

UNIVERSITY GOVERNANCE AND HUMAN RESOURCE MANAGEMENT: DRIVING INSTITUTIONAL PERFORMANCE

PAPER PRESENTED

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THE 2024 RETREAT FOR PRINCIPAL OFFICERS, DEANS, HEADS OF
DEPARTMENTS/UNITS & SENIOR STAFF OF ELIZADE UNIVERSITY

ON

WEDNESDAY APRIL 3, 2024

AT

THE FACULTY OF LAW COMPLEX.

OUTLINE

- PROTOCOLS & PREAMBLES
- INTRODUCTION – DEFINITIONS – UNIVERSITY, GOVERNANCE, UNIVERSITY GOVERNANCE, HRM, INSTITUTIONAL PERFORMANCE, EU
- UNIVERSITY GOVERNANCE ISSUES
 - LAWS & STATUTES
 - STRUCTURE, PROCESS AND SYSTEM
- HRM – PROCESS, FUNCTION & PURPOSE
- HRM & INSTITUTIONAL PERFORMANCE
- GOVERNANCE & INSTITUTIONAL PERFORMANCE
- EU RATING AS EVIDENCE OF PERFORMANCE & REPUTATION

PROTOCOLS

- Pro Chancellor & Chairman of Council
- Vice Chancellor
- Principal Officers
- Deans, Directors &
- Heads of Depts/Units
- Senior Academics & NTS

ABRAHAM LINCOLN

“If we could first know where we are, and whither we are tending, we could better judge what to do, and how to do it.”



DEFINITION OF KEY CONCEPTS

UNIVERSITY

GOVERNANCE

HRM

INSTITUTIONAL PERFORMANCE

EU

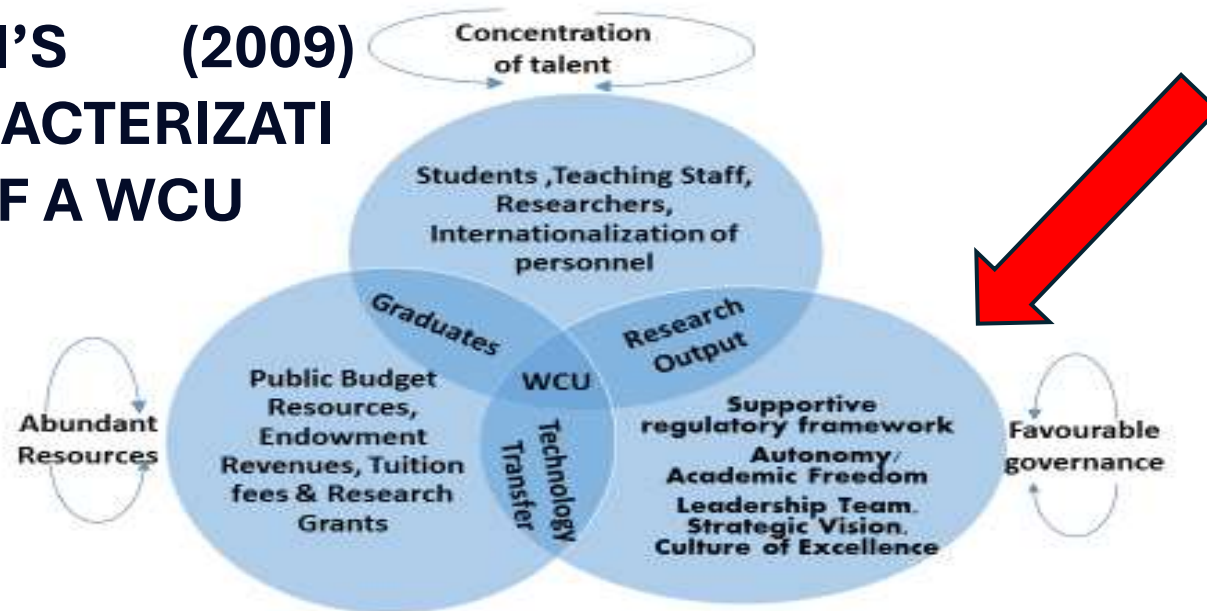
DEFINITION OF KEY CONCEPTS - UNIVERSITY

"the place to which **a thousand schools make contributions**; in which the **intellect may safely range and speculate**, sure to find its equal in some antagonist activity, and its judge in the **tribunal of truth**. It is **a place where inquiry is pushed forward, and discoveries verified and perfected, and rashness rendered innocuous, and error exposed, by the collision of mind with mind, and knowledge with knowledge**. It is **the place where the professor becomes eloquent, and is a missionary and a preacher**, displaying his science in its most complete and most winning form, pouring it forth with the zeal of enthusiasm, and lighting up his own love of it in the breasts of his hearers. It **is the place where the catechist makes good his ground** as he goes, treading in the truth day by day into the ready memory, and wedging and tightening it into the expanding reason. It is and rivets the fidelity of the old by its associations. It is **a place which wins the admiration of the young by its celebrity, kindles the affections of the middle-aged by its beauty, a seat of wisdom, a light of the world, a minister of the faith, an Alma Mater of the rising generation**. It is this and a great deal more, and demands a somewhat better head and hand than mine to describe it well." (John Henry Newman)

