

**Humboldt Alumni Higher Education  
Management and Research Linkage  
Network Forum**

**Tuesday, November 10, 2015**

**Revitalising Higher Education  
Management in Nigeria: Comparing Notes**

*Presented by*

**Prof. Tola Badejo**

**Pioneer Vice-Chancellor, Wesley University of Science and  
Technology, Ondo. (2008 – 2015).**



■ There are different categories of Universities in Nigeria.

■ Category 1:

Federal Government Universities

■ Category II:

State-owned Universities

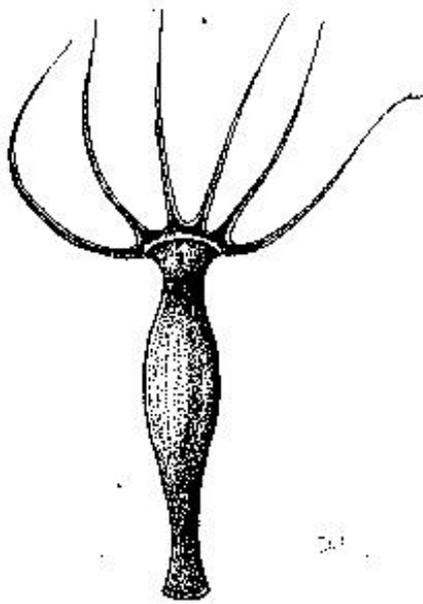
IIa: Fees <N50,000

Iib: Fees >N50,000

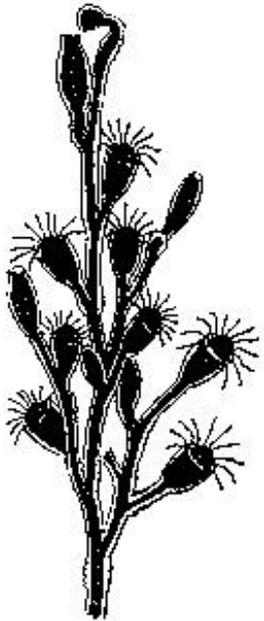
■ Category III

Multifaceted; Hydra-headed





*Hydra*



*Obelia*



Octopus



## ■ Category III

Multifaceted; Hydra-headed; Octopus headed

### ■ There are 61 Private Universities

Each operates under unique circumstances

IIIa: Well-funded → Many Students

IIIb: Fairly funded → Not so many

IIIc: Poorly funded → Extremely few

Comparing notes suggests that my colleague and I share our experiences in our Universities with you.

Who will relay the experiences in other universities?

My approach will be based on the categories I highlighted earlier which will lead me into another level of categorisation but I am assuring all that notes will be compared across board in the process.

Recently, I told a gathering of Alumni of a not-too-young university that: "I know that your university is doing well in terms of funding and staff welfare. I was at your last convocation where the outgoing Vice-Chancellor thanked the Visitor for funding the university very well. How many people know that the mere fact that an institution is able to pay staff salaries punctually does not mean that the institution is doing well financially. **I do not know any university in this country that receives 100% of its budget from its proprietors.** So, a responsible university administration must have huge profit-yielding investments and must source external funding both locally and internationally. The trend now is for universities to establish a company under which all business ventures will operate and the Alumni Association is represented on the Management Board of the company."



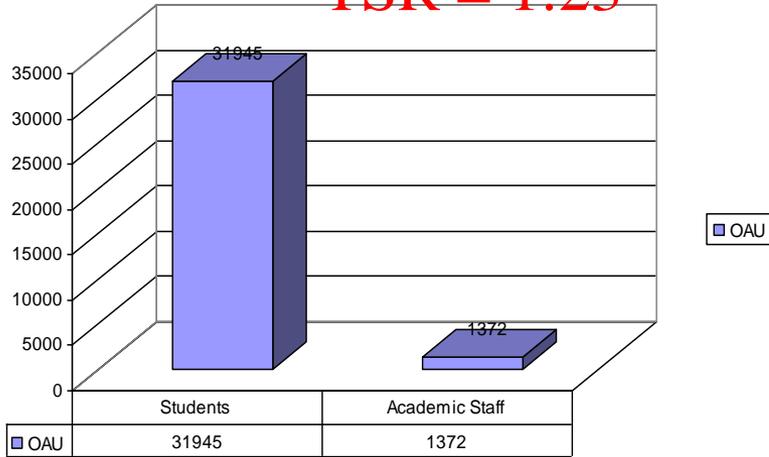
If the focus of this discourse is on ‘Higher Education Management’ then let us discuss **infrastructure** first.

How many universities in Category I and Category II have adequate infrastructure?

