

EFFECTIVE MANAGEMENT OF A COMMITTEE IN A UNIVERSITY SYSTEM

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INTRODUCTION

I wish to start by expressing my profound gratitude to the Director and Staff of the Centre for Human Resources Development FUTO for the welcome invitation given to me to participate in the training workshop for Senior Administration Officers in the University with the theme: "Best Practices in Minutes Writing and Reports" and more importantly, for the opportunity to talk to the participants and my noble colleagues on the sub-theme, "Effective Management of a Committee in a University System."

For the purpose of clarity and detailed discussion the topic will be considered under the following sub-headings:

1. The Concept of Management
2. Understanding the Committee System
3. The Relevance of Committee in the Management of a University
4. The Practice of Committee System in Federal University of Technology Owerri
5. The Role of the Administration Officer in the Effective Management of a University Committee
6. The Role of the Committee Chairman in the Effective Management of a University Committee
7. Recommendations
8. Conclusion

1.0 THE CONCEPT OF MANAGEMENT

1.01 Introduction of Management

Management is essentially for organized

life and necessary to run all types of organization. Good management is the backbone of a successful organization. Managing life means getting things done to achieve life's objectives and managing an organization means getting things done with and through other people to achieve its objectives.

Whether management is an art or science will continue to be a subject of debate. However, most management thinkers agree that some form of formal academic management background helps in managing successfully. Practically, all CEOs are university graduates. This explains why business degree programs are included in all academic institutions. Management is a set of principles relating to the functions of planning, organizing, directing and controlling and the application of these principles on harnessing physical, financial, human and informational resource efficiently and effectively to achieve organizational goals.

As many management thinkers as we have, so there are definitions of management. Harol Kooritz defines management as an art of getting things done through and with people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can cooperate towards attainment of group goal. F. W. Taylor sees management as an art of knowing what to do, when to do and see that it is done in the best and cheapest way. Magginson, Mosley and Pietri defined Management as working with human, financial and physical resources to achieve organizational objectives by performing the planning, organizing, leading and controlling functions. In his

own words, Kreitner said that management is a set of activities directed at the efficient and effective utilization of resources in the pursuit of one or more goals.

It is evident from the above definitions that management in some form or another is an integral part of living and is essential wherever human efforts are to be undertaken to achieve desired objectives. The basic ingredients of management are always at play, whether we manage our lives or our business. The need of a household, the wife/woman in the kitchen, the farmer, the teacher in the classroom, the university administration officer clerking committee, etc all apply basic elements of management.

Despite cultural specificity, management everywhere is concerned with getting results and managers are charged with the responsibility of motivating, directing, and leading individuals to make their best contributions to group objectives. This is the case whether the organization is governmental or non-governmental. It is also the case whether it is in Nigeria, USA, a multinational, a domestic organization or a ministerial department.

Management is a universal concept and its practice has existed since the dawn of civilization. Farmer and Richman (1965) see management as the single most critical social activity in connection with economic progress. Physical, financial and manpower resources are by themselves passive agents which must be effectively combined and coordinated through sound active management if a country is to experience a substantial level of economic growth and development.

However, even though management is universal, the context of managing, in terms of resource input and process may be unique to environmental situations and therefore account for difference between effective

management and ineffective management.

From the foregoing, it is pertinent to explain who a Manager is. A Manager is a person who does management as an art by converting organizational inputs of Men, Materials and Money (the 3Ms of management) into output in the most optimal manner to achieve the goals of the organization. In the process of doing this, he performs a set of functions often referred to as elements of management process, or management functions. Henry Fayol/Kantz and O'Donnel recognized Planning, Organizing, Training, Commanding, Control and Coordinating as important management functions. But later (in 1936) Gulick coined POSDCORB (Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting) as an acronym to describe his list of important management functions.

Manager, be him belonging to management level, middle management level or low management level is not only an executive of business organizations or public corporations. A Manager can exist in any type of organization as a corporate head, a product/service head, the University Registrar, a Christian Bishop, the Muslim Chief Imam, the Army General, the Police Superintendent, the University Dean, etc are all Managers.

