



MAKING THE 21ST CENTURY UNIVERSITY WORK EFFECTIVELY THROUGH THE COMMITTEE SYSTEM



PROFESSOR EYITOPE O. OGUNBODEDE

BSc (Hons), BChD (Ife), MPH (Lagos), Ph.D (UWC),
DDPH RCS (England), FFD RCS (Ireland), FNCS, FNAMed
Vice-Chancellor (2017-2022)

Department of Preventive and Community Dentistry,
Obafemi Awolowo University, Ile-Ife, Nigeria.

This presentation discusses:

- ❖ the role of committee systems in the governance and administration of universities
- ❖ It covers the challenges faced by 21st-century universities
- ❖ the composition of committees
- ❖ the classification of university committees based on the level of university governance from which they derive their powers.
- ❖ the role of Committees in decision-making, policy formulation, and overall management.
- ❖ the need for universities to employ a robust committee system that ensures effective decision-making and management of activities across the institution.
- ❖ the challenges faced by the 21st-century universities in having effective Committee system.

MODERN UNIVERSITIES AND THE COMMITTEE SYSTEM

- Universities are intricate organizations with multifaceted structures.
- Their governance typically involves a university council, which represents the governing authority, and various committees.
- These committees collectively facilitate decision-making and manage activities across the institution.
- In the context of university governance and administration, university committees play a crucial role in decision-making, policy formulation, and overall management.
- They ensure that various aspects of university life are managed effectively and align with the institution's goals and values.
- The effectiveness of committee systems contributes significantly to the functioning of modern universities.

Challenges Faced by 21st Century Universities

- Universities face a multitude of challenges in the 21st century. From a rapidly evolving knowledge landscape to increasing budgetary pressures, institutions must adapt to ensure continued relevance and effectiveness.
- While the committee system has long been a cornerstone of university governance, its efficacy requires reevaluation in today's dynamic environment.
- The 21st-century university is a beacon of knowledge, innovation, and societal progress.



The Importance of a Robust Committee System

To navigate the complexities of modern higher education, universities must employ a robust committee system that ensures effective decision-making and management of activities across the institution.



Composition of Committees

University committees are typically composed of:

- University Staff
- External Council members
- Alumni
- Catchment Community and
- Sometimes Students

Each of these bring a unique perspective to the decision-making process.

Classification of University Committees

There are several classifications of University Committees.

1. Classification based on the **level** of University governance from which they derive their powers
2. Classification based on **Temporality**
3. Classification based on **Functions**
4. Classification based on the **source from which their authority is derived.**
5. **Open or Closed Committees**





Classification Based on Level of University Governance from which they derive their powers:

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- (i) Council Committee
 - (ii) Senate Committee
 - (iii) Joint Committee of Council and Senate
 - (iv) College Committee
 - (v) Faculty Committee
 - (vi) Departmental Committee.
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Classification Based on Temporality

(i) Standing Committees

- Permanent bodies within the university structure
- Handle recurring matters and have a consistent role.
- Essential for maintaining continuity and stability in university operations

Examples: Development Committee and Students Disciplinary Committees

(ii) Ad hoc Committees

- Temporary bodies formed for specific purposes or tasks
- Address urgent or unique issues requiring immediate attention
- Disbanded once their purpose is fulfilled

Examples: Search Committees for hiring key personnel or Strategic Planning Committee

Classification based on Functions

(i) Tactical Committees

- Focus on day-to-day operational matters
- Handle routine tasks such as curriculum development, student affairs, and facilities management
- Ensure the smooth functioning of various university processes

(ii) Operational Committees

- Deal with specific projects or initiatives
- Formed to address shortterm goals such as organizing events, implementing new policies, or managing budget allocations

Examples: Search Committees for hiring faculty or organizing a conference



Committees Classification based on Functions (Continued)

(iii) Strategic Committees

- Have a broader scope and focus on long-term planning and vision
- Contribute to shaping the institution's overall direction
- Address issues like institutional growth, university ranking, research priorities, or academic excellence

(iv) Advisory Committees

- Provide expert advice and recommendations to university leadership
- Focus on specific areas such as curriculum development, research policies, or student affairs
- Consist of members with specialized knowledge and experience
- External experts, alumni, or industry professionals contribute valuable insights to enhance decision-making processes



Committees Classification based on Functions (Continued)

(v) Governance Committees

- These committees are directly involved in decision-making and policy formulation. Governance committees influence institutional policies and strategic directions.
- They include bodies like the University Senate, Governing Council, or Board of Trustees.