DEFINITION OF KEY CONCEPTS

❑ **GOVERNANCE** - the **act or process** of governing or **overseeing** the **control and direction** of something (such as a country or an organization) - *Merriam Webster*

❑ **SALMI'S (2009) CHARACTERIZATION OF A WCU**



- Statutes & regulatory frameworks
- Leadership
- Vision & Mission
- Issues of Autonomy & Academic Freedom
- Universally Acceptable Norms & Culture

DEFINITION OF KEY CONCEPTS – UNIVERSITY - HRM

- ❑ HRM is a strategic, coherent and comprehensive approach to the management and development of an organization's human resources in which every aspect of the process is wholly integrated within the overall management of the organization” – Armstrong
- ❑ People employed by an organization
- ❑ HR as people profession – welfare, wellness & wellbeing of HR in organizations – (Beth Bundy 2022)
- ❑ A major factor for effecting the actualization of institutional objectives

DEFINITION OF KEY CONCEPTS – INSTITUTIONAL PERFORMANCE

- ❑ Deals with the performance of various types of formal organizations that formulate, implement, or regulate public-sector activities as well as private provision of goods and services for the public.
- ❑ This embodies effectiveness, which is concerned with the congruence between outputs and goals or other criteria; and efficiency, which links outputs with inputs.
- ❑ It is the level of effectiveness and efficiency with which an organization or institution achieves its goals and objectives within a given context and time; encompassing various dimensions such as **financial stability, operational efficiency, service delivery, and stakeholder satisfaction**
- ❑ It is measured through key performance indicators (KPIs) that reflect the organization's objectives and priorities – Teaching, Research & Service

DEFINITION OF KEY CONCEPTS – ELIZADE UNIVERSITY



- ❑ seeks to be the epitome of the best traditions in Science, Engineering, Law, and Liberal Arts education comparable to the world's best universities.
- ❑ seeks to produce graduates with the appropriate skills and knowledge for the development of the nation and global competitiveness.
- ❑ Has a total of twenty-five (25) fully accredited programmes, & 7 additional undergraduate programmes, in 5 Faculties
 - Basic and Applied Sciences,
 - Engineering,
 - Humanities, Social and Management Sciences
 - Law,
 - Allied Health Sciences
- ❑ 1,500 students in the 2020/2021 Academic Session.
- ❑ Has the NUC approval to run 15 Postgraduate programmes at M.Sc., M.Phil. and Ph.D. levels.



