



RESPONSIBILITIES OF A VICE- CHANCELLOR: EXECUTIVE HEAD OF A UNIVERSITY



Prof John A. Undie
Educational Management
University of Calabar,

Dr. Jude Nwabueze
University of Abuja

&

Nneka Ugwu Emilia
School of Education,
Federal College of Education Eha-Amufu

Introduction

In the Nigeria, University System, the Vice-Chancellor is described as the Executive Head. An attempt will be made in this chapter to discuss some of the implications of this designation.

The term Chief Executive is also, and perhaps even more widely, used in reference to the Vice-Chancellor. However, it is worth bearing in mind that the two terms are not synonymous, and indeed, the use of term or other may influence a Vice-Chancellor's perception of his roles and responsibilities. Within the context of the Association of Common wealth Universities, to which all Nigerian Universities belong, or should belong, the preferred term is Executive Head, which more accurately describes the role of the Vice-chancellor as the Head of his institution.

The difference between the chief executive and executive head Chief Executive is more commonly, used when referring to business organizations where the individual so referred to usually wield more executive powers than a Vice-chancellor. While it is true therefore that Vice-chancellors are expected to lead their universities as efficiently as the Managing Directors of private companies, it would be wrong and misleading for them to think that they are to run their institutions in the same manner as companies Managing directors. The university is a democratic organization than a business or commercial venture, and although the buck indeed stops with the vice-chancellor, the institution in greater sense is run by a committee system and under the supervision of a Governing council. The vice-chancellor only tries to model himself as the Managing Director of a company, or even more worse, on the head of a military unit, is likely to run into trouble, on the one hand, with colleagues who expect the institution to be run democratically, though no less firmly and, on the other hand, possibly with the Governing council. Audu as cited in Nwafor (1998)

The success of a Vice-chancellor's in office depends on how effectively he operates the committee system to give effect to the mission of the University and to prevent arbitrary actions. He must give firm leadership, but must carry the university community along with the through the various committees. Given the exceptional nature of that community, this is by no means an easy task. Above all, the Vice Chancellor must be ruthless in operation of the office *Okekukola* ()

Responsibilities with other Principal Officers

The success of a vice-chancellor in his job depends on how well he is able to manage the human and material resources at his disposal. Accordingly, the vice chancellor must depersonalize his/her role as executive head of the University. Undie (2021) it is the duty of the Vice-chancellor to co-ordinate the activities of the other principal officers under him, to get them to keep essentially in mind the short-term and long-term objectives of the University and to secure their commitment and loyalty at all times.

Responsibility to the Visitor

The visitor is the proprietor of the institution. For federal universities owned by the central government of Nigeria, the visitor can be the head of state or president of the country but in the case of the State Universities, it is the Governor of the state and for private universities it could be the proprietors.

The visitor is not a Principal Officer of the University, who hardly ever has direct dealing with Vice chancellor. Rather, the Vice-chancellor interacts with the proprietors through the governing council and the National Universities commission and more rarely-but particularly in moments of crisis-with the Ministry of Education. Clearly, the accountability of the university, and therefore of the vice-chancellor himself, is to the visitor through the council and the national universities commission. The vice chancellor would therefore be well-advised to ensure that he is in good standing with his Governing council, that the line of communication between the University and the National Universities commission is kept well-oiled at all times, and in particular that all information requested by the commission is promptly furnished. (Fashaya as cited Awafer 1958).

It is necessary to invite the visitor to the annual convocation for the award of degrees and diplomas, ceremonies, if he is not able to attend personally, he can send in representatives from government. An address from the visitor is normally an item in the proceedings.

Vice-chancellors of state universities have may have closer relationship with their state ministries of education and their visitors while at the same time having dealings with the National universities commission, notably with regard to standards.

Responsibility to the Chancellor

The highest principal officer of a university is the chancellor. Speaking generic sense is that the chancellor pays an annual visit to the university during the convocation ceremonies. He too addresses convocation and takes the opportunity to catch up developments in the university during the preceding year.