(vi) Committees by Constituency

Some committees represent specific constituencies within the university community. For instance:

- **Faculty Committees:** These committees address academic matters, curriculum development, appointment, and promotion.
- **Academic Affairs:** Committees that deal with the curriculum, instruction, libraries, and other educational aspects of the university. For example, Curriculum Committee or Library Committee.
- **Student Committees:** Student-led committees focus on student welfare, extracurricular activities, and campus life.
- **Staff Committees:** deal with administrative and operational issues related to non-faculty employees.

Committees Classification based on Functions (Continued)

(vii) Research Committee

- Committees that promote and support research activities at the university.
- This may include committees on research funding, research ethics, and Intellectual Property and Technology Transfer.
- An example is the University Research Committee.

(viii) Cross-Functional Committees

- These committees cut across departments or disciplines.
- They encourage collaboration and interdisciplinary approaches.
- Examples include Research Committees, Ethics Review Boards, or Sustainability Committees.

Committees Classification based on Source from which Authority is Derived

- (i) Delegated Authority
- (ii) Statutory Authority
- (iii) Consultative Authority

(i) Delegated Authority

- These committees hold the majority within a university structure.
- Their authority stems from a higher governing body, typically the University Council or Senate.
- The higher body establishes the committee, defines its purpose and scope, and delegates specific decision-making or advisory powers.
- Examples include the Appointments, Promotion and Disciplinary Committee (authority delegated by University Council) and the Curriculum Committee (authority delegated by the Senate)

Committees Classification based on Source from which Authority is Derived (Continued)

(ii) Statutory Authority

- A smaller group of committees derive their authority directly from the university's governing charter or bylaws.
- These committees have specific mandates enshrined in university documents, making their role and responsibilities legally binding.
- This varies from one University to the other depending on the Laws establishing the University.
- Examples of such Committee in Elizade University is the Joint Council and Senate Selection Board

Committees Classification based on Source from which Authority is Derived

(iii) Consultative Authority

- These committees have the least formal authority.
- They primarily function as advisory bodies, providing recommendations and insights to higher-level decision-makers.
- Their influence depends on the weight given to their recommendations by the governing body.
- Examples in Elizade University include Committee on Admission Drive and University Ventures Committee.

It's important to note that:

- Some committees may have a combination of these sources of authority. For instance, a committee might have its core functions established by the Senate (delegated authority) but also have specific reporting requirements outlined in university bylaws (statutory element).
- Understanding the source of a committee's authority clarifies the weight of its decisions and recommendations within the university governance structure.

Committees can also be classified as Open or Closed.

(i) Open Committees

- These allow anyone from the university community to attend meetings and participate in discussions, though voting rights might be limited. An example could be a University Senate meeting and the meeting of congregation.




(ii) Closed Committees

- Membership and discussions in these committees are restricted due to the sensitive nature of the topics they address.
- This could include disciplinary committees or those handling personnel matters.

COMMITTEE STRUCTURE



There's no one-size-fits-all approach:

- 1) University committees operate within a hierarchical structure
- 2) The University Council (comprising representatives from various stakeholders) delegates authority to committees.
- 3) Committees report to the Council or other governing bodies.
- 4) Effective collaboration among different levels of governance ensures successful implementation of the “committee system”.
- 5) It is essential to manage committee meetings efficiently to avoid diverting focus from teaching, research, and community service.
- 6) University committees serve as vital components of governance, promoting transparency, accountability, and informed decision-making.
- 7) Their effectiveness lies in striking a balance between active participation and minimizing disruptions to the core functions of the institution.

EXAMPLES OF UNIVERSITY COMMITTEES



Here are some examples of common university committees:

- 1) Academic Hearing Board: Addresses academic disputes and appeals.
- 2) Admissions Committee: Oversees the admissions process for new students.
- 3) Entrepreneurship Committee: Promotes and integrates Entrepreneurship within the university.
- 4) Convocation Ceremony Committee or Ceremonials Committee (Commencement Committee): Organizes graduation ceremonies and related events.
- 5) Curriculum Committee: Reviews and approves curriculum changes and new programmes.
- 6) Faculty Welfare Committee: Deals with matters related to faculty welfare and development.
- 7) Research Ethics Committee: Ensures ethical standards in research activities.
- 8) Student Affairs Committee: Focuses on student life, services, and policies.
- 9) Sustainability Committee: Works on initiatives related to environmental sustainability.