Iloje M. U. 2004, in differentiating between "management" and "administration" identified "Managers" and "Administrators" in the University system. He said, "In the Nigerian University System. Therefore, members of the University Administration will include such employed officers of the University from the Vice Chancellor to his Deputies, the Registrar, Bursar, University Librarian, Provost, Deans, Directors, Heads of Departments, Coordinators and all other officers who see to the day-to-day routine running of the affairs of the University in keeping with the laid-down policies, rules and regulations. On the other hand

"management" refers to those who lay down the policies, and exercise control, superintendence, governance and final ruling authority on the direction of affairs of the University. This specially includes the Governing Council, the Pro-Chancellor, the Vice Chancellor and a select group of key senior or principal officers of the University. Without prejudice to the laws of the University, it must be clearly spelt out abinitio that the University Senate exercises control and final authority both in the administration and management of the academic affairs of the University"

The above categorization will be fully appreciated in course of this paper presentation.

2.0 UNDERSTANDING THE COMMITTEE SYSTEM

2.1 Definition of a Committee:

A Committee can be defined as "Individual or a group appointed by an agency, authority, or is committed for attention, investigation, analysis, or resolution". A committee has no power per se except the power(s) assigned to it by the appointer (www.businessdictionary.com). A committee (or commission) is a body of one or more persons that is subordinate to a deliberative assembly. Usually, the assembly sends matters into a committee as a way to explore them more fully than would be possible if the assembly itself were considering them (<https://en.m.wikipedia.org/wiki/committee>). In essence, "a committee is a small group of people chosen to represent a larger organization and either make decisions or collect information for it". (dictionary.cambridge.org/dictionary.)

EXPLANATION OF A COMMITTEE SYSTEM

The committee system is a management practice that arose from the study of system theory in administration. In this

theory, it is conceived that management cannot have an effective control and oversight of a very large organization or establishment. For an example, the Federal Ministry of Education is established by the Federal Government to achieve the educational goals of the Country. To effectively achieve this, the Ministry of Education makes use of educational Parastatals, Boards, the National Universities Commission, etc.

These Parastatals, Boards and Commissions as the case may be, depend on the Governing Councils / Senate of these establishments to effectively govern them. Similarly, the Governing Councils / Senate further make use of committees at their various institutional levels. At each of these levels, roles are shared from the apex to the bottom of the hierarchy and specific functions assigned with a view to achieving the perceived common educational goal of the nation.

According to D. A. Edem (1985), in the system theory, an organization is seen as a social system which can be further subdivided into subsystems each having a supra-system which constitutes its environment. All the subsystems work toward the management of the life of the social system as a whole, the survival of which depends on its capacity to maintain constancy in its processes and relationship within and outside the system. To survive, the system and its subsystems must be open, that is, they must have the capacity to relate to and exchange matter with their environment, unlike a closed system which cannot do so.

An open social system can be likened to the human body with respiratory, digestive and circulatory subsystems. All these subsystems have a common task to perform, which is to work together to maintain life through an exchange of inputs and outputs. The digestive system, for instance, supplies the circulatory system with digested food

which is carried by the circulatory system to all parts of the body to nourish them. As the result of this process the food material is converted into energy with carbon dioxide as a waste product which is carried to the lungs where it is exchanged for oxygen, while the carbon dioxide is exhaled from the body. Although their activities are complimentary and interdependent, each subsystem is free to pursue its activities which ensure the survival of the organism. The concept of the division of labour based upon functional units is clearly illustrated in these relationship.

The system theory therefore places emphasis on the interdependence and the interrelatedness of all the administrative units within an organization. The administrative activities consist of the units' patterned functions which are interdependent and directed to a common end. The system approach moves away from the traditional emphasis dividing an administrative task into minute specialties toward a division based upon functional units.

3.0 THE RELEVANCE OF COMMITTEES IN THE MANAGEMENT OF A UNIVERSITY

3.1 Establishment and Objectives of Federal University of Technology

The University is a legal entity created with specific objectives. In the case of Federal University of Technology, the following are the objectives:

- a) To encourage the advancement of learning and to hold out to all persons without distinction of race, creed, sex or political conviction, the opportunity of acquiring higher education in technology.
- b) To develop and offer academic and professional programmes leading to the award of diplomas, first degrees, postgraduate research and higher

degrees which emphasize planning, adaptive, technical, maintenance, developmental and productive skills in engineering, scientific, agricultural, medical, and allied professional disciplines with the aim of producing socially mature men and women with capability not only to understand, use and adapt existing technology, but also to improve on it and develop new ones

- c) To act as agents and catalysts, through postgraduate training, research and innovation, exploitation and conservation of the country's natural, economic and human resources.
- d) To offer the general population as a form of public service, the results of training, and research and to foster the practical applications of these results.
- e) To establish appropriate relationships with other national institutions involved in training, research and development of technologies.
- f) To identify the technological problems and needs of the society and to find solutions to them within the overall national development.
- g) To provide and promote some basic scientific training as a foundation for the development of technology and applied sciences, taking into account indigenous culture and the need to enhance national; and
- h) To undertake any other activities appropriate for a University of Technology of the highest standard.

