MANAGING UNIVERSITY EDUCATION TO MEET 21st CENTURY

DEVELOPMENT CHALLENGES IN NIGERIA

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Abstract

This paper examines the methods in which university administrators can manage their Universities effectively and efficiently to accommodate the 21st century development challenges in Nigerian universities. University education is the education attained beyond secondary school level. The aim is to improve on the management of the resources available to the universities to enable it to achieve the goals and objectives of university education. The objective is to make universities in Nigeria to be relevant to the outside world in terms of teaching and learning and carrying out qualitative research locally and internationally. The issues faced by university administrators while trying to manage universities to meet up the 21 century development challenges in Nigerian universities are: poor funding, inadequate facilities, lack of motivation of staff and so on. It was concluded that university administrators need to take a bold step to follow and meet up with trends and adapt to changes for vigorous transformation and innovation of the universities for it to meet up with the goals and objectives for which it was set up. It was suggested that University administrators should team up or collaborate with other universities to trade ideas and knowledge for the benefit of the students, staff and the entire universities development as a whole and also, there should be vigorous entrepreneurship education that is based more of practical oriented skills which involves imparting students with knowledge and skills of vocational courses.

Keywords: Managing, tertiary Education, Development Challenges, Nigeria

Introduction

This paper focuses on the management of University education to meet up with the development that occurs in the 21st century. The main concepts in the paper which are management, university education, development and challenges will be analyzed and defined separately to enable deep understanding of each term. This is so when the terms are combined, they will be easier to understand. University education is education given after secondary education, university education is a contributor to the development of nations and it contributes to the growth and development of individuals so they can become future leaders and nation builders, university

is the only motivating force behind its nation and economy development. World Bank (2004) is of the view that countries require university education to prosper because knowledge is a necessary element to ensure they thrive in the global economy.

Nigeria can attain sustainable development through its university education to train its skills manpower for the nation to boost its economy through university education in the 21st century. The goals of university education will be pursued through teaching, learning, research and development, knowledge generation and dissemination of information and community services. For a university to carry out its goals it must have a shift in the thinking of ideas and creativity, changes in knowledge and technological information in a world of uncertainty to meet up the 21st century development to carry out its goals with vigor. University administrators have to be innovative through their thinking to bring new novels of ideas to meet up the 21st century to create values and knowledge not only bookish alone in the teaching and learning in the classroom to obtain a degree alone but who can think creatively and contribute to the university in the 21st century for national sustainable development in the 21st century. The aim of Managing university Education to meet 21st century development challenges in Nigeria is to improve the management of the resources available to the universities and to have a rethink of how to restructure its organization to improve upon and how to achieve its goals and objectives at its possible time limit in effective and efficient manner to make Nigerian universities global giant competitor. The aim is to improve on the management of the resources available to the universities to enable it to achieve the goals and objectives of university education. The objectives is to make the universities in Nigeria to be relevant to the outside world in terms of teaching and learning and carrying out quality research local and internationally, to improve on the quality of life, and to meet the needs of the students. In accommodating the needs of the 21st century, universities in Nigeria are faced with some challenges in the management of university education in Nigeria such as inadequate facilities, lack of effective leaders and out dated curriculum which can be used by research students and universities administrator to proffer solution to the challenges faced by universities in Nigeria in the 21st century.

The aims of University education in Nigeria as outlined by the Federal Ministry of Education (2014) section 8 (59) are:

- Contribution to national development through high level manpower training.
- Development and inculcation of proper values for the survival of the individual and the society.
- Development of the intellectual capabilities of the individual to understand and appreciate their local and external environment.
- Section 8 (60) of the federal ministry of education also states that higher education in Nigeria should vigorously pursue these goals through:

  -Teaching
  -Research and development
  -Knowledge generation and dissemination and international cooperation
  -Dedicated services to the communities through extra-mural and consultancy services#