EXISTING COMMITTEES OF ELIZADE UNIVERSITY



Let us list them as:

- (1) Committees of Council
- (2) Committees of Senate
- (3) Special Committees of Council and Senate
- (4) Ad-Hoc Committees (Among Others)

1. Committees of Council

- a) Finance and General Purposes Committee
- b) Appointments, Promotions and Disciplinary Committee
- c) Fund Raising Committee
- d) Tenders' Board
- e) Development Committee
- f) Security Committee



EXISTING COMMITTEES OF EU (Continued)



2. Committees of Senate

1. Business Committee of Senate
 2. Central Admissions Committee
 3. Committee of Deans and Academic Directors
 4. Curriculum Committee
 5. Ceremonies and Honours Committee
 6. Examinations and Timetable Committee
 7. Research and Publications Committee
 8. Student Welfare Committee
 9. Student Disciplinary Committee
 10. Sports Committee
 11. Information and Communication Technology Committee
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3. Special Committees of Council and Senate

1. Joint Council and Senate Selection Board
 2. Search Team
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EXISTING COMMITTEES OF EU (Continued)

4. Ad-Hoc Committees (Among Others)

- 1) Committee on the review of the University Financial Regulations
- 2) Committee on the review of the University Handbooks
- 3) Committee on the Selection of Caterer for the new Cafeteria
- 4) Committee on Harmonization of the E-Platform with University Portal for allocation of bed-spaces
- 5) University Central Research Committee
- 6) Implementation Committee on Gender Policy
- 7) Implementation Committee on Entrepreneurship Programme
- 8) Strategic Plan Committee
- 9) Committee on Revision of Academic Briefs
- 10) Teaching and Learning Enhancement Committee
- 11) Committee on the Development of the Criteria for the Appointments and Promotions of Teaching and Non-Teaching Staff/Career Structure in the University
- 12) Research Ethics Committee
- 13) Committee on the Establishment of Cassava Farm

EXISTING COMMITTEES OF EU (Continued)

4. Ad-Hoc Committees

- 14) Investigation Committees on different matters
- 15) Committee on People with Special Needs
- 16) Committee for the Implementation of the Strategic Plan
- 17) Board of Survey
- 18) Committee on review of University Activities
- 19) Procurement Committee
- 20) Committee on Entrepreneurship
- 21) Committee for the provision of adequate guidelines for Inaugural Lectures
- 22) Public Relations Advisory Committee
- 23) University Ranking Committee
- 24) Committee on the Expansion of the University Medical Centre
- 25) Committee on Strategic Plan Retreat
- 26) Quality Assurance Committee
- 27) Committee on Admission Drive



EXISTING COMMITTEES OF EU (Continued)

4. Ad-Hoc Committees

28) Chapel Committee

29) Special Committee to Identify Programmes that could run as Combined Degrees in the University

30) Committee on Mock Accreditation Exercise

31) Committee on Reversal of 4.00CGPA to 5.00CGPA

32) Committee on Foundation Studies (JUPEB and IJMB)

33) Human Resource Development Committee

34) University Ventures Committee

35) Committee on Distance Learning



SHORT BREAK

FUN FACT - 1

Fun fact about the Roman Empire:

In the Roman Empire, urine was used as a cleaning agent! They collected urine from public urinals, which were common in ancient Rome, and used it as a cleaning agent for various purposes, including laundering clothes and even brushing their teeth. The ammonia in urine served as an effective cleaning agent due to its alkaline properties.

FUN FACT - 2

In ancient times, in Nigeria and many other countries, **cobwebs were used as a form of wound dressing.** The fine fibers of cobwebs were believed to have some properties that could help stop bleeding and promote healing.

This has not been supported by modern scientific understanding.

QUESTION FOR BREAK SESSION

Which committee was established by the Federal Government of Nigeria to investigate the challenges in the Nigerian university education system in **2012**?