3.02 Management By Objectives (MBO)

The accomplishment of the above stated objectives requires a very complex, well defined and specialized component units.

The top level management alone will not be able to handle the essential processes necessary for the accomplishment of the above objectives.

The system structure makes the allocation of roles at various organizations levels and their assessment easy by applying the concept of Management by Objectives and measurement of success in achieving them. MBO emphasizes the decentralization of functions, whereby responsibilities are placed at three operating levels, the community, the managerial and the technical.

Performances at any or all these levels which deviate from the anticipated norms result in lower standards as measured by the acquisition of knowledge and the development of skills and attitudes which are the primary objectives of the university. Therefore, to achieve and maintain the desired standard, every subsystem (committees, agencies, Boards, institutions, Commissions, Parastatals, etc) must perform at its optimum.

4.0 THE PRACTICE OF COMMITTEE SYSTEM IN FEDERAL UNIVERSITY OF TECHNOLOGY

4.0.1 Introduction of the Committee System in FUTO

The views of Iloeje M. U in the working of committee system in Nigeria Universities well describe how the system is operated in FUTO. He narrates: "the committee system is so central in the administration of our universities, so much so that the articles in the Acts establishing the universities specifically provide that anybody of persons established by the Acts shall, without prejudice to the generality of the powers of that body, also have the powers to appoint committee which need not consist exclusively of members of that body, and to authorize a

committee established by it (a) to exercise, on its behalf, such of its functions as it may determine; and (b) to co-opt members, and may direct whether or not co-opted members (if any) shall be entitled to vote in that committee". He continues "so central is the committee system to the administration of the university that the law of each university in Nigeria even goes further to stipulate that the Pro-chancellor and the Vice-Chancellor shall be members of every committee of which the members are wholly or partly appointed by council (other than a committee appointed to inquire the conduct of the officer in question); and the Vice-Chancellor shall be a member of every committee of which the members are wholly or partly appointed by the Senate. By the authority of these provisions, committees are therefore set up with well-defined memberships, tenure, terms of reference, quorum, standing orders of proceedings to look into various aspects of university administration and management. Iloeje M.U. further went on to describe two major types of committees in the university system: the statutory committees and non-statutory committees. The statutory committees are required by, constituted and enabled as specified by the law/statutes. These are divided into three classes viz: the Council Committees, the Senate Committees and the Joint Council-Senate Committees. The non-statutory committee comprise all the various administrative committees and they may be advisory in function, ad-hoc or as specifically targeted.

4.0.2 Management Structure and Committees in Federal University of Technology Owerri

Academic Brief (2009/2010) in stating the structure and organization of the university, listed the principal/management officers of the Federal University of Technology Owerri

and the various committees assigned to these structures/bodies as stated below:

The structure and organization of the University consist of:

- (i) A visitor
- (ii) A Chancellor
- (iii) Pro-Chancellor
- (iv) Governing Council
- (v) A Senate
- (vi) A body called congregation
- (vii) A body called convocation
- (viii) The School, Institutes and other Teaching and Research Units of the University
- (ix) A Vice-Chancellor
- (x) The Deputy Vice-Chancellor (Academic and Administrative)
- (xi) A Registrar
- (xii) A Bursar
- (xiii) A Librarian

(1) The Visitor

The Visitor to any Federal University is the President of the country, to State University is the Governor of the state and to Private University is the Proprietor of the University.

The Visitor has the responsibility of appointing the Governing Council. He also appoints the Vice-Chancellor on the recommendations of the Governing Council. He inquires into, through visitation or audit panel, and corrects any irregularities that may arise in the University. He acts as the final adjudicator in the event of doubt or dispute arising at any time regarding discipline or the meaning of any provisions of the University law or status.