Management

Hellriegel, Jackson and Slocum, (2005) opined that management refers to the tasks and activities involved in directing an organization or one of its units: planning, organizing, leading, and controlling. McDaniel and Gitman, (2008) said that management is the process of guiding the development, maintenance, and allocation of resources to realize the objectives of an organization. Okwori (2011) rightly put it that, management as the coordination of all the process of planning, organizing, directing, and controlling to achieve the organization objectives. Similarly, Enyi (2013) asserts that management involves the various processes a teacher uses to harness and utilize available resources to achieve effective teaching and learning in the classroom. Management can be defined as the process of getting things done through people, it is the guidance, leadership, and control of the efforts of a group of individuals towards a common goal, (Akinyele, 2008). Chiaha (2013) maintained that management involves the need to get things done to achieve set objectives using available human as well as material resources. Ogbonnaya (2013) opined that management involves guidance, leadership, and control of efforts of a group of people towards achieving the educational goals which will lead to the overall development of the learners and the entire society. The researcher views management as involving planning, organizing, directing, coordinating, controlling, and all what it takes to achieve the organizational goals at a minimal cost at a greater productivity. Also, Yale (2010) noted that management as an effective organization and utilization of human and managerial resources in particular system, for the achievement of identified objectives. Enyi (2013) cited in Okeke, Obunadike and Ugbagir (2018) similarly sees management as involves the various processes a teacher uses to harness and utilize available resources to achieve effective teaching and learning in the classroom. Akubue (2009) is of the view that the purpose of management is to achieve the purpose of education. Management plans and organizing human and material resources in a way that ensures effectiveness and efficiency in an organization. (Akinwumiju and Agabi, 2008). Management is defined literally as getting things done through and with people. (Baridam, 2002). Ogbonnaya (2013) concluded that management involves guidance, leadership, control of efforts of a group of people towards achieving the educational goals which will lead to the overall development of the learners and the entire society. Okunamiri (2008) cited in Eze, Mahuta and Ezeugbor (2018) pointed out that the job of an effective educational manager is to plan, design and implement an efficient and effective learning system responsive to the need of the learners and the society. In any work organization there must be a person or a group of persons to pilot the affairs of the organization through planning, organizing, controlling, and coordinating human activities towards goal attainment. These people are called managers, administrators, leaders, or supervisors. Therefore, the effectiveness of an organization depends greatly on management (Akpan, 2011). Management is a systematic arrangement and organization of resources to make them productive. It involves the process of working with and through people to achieve group goals and objectives. These in definition suggests that management is a continuous and dynamic process involving the coordination and utilization of organizational resources. Management is goal achievement oriented and involves interrelated activities of planning, organizing, leading, and controlling (Akpan 2011). In the view of Igbinedion (2016), he looks at management as a dynamic process of mobilizing both the human and non-human resources towards the attainment of goals and objectives of an institution. Similarly, Terry (2013) noted that management is the art and skills of getting things done through others. To him management is the distinct process consisting of planning, organizing, and controlling activities performed to determine and accomplish objectives using people and resources.

Educational Management

Educational management is the process of planning, organizing, leading, and controlling school employees and activities and using all available resources to reach stated educational goals (Agi & Adiele, 2009). Akpakwu (2012) asserts that educational management is the ability of the educational manager to judiciously utilize the human, material, financial and time resources towards the efficient and effective achievement of the objective of the education institution; what is left is the modalities for the enhancement of the utilization of the said resources for optimal benefits of recipients and the nation, to ensure sustainable development and security. Nikam (2010) noted that management of education is the process of planning, organizing, directing and controlling activities of an institution by utilizing human and material resources so as to effectively and efficiently accomplish the functions of teaching, extension work, and research cited in Ololube (2017). The researcher is of the view that, of all the above definitions it is deduced that the attainment of the educational or organizational goals should be in an effective and efficient manner. In this case, the universities administrators are not left out of how to effectively and efficiently manage whatever at his/ her disposal be it human, material, finance and time resources and other activities targeted at achieving the objectives and goals of the university at the barest minimum cost and maximizing productivity.

