

Working Organogram and Procedures in the University System

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Outline:

- ❑ **Definition: Organogram and University System**
- ❑ **University system, Historical over-view**
- ❑ **Development of the Nigerian University System**
- ❑ **Working Organogram and Procedure in University system**
- ❑ **The University organogram / organizational structure**
- ❑ **Present Organogram of the University of Medical Sciences, Ondo.**

- An **Organogram** is an organizational chart depicting graphically the relation of one official to another, or others, of a company. It is also used to portray how akin a department is to another, or others, or one function of an organization to another, or others. This chart is valuable in that it enables one to visualize a complete organization; by means of the picture it presents (Alfred D. Chandler, Jr, 1962), while a **Procedure** is a document written to support a "Policy Directive". A Procedure is designed to describe Who, What, Where, When, and Why by means of establishing corporate accountability in support of the implementation of a "policy" (Fritz, E Froehlich; Allen, Kent; Carolyn, M Hall, 1988)

- The "How" is further documented by each organizational unit in the form of "Work Instructions" which aims to further support a procedure by providing greater detail.

University system:

- **Dictionary Definition:** -According to Oxford Advanced Learner's Dictionary, (*international Student's Edition*) University is an Institution at the highest level of Education where you can study for a degree or do research.

UNIVERSITY SYSTEM, HISTORICAL OVER-VIEW

- The word University was derived from the medieval concept of the University as a community. The Latin word *Universitas* meant a community or corporation or guild and to differentiate it from other forms of communities led to the amendments *Universitas Scholarium* (Community of Scholars) and later *Universitas magistrorum et Scholarium* (Community of masters and students).
- A University may also be defined as a Community that provides both undergraduate and postgraduate education (Oyebade, 2011)

- The definition of a University actually varies widely even within national boundaries (Omeire, 2010). For example, there is no nationally standardized definition of the term in the United States although the term has traditionally been used to designate research institutions and was once reserved for research, doctorate-granting institutions. In the United Kingdom, an institution can only use the term if it has been granted by the Privy Council, under the term of the further and Higher Education Act 1999. There are various types/ models of Universities.
- The oldest which is the British model due to its aristocratic origin emphasizes liberal education, character and values.

- The German or Humanboldtian model which was conceived by Wihelm von Humboldt was anchored on the tripod of academic freedom, organization of seminars and the use of laboratories in Universities and emphasizes loyalty, intellectualism and research. The French University model involves strict discipline and control over every aspect of the university.
- (M., Iloeje, 2004) in his 5-model typology, added an American model which was founded on egalitarian ethos and utilitarian orientation and emphasizes academic, professional and vocational training and then an African model which is a combination of the British and the American models.
- Higher education was initially carried out in Academics. For example the Academy of Plato was well known in the Greek world. An Academy was an institution in which ONLY one point was taught. If the view of a teacher differed from the one prevailing in his Academy, then he had to go and found another, where his view would prevail.
- *The classic arrangement involved the two famous philosophers, Plato and Aristotle. When Aristotle disagreed with his teacher Plato, he had to go and found the Lyceum Academy (Olaniyan 1990:2).*

- It was early in the twelfth century that institutions which permitted different and conflicting views to thrive first emerged, and it is this feature that became the hallmark of a University institution and indeed of University education. They later formed the close organization which manifested in the complex set up known as University campuses (Oyebade, E F, 2006).
- *The Universities de Paris a'la Sorbonne, the largest University in France has existed since the year 1150 and the University of Cambridge in England dates from 1231 (Olaniyan, 1990:3). The University of Leyden which opened in 1575 adopted the revised Italian plan and the University of Edinburg, organized seven years later followed Leyden in employing the same pattern (Eperokun, 2002:16) and later the American Universities followed suit. In the United States of America, Harvard was founded in 1636.*

- *In Africa, higher education began in the 10th century as an Islamic Institution in Cairo, Egypt. The second historical source of higher education in Africa began as a Christian-European one in 1827 when Fourah Bay College was established as a theological seminary in Sierra-Leone (Igbineweka, 1987:86).*
- Until the late 1940's, Liberia College (Monrovia) which was first established by the American Episcopal Church and Fourah Bay College were the only institutions of higher learning in West Africa.
- In Nigeria, the University system started in 1948 with the establishment of the University College, Ibadan along with the University of Ghana.