IN STATISTICS

Number of
FTE Students -
1,458

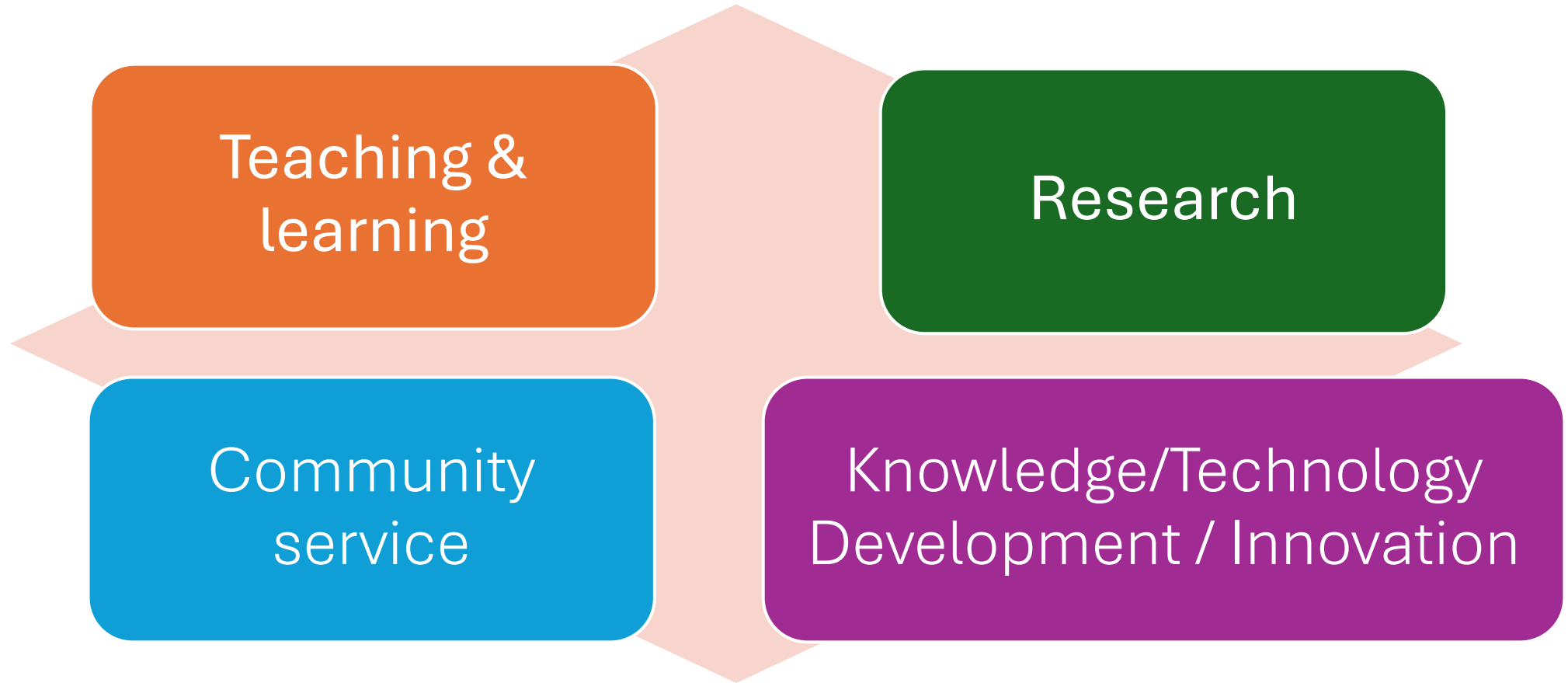
Proportion of
ISR
Publication -
37%

No. of
students per
staff -
9.6

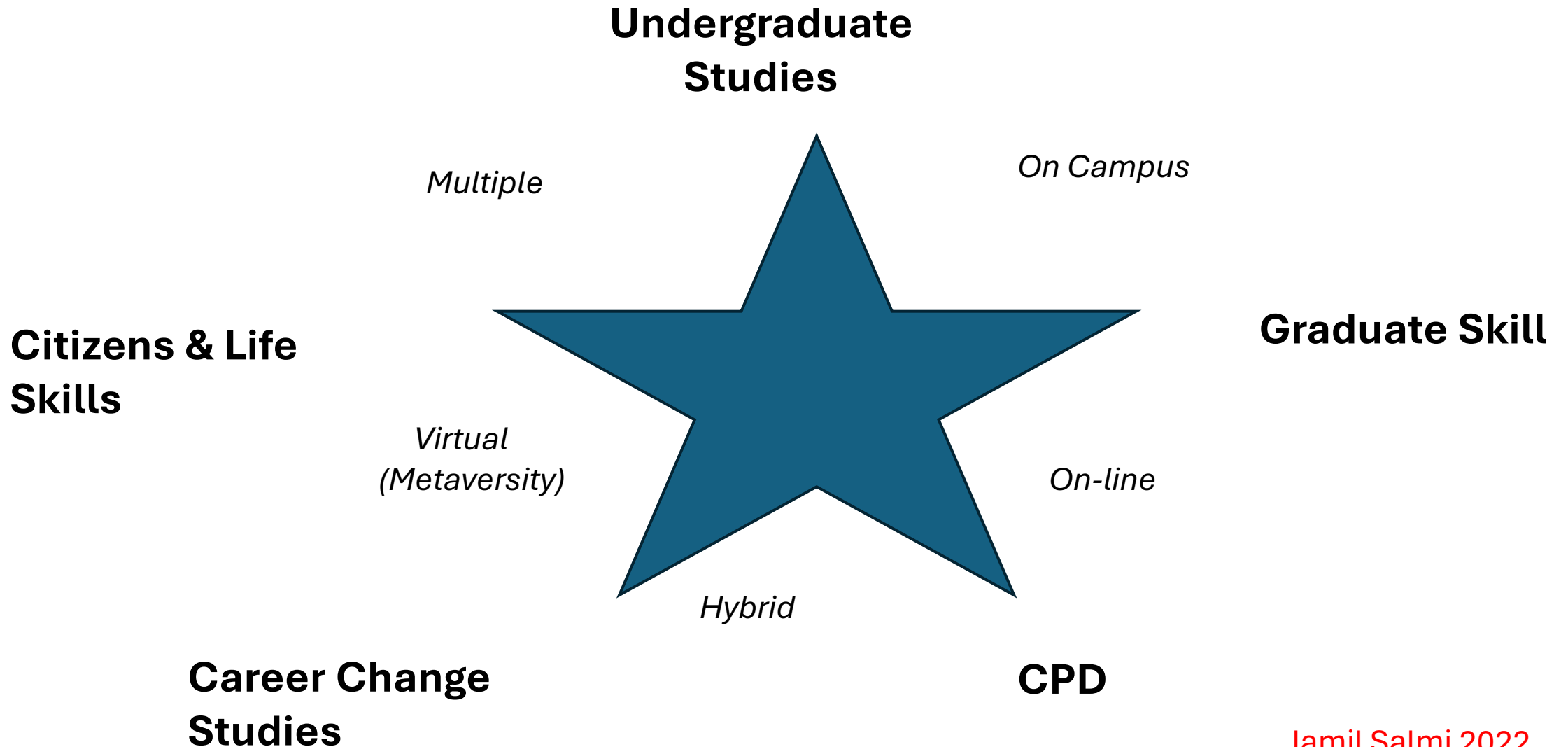
Student Ratio of
Females to
Males -
45 : 55