Development

When there are positive changes and progress occurrence in the well-being of the people in all ramifications in the society and astronomic growth in the Gross Domestic Product (GDP) of the economy, we say there is development**.** Nwogu (2013) opined that 'development' like "National" is not an easy term to define but its concept can best be understood when the characteristics of a developed society is being listed. This means that the development is not just an easy or straight term to define but can only be analyzed when its characteristics are unveiled. Sen (2013) emphasizes that development as a process of expanding the real freedom that people enjoy; that development requires the removal of major sources of lack of freedom, poverty, as well as tyranny, poor economic opportunities as well as systematic social deprivation, neglect of public facilities as well as intolerance or over activities of repressive states. Osokoya (2008) insists that development is a multi-facet concept hence we talk of economic, social, human development etc. Meidan (2018) maintains that development is a process that creates growth, positive change, or the addition of physical, economic, environmental, social, and demographic components with the purpose of raising standard of living in the society. Tomori (2013) in his own view of what development is said development implies modernization of society, it entails the conversion of a peasant society into an industrial one and means a change in the whole way of life, in expectations and motivations and even physical environment. Shah Shelley(2017) affirms that social and human development requires a concerted approach, integrating the economic and social components in plans, policies and programmes for people's betterment

The Development Challenges Facing University Education to Meet 21ˢᵗ Century in Nigeria

Managing University education to meet 21ˢᵗ century development challenges in the time that we find ourselves, we have to adapt to the changes that the society brings on itself therefore, and we must first analyze the reasons why we have not been able to adapt. In the university education system, the following issues are detrimental to the growth and development of the university system:

- **Poor funding and inadequate facilities:** This involves the lack of sufficient learning materials which aid students in learning and understanding lectures which can be detrimental to them. Many institutions of higher learning in Nigeria were unable to build lecture halls, students' hostels, equip laboratories and workshops and payment of staff salaries, research grants, allowances, and medical bills (Ivara and Mbanefo cited in Asiyai 2005). Romina (2013) mention that, the problem of inadequate funding of education has been a thorn to educational development in the country. One of Nigeria's restrictions is financial struggles which compelled people under harsh circumstances, a sit UNESCO (2000) avers that instructional materials are very important in the actualization of the curriculum. Inadequate supply of instructional materials poses a big problem in the university education with which the objectives can be achieved meaningfully. Even laboratory and the computer laboratory are ill equipped in most of our Nigerian public universities. Oseni (2012) rightly said that because of poor funding, Nigeria's educational system is bedeviled by a myriad of problems, which keep worsening by the day. These include among others, poor funding; shortage of qualified staff, dearth of infrastructure; inadequate classrooms and offices; inadequate laboratories for teaching and research; shortage off books and Journals; indiscipline; inconsistent and ill conceive policies; low staff-student ratio; poor record keeping; fraud and self-deception with regard to accreditation; failure to send staff regularly on short courses to improve and enhance their competences and, the fact that government often reneges on the mutual agreement between it and the unions of educational institutions.

- **Inadequate teaching staff /poor quality of teaching staff:** University Education to a large extent promotes the production of skilled/ semi-skilled technical and professional manpower, for the revitalization and sustenance of the national economy (Nwankwo, 2013). Bamiro (2012) attributed the problem of de-intellectualization of the academia to low quality of staff of some institutions of higher learning in Nigeria. Where there is inadequate teaching staff and poor quality of lecturers, the attainment of good quality in higher education will be difficult. Azaru, Syed and Muhammad (2013) cited in Nsirim (2019) adds that training is the process of improving the existing skills, knowledge, exposure, and abilities in an individual.