The chancellor is also usually available at other times or consultations on University affairs, particularly on occasions when the university is in the national news.

Responsibility to the Pro-Chancellor

As chairman of the governing council, the pro-chancellor is a very important official of the university, and it is necessary that the vice-chancellor keeps him abreast of happening in the university. This should not be difficult as the pro-chancellor is present on campus fairly often, attending meetings of council and also making an appearance in order to give moral support at other important university events

The appointment of a pro-chancellor is not mad lightly by the government, and therefore a Vice-chancellor has everything to gain by holding informal consultations with his pro-chancellor as often as the opportunity presents. It is also vice-chancellor's duty to have the direct the proceeding of the meetings effectively. Okeke ()

Responsibility to the Deputy Vice-chancellor(s)

Since the Vice-Chancellor has to work closely with his deputy or deputies. It is now usual to give him a say in the appointment of such official. The function of the deputy Vice-chancellor is to assist the Vice-chancellor in the performance of his duties. Therefore, the Vice-chancellor delegates some of his functions of his deputy or deputies but remains accountable for their performance. Needless to say, the vice-chancellor would be well advised to receive daily briefings from his deputies and be kept fully abreast of developments in the University.

Since the introduction of two deputy vice chancellors, the load previously carried by one official is now borne by two. The common practice is to have a deputy vice-chancellor (Academic) and a deputy vice-chancellor (administration). This division, in the final analysis, is an artificial one, and

there may well be time when it is difficult to draw a line between the proper functions of the two officials. The deputies therefore, apart from being compatible with the Vice-chancellor, must also be compatible with each other in order to ensure complete harmony in the vice-chancellors office. The presence of two deputy vice-chancellors does not in any way alter the relationship between vice-chancellor and the registrar. Biajo (1998)

Responsibility to the Registrar

Not minding the presence of a deputy vice-chancellor (Administration), the extant law of any Nigerian university vest in the registrar the duty of accounting to the vice-chancellor for the daily administration (except financial management) of the university. Conflict may sometimes arises when the registrar feels that he is not given a free hand to run the registry, or the vice chancellor, on the other hand, feels that he is not being fully kept in the picture, example is in respect to the redeployment of staff within the registry. Where there appears to be such fusion, the Vice-chancellor and the Registrars are expected to discuss and reach a mutual understanding. The vice chancellor should equally see value of having an experienced Registrar to support him in office.

The Registry is such a large and ubiquitous organization within the university that only constant dialogue between the Registrar and the Vice-chancellor, who is ultimately accountable for all of the Registrar's actions, can ensure smooth administration in a university. The Vice-chancellor may find it necessary to deal directly with the Establishment officer, an important official who is usually the secretary of the appointments and promotion committee which vice-chancellor is chairman. This is another potential area source of conflict between the vice-chancellor and his registrar. However, the panacea is that the establishment officer must ensure that the registrar is constantly briefed on developments in his schedule so as to avoid an unnecessary diffusion of authority within the Registry. In all other cases, it would be advisable for the Vice-Chancellor always to deal with the Registry only through the Registrar.

Responsibility with the Bursar

The Bursar is responsible to the Vice-chancellor for the day-to-day financial management of the University. He is expected therefore to keep the Vice-chancellor constantly informed of the financial standing of the University and assist him to ensure that all expenditures are in accordance with the operatives budget and in conformity with the financial regulations of the university.

Certainly, there are limits to the expenditures that the Vice-chancellor may incur without reference to either a Tenders Board or the Governing council. The Vice-Chancellor would do well to acquaint himself with the prevailing figures. In emergencies, the Pro-chancellor and Chairman of council can be approached to give approval on behalf of council expenditures beyond the powers of the Vice-chancellor.

It is important that all expenditures are in conformity the budget and that when extr-budgetary spending unavoidable, proper authority is obtained from council necessary through the pro-chancellor.