Based on data collected for the 2024 THE World University
Rankings

OBJECTIVES OF A UNIVERSITY



UNIVERSITY OF THE FUTURE

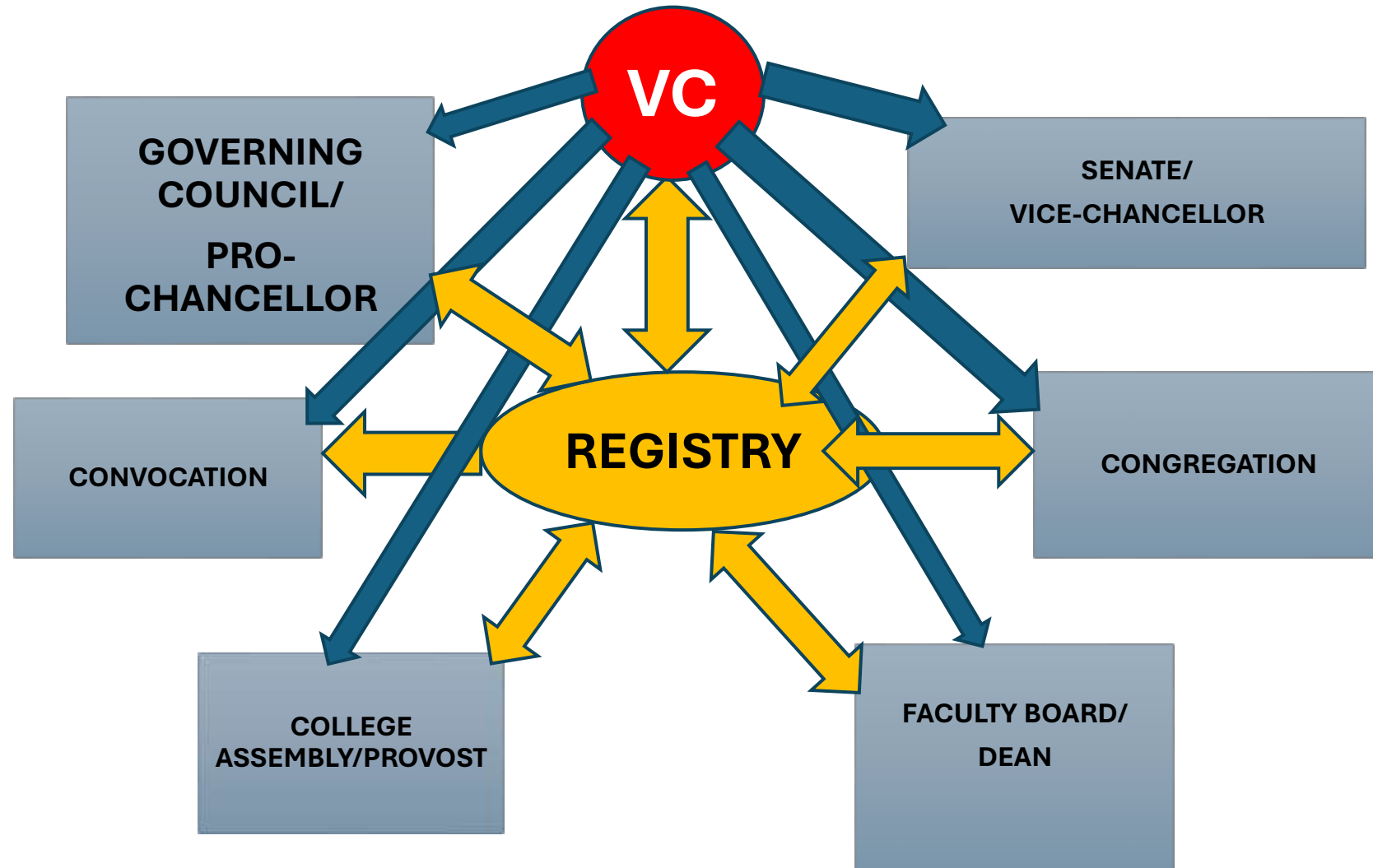


KEY ISSUES IN GOVERNANCE

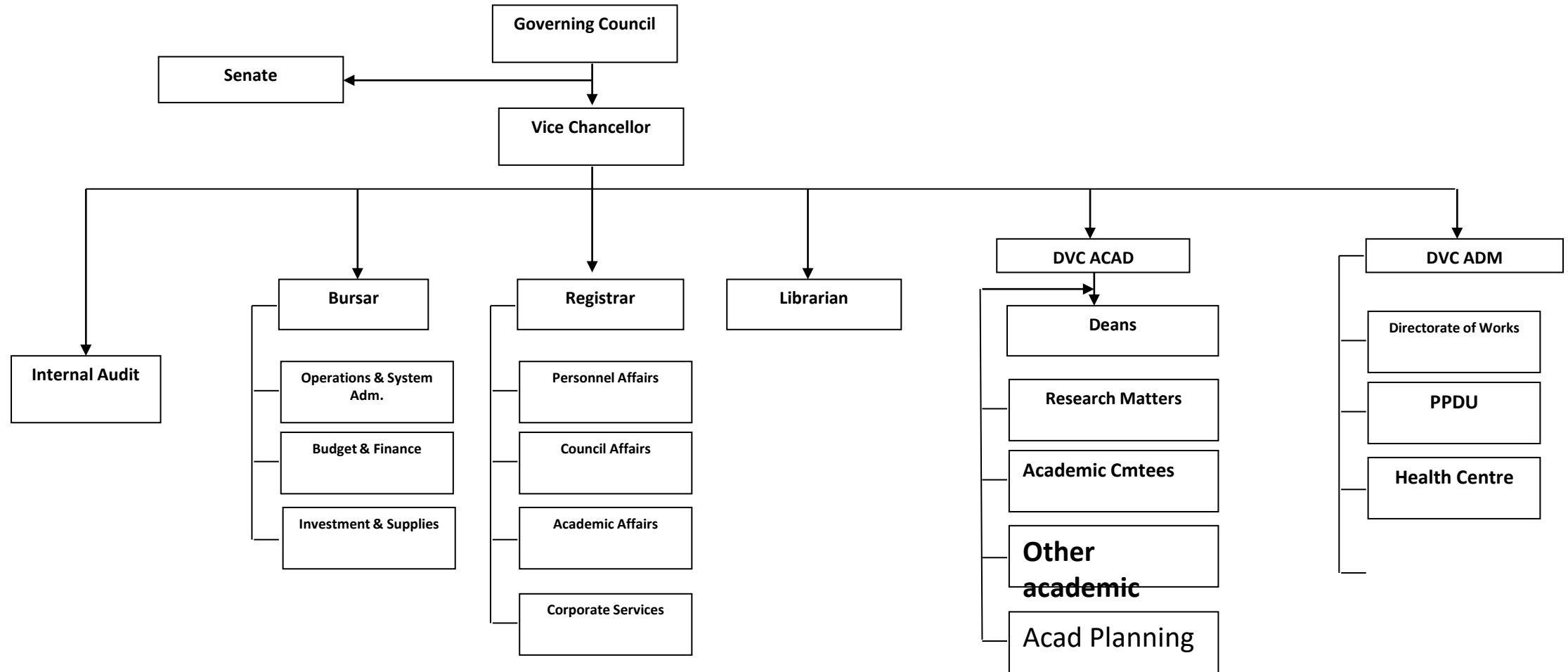
- ❑ **Structure** of the organization
- ❑ **Functions** of the Human Capital
- ❑ **Process** – input, throughput & output