- A) Oronsaye Committee
- B) Babalakin Committee
- C) Waku Committee
- D) Needs Assessment Committee

QUESTION FOR BREAK SESSION

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The Correct Answer is D)

THE ROLE OF UNIVERSITY COMMITTEES



- They ensure that various aspects of university life are managed effectively and align with the institution's goals and values.
- University committees are pivotal in supporting strategic planning, quality assurance, policy development, academic program delivery, the student learning experience, and research.
- They provide a platform for diverse viewpoints, ensuring that decisions are made with broad disclosure of concerns and alternative perspectives.
- Moreover, committees are instrumental in disseminating information within the institution and garnering acceptance for recommendations through staff representation.






THE ROLE OF UNIVERSITY COMMITTEES Continued

1. Strategic Planning: Committees play a pivotal role in supporting strategic planning. They help align institutional goals with actionable steps.

2. Quality Assurance: Committees ensure quality in teaching, learning, and research. The academic board (or academic senate) is a critical body responsible for maintaining high standards.

3. Policy Development: Committees contribute to policy formulation. They address issues related to curriculum, student services, and faculty development.

4. Student Experience: Committees provide avenues for student involvement in academic decision-making. They enhance the teaching-learning environment. 

5. Research Oversight: Research committees oversee research activities, funding, and ethical considerations.  

STRENGTHS OF THE COMMITTEE SYSTEM



1) Diversity of Perspective: Committees bring together faculty, staff, and students with varied expertise and experiences. This fosters well-rounded discussions and solutions that consider diverse needs.

2) Informed Decision-Making: Committee members conduct research, analyze data, and hold open discussions, leading to more informed choices for the university.

3) Transparency and Accountability: Transparent committee processes build trust and ensure stakeholders understand decision-making rationales.




4) Shared Ownership: Committee participation fosters a sense of shared ownership over university direction, promoting buy-in and commitment to implemented plans.



CHALLENGES OF THE COMMITTEE SYSTEM

- Despite their importance, committees can be perceived as inefficient or unnecessary.
- Some of the challenges of the Committee System are:
 - i. **Perceived Ineffectiveness:** Some view committees as talkative forums with little tangible impact.
 - ii. **Lack of Communication:** When committees fail to communicate outcomes effectively, their value diminishes.
 - iii. **Overlapping Roles:** Overlapping memberships and unclear remits hinder efficiency.
 - iv. **Inefficiency and Time Commitment:** Large committees and cumbersome procedures can lead to slow decision-making and overwhelm members with workload. Eg. Re-discussing the issues again by a larger body.



CHALLENGES OF THE COMMITTEE SYSTEM Contd.

- v. **Groupthink and Bias:** Unchallenged viewpoints and dominance by certain groups within committees can hinder innovation and inclusivity.
- vi. **Lack of Clear Goals and Authority:** Unclear committee mandates or insufficient authority to implement decisions can render them ineffective.
- vii. **Perception of Inefficacy:** Combat this by ensuring tangible outcomes from committee meetings and clear communication of achievements.
- viii. **Resistance to Change:** Encourage a culture of innovation and flexibility within committees to adapt  to evolving educational landscapes.
- ix. **Time Constraints:** Streamline committee workloads and prioritize  tasks to respect  members' time and contributions.

OPTIMIZING THE COMMITTEE SYSTEM



Universities must address common challenges. To make the committee system work effectively, universities should consider the following strategies:

- 1) **Clear Objectives and Roles:** Define the purpose and responsibilities of each committee to avoid overlap and ensure clarity in their functions.
- 2) **Diverse Representation:** Include members from various academic and administrative sectors. Actively discourage underrepresentation.
- 3) **Efficient Communication:** Establish transparent communication channels between committees and the wider university community to build trust and inform stakeholders of ongoing initiatives.
- 4) **Regular Assessment:** Regularly review the need for existing committees and create new ones to address emerging challenges. For example, is the Search Committee still necessary?
- 5) **Focused Agenda and Outcomes:** Limit meetings to critical issues and actionable items to maintain momentum and prevent stagnation. Clearly define committee mandates, set measurable goals for each meeting, and ensure action items are assigned with follow-up mechanisms.