(2) Chancellor

The Chancellor is the highest principal officer of the University. He presides at convocation ceremonies and other assemblies of the University for the conferment of degrees, awards of diplomas and certificates and other honorary awards of the University.

(3) Pro-Chancellor

The Pro-Chancellor is a knowledgeable person of integrity, stature and experience able to guide the University towards full and continued development. He is the Chairman of the Governing Council, which is the overall governing body for the University.

(4) The Governing Council

As provided in the Federal Universities of Technology Decree No. 13 of 1986, the Council is the governing body of each University and is charged with the general control and superintendence of the policy, finances and property of the University. The Council is charged with the responsibility of ensuring that proper accounts of the University are kept and audited annually by an independent firm of auditors approved by the Council. To achieve its numerous functions strong membership comprising;

- The Pro-Chancellor
- The Vice-Chancellor
- The Deputy Vice-Chancellor(s)
- External members appointed by the Federal Government
- Senate representatives
- Congregation representative and
- Convocation Representatives, is constituted.

The Council like any other organ of the University runs its affairs by the use of Committees such as

- Finance and General Purpose Committee;
- University Tenders Board; and
- Board of Trustees for the Endowment Fund.

In addition, there is also some Joint Governing/Senate Committee

- Administrative and Professional Staff Appointments and Promotions Committee and
- Academic Staff Appointment and Promotions Committee (Professorial).

(5) Senate:

The Senate is responsible for the organization and control of teaching, the admission of students and promotion of research at the University. It is also charged with the responsibility to establish, organize and control campuses, colleges, schools, institutes and other teaching and research units of the University. The membership of the Senate comprises;

- The Vice-Chancellor
- The Deputy Vice-Chancellor
- Deans of Schools
- Directors Academic Units
- Heads of Directors Academic Departments
- Professors (vii) Congregation Representatives
- External Members.

To achieve its functions the Senate operates committees such as

- Academic Staff Appointment and Promotions Committee (Non-Professorial);
- Planning Committee.
- Admissions Committee
- Board of Postgraduate School
- School Board of Studies
- Research Committee

- Estimates Committee
- Library Committee
- Students Welfare Committee
- Business Committee of Senate
- Examinations Committee;
- Computing facilities Committee; and Committee of Deans.

(6) Body called Congregation

The Congregation is one of the statutory bodies of the University made up of all graduate members of Staff. It provides an opportunity for members to meet and express their views on all matters affecting the interest and welfare of the University and its members. The membership is made up of; (i) Vice-Chancellor and Deputy Vice-Chancellor(s); (ii) Full-time members of the academic staff (iii) Registrar (iv) Bursar (v) Librarian (vi) Director of Works (vii) Director of Health Services; and (viii) Every member of administrative staff who holds a degree other than an honorary degree of any University recognized by the Vice-Chancellor.

(7) Body Called Convocation

The Convocation consists of the principal officers, academic staff and all registered graduates (alumni) of the University. It has the responsibility for formal conferment of degree and other academic awards on deserving persons as approved by the Senate. It also serves as a forum for interaction between the University and its alumni for the development of the University. Its membership is made of

- The Visitor;
- The Chancellor;
- The Pro-Chancellor;
- The Vice-Chancellor;
- The Congregation

- The Alumni
- The Graduates

(8) Schools and Departments

The basic operating unit of the University's academic organization and planning is the multi-disciplinary schools. A school is fully integrated unit of a group of related disciplines which have common academic interests in teaching and research. In each school, there are various degrees awarding Departments; each with well-defined specialization area. Building upon a certain common knowledge base, each degree programme will provide in- depth theoretical and practical instruction related to a particular discipline/profession. The Administrative aspect is concentrated at the School level in the Deans office, leaving the Departments and the teaching staff groups free to concentrate essentially on academic matters. (FUTO Academic Brief, 2009/2010). However as no human endeavour can be accomplished effectively without the process of administration taking place, the Heads of Academic Departments also perform a considerable degree of administrative functions.

(9) Vice-Chancellor

The Vice-Chancellor is the Chief Executive Academic Officer of the University appointed by the Visitor on the recommendation of the University's Governing Council. He performs the role of a coordinator of all activities of the various internal organs of the University as well as external relations. Directly responsible to the Vice-Chancellor are all the Directorates in the University which are also within his office.