- **Lack of motivation on the part of staff:** in a university where the staff are not respected, not well paid, no promotions or salary bonuses etc., they will not be encouraged to perform their duty to the students properly. This could result mass failure on the part of students if lecturers do not teach properly. Akpakwu(2012) noted that motivation as the willingness or encouragement to put in extra efforts towards the achievement of organizational objectives by satisfying personal needs. Olusola (2011) opines that motivation is the focus of mental instrument which regulates the work behaviour of employees.

- **Insecurity**: In universities where the state of insecurity is high as a result of cultism, robberies, violent protests etc., the students as well as the staff will fear for their lives and avoid school which does not help the university to develop. Aliyu (2012) opined that security is the state of reduced or contained threats and tension in which the stability of a nation is not in an imminent danger of disruption from within and without,

- **Lack of good will for Entrepreneurship Education**: There is no good will for entrepreneurship education in most Nigerian universities. What we have in most of our Federal and State universities is theoretical based not theoretical and practical based which has outlived its usefulness in the system

and the nation, the goals and it objectives will not be achieve. Beetseh & Ameh (2015) emphasize that that entrepreneurship education should produce self-reliance, job creators and not job seekers, it equips the individual for creative problem solving and innovation Ekpiken & Ukpabio (2015) maintain that entrepreneurship education can help in fostering the spirit of enterprise among students and in solving the difficulties experienced in securing jobs among young Nigerians.

- **Lack of effective leaders**: This issue can be the fault of the school administration or even the state government which can consist of selfish and corrupt officials who use up education funds and neglect the needs of students and staff. These selfish leaders may not provide good laws for the benefit of the university but laws that suit their self-interest. Faisal (2017) says a leader is one who gets things done through other employees.

- **Outdated curriculum:** A curriculum that does not change even in the slightest bit does not give the students to advance to develop mentally and the repetitive process leaves the learning process uninteresting. Curriculum is a set of planned and organized materials designed for intended learning outcomes considered as adequate for any functional expectations of a people in time and place (Okobiah 2010). Oyeshola (2012) curriculum content remains largely traditional and out of touch with trends in the labour market. Otalu (2009) posits that the problems with the Nigerian. Educational system is not the quality of the curriculum, but resources allocated for its implementation.

- **Lack of University Linkage**: Most public universities in Nigeria do not have university change linkage where students and staffs can exchange knowledge ideas information from counterpart universities and even in the western world.

- **Motivation** is the internal drive that moves an employee to do more or put more effort in the job to increase productivity in the organization such as reward, increase in pay etc.

- **Lack of staff development** at the federal and state level most of our universities do not encourage staff enough, no training and retraining of staff to be of innovative with current trends of technology in the global world. Most of the professors and lecturers are obsolete in knowledge and ideas, they are still where they are. Funds are not provided for conferences, even where it is provided only their cliques or friends are the beneficiaries , while others use their personal income to develop themselves, thus it may result to low productivity in the organization the drive to put in their best will no longer be there.

- **Dysfunctional Priority**: In Nigeria most at times the attention of the Government are being diverted to projects that are irrelevant to the nation there by giving a lukewarm attitude to university education coupled with the dwelling economy in the country budgetary allocation, what is allocated to university education is far below 26% of UNESCO recommendation for education. Deficient libraries in terms of currency and number of books, journals, and electronic support facilities.

- **Poor policy implementation:** Worried about the poor quality of graduates of higher education institutions in Nigeria, the national universities commission carried out a need assessment survey which was reported by Okebukola, (2005) and highlighted the following:
only about 30% of Nigerian students' population have adequate access to classrooms, workshop, lecture halls, laboratory, and libraries.

- **Lack of information and communication technology facilities:** Information and communication technology in education has been continuously linked to higher efficiency, higher productivity, and

higher educational outcomes, including quality of cognitive, creative, and innovative thinking (Olatoye, 2011).