OPTIMIZING THE COMMITTEE SYSTEM Continued

- 1) **Training and Support:** Provide committee members with the necessary training and resources to fulfill their roles effectively.
- 2) **Collaboration:** Committees should work together harmoniously. Avoid unnecessary duplication and ensure seamless communication.
- 3) **Transparency:** Decision-making processes must be transparent. Share outcomes with the wider university community.
- 4) **Evidence-Based Approach:** Committees should base decisions on evidence, fostering credibility.
- 5) **Streamlined Processes:** Implement efficient workflows, utilize technology for collaboration, and set clear timelines for committee work.
- 6) **Technology Integration:** Utilize online platforms for communication, document sharing, and voting to improve accessibility and efficiency.

OTHER KEY CONSIDERATIONS

- 1) **Quality Improvement:** Committees must assure continuous quality improvement.
- 2) **Decision-Making:** Timely decisions are crucial.
- 3) **Communication:** Ensure information dissemination and maintain proper communication channels within committees and across the university.
- 4) **Role of Technology:** Explore how technology can further enhance committee work - e.g., using online surveys to gather wider input, or implementing virtual committee meetings to increase participation.
- 5) **Data-Driven Decision-Making:** Encourage committees to utilize data and analytics to inform their discussions and recommendations.
- 6) **Assessment and Evaluation:** Regularly assess the effectiveness of committees and make adjustments as needed to ensure continued relevance and impact.

Usefulness of Committees (Examples)

Professor Biyi Afonja (2017) in his book *“I smell a rat. A Pro-chancellor’s Adventures in University Governance”* (page 247) wrote about a member of staff who sent him “a most impertinent and threatening letter in December 2005”, in which he said:

... The Black Nationalist Movement that I lead cannot afford to allow you to try to tarnish the image of their head. I cannot allow it myself either ...

- The staff later saw the absurdity of his action and wrote a letter of apology in July, 2006 which he reproduced in the book.

Usefulness of Committees (Continued)

The entire content of the Letter of Apology:

“I write on account of the letter I wrote to you on the 3rd of December, 2005 to express my annoyance and displeasure on the way matters concerning me was being handled. Some of the concerns I had about a seeming hatred and biases against me and your perceived unwarranted support for Mr. X's blackmail and campaign of calumny have since been ameliorated and lifted by the way and manner you resolved the dispute in a fair way by establishing the reconciliation committee that has been able to see through the gamut of blackmail and intrigue that Mr. X had put against me.

The maturity you showed in this instance and **the objectiveness of the committee** you established had **made me decide to apologise** to you for the pain the content of the letter must have caused you. Thank you for your understanding.

Sgd

Dr. X

The Y of Egbaland”

Usefulness of Committees (Some Examples)

- **The Adhoc Committee on Review of the Supply and Usage of Electricity to OAU**
 - Product of a disagreement between the University and the Electricity distribution Company on the appropriate tariff rate
 - Chaired by the Deputy Vice-Chancellor (Administration) and had members from relevant sections of the University; Electrical, economics, business administration etc.
 - Had two weeks to submit its report
 - Came up with far reaching recommendations that led to OAU becoming a Marketer and fully responsible for the supply of its own electricity.
- **Great Ife Advancement Committee**
 - Comprised of prominent Alumni of the University; Chaired by Mr. Gbenga Oyebode with Prof Okey Oramah, Dr. Ibukun Awosika, Dr. George Etomi as members.
 - Metamorphosed into the Board of Trustees of the Great Ife Advancement Foundation
 - Launched an endowment fund for the University in December 2021 where hundreds of millions of Naira was raised.

CONCLUSIONS

- The committee system remains a valuable tool for university governance in the 21st century.
- By embracing these strategies, universities can transform the committee system into a powerful engine for effective governance and shared success in the 21st century.
- An effective Committee System enhances university governance, promotes quality, and ensures inclusivity.
- By acknowledging its strengths and weaknesses, and implementing strategic reforms, universities can leverage on committees to make informed, inclusive, and timely decisions that propel the institution towards success in the dynamic world of higher education.
- Elizade University must leverage on its committees to achieve excellence in teaching, research, and community engagement.

TEST QUESTION - 1

Which of the following is a core value of the committee system in university governance?

