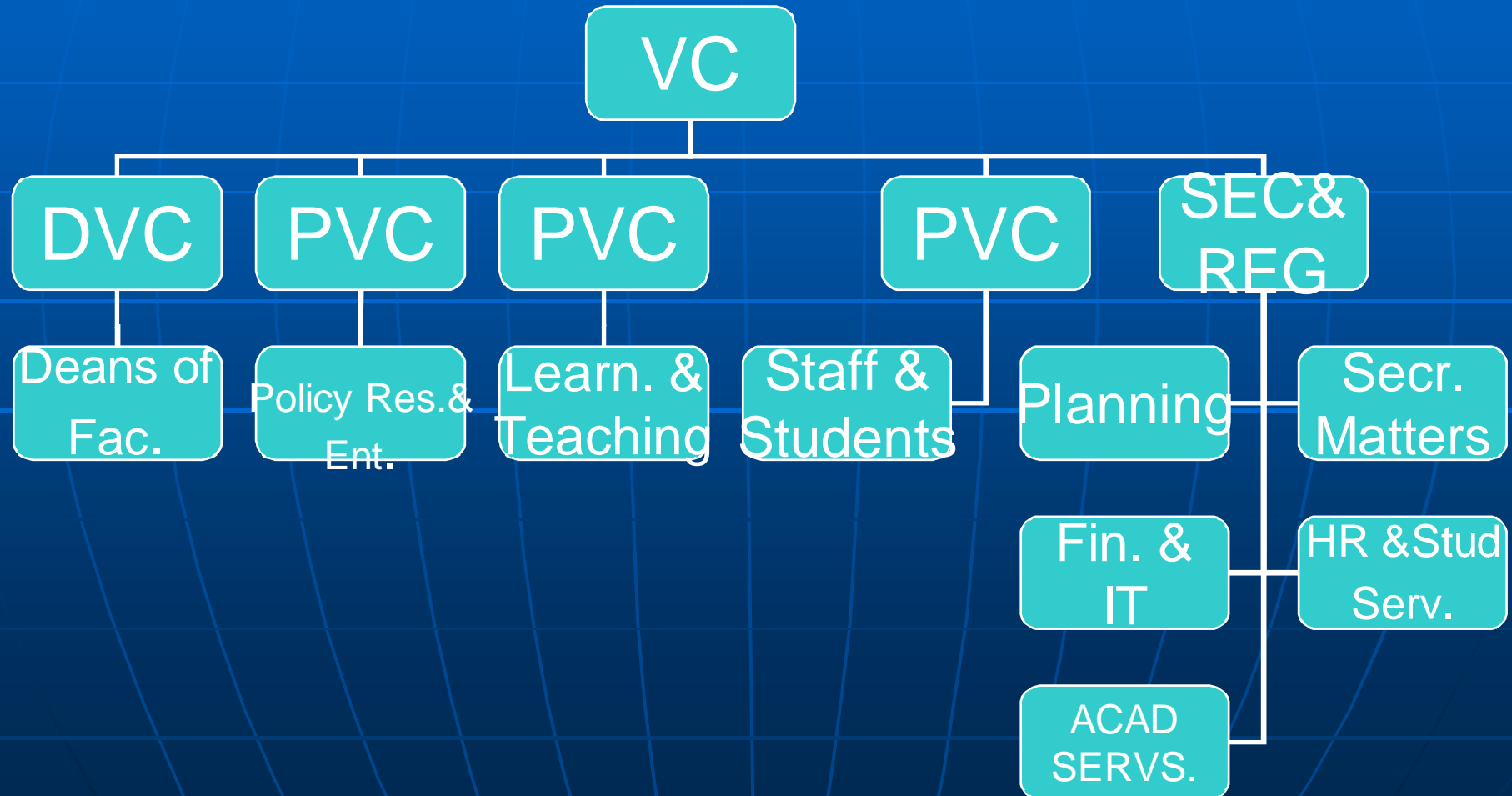
Lauwery's Typologies

UNIVERSITY C ORIGINAL STRUCTURE



Lauwery's Typologies

UNIVERSITY C REVISED STRUCTURE



STAKEHOLDERS & DEMOCRATIZATION

- Universities as Complex Org./Participatory Democracy
- Highly Professional & Knowledgeable Participants
- Import of other stakeholders – Students, the Unions, Alumni, Parents, Professional Bodies, Community of location
- Can a modern University do without these?