GOVERNANCE IS A PRODUCT OF THE LAW INCORPORATING THE
UNIVERSITY

STRUCTURE OF A UNIVERSITY



UNIVERSITY STRUCTURE – EPITOME OF COMPLEXITY



FUNCTIONS OF GOVERNING COUNCIL & MANAGEMENT

- ❑ Stipulated in the Laws for each of the organs under – Establishment, constitution and functions**
- ❑ Other functions are contained in the statutes and Supervision & Discipline**

PROCESSES OF UNIVERSITY ACTIVITIES

□ Regulated by the provisions of the University Laws, Statutes & Ordinances contained in the following University books

- Scheme of Service
- Registry Manual
- Financial Regulation
- Academic Regulations

- Conditions of Service

- Handbooks – Students

THE EVOLVING LANDSCAPE OF UNIVERSITY EDUCATION

- ❑ Rising costs
- ❑ Increased competition
- ❑ Changing student demographics
- ❑ Technological advancements
- ❑ Demands for accountability

THE ROLE OF UNIVERSITY GOVERNANCE

- ❑ Provides strategic direction
- ❑ Sets institutional goals and priorities
- ❑ Ensures accountability and transparency
- ❑ Promotes ethical decision-making
- ❑ Fosters a culture of shared governance

HRM IN PERSPECTIVE

- ❑ Attracting and matching the most qualified employees to the jobs for which they are best suited is significant for the success of any organization
- ❑ A disconnect between the top management and the employees in an organization that becomes too large to allow close interaction negatively impacts on the achievement of the organization's corporate objectives

HRM IN PERSPECTIVE

- ❑ There is a paradigm shift from the traditional role of handling employee benefits, recruitment and selection, and hiring new staff and **today's human resources manager** who adds these tasks to regular consultation with top executives regarding strategic planning.
- ❑ While Personnel management is seen as the process involving the managing of people within an organization, **HRM is a concept used to articulate the strategic importance of people in an organization to the achievement of its corporate objectives.**

KEY ISSUES IN HRM

- ❑ **Human Resource Operation** which deals with Job Analysis and Design of Work, Recruitment and Selection, Hiring and Orienting Staff; Provision of functions, roles and responsibilities; Workflow analysis; Planning; Preparation and Training; Orientation and Integration; Training and training systems; Staff development; creation of a suitable learning environment.

KEY ISSUES IN HRM

- ❑ **Compensation and benefits** - strategy and tactics; developing a pay structure; monitoring compensation strategy and costs; incentives and rewards through pay Benefits; employee benefits/ growth, type and impact; group insurance; retirement; benefit policies; health and safety issues.

KEY ISSUES IN HRM

- **Performance Assessment** – purposes and approaches to measuring performance and assessment criteria; implementation of performance assessment criteria, and the utilization of performance assessment data as a tool for staff and organizational development.

KEY ISSUES IN HRM

- ❑ **Staff Retention and Separation** - strategic importance of retention; retention strategies and tactics, managing voluntary and involuntary turnover; building an attractive organization through retention and operational strategy.
- ❑ **Issues of industrial and labour relations and collective bargaining** – Union matters & Workers' participatory democracy

ALL OF THESE ARE AIMED AT ENSURING INSTITUTIONAL PERFORMANCE, COMPETITIVENESS AND ACHIEVEMENT OF INSTITUTIONAL GOALS

HRM PRACTICES IN UNIVERSITIES

- ❑ The expansion in the numbers of students in higher education during the last three decades has led to a corresponding increase in the number and diversification of personnel needed to support the business of higher education.
- ❑ Dynamism in management activity in which both the line and staff managers collaborate to make decisions which influence the university's direction – Issues of inclusivity.
- ❑ Consequent strategic role to facilitate achievement of corporate objective – Quick issuance of results, cutting edge/need driven research, appropriate community engagement.
- ❑ Complexity & Diversity in terms of structure and mix – Professoriate to Lowest Facilitator; the Faculty, the NTS mix
- ❑ Students as customers - for evaluation purposes?