- A) Profit maximization
- B) Transparency
- C) Political alignment
- D) Entertainment

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- C) Political alignment
- D) Entertainment

The correct answer is **B) Transparency**

TEST QUESTION - 2

One of the recommended ways to enhance the effectiveness of the committee system in universities is:

- A) Increasing the number of committees
- B) Consolidating committees and ensuring more regular reporting
- C) Limiting faculty involvement
- D) Focusing solely on administrative tasks

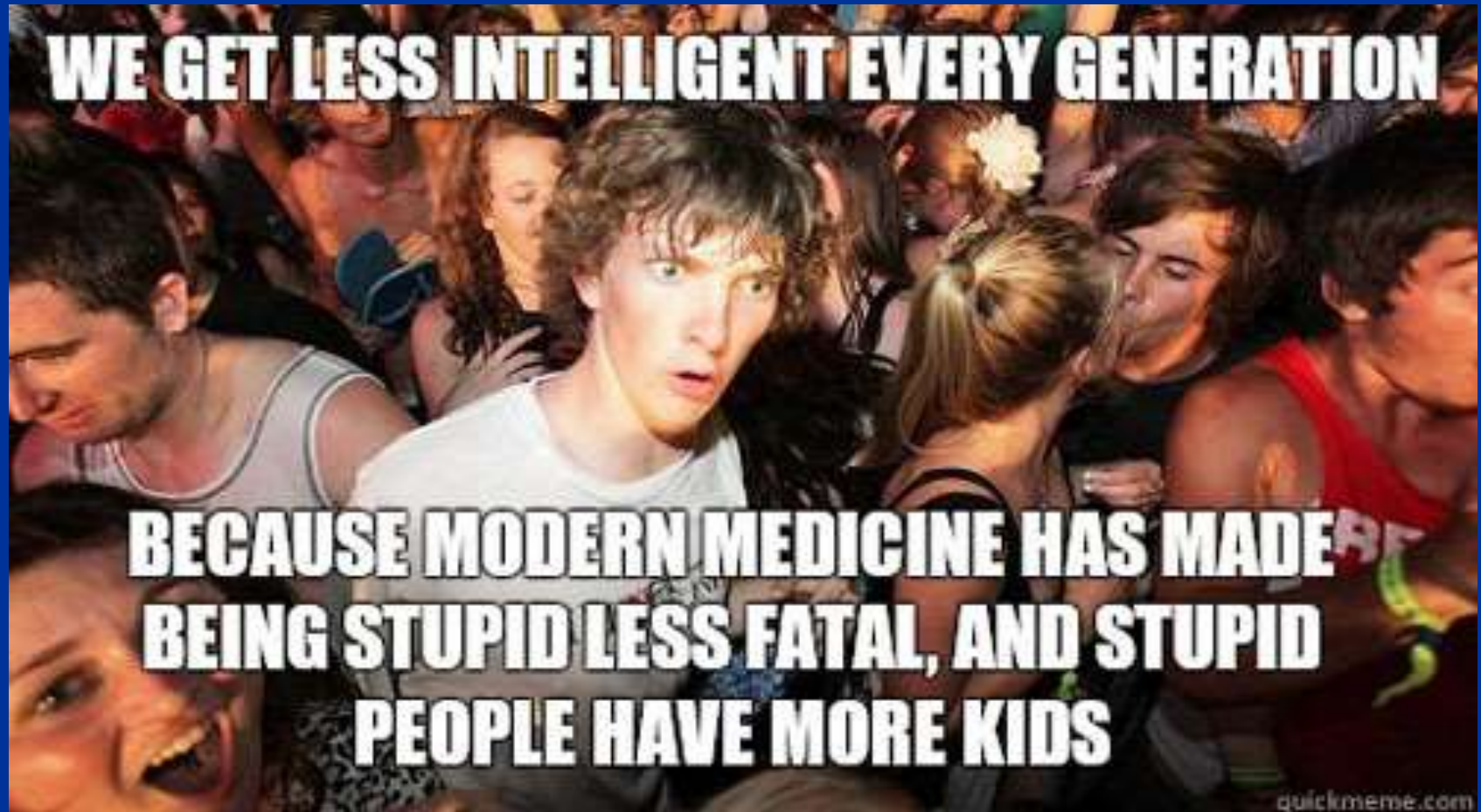
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Answer is B)

True OR False?





Source: <http://www.pinterest.com>

**A smile is a facelift that's in everyone's price range
– Tom Wilson**

**THANK YOU
FOR
YOUR ATTENTION**