With the help of the bursar, the vice-chancellor expected to find other sources of generating revenue for the university and to manage wisely to funds so raised. Some universities have endowment fund which is managed by a community appointed by council.

It is expected that the Vice-chancellor work closely with bursar in ensuring a prudent management of the university financial resources, some people may be suspicious of vice chancellors who are seen to be too close to their bursar who leave them to take decisions which should properly taken by the vice-chancellor or even by the finance general purposes committee on behalf of council. Therefore, it is important for the vice-chancellor to be open in the financial management of the university, and to the development committee and its finance sub-committee along with him, particularly in times of lean resources.

It is also the function of the Vice-chancellor to submit quarterly financial report to council. Such a statement which highlights exceptions, is submitted by the internal auditor to the vice-chancellor in the first instance and the latter is expected to forward this, together with own comments to council.

The internal audit unit is not an integral part of the bursary and the chief internal auditor operates independently of the bursar and is directly responsible to the vice-chancellor. Indeed, as indicated above, he also has direct access to the council through the vice-chancellor. The duty of internal auditor is to assure the vice-chancellor at all times that the finances of the university are administered strictly in accordance with the financial regulations of the university. In the process, the auditor conducts regular checks, undertakes preventive and investigate inspections and make regular reports to the vice-chancellor.

Responsibility to the University Librarian

A library is store house of knowledge, well equipped and well-run library is essential to the good health of a university. By the nature of things, the vice-chancellor see less of the University librarian than of the other full-time principal officer, but this is because of the University librarian is a member of the academic staff, unlike the other two who belong to the administrative and professional cadre.

Usually, the affairs of the library are supervised by a committee which may or may not be chaired personally by the vice-chancellor. Nevertheless, the vice-chancellor is expected to take a strong interest in the well-being of the library, and should make himself available to discuss library programme and problems with the University Librarian.

The libraries are now directly funded in the federal universities by TETFund the National universities commission, and this removes the onus from the vice-chancellor of ensuring that the correct proportion of the goods and services grant is spent on the library. Where most of the holdings in the library are imported, the help of the vice-chancellor is required in making it possible for the library to have access to foreign currency. Vice chancellor assistance is also needed in ensuring that the library infrastructures are at all times in good working order.

Responsibility to Statutory Organs of the University

In addition to working harmoniously and efficiently with the other principal officer, the vice-chancellor also has to relate to a number of statutory organs of the university in carrying out his duties, and roles. These organs will be discussed in greater details thus;

Relationship with Governing Council

The typical university law states clearly that ‘the council shall be the governing body of the university and shall have the general management of the affairs of the University and in particular the control of the property and expenditure of the university.

The vice chancellor is obviously a very important member of council. His importance derives from two main sources.

The vice-chancellor is the council’s main official source of information on the state of affairs at the university, and this means that he must have information about every aspect of the university at his finger tips. It is also important that the information he gives to council, apart from being accurate and objective. The smoothness with which the proceedings flow during a council meeting depends on the vice-chancellor’s state of preparedness, as accurate and timely information is essential to proper functioning of council.

Programmes relating to the future of the University are brought to council by the vice-chancellor for discussion and approval. This is where, in the context of the current university plan, the vice-chancellor tries to make his contributions to the development of the university. Usually, such programmes will have been discussed at the committee level and by senate. The vice-chancellor would also be well-advised to have discussed them with the pro-chancellor and chairman of council.

Aside, the vice-chancellor has to bring all decisions by all committees and by senate to council for approval if they have financial implications, and matter relating to discipline have been deliberated upon by the relevant disciplinary committees, also have to be reported to council by the vice-chancellor for its approval or noting, as the case may be.

The Vice-chancellor renders an account of his stewardship to council at its quarterly meetings, and to the visitor through the council and the national universities commission annually in the university's annual reports and audited accounts. Ayo as cited in Nwofor (1998).

Teaching and Research

There are a number of ways in which the vice-chancellor keeps himself abreast regarding this important activity of the university.