• **DEVELOPMENT OF THE NIGERIAN UNIVERSITY SYSTEM**

The demand for higher education in Nigeria made the colonial authorities establish the Yaba Higher College (YHC) in 1932 to offer sub-degree courses for the production of the middle level manpower.

- The offering of sub-degree courses was criticized by Nigerians who continued to agitate for the establishment of a University. During that same period, the colonial authorities felt that the establishment of Universities would help them to achieve their goal of colonial government. The British Secretary of State for the Colonies was quoted as saying on 13th June, 1943 that:

“It is quite clear that if our goal of colonial government is to be achieved, colonial universities and colleges will have to play immense part in that development. They will, first of all, have to meet the enormously increased need for trained professionals which increased social and economic services will necessitate....I am accordingly setting up a Commission of Enquiry under Mr. Justice Sir Cyril Asquith” (British Parliamentary Debates 1943:52)”

- Concurrent with the setting up of the Asquith Commission in 1943 for the colonies came in the Elliot Commission which was also set up to report on the organization and facilities of the existing centres of higher education in British West Africa, and to make recommendations regarding future University development in that area (Ogunsanwo, O A, 1980)
- In its report, the Elliot Commission in 1945 recommended that a University College be established in Nigeria. The University College, Ibadan, an affiliate of the University of London, was therefore established in 1948 and patterned to follow the Oxford and Cambridge Universities in England.
- *“With equipment transferred from Yaba Higher College, the 104 foundation students (including 49 students in teachers training and survey courses) began their courses at Ibadan on 18th January, 1948; the formal opening took place on 25th March, 1948. Arthus Creech Jones, then Secretary of States for the colonies and an influential member of the Elliot Commission, cut the first sod at the permanent site of the Universitycollege on 17th November, 1948, which became the foundation day (University of Ibadan Calender, 1980:82, pp.23-4)”*

- The University of Nigeria, Nsuka was founded in October, 1960, the University of Northern Nigeria (now Ahmadu Bello University, Zaria) and the University of Ife (now Obafemi Awolowo University) were established in 1962 each of them by the regional governments. The University of Lagos was also established in 1962 while the University College, Ibadan was converted into an autonomous University in the same year. *“The University of Benin was established in 1972 to bring the number to six Universities” (Longe Commission report 1991:29)*
- The Federal government’s decision to establish seven additional Universities was to correct the imbalance in geographical spread of Universities. These were Ilorin, Port-Harcourt, Calabar, Maiduguri, Sokoto, and Jos bringing the number to thirteen (13).

- The 1979 Constitution put higher education on the concurrent legislative list thus allowing the states to establish Universities.
- The period between 1980 and 1984, marked another era of explosion of University education in Nigeria. State Universities were established in Anambra and Bendel in 1980, Rivers and Imo in 1981, Ondo and Ogun in 1982, Lagos in 1983 and Cross River in 1984. Also, the Federal Government established Universities of Technology at Markurdi and Bauchi in 1980, Owerri, Yola and Akure in 1981, Abeokuta and Minna in 1982. By 1993, there was an open University in Abuja, a Military University in Kaduna, 26 Federal and state Universities and 24 proposed Private Universities (Longe Commission, 1991, pp.29-30).

- The Decree No.19 of 1984 which took effect from 9th February, 1984 led to the closure of all private Universities that existed or were proposed. The Universities of Technology at Abeokuta, Markurdi, Bauchi and Yola were merged with Lagos, Jos, ABU and Maiduguri respectively. By 1988, the specialized Federal Universities of Agriculture were established at Abeokuta and Markurdi, while the Federal Universities of Technology at Bauchi and Yola were demerged as Abubakar Tafawa Balewa University, Bauchi and the Federal University of Technology, Yola respectively. In addition, the Federal University of Agriculture at Umudike was established. At the end of 1990, there were 31 Universities in Nigeria.
- Decree No, 9 of 1993 amended the 1984 Private Universities decree and became subject to the satisfaction of certain criteria for private Universities to be established.
- By 1998, Nigeria had 36 Universities (State and Federal), five Colleges of Education and one Polytechnic awarding first degree in different courses while additional four private Universities were established in 1999. By the end of 2005, there were seventy-six (76) universities approved for the award of degrees in Nigeria including 26 Federal, 26 State and 24 Private Universities