COMMITTEE SYSTEM & DEMOCRATIZATION

- Lawrence H. Summers, Harvard University President,
- *"Progress at Harvard takes many, many different forms and it is something of which we can all be part. You know there is another aspect that is important in understanding an institution like this. It is, I think, very much related to perhaps a product of our success in being both a bastion of tradition and a fount of novelty. And that is that, almost uniquely among institutions, great universities like this one manage to preserve their greatness over very long periods of time. Harvard was America's leading university a century ago, and it is today America's leading university. And if you think about it, there are not many institutions that were leaders a hundred years ago and are still leaders today. What is it that gives us this distinctive strength? What is it that enables great universities to stay great? I would suggest that there are three important things -*

Lawrence H. Summers, Harvard University President's Statement

- *First, we are a place that is committed to excellence, whatever its source may be. Ours has been a continuing march and a continuing struggle - and not one that is complete - towards greater openness.*
- *That is that we are a community that is committed to the authority of ideas, rather than to the idea of authority.*
- *We are a place of ideas, but also a place of high ideals. Yes, we are committed to truth for its own sake and no other truth, no other sake, and again and again it turns out that what seems most abstract and irrelevant has the most enduring impact."*

COMMITTEE SYSTEM & DEMOCRATIZATION

- Need for more devolution of power to lower rungs
- Consideration of group dynamics in constituting committees
- Constitution of Governing Councils above political patronage in Europe
- Rule of law as a guiding principle – reduction of primordial interests

ROLES/FUNCTIONS OF VICE- CHANCELLORS/RECTORS/ PRESIDENTS

- Different Countries and nomenclatures
- CEOs or *primi inter pares*
- Autonomy and the place of the VC
- New salary places greater authority, responsibility & greater accountability

UNIVERSITY REGISTRY AS THE HUB OF OPERATIONS

- **Running the mill – a great challenge for the Registry**
- **Challenges of**
 - **inadequacy of government subventions in the face of concomitant commitments;**
 - **inadequacy or unavailability of teaching, research and other equipment;**
 - **avid unionization by staff and students;**
 - **coping with competitive relevance within the context of a global community that is far ahead in infrastructures;**
 - **poor motivation of and lack of understanding of the ideals of university education by students and their consequent restiveness; and**
 - **a mildewed morality syndrome that leads to antisocial behaviour by students.**

UNIVERSITY REGISTRY AS THE HUB OF OPERATIONS

- For effective reaction to changes in the structure of management of organizations, Universities should
 - improve on the quality of staff coming into the administrative cadre.
 - sharpen their skills as repository of university information required for policy formulation and decision making
 - understand their roles as keepers and protectors of their universities' traditions and culture
 - build capacities for translating the academic values of their institutions into reality and be relevant in offering quality advice required for making their universities truly competitive
 - computerization of the functions
 - Cooperation and collaboration rather than sectional interests
 - Preparation of documents/ FAQs to facilitate decision making and info to members of the community
 - Organization without 'monkey carrying'.

CONCLUSION

- Change is fact to life and Universities must adapt to be globally competitive and relevant in the years ahead.
- Restructuring must bear in mind the vision and mission juxtaposed with the culture of the University for uniqueness.

CHALLENGES

- The current debate among British Universities on governance is the need for members of Council to declare their interests for the records. Is there any relevance in this for the governance of Nigerian Universities (UNAAB)? Any import for effectiveness?
- With the Universities Miscellaneous Provision Act of 2003, how should the Council/ other organs operate to ensure the University's relevance to societal expectations?

THANK YOU