Although by extant law the vice-chancellor and his deputies are members of every faculty board, it is unusual for any of them to attend faculty board meetings unless there is a special reason for them to do so. However, all deans usually have free access to the vice-chancellor to discuss any special faculty problems.

- (b) Each faculty board reports to every scheduled meeting e.g senate, where the vice-chancellor is chairman
- (c) Other academic matters are dealt with in committees, of which the vice-chancellor is chairman. The development committee of a university usually has an academic planning sub-committee. This sub-committee is usually chaired by a deputy vice-chancellor, but the vice-chancellor himself is usually in the chair at the meeting of the development committee itself
- (d) The appointment and promotions committee is also relevant to the academic concerns of a university because this is where the quality of teachers is controlled. The leadership of the vice-chancellor in this particular committee is very important, for he has the duty, on the one hand, of ensuring that teachers of the very highest caliber are employed by the university and, on the other, that staff rise solely by merit, and without frustration.
Where a university operates the collegiate system, of course, the regular contact by the vice-chancellor is with the provosts rather than the Deans
- (e) The directorate of academic planning office is usually located in the vice-chancellor's office so that the vice-chancellor can have ready access to the relevant statistics at all time, and also so that he can directly supervise planning matter going to the development committee.

2. Admission

The Vice-Chancellor's role in student admission is essentially supervisory as the bulk of the work is done by committees, usually first at the faculty level, and then centrally by the Committee of Deans. It is the Vice-Chancellor's responsibility to ensure that the admission guidelines are followed at every stage, and that the best students available are offered admission.

There is usually a University discretionary list which is expected to be compiled with the best interests of the university, rather than of particular individuals, in mind, although under no circumstances should even discretionary admission be offered to anyone scoring below the university's absolute cut-off point. The Vice-Chancellor is expected to compile this list within the guidelines of admissions, e.g. with the involvement of the Committee of Deans which is expected to ensure that there is no abuse of the process.

3. Student Discipline

The Vice-Chancellor is the Chairman of the Student Disciplinary Committee, and it is important that this is not one of the chairmanship that he delegates to a Deputy . it is Vice-Chancellor's responsibility to ensure fairness and firmness in every case coming before the committee, and in order to inspire the maximum confidence in the committee, it is advisable that there should be student members of the committee. In that way, also, the decisions of the committee are not likely to generate tension among the student body.

The management of students generally is a matter which calls for much of the Vice-Chancellor's attention. Usually, other members assist him in the progress-Heads of Department at departmental level,



Deans at faculty level, masters and Wardens at hall level and the Dean of Students at the more general level. These are all officials who should have easy access to the Vice-Chancellor and it is important that, together, they attempt to nip all problems in the bud.

The Student Union may want to deal directly with the Vice-Chancellor more often than is warranted. They should be trained to take up matters with the Dean of students in the first instance, but if the problem is not solved at that stage, the Vice-Chancellor should be willing and ready to meeting with student leaders, usually with the Dean of Students present, to try to sort things out. It is important that the Vice-Chancellor's attitude to students should be positive and sympathetic while at the same time being firm on the side of order and discipline.

All too often, student unrest arises from poor welfare services which, for lack of adequate funds, the Vice-Chancellor may be able to do little about. In such cases, the method of approach may make the difference between a peaceful resolution and conflagration.

Congregation

Congregation is usually one of the constitution bodies of a university and it provides a platform for all graduate staff of the university to meet to discuss welfare matters. Equally importantly, Congregation elects representatives from among its members of both Senate and Council. The Chairman is the Vice-Chancellor, and he would be well-advised to use this forum to discuss welfare matters and carry out necessary reforms before the issues become problematic and are taken up in a less relaxed atmosphere by the unions.