HRM PRACTICES IN UNIVERSITIES

Respective function & responsibility of

BOT

Council

VC & CEO

Registrar

Other POs

Deans,

HODs, &

HOU.s.



ALL HAVE SPECIFIED
ROLES IN HRM

HRM IN UNIVERSITIES – GENERAL FUNCTIONS

- ❑ responsibility to the Registrar for the coordination of HR matters such as appointments, promotions, welfare, and discipline of all Academic, Administrative, Technical and Junior Staff;
- ❑ HR Dept responsible to the Registrar for the servicing of and serving as Secretary to the following statutory Committees:
 - i. Appointments and Promotions Committee (*Academic*);
 - ii. Appointments and Promotions Committee (*Administrative and*
 - iii. Appointments and Promotions Committee (*Junior Staff*);
- ❑ taking follow-up action on decisions taken by the Committee;
- ❑ acting as Secretary to all interview panels for the appointment of new members of staff;
- ❑ arrangement for the induction programmes for new members of staff.
- ❑ Processing of disengagement formalities – gratuity & pension

CAN THIS SATISFY THE HRM NEED FOR A POST COVID 21ST CENTURY?

PURPOSE OF HRM IN UNIVERSITIES

Development of a ***personnel policy*** that will direct the operations of the HEI in a strategic manner giving credence to the following:

- gender sensitivity & inclusivity,
- system of motivation and reward vis a vis performance management,
- academic and non-teaching staff mix,
- hierarchical structure of the various categories of staff to prevent top-heaviness – **need for balance between hierarchy & actualization**,
- dynamic employee relations,
- mentorship for the purpose of preparing the next generation, &
- recruitment and selection criteria.

PURPOSE OF HRM IN UNIVERSITIES

- ❑ Establishment of vibrant service departments to meet the challenges of expansion;
- ❑ Application of skills and knowledge to support change management and strategic projects;
- ❑ Provision of excellent interpersonal skills and development of credible relationships across the organization;
- ❑ Provision of expert, proactive and effective advisory service to senior management and staff;

PURPOSE OF HRM IN UNIVERSITIES

- ❑ Possession of a breadth of practical human resource experience and an in-depth, up-to-date, employment legislation knowledge together with the ability to adapt quickly and flexibly to meet challenges and solve problems;
- ❑ Contributing to the delivery of learning and development initiatives in support of the University's Research, Teaching and Learning Enhancement Strategies;
- ❑ Synergy among the constituents within the University to identify and meet the continuing professional development (CPD) needs of the academic community;

PURPOSE OF HRM IN UNIVERSITIES

- ❑ Delivery of cross-institutional development initiatives;
- ❑ Provision of a responsive consultancy & counseling services to colleagues wishing to develop their academic practice; &
- ❑ Exploration and analysis of development needs and provision of appropriate initiatives to support these.

CONSTITUENTS INVOLVED IN HRM IN UNIVERSITIES

- Government/Proprietors through legislation
- Governing Councils as employers
- Vice-Chancellor/Rector/Provost as CEO
- Senate/Academic Board involvement in PM/discipline/Peer Review
- Registrar as officer i/c of & adviser on HR functions (Dean of Staff)
- POs, Deans and HODs
- Students? – **Mission critical**

HRM IN HEI IN THE NEW NORMAL



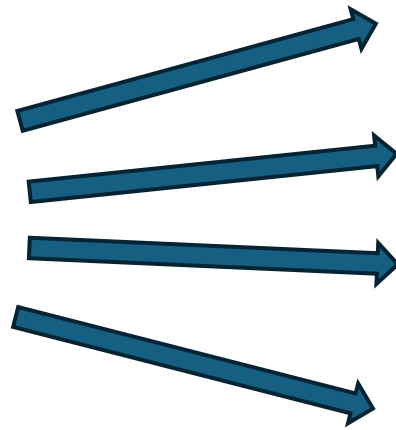
C – Common
O – Operating
M – Machine
P – Purposely
U – Used for
T – Technological
E – Educational
R – Research



HRM IN UNIVERSITIES IN THE NEW NORMAL

□ Strategic reaction to the

VUCA



VOLATILITY
UNCERTAINTY
COMPLEXITY
AMBIGUITY

ENVIRONMENT

□ Strategy for University objectives fulfilment changing
– *in-person, hybrid or remote?*

HRM IN UNIVERSITIES IN THE NEW NORMAL

- Scanning & Dealing with the nature of **work** to be done, the **workforce** and the **workplace**
 - **Work** to be done in the face of the global realities of environmental demands
 - The **Workforce** required to deliver on institutional mandate, vision & mission and objectives; the attitude of the employees to emerging realities in the global economy – **Work from home**
 - The suitability of the **Workplace** to the accomplishment of institutional objectives and the wellbeing of the workforce.
“Making the workplace safe is a priority at Columbia. All ventilation systems using recirculated air were redesigned. Touchless sinks, toilets and paper towel dispensers were installed”
- Columbia Univ Exp. in reaction to COVID 19.
- Attracting & retaining globally competitive workforce in the face of global competitiveness/‘**JAPA**’ syndrome