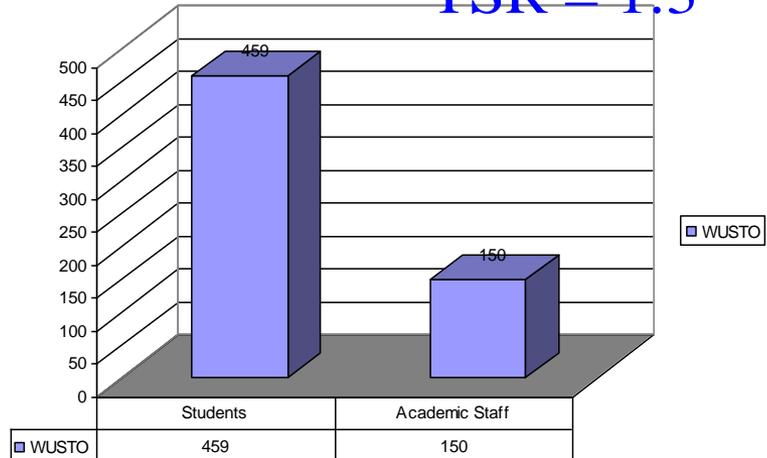
- **Crowded and congested Lecture rooms**
- **Lack of state of the Art Audio Visual Facilities**
- **Non-Centralized Internet Facilities**
- **Inadequate Hostel Facilities**
- **High TSR etc.**



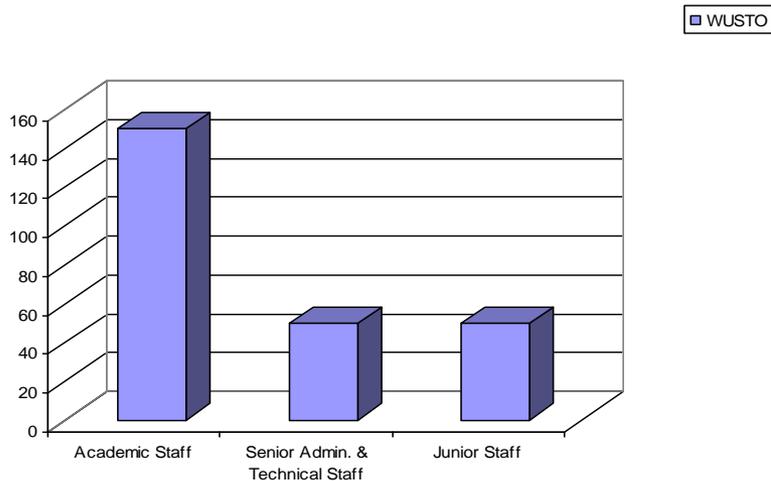
OAU  
**TSR = 1:23**



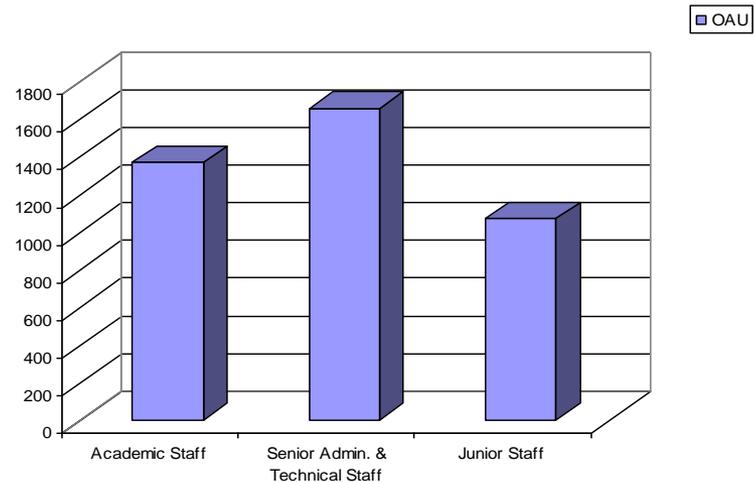
WUSTO  
**TSR = 1:3**



WUSTO



OAU



**Comparison of staffing situations in a first generation and a new university.**

**The teaching staff-students ratio (TSR) is EMBARRASSINGLY very high in many universities.**

**National Open University of Nigeria 1:363**

**University of Abuja 1:122**

**Lagos State University 1:111.**

**NUC recommends 1:15.**

**In Harvard 1:4**

**MIT 1:9**

**Yale 1:4**

**Cambridge 1:3**



In sharp contrast, for Category IIIa, i.e. Well-funded Private Universities, adequate funding goes with adequate infrastructure.

**Private Universities in the Top 50 in Nigeria as at August 2015.**

- 5. Covenant University, Ota.**
- 12. Landmark University, Omu-Aran.**
- 18. Redeemer's University, Ede.**
- 25. Afe Babalola University, Ado-Ekiti.**
- 27. Paul University, Awka.**
- 35. Veritas University, Abuja.**
- 36. Madonna University, Okija.**
- 39. Pan African University, Lagos.**
- 41. Lead City University, Ibadan.**
- 45. Baze University, Abuja.**
- 46. Bingham University, Auta Balifi.**
- 47. Bells University of Technology, Ota.**
- 49. Babcock University, Ilishan-Remo.**