Convocation

The Vice-Chancellor is also the Chairman of Convocation, which is a body made up of the academic staff of the university and all graduates of the university. In addition, anyone who 'applies for registration of his name in the prescribed manner and pays the prescribed fees may be admitted to membership. Apart from discussing matters of the widest importance to the university, Convocation also elects one of its members to represent it on the Governing Council

The importance of Convocation cannot be over-emphasized as an important forum for interaction between the university and its alumni. The Vice Chancellor would do well to ensure regular attendance by alumni.

The Vice-Chancellor's General Responsibilities

The Vice-Chancellor has certain general responsibilities aimed at ensuring peace, order, good governance and optimal performance by all members of the university community. Some of these are now discussed below.

Welfare

Staff and student welfare is one of the Vice-Chancellor's major responsibilities. It also poses for him one of the most difficult challenges. Without adequate welfare, there cannot be peace or stability for any length of time: yet the Vice-Chancellor hardly ever has enough resources at his disposal to ensure the level of comfort for staff and students that he himself would like to see.

Staff Welfare

Staff welfare begins with the level of remuneration paid to the various categories of staff, which brings the Vice-Chancellor into conflict with the various staff unions, through in practically every case. This is a national, rather than a university-specific problem.

- (a) For the upkeep of the environment, including the maintenance of all buildings and of parks and gardens, the Vice-Chancellor relies on the efficiency of the Director of Works. But maintenance is an expensive process and it is therefore important that adequate allocations is made for it in the university budget. There is generally no committee charged with the supervision of



maintenance at a Nigeria university. The assumption is that the Department of Works and Maintenance will evolve its own system of inspection and regular reporting to the Director, who in turn keeps the Vice-Chancellor informed of the state of affairs as well as giving him early warning signals. The Vice-Chancellor will have opportunities to formally inspect particular area of the campus where new structures or massive repairs are going on, but he would do well at the same time to conduct informal tours of the campus and satisfy himself that acceptable standards are maintained.

- (b) The adequate provision of housing and office space is also a matter close to the hearts of staff. As no university is now able to accommodate all its staff on the campus, an equitable housing policy has to be evolved, so that no member of staff is disadvantaged by virtue of whether he lives on or off-campus.
- (c) No university can function at all efficiently without a regular supply of water and electricity. The importance of adequate and regular water supply hardly needs to be elaborated, given the large number of staff and students living on many campuses, but it should also be borne in mind that the laboratories are obliged to use large volumes of water everyday it behoves the Vice-Chancellor, therefore, to ensure regular and adequate supply.
- (d) Equally important is the supply of electricity, without which, today, civilized living is impossible. But again, apart from the domestic use of electricity, there is the need to have regular supply for office equipment and for the various laboratories. Reliance on municipal supply would be unrealistic, and the Vice-Chancellor must explore other ways, including the acquisition of stand-by generators, to ensure uninterrupted supply. Attention will also have to be paid to the question of recovery of costs from consumers for domestic use.
- (e) In an age of the internet and the communication super-highway, no serious research or higher education generally can be conducted without a good communication system. Yet some universities lack even an effective intercom. The fax machine is still a rarity, but this, in any case, assumes the presence of a good telephone system. The e-mail, too, is not as widespread as it should be. The Vice-Chancellor must do his utmost to ensure that these modern means of communication and essential aid to research are available at his university. The National Universities Commission is known to be rendering some assistance in this direction.
- (f) In some universities, intra-campus transportation may be a problem, and the Vice-Chancellor has to ensure that there is a satisfactory solution. Some universities opt for a campus taxi cab system, while others operate a bus system managed by the university and/or the Students Union. Whichever system is adopted, the Vice-Chancellor will have to ensure that there is no exploitation and that the peace of the campus is not unduly disturbed or its security jeopardized.

Since university campuses tend to be located outside city centers, some universities also have problems of transportation for staff and students between the campus and the city centre. There is hardly anything the Vice-Chancellor or the university can do about this.