(10) Deputy Vice-Chancellor(s)

The Deputy Vice-Chancellors are appointees of Vice-Chancellor. The Deputy Vice-Chancellor (Administration) assists the Vice-Chancellor in administrative matters while the Deputy Vice-Chancellor (Academic) assists the Vice-Chancellor in (Academic) matters. Either of the DVC's can act for the Vice-Chancellor in his absence.

(11) Registrar

The Registrar is the chief administrative officer of the University. He is in charge of general University Administration, Council and legal Matters, Senate Affairs (admission, examination and records), Staff matters and General Administration.

(12) Bursar

The Bursar is chief accountant of the University. He is in charge of financial matters, estimates and expenditure control, personal emolument, stores, main accounts, cash management unit, loans and advances and students accounts.

(13) The University Librarian is the head of the University library and is responsible for the performance of both bibliographic, academic (teaching and research), and administrative (Library support staff and financial matter) function in the University library system

5.0 THE ROLE OF THE ADMINISTRATION OFFICER IN THE EFFECTIVE MANAGEMENT OF A UNIVERSITY COMMITTEE

5.01 Who is a University Administration?

A University Administration Officer is a professional University Administrator or

tenure appointment permanently assigned to administrative functions/duties in the Departments/Units/ Directors of the University. The University Administration Officer is a member of a unifies or cadre, and may be re-assigned to any section of the University at any time. In Committees the University Administration Officers are appointed minute secretaries. As minute secretaries, they serve as the representatives of the regular who is the Chief Administration Officer of the University.

The entry qualification into the professional administrative cadre is a 1st degree obtained from a legally approved University. The University Administration Officer is in line of succession to the Registrar of the University and is as such highly recognized as an important University personnel.

5.02 The Qualities of a University Administration Officer as a Committee Secretary

To effectively manage a committee, the University Administration Officer serving as a secretary shall possess the following qualities:

- a. Ability to scout for and obtain relevant tools and materials of work such as:
 - (i) Handbook of Administration
 - (ii) Regulations covering the appointment of both senior and junior staff of the university.
 - (iii) Copies of Academic Regulations for both Undergraduate and Postgraduate students
 - (iv) Academic briefs
 - (v) Standing orders of Senate and Council
 - (vi) Copies of decrees and Acts of law establishing the universities in Nigeria
 - (vii) Campus News Letters and other periodicals etc.

- b. Ability to understand and master the modern trend in the use of ICT in his Committee assignment. He should be conversant with the e-admission, e-registration, e-examination, e-senate etc.
- c. Willingness to update his knowledge periodically through seminars/workshop training in his career.
- d. Ability to be proactive, that is to plan ahead and make room for unforeseen circumstances and exigencies in the course of his duty.
- e. Ability to be committed, dedicated and loyal to his duty.
- f. Ability to establish and cultivate good human and inter-personal relations with both his super-ordinates and sub-ordinates in the University and with the members of the committee he manages as a secretary.
- g. Must have a good understanding of the University system and the committee he manages.
- h. Ability to maintain and keep the official secret of the University and his committee
- i. Ability to exhibit a high degree of efficiency, competence and effectiveness in the discharge of his duty.
- j. Ability to play advisory role to the Committee on Administrative Matters.

Administration Officer serving as a committee secretary who is wanting in the above qualities and shirks his responsibilities become a weak point in the administrative scalar chain and a veritable loophole for the erosion of duties of the professional Administrative by their academic counterparts. The ivory tower is ruled by superior reasoning and professionalism and a committee secretary must therefore do everything to enrich his reasoning faculties to protect and retain his relevance and duties

jealously in the system.

5.03 Unique Challenges to a University Committee Secretary and How to Effectively Manage them

As earlier indicated, the management of a University is complex and hydraheaded. The University is made up of schools (faculties) academic departments, directorates, units, institutes, the library, bursary and registry departments. These are specialized units with their special lexicon and terminologies. The Administration Officer is deployed as a secretary to committees of these units/ departments/directorates etc without reference to his area of discipline as a University graduate. An Administrator who read history or religion as his University discipline can be assigned to a committee on a core engineering or medical issues as a secretary. Same is the case with the experiences of a committee secretary covering meetings on school or departmental accreditation matters. An experienced committee secretary facing the above situation is likely to be confused and stranded with the arrays and crossfire of unfamiliar and strange vocabularies in use at such committees and may end up without jotting or recording anything. This will be an embarrassment.