**13 of them!**



# **Private Universities in the Next 50 in Nigeria as at August 2015.**

- 53 Joseph Ayo Babalola Universit, Ikeji-Arakeji.**
- 55 African University of Science and Technology, Abuja.**
- 58 Igbinedion University, Okada**
- 60 Fountain University, Oshogbo.**
- 61 American University of Nigeria, Yola.**
- 62 Achievers University, Owo**
- 64 Obong University, Obong Ntak.**
- 65 Crawford University, Faith City.**
- 70 Modibbo Adama University of Technology, Yola.**
- 71 Ajayi Crowther University, Oyo Town.**
- 73 Caleb University, Imota.**
- 75 University of Mkar, Mkar.**
- 76 Nigerian Turkish Nile University, Abuja.**
- 77 Novena University, Ogume.**
- 78 Adeleke University, Ede.**
- 79 Renaissance University, Enugu.**
- 80 Al-Hikmah University, Ilorin.**
- 81 Caritas University, Enugu.**
- 84 Benson Idahosa University, Benin City.**
- 85 Oduduwa University, Ile Ife.**
- 87 Bowen University, Iwo.**
- 89 Crescent University, Abeokuta.**
- 92 Elizade University, Ilara-Mokin.**
- 94 Wellspring University, Benin City.**
- 96 Western Delta University, Oghara.**
- 98 Wesley University of Science and Technology**

**26 are between  
50 and 100.**



**If  $13 + 26 = 39$  out of 61 private universities are in the first 100, the remaining 23 are in the last 43 universities. Out of this 43, 20 belong to Federal and State governments. What a shame!**

**There are 82 Federal and State Universities put together. If 20 are in the last 43, 62 must be in the first 100 i.e, 62%.**

**For private universities  $39/61 = 63.9\%$  are in the first 100.**

**So therefore, Private universities are already doing better than government-owned universities. QED!**



In Categories I & II (i.e. Federal and State universities), adequate funding is restricted to payment of salaries and not infrastructural development to meet the demands of the ever increasing number of students.



So, those who believe that the future of higher education lies with the Privately owned universities may not be wrong afterall.

Only Federal and State Governments can prove them wrong by way of paying more attention to infrastructural development in their universities.



Now let's re-categorize Private Universities on the basis of the nature of their proprietary base.

- **Faith-based**
- **Group-based**
- **Sole ownership**

Within each category, management of the universities differ based on the following:

- **Doctrine**
- **Culture**
- **style of governance in the organization,**
- **nature of ethnic diversity within the organization**
- **level of education of the leadership of the organization.**
- **Level of literacy of the owner/leader of the organization**



It is the differences between the proprietors in respect of the stated criteria that determine the success of each university.

If you ask the Vice-Chancellors of those private universities that are not doing well, they will confirm to you that **undue interference from proprietors** is their major handicap. It is worse than **inadequate funding**.

This is where the regulatory role of NUC is very vital.



Another problem with proprietors is that some of them don't send their children to their own universities and when they do, they expect the management and workers to treat them as sacred cows.

Many of them do not even bother to study the contents of the **Enabling Laws** establishing their universities drafted by their lawyers and approved by NUC.

One example is a university which stated clearly that workers will be paid more than what the Federal Government is paying in her **Enabling Laws**. Not only that this university never kept to this, the situation now is that of negotiation with the workers on how to reduce their pay drastically.



If one takes the statistics of Vice-Chancellors that completed their tenure in Private universities, one will see that a very few percentage did. I know a private university that had five Vice-Chancellors in her first two years of existence.

Many Proprietors are **dictators**. If you are a Vice-Chancellor in a Private university, pray that your proprietor is a **Benevolent dictator**. To be a **Benevolent dictator**, the proprietor must be academically inclined!



**Technocrats** and **politicians** have no place on the **Governing Boards** of Universities. They may be useful as members of **the Board of Trustees** but not in the **Governing Council**.

**A Pro-Chancellor must be Computer Literate and ICT Compliant. Must be in tune with the Digital Age.**



**I recommend that more than half of the members of the Governing Council of private (and public) universities must have worked at management level in a university or any other tertiary institution before.**

**NUC should as a matter of urgency consider setting criteria for composition or membership of the Governing Councils of Nigerian Universities.**



# **Revitalisation!**

**The ideal situation is that in which the Federal and State Governments provide adequate facilities in all their universities so that those who opt for private universities would have other reasons for doing so other than lack of facilities.**

**Governments should also make public the amount of subsidy on each student in their higher institutions with a view to providing a conducive atmosphere for every citizen to be able to pay the cost of tertiary education.**



# **Revitalisation!**

**If this ideal situation is not achievable, the Private Universities become the only hope of millions of eligible students now roaming the streets.**

**The golden question is: How many parents have the economic power to send their children and wards to Private Universities?**



# Revitalisation!

Unfortunately, the money realized from the private sector (TETFUND) is expended directly on infrastructure for Government Universities alone. **This is nothing but “Robbing Peter to pay Paul.”**

**The Federal Government should have a re-think about this. Offering scholarships and revolving loans to students of Private Universities is one option that will enable eligible candidate to gain admission into Private universities. This will enable them have more students that will benefit from their human and material resources which are grossly under-utilized.**





Thank you  
for  
listening.