- (g) The provision of recreational facilities for staff is also an important part of staff welfare. Staff football teams are not uncommon in many universities, and one university at least has an annual inter-departmental staff soccer competition. But even more popular, especially among the senior staff, is the game of lawn tennis. Provision has to be made for all of these, as well as for such indoor games as table tennis, in the university budget.



- (h) Provision of adequate healthcare is as important for the staff as for the students. Free medical attention is usually part of the contract between the university and its staff. It is the Vice-Chancellor's responsibility to ensure that the university honours its pledge in this respect by ensuring an efficient health service on campus and prompt referral in appropriate cases.

4.1 Student Welfare

The need for student welfare is generally more self-evident than that of staff welfare. Apart from the arrangements made in Halls of residence and classrooms for the comfort of students, there is in most universities a Student Welfare Board presided over by the Dean of Student, who is usually a professor and who, with the assistance of the Student Affairs Officer, reports regularly to the Vice-Chancellor and transmit to him early warning signals of trouble within the student community.

The students have a lot to gain from many of the welfare items discussed above in respect of staff, but the difference is that the students are more in number, and in any case naturally more volatile than the staff, so that failure to attend early to their discontent may turn out to be expensive for the university.

The Vice-Chancellor has the responsibility for providing as rich a communal life as the university can afford for the students. This includes adequate attention to sports and games, debates, club activities, etc.

4.2 Staff Discipline

Maintaining discipline in the university is one of the Vice-Chancellor's heaviest responsibilities. There is a code of conduct in universities which should be written down. With regard to teaching and supervision of research, academic staff are left in no doubt as to their obligations and responsibilities, while in the general administration of the university, the administrative and technical staff also know what is required of them. Similarly, the junior staff are fully aware of what is required of them in the discharge of their duties. In any of these case, dereliction of duty is a matter for disciplinary action usually initiated by the Head of Department. A case may go up to the appropriate Staff Disciplinary Committee which has laid down procedures guiding its deliberations. Usually, the Chairman of the Senior Staff Disciplinary Committee is the Vice-Chancellor while that of the Junior Staff Disciplinary Committee is the Registrar.

All staff are also expected to conform to the highest standards in their general comportment, and erring members who behave in a manner likely to bring the university into disrepute in any form are usually made to account for their conduct before the appropriate Disciplinary Committee.

4.3 Academic and Physical Plans

Each University has approved academic and physical plans for its usage. Where such plans predate the appointment of a Vice-Chancellor, it is his duty to implement them faithfully, without any distortions. Any proposals he may have regarding modifications will have to be presented through the appropriate Committees to Senate and/or Council for approval before implementation. The National Universities Commission also has to be brought into the picture to ensure that government policy on university education generally has not in any way been violated. There are specific Departments in the Commission dealing with both academic and physical planning.



4.4 Revenue Generation

Universities today are expected to generate a certain percentage of their revenue from sources other than the government. Indeed, the efficiency of a Vice-Chancellor is increasingly being judged in terms of his ingenuity in supplementing government subventions with internally generated funds.

Many universities have now commercialized those of their activities and operations which lend themselves to this mode of management. Examples are bookshops, guest houses, internal transportation, the conference centre, the printer (and to some extent, the publishing house), the petrol station, farms etc. it is the duty of the Vice-Chancellor, in consultation with council, to bring as many operations of university as he considers appropriate under this mode of management, but without losing sight of the primary function of the university as a centre for teaching and research which must not be compromised.

Nor should the Vice-Chancellor necessarily confine his attention to commercially-viable operations within the university campus only. Opportunities in the town in which the university is located, and in the rest of the country generally, should also be explored.

An important resource at the disposal of a university are its alumni. Not only can they be an important reservoir of ideas on possible investments of funds; generated during endowment appeals, they can also be made interested, for example, in the upkeep of their former halls of residence.