Again, University Administrators cover meetings as minute secretaries and are not permitted to talk on issues except when called upon to advise on administrative matters. This does not augur well for the morale of the Administrator.

The disposition of the committee chairman can make or mar the work of the secretary. Where the chairman cannot maintain order and follow sequence in calling for contributions by members, or where the chairman Juxtaposes items on the agenda without adherence to the secretary's point of order, the secretary

will be at a loss in course of the meeting.

Sometimes, there are delays in sourcing for the money for provision of refreshment to the committee, not from the secretary, but from the processing units in the Bursary Department. Where the chairman fails to play his role, this can pitch the members against the secretary as being incompetent.

Furthermore, in large committees like the school boards, school appraisal committees etc. the School Administration Officer (SAO) serves as secretary and may appoint his subordinates as his assistants to clerk other committees set up by the School Board. However, some junior Administration Officers in the schools cash on the opportunity of dual leadership role in the school as typified in the roles of the Dean of the School and the School Administration Officer as a loophole to shun, neglect and subvert the position of the SAO, usurps responsibilities/duties and create bad working relationship in the schools. This is a serious discouragement to the SAO who is the Chief Administrative Officer of the School and the secretary of all school committees.

5.04 Effective Committee Management

From the foregoing, to effectively manage a committee, the Secretary shall do the following:

- (a) Study and master the terms of reference of the committee. This will give him/her the knowledge, focus and the correct preparation for the assignment ahead. It will also enable the secretary to handle his conduct with discretion during the life span of the committee. For an example, if the committee is to investigate student unrest on campus, the secretary will be required to watch his manner of interaction with students.

- (b) Identify the kind of committee. Is the committee a statutory committee or a non-statutory committee? This will guide the secretary in sourcing of information and materials for the meeting. This also determines the quality of staff appointed as members of the committee and gives the secretary an insight into the cadre and personality of members he is about to work with.
- (c) Consult with the chairman and agree on a plausible date and venue for the meeting as well as the modus operandi of the meeting. Agree on a name of the committee if not clearly stated in the letter of appointment.
- (d) Search for information that will make the committee succeed in relevant files, records, standing orders etc. If it is a senate or council committee, procure the relevant copy of standing order for the conduct of the meeting.
- (e) Know members by their individual names and rapport with them, if possible before the inaugural meeting. Make sure you know the rules for the quorum of your committee.
- (f) Draw the "Call Notice" of the meeting and list the names of members in the "Distribution". Make sure the "Call Notices" are properly recorded and signed for. That a date for a future meeting has been previously agreed on at a meeting does not stop the secretary from sending a formal letter of invitation to the meeting to committee members.
- (g) Where obtainable, secure approval and book for refreshment before time.
- (h) Provide materials (i.e files, plane sheets, birros rulers etc) for members of the committee.
- (i) Prepare the agenda of the meeting in consultation with the chairman. The agenda will have the standing items to be considered. The agenda is agreed with the chairman at first meeting, if there is any items that come in after you have agreed on your agenda, make sure that your chairman is willing to put them on the agenda.
- (j) Know the appropriate units in charge of choice venue for the meeting and book for the venue at least, a week before the meeting. Always have an alternate venue in mind in case of disappointment. If there is a sudden change of venue, make a bold print on strategic points at the former venue circulated to notify members of a change in venue. Nothing unsettles a committee secretary and members as inability to secure a venue for a committee meeting.
- (k) On the day of the meeting, be at the venue, at least, 30 minutes before the meeting and make sure it is cleaned and arranged.
- (l) During the meeting, make sure vital information you have are passed to the committee through the chairman except where you are invited by the chairman to speak to members directly. If you have an assistant secretary, he/she should sit by your side and should speak to the chairman through you where necessary. This makes for proper etiquette of the high table and attracts respect to the secretariat.
- (m) Attend meetings with relevant materials such as related files, dictionaries, relevant regulations/statutes and standing orders.
- (n) Record the proceedings of the