Conclusion

It is concluded that the university administrators have to take a bold step to follow and meet up with trends and adapt to changes for vigorous transformation and innovation of the universities for it to meet up its goals and objectives for which it was set up for. It was concluded that there should be proper funding because the government is responsible for allocating a reasonable amount of funds for sustaining the educational system. Therefore, the university administrators must meet with the minister of education, the state education board, and the state government to discuss the funds which will be necessary for the university's development. The school administrators should use the funds allocated to it for maintaining and development of the university on a regular basis so the university would look developed and make an adequate learning environment for students as well as a place the school staff will be comfortable in.

Suggestions

The solutions to these issues can be achieved with the help of the students, staff, and school management. The solutions are as follows:

- **Proper funding:** The government is responsible for allocating a reasonable amount of funds for sustaining the educational system. Therefore, the university management must meet with the minister of education, and the state government to discuss the funds which will be necessary for the university's development.
- **Providing modern facilities**: The school administration should use the funds allocated to it for maintenance and development of the university on a regular basis so the university would look developed and make an adequate learning environment for students as well as a place the school staff will be comfortable to do their job.
- **Good security network**: The university administration should take time to employ hard-working and dedicated security personnel who will not succumb to bribery and corrupt practices. These personnel should be properly trained and well-armed to ward off threats to the university. These security personnel should also check up on students to curb cultist activities and indecent/immoral activities in the campus.
- **Entrepreneurship education**: This involves imparting students with knowledge and skills for vocational courses so they can become self-dependent when they graduate.
- **Innovative curriculum**: The university staff should ensure they renew the curriculum yearly to ensure they give new knowledge to students instead of repeating the same things every year up to the point their teaching becomes boring, predictable and redundant and also the universities curriculum should be functional, that will be designed to empower students who will be able to contribute to its economic and societal development the nation and the society to meet up the developmental challenges of the 21st century.

- **University linkages**: It was suggested that the university administrators should team up or collaborate with other universities to trade ideas and knowledge for the benefit of the students, staff and the entire universities development as a whole and also, there should be vigorous entrepreneurship education based more of practical oriented skills which involves imparting students with knowledge and skills of vocational courses so they can become self- dependent after graduation. Collaborating with other Universities, the school administration should team up with other universities to trade ideas with other universities: and knowledge for the benefit of the students' staff and universities development.

- **Top Priority**: The government should prioritize university education as it is very necessary for the future development of the nation and as such should declare a state of emergency and pump in more money into the system for effective functional university education in Nigeria.

- **E-learning**: The school administration and staff should collaborate to include e-learning which is the use of the internet enabled devices to teach students. This will give students a vast knowledge of their field and give them an advantage over students who did not have e-learning in their curriculum.

- **Good administrator**: Hardworking, unbiased administrators will ensure that the university is in good shape and the students and staff are in a proper and safe environment where they can carry out their activities peacefully

- **Collaborating with other universities**: The school administration should team up with other universities to trade ideas and knowledge for the benefit of the students' staff and universities development.

- **Poor policy implementation:** Worried about the poor quality of graduates of higher education institutions in Nigeria, the national universities commission carried out a need assessment survey which was reported by Okebukola, (2005) and highlighted the following:
  only about 30% of Nigerian students' population have adequate access to classrooms, workshop, lecture halls, laboratory, and libraries.

- **Motivation** is the internal drive that moves an employee to do more or put more effort in the job to increase productivity in the organization such as reward, increase in pay .Incentives such as better salaries, benefits should be put in place to encourage staff to work harder and better.

- **Lack of staff development**: The staff should be regularly trained in research which can be made possible by the attendance of conference, workshop, seminars etc . Adequate funds should be provided by the university to further encourage the staff to better themselves.

- **Lack of information and communication technology facilities:** Information and communication technology in education has been continuously linked to higher efficiency, higher productivity, and higher educational outcomes, including quality of cognitive, creative, and innovative thinking (Olatoye, 2011).

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