5.0 Staff Unions

It is obvious that staff unions are assuming an increasing importance in the governance of a university. There are usually three important ones; Academic Staff Union of Nigerian Universities (ASUU), the Senior Staff Association (SSA) and the Non-Academic Staff Union (NASU), representing the interests of the academic staff, the senior administrative staff and the junior staff respectively. Inability by the Vice-Chancellor to handle the affairs relating to these unions with an appropriate measure of initiative and dexterity may prove disruptive of the activities of the university. It is always advisable to nip issues/problems in the bud through dialogue, and since these problems originate generally from lack of information or misinformation on the part of the unions, it is necessary for the Vice-Chancellor to operate an open climate and keep the channels of communication open at all times between him and the leaders of all the unions on campus.

6.0 Public Relations

It is true that the Vice-Chancellor is the university's Chief Public Relations Officer. Clearly, Vice-Chancellor should be making as many friends as possible for the university. Aside promoting good relations among the various categories of people who make up the university community, the Vice-Chancellor must support the university's Alumni Association and give it continuing pride of place in their life-long membership of the university. He/she must also project a good image of his university among other Vice-Chancellors – in Nigeria, as a member of the Community of Vice-Chancellors, in Africa, as a member of the Association of African Universities, in the Commonwealth, as a member of the Association of Commonwealth Universities; and at all other meetings where the Executive Heads of the Universities of the world are assembled.

The Vice-Chancellor is expected to promote good public relations with the University's host community and put forward a good image of the university throughout the country. The entire community must be made to take pride in the effectiveness of the university and in its achievement towards the furtherance and refinement of the national life in its entirety.

7.0 Security

The Vice-Chancellor as the Chief Security Officer of the University will certainly and personally supervise a Security Office based in his office. The Vice-Chancellor has the duty of keeping the university secure internally by ensuring peace and order among students and staff. Where there is



breach of the peace by members of the university community is brought in the first instance to the notice of the Security office, which makes a report to the Vice-Chancellor and if necessary, the matter ends up before the appropriate Disciplinary Committee if it cannot be handled by the security office.

More so, the Vice-Chancellor also has to keep the university safe from disruptions to normal life from external sources. This implies that the entrance to the university has to be securely manned and that the security officers are adequately equipped to wade off intruders. The need to fund the Security office cannot be emphasized in order to guarantee that at all times the safety of life and property on the campus.

In an ideal situation, the security force should be treated as a specially group and prevented from participating any labour union actively in the university since it will be expected to quell disruption arising from the activities of any of the labour unions agitation.

References

- Adamolekun, N. (1989). Selected topics in University administration. Lagos's Macmillian Nigeria Publishers.
- Adam, B. (1913). The theory of social revolution. New York: Macmillian (Ed).
- Adesina, S. (1981). Introduction to Education Planning: A book of Selected readings. IleIfe: University of Ife Press.
- Adesina, S. (1990) Educational Management. Enugu: Fourth Dimension Publishing Company Ltd.
- Barnard, C. (1962) The Functions of the executive. Cambridge. MA: Harvard University Press.
- Drucker, P. F. (1967). The effective Executive. New York: Harper and Row.
- Fafunwa, B. A. (1974) History of Education in Nigeria. George Allen and Urwin.
- Eze, F. C. and Ejiofor, P. N. (1992). Towards efficiency in University administration. Onistsha: Summer Educational Publishers Ltd.
- Koontz, H. and O'Donnel, C. (1966). Principles of Management: An analysis of managerial functions. New York: Mcgraw-Hill.
- Knezewich, S. (1969). Administration of Public education (2nd ed) New York: Harper and Row Inc.
- Nwafor, S. O. (1997b) Resource allocation and utilization in higher education lecture series). Department of Education Management.: University of Port Harcourt (Unpublished).
- Ozigi, A. (1982) A handbook on school administration and Management. Lagos: Macmillian Nigeria Ltd
- Nwafor, S. O (1998) Higher education administration: Issues and prospects Etibeng Communications
- Undie, J. A. (2021). Politics and Educational Planning Crises: Who Pays and Bears the Brunt, 97th inaugural lecture series, University of Calabar.