WORKING ORGANOGRAM AND PROCEDURE IN UNIVERSITY SYSTEM

In early years, the administration of the University was a model of simplicity. Much of what transpired was restricted to Teachers and Students with little to administer. The few issues requiring administration were delegated to a small student or masters committee headed by a Rector. The title of Rector was later changed to Vice-Chancellor in Britain and some British influenced Universities (e.g Nigeria). The headship of such institutions is known as the President in the United States of America. (Oyebade, 2011)

- The Organizational Structure of a university refers to the hierarchy through which delegation of responsibility is accomplished. This gives employees and students a sense of direction. The organizational structure consists of activities such as task allocation, coordination and supervision which are directed towards the achievement of organizational goals.(Gertrude, Ziwa, 2014). It can be also considered as the viewing glass of perspective through which individuals see their organization and environment.

Organisational Structure

- Bureaucratic
- Collegial

University Management

Planning
Staffing
Leading
Controlling

Outcome

Quality and
Performance

Figure 1. Conceptual framework on the effect of organisational structure and the management of universities in Uganda.
Source: Adapted from Sanyal and Martins (1998).

- An Organogram is another name for an organizational chart. It is a diagram that shows the structure of an organization and how the various positions are related to each other. It is frequently used to show the chain of command and relative ranking of various positions in an organization or department and may include information such as the job titles, name and areas of responsibility for the employee while A procedure is a fixed step-by-step sequence of activities or course of action (with definite start and end points) that must be followed in the same order to correctly perform a task.
- Therefore, Procedure in the University System comprises of the Organogram and a purposeful structure that consists of interrelated and interdependent elements (Components, entities, factors, members, parts etc.). These elements continually influence one another (directly or indirectly) to maintain their activities and the existence of the system in order to achieve the goal of the system.

THE UNIVERSITY ORGANOGRAM/ORGANIZATIONAL STRUCTURE

- The Organizational structures of Colleges and Universities vary distinctly depending on the Institutional type, culture and history, yet they also share much in common. While a private University may have a large board of trustees and a public University nested in a state or Federal Governing system. The vast majority of Public and Private Universities are over seen by an Institutional or system-wide Governing board. This somewhat paradoxical combination of distinctiveness and uniformity reflects the unique characteristics of the individual Universities and the shared task environment (including strategic planning, fiscal oversight, curriculum planning and student affairs).