- meeting using the approved University format and get the manuscripts ready within 48hrs of holding a meeting. Also get the chairman to go through the meeting before final circulation to members. Make sure the minutes get to members well ahead of time.
- (o) Make sure you capture the names of those that said the prayers and moved for the adoption of the agenda/minutes as well as the adjournment of the meeting. Also, note the time the meeting commenced and when it closed.
 - (p) Make sure members sign the Attendant Register. Maintain seniority in listing names of members while preparing the Attendance Register. The academics guard their ranks and positions jealously. In the Attendance Register, differentiate between full members and those merely in attendance where applicable.
 - (q) Prepare "Matters Arising" from the minutes of the meeting and circulate as appropriate before the next meeting.
 - (r) Make a profile of decisions at the meeting soon after the meeting and send a copy to the chairman, use the other copy as a guide.
 - (s) Make sure the minutes are signed after adoption and keep a register of signed minutes.
 - (t) Where applicable prepare report of the committee for consideration by members. Note the inputs of members and build in their contribution in the final copy of the report. Note that the report will be strictly guided by the committee's terms of reference.
 - (u) Liaise with the chairman and agree with members on a possible date

for the submission of the report to referral authority (the authority that constituted the committee). The submission is better done collectively by members where the opportunity exists.

6.0 THE ROLE OF THE COMMITTEE CHAIRMAN IN THE EFFECTIVE MANAGEMENT OF A UNIVERSITY COMMITTEE

6.01 The Personality of the Chairman.

The personality of the chairman plays a primary role in the way he will be able to carry along members of the committee and invariably achieve the success of the committee. He must exhibit high level of intelligence and prove himself as a man of integrity by his personal conduct and character. His interpersonal relationship and commitment to the success of the committee will not be questionable. He must be seen to be sober, focused, non-partisan and loyal to the University.

6.02 What the chairman must do?

Endowed with the above personality trait, the chairman shall do the following toward the success of the committee

- (a) Be in consultation with the secretary and committee members to schedule dates, times and venue for meetings.
- (b) Officiate and conduct the meeting
- (c) Build a sense of team work by involving members in decision making
- (d) Delegate responsibilities to committee members if necessary.
- (e) Call meeting to order to ensure contributions are made procedurally to enable the secretary record contributions of members.
- (f) Provide leadership and ensure committee members are aware of

- their obligations and that the committee complies with its responsibilities.
- (g) Ensure meetings are called and held in accordance with the University's mandate, terms of reference or by-laws.
 - (h) Ensure there is a sufficient time during the meeting to fully discuss agenda items
 - (i) Ensure that discussion on agenda items is on topic, productive and professional.
 - (j) Ensure minutes are complete and accurate, retained, reviewed at the next meeting and endorsed.
 - (k) Where applicable, ensure the reports are written in strict compliance with the terms of reference and attach all appendices (documents, memoranda, correspondences etc) submitted by members of the public, persons invited or as requested by the committee.

7.0 Recommendations

This paper hereby proffers the following recommendations:

- (1) Though management is not bound to accept and implement committee recommendations, there must be a very clear and plausible reason for rejection of committee reports.
- (2) To avoid the rejection of committee reports and waste of resources spent on the committee, staff of high integrity and professional competence shall be appointed into committees.
- (3) Management should eschew partisanship by ensuring that non-teaching staff as stakeholders in the University system are appointed as committee chairmen or members on issues where their

specialization and professional competence are needed and not only as mere secretaries without a voice at meetings.

- (4) Use of committees should be discouraged and de-emphasized in issues that shall ordinarily require administrative fiat by the management to avoid the abuse of the committee system.

8.0 Conclusion

In conclusion, reference should be made to the work of Uzoho C.C. 1995. The work shows that theories and concepts provide a framework for managerial decisions and that cautions should be taken on the generalization of such theories to groups dissimilar in composition and culture to the research groups. This paper has therefore attempted to trace the theoretical and conceptual backgrounds of the key elements of the topic, "Effective Management of Committees in the University System".

Indeed, it is a truism that a holistic management of universities is complex, hydraheaded and unattainable. The only realistic approach is to map out goals and create objectives towards the achievement of such goals. These objectives are assigned to appropriate committees. Thus effectiveness of committees is indispensable in the success of any university. To this effect, the roles of committee secretaries, chairman and even the management were explained, reviewed and discussed in the proper perspectives.

If the salient areas highlighted in this paper are utilized, committees shall long remain sustainable as the bedrock of successful University management.

THANK YOU

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