IMPERATIVES OF HRM IN UNIVERSITIES IN THE NEW NORMAL

- ❑ ICT to the rescue
- ❑ Dynamism in HRM operations – Adaptation to flexibilities for greater output - hybrid, in-person or remote
- ❑ Movement from educational credentials to skill- based hiring
 - what kind of knowledge is reqd. for what job
 - what kind of skill
 - what kind of ability
 - what kind of experience

ROLE OF HRM IN HEI IN THE NEW NORMAL

- ❑ Old order sustainable with modifications – traditional functions still the order of the day – *recruitment & selection, employee safety, performance management, staff well being & welfare, succession planning, staff disengagement & discipline.*
- ❑ Need for dynamism rather than stereotype in attending to issues of core functions
- ❑ Dealing with emerging pressures on peoples in organizations with a view to creating a merger between institutional objectives and individual staff interests
- ❑ New direction in communication management to facilitate institutional goals and objectives – use of the social media and AI

ROLE OF HRM IN HEI IN THE NEW NORMAL

- ❑ Engendering greater participatory democracy in policy formulation and implementation involving workers
- ❑ Ensuring greater consultation for policy making – role of professional bodies and networking
- ❑ Succession Planning in the face of increase in the number of Universities

HRM IN UNIVERSITIES – UK EXPERIENCE

Old order still largely the Nigerian experience

UK's Experience - The findings of the Higher Education Policy Institute that assessed the pace and extent of change in the human resources function in 44 universities in the United Kingdom in 2005 is quite instructive. The report articulated that

- “the function that supports the human resource in universities is now generally accepted as ‘mission critical’;
- at the vanguard of this initiative are institutional heads who have prioritized the people dimension initiatives nationally with a view to encouraging the development of human resources in HEIs;
- in 2005, more than 75% of the Heads of HRM Departments who were interviewed were recruited from outside the HEI sector and 60% had been in post for less than three years thus signaling a paradigm shift in HRM;

HRM IN UNIVERSITIES – UK EXPERIENCE

- ❑ while the modernization of human resources management has made greatest impact on the top teams and senior management, many line managers still do not consider HR functions to be part of their jobs;
- ❑ this situation impacts on a university's ability to align institutional ambition with individual performance; and
- ❑ the advances in succession planning, greater focus on retention issues and investment in professional external recruitment are each playing a part in making the UK universities more competitive on the world stage.”

HRM IN UNIVERSITIES – OTHER INTERNATIONAL EXPERIENCE

- ❑ **India** – Challenges of dealing with the digital divide that different geographical backgrounds and urbanization & infrastructural diversities elicit.
 - Diversities in HRM organizational functions among various units like faculties, finance/Bursary and Establishment (Pankaj Mittal, 2022)
 - Movement from transactional to strategic and transformational engagement. (Jai Mohan Panditt, 2022)

- ❑ **Lesson** – Post Covid HRM in HEIs puts into perspective the people impact on HEI objective and therefore seeks to ensure proper adaptation to the evolving realities through transformative initiatives.

IMPLICATIONS OF THE INTERNATIONAL EXPERIENCE FOR HRM IN UNIVERSITIES

HRM in Universities in Nigeria should begin to place emphasis on

- ❑ the need for competitiveness in the global market,
- ❑ having the right caliber of human resources to facilitate corporate vision
- ❑ having the right communication capacity for management and support for the jobs they do
- ❑ engagement of the unions as vital partners in facilitating change (complementarity vs. belligerency).
- ❑ commitment to effective capacity building in the areas of quality and quantity of relevant staff
- ❑ need for mentoring among the various segments of the University (to ensure best practices that endures).



&

**INSTITUTIONAL
PERFORMANCE
RECORDING**

**Ranking
According to**

**# in 17,920 All
Universities in
World**

**# in 1,135 All
Universities in
Africa**

Total i10 index

5,691

252

Last 6 years i10
index

7,658

440

Total Citations

5,991

267

Last 6 years
Citations

6,007

312

ELIZADE UNIVERSITY ILARA MOKIN IN GLOBAL RANKING OF UNIVERSITIES

Elizade University Ilara Mokin Ranking According to	# in 17,924 All Universities in the <u>World</u>	# in 1,135 All Universities in <u>Africa</u>	# in 257 All Universities in <u>Nigeria</u>
<u>Total H index</u>	5,266	236	45
<u>Last 6 years H index</u>	7,356	417	86
<u>Total i10 index</u>	5,684	252	48
<u>Last 6 years i10 index</u>	7,658	440	97
<u>Total Citations</u>	5,990	267	48
<u>Last 6 years Citations</u>	6,008	313	63

**AD Index
- World
Rankings
- 2024**

ELIZADE UNIVERSITY ILARA MOKIN IN GLOBAL RANKING OF PRIVATE UNIVERSITIES

Elizade University Ilara Mokin Ranking According to	# in 8,053 Private Universities in the <u>World</u>	# in 384 Private Universities in <u>Africa</u>	# in 94 Private Universities in <u>Nigeria</u>
<u>Total H index</u>	1,543	33	11
<u>Last 6 years H index</u>	2,502	74	24
<u>Total i10 index</u>	1,711	34	9
<u>Last 6 years i10 index</u>	2,645	80	31
<u>Total Citations</u>	1,897	34	10
<u>Last 6 years Citations</u>	1,884	45	17