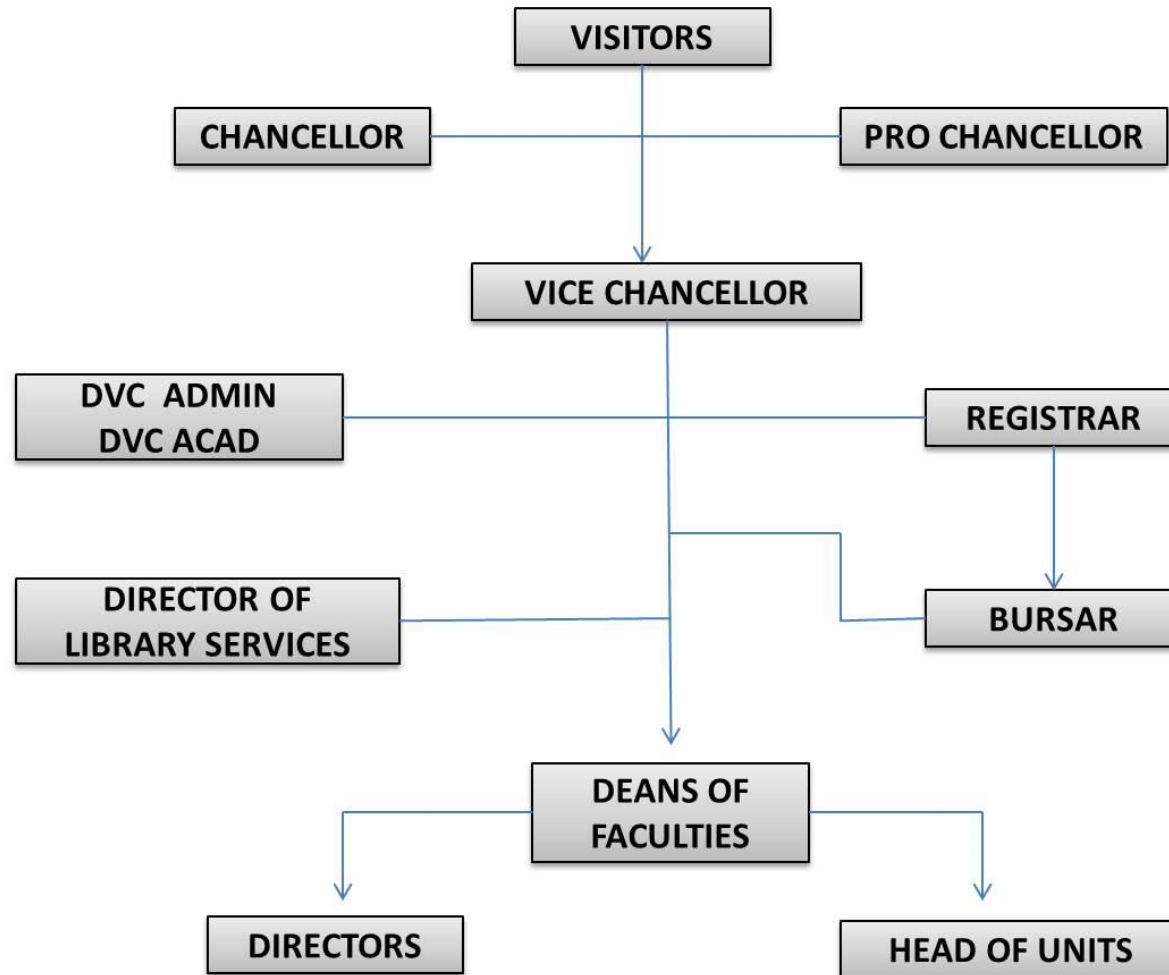
- The organizational structure of Universities is an important guide to institutional activity. Scholars of Higher Education have developed a variety of multi-dimensional models of organizational behavior that also shed considerable light on University structure and process. The Multi-dimensional model seeks to explain organizational behavior across institutional types and various institutional activities. The model somewhat vary in the number of dimensions incorporated from J. Victor Baldrige's three dimensions (bureaucratic, collegial and political) and Lee Bolman and Terrence Deal's four- frame (structural, human resource, political and symbolic) to Robert Birnbaum's five dimensions (bureaucratic, collegial, political anarchical and cybernetic). These models are quite helpful in thinking about organizational structure and process within colleges and Universities.

- The same institution may evidence a bureaucratic, hierarchical decision-making process in its central administration and a collegial process in its academic senate. It is a combination of organizational structure and process that shapes college and University behavior.
- Public and private Universities of all types incorporate key authority structures including a Governing board/ Council chancellor, a cohort of Administrative leaders and an Academic senate. In public Institutions these core organizational entities collaborate with such external authorities as State and Federal Political leaders, Community Organizations and members of the public as well as business interests and philanthropic foundations. These external organizations routinely interact with and shape the policies and procedures of the University's organizational structures.