AD Index
- World
Rankings
- 2024
Based on
H & i
index
and
Citation

ELIZADE UNIVERSITY ILARA MOKIN IN GLOBAL SUBJECT RANKING & ANALYSIS

Subject and ranking analysis of Elizade University Ilara Mokin scientists		Total number of scientists	Agriculture & Forestry	Arts, Design and Architecture	Business & Management	Economics & Econometrics	Education	Engineering & Technology	History, Philosophy, Theology	Law	Medical and Health Sciences	Natural Sciences	Social Sciences	Others
AD Scientific Index - World Scientists Rankings - 2024	In World's Top 3% Scientists *	0	0	0	0	0	0	0	0	0	0	0	0	0
	In World's Top 10% Scientists *	0	0	0	0	0	0	0	0	0	0	0	0	0
	In World's Top 20% Scientists *	2	0	0	0	0	0	1	0	0	0	1	0	0
	In World's Top 30% Scientists *	2	0	0	0	0	0	1	0	0	0	1	0	0
	In World's Top 40% Scientists *	3	0	0	1	0	0	1	0	0	0	1	0	0
	In World's Top 50% Scientists *	6	0	0	1	2	0	1	0	0	1	1	0	0
	In World's Top 60% Scientists *	12	0	0	1	2	0	4	0	0	2	2	0	1
	In World's Top 70% Scientists *	20	0	0	3	2	0	4	0	0	4	4	1	2
	In World's Top 80% Scientists *	35	0	0	5	5	0	9	0	0	6	4	3	3
	In World's Top 90% Scientists *	51	0	0	5	5	1	14	0	0	6	5	7	8
<u>Total Scientists in Index</u>		67	0	0	5	5	1	15	1	1	7	5	15	12

IMPACT OF HRM ON INSTITUTIONAL PERFORMANCE



- Organizational Performance anchored on the Institutional output in a year and dependent on the quality of input and throughput
- HRM to be related to University's Strategic Plan and effectuation of Knowledge generation, dissemination and application
- Quality delivery from MP to Personnel Separation
- Adherence to HR Policy vs Primordial engagement – implication for poor reputation
- Change management – exposure of younger generation vs gerontic principles

IMPACT OF HRM ON INSTITUTIONAL PERFORMANCE

- ❑ HRM and internationalization of the knowledge industry – use of technology and linkages
- ❑ Revolutionized PM strategy through customer participation in performance appraisal yields quality product and global competitiveness
- ❑ Usage of HRM through credibility of due process to advance institutional reputation
- ❑ Integration of HRM with corporate vision and objectives manifests focus and good performance index

HOW GOVERNANCE AND HRM WORK TOGETHER

- Strategic alignment
- Resource allocation
- Policy development
- Performance management
- Communication and collaboration

IMPACT OF HRM ON INSTITUTIONAL PERFORMANCE - T. J. COWPER ON CHANGE

“We live in a rapidly changing society that is driven by higher and higher levels of technological change. These new technologies are changing not only the world, but ... Yesterday’s science fiction is rapidly becoming a very real part of everyday life..... Because new technologies create opportunities for accomplishing things never before possible”

AVOID CHANGE – BE LEFT BEHIND

IMPACT OF GOVERNANCE & HRM ON INSTITUTIONAL PERFORMANCE

- Improved student learning outcomes
- Increased research productivity
- Enhanced community engagement
- Financial sustainability
- Reputation and prestige
- Global competitiveness

BUILDING THE CAPACITY OF HR PRACTITIONERS IN UNIVERSITIES

- Correct recruitment & selection of HR professionals
- Knowledge of prevailing rules and regulations
- Deliberate training & retraining
- Facilitating greater networking
- Mentoring to the rescue
- Leadership as an instrument of advancing institutional advancement & legacy of excellence

HRM & INDIVIDUAL COMMITMENT

- ❑ A human friendly Institution attracts best HR
- ❑ Avid unionization – bane of individual commitment
- ❑ Participatory democracy – antidote to belligerency
- ❑ Challenge of over centralization of HR
- ❑ Individual commitment as success factor
- ❑ Faithful implementation of HR policies build HRM reputation and advances individual commitment

CHALLENGES TO HRM

PRACTICE IN UNIVERSITIES IN NIGERIA

- ❑ Constraints in the internal and external environment of the HRM
 - **External** - economy, demography, society, technology, education, public policy, competitors and collaborators, and the legal environment.
 - **Internal**
 - ❑ organizational mission, vision and goals vs quality of HR
 - ❑ administrative policies, systems and processes;
 - ❑ culture;
 - ❑ financial & infrastructural resources;
 - ❑ governance and decision-making processes;
 - ❑ organizational performance, and change.

CONCLUDING REMARKS

The Universities of the 21st Century need to encourage strategic focus on a wide range of issues including employee participation, human resource flow, reward systems and high commitment work systems in addressing the major issues arising from:

- internationalization of market integration.
- increased competition in the global environment.
- issues of diversity in HR composition.
- technological change.
- new concepts of line management.
- changing corporate climates.

CONCLUDING REMARKS

- ❑ While Effective governance sets the strategic direction and ensures accountability, strong human resource management practices attract, develop, and retain talented faculty and staff.
- ❑ By working together, these two functions create an environment that fosters excellence in teaching, research, and service.

THANK YOU