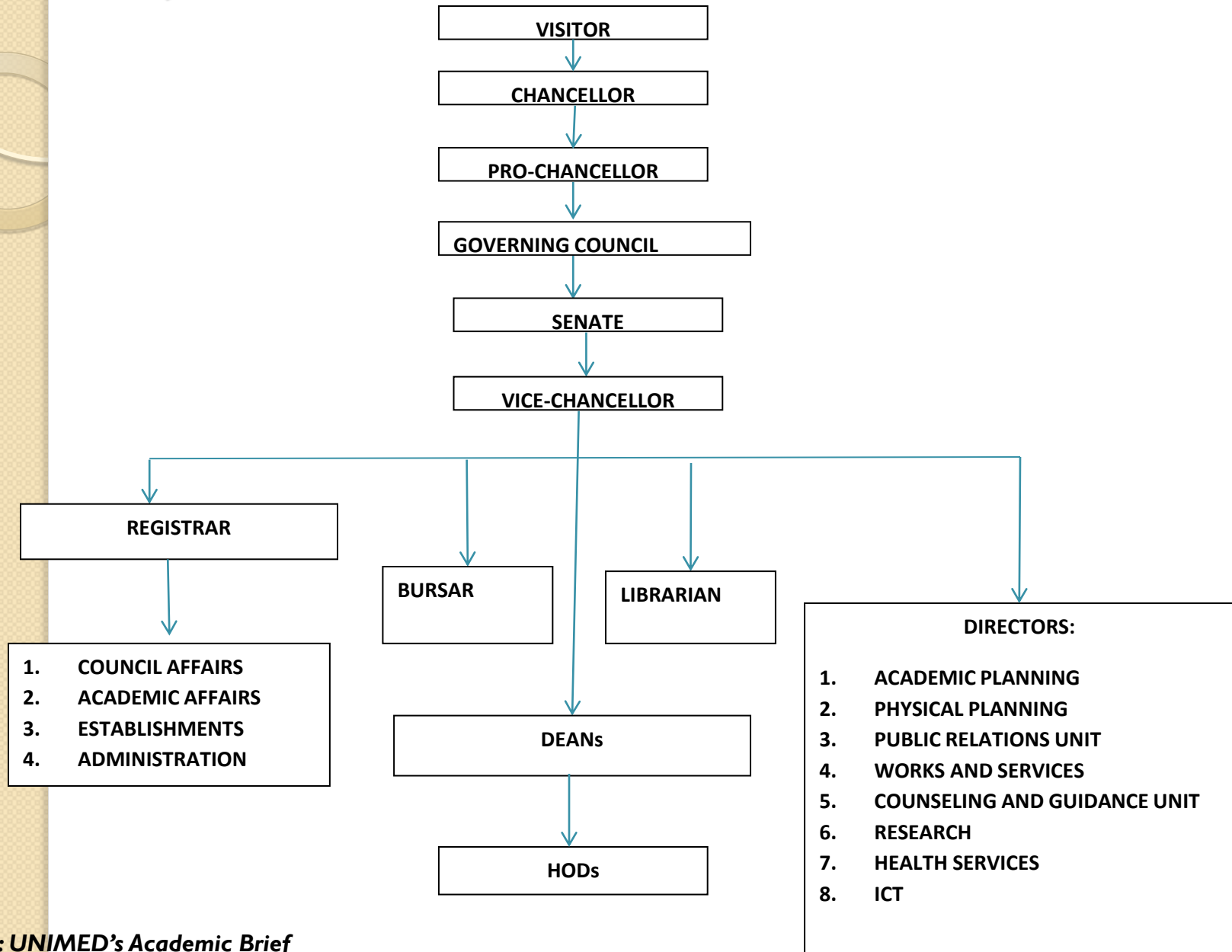
The University Organogram/Organizational Structure is as follows:

- Visitor
- Chancellor
- Pro-Chancellor and Chairman of Council
- The Governing Council
- The Vice Chancellor
- The Senate
- The Deputy Vice-Chancellor
- Registrar and Secretary to the Governing Council and Senate
- The Bursar
- The University Librarian/Special Adviser on Library Services
- Deans of Faculties, Directors and Heads of Departments
- Congregation
- Convocation

University Organogram / Organizational structure



PRESENT ORGANOGRAM OF THE UNIVERSITY OF MEDICAL SCIENCES, ONDO



VISITOR/PROPRIETOR

- The Visitor/Proprietor of any Federal University is the President of the Nation while that of a State University like ours is the Executive Governor of the State. He/she shall be represented at all events of the University, including Convocation ceremonies. He/she shall initiate and organize the conduct of visitation to the University at least once in every five(5) years, the results of which would inform institutional reforms and reviews. He will appoint the pioneer Principal officers of the University. He shall appoint a Governing Council to oversee the affairs of the Proposed University. Subsequently, appointment of principal officers will be by the Governing Council of the University. He shall also appoint the Chancellor to serve for non renewable terms of five (5) years.

CHANCELLOR

- The Chancellor shall be appointed by the Visitor to serve for a non renewable term of five (5) years. The Chancellor shall be the highest principal officers of the proposed University. He should be a highly respected traditional ruler or a captain of industry or any distinguished retired member of the society that has high interest in the academia. He shall preside at convocation ceremonies and other assemblies of the University for the Conferment of degrees, diplomas, certificates and other awards of the University.

THE PRO-CHANCELLOR

- The Pro-Chancellor shall be appointed by the Visitor of the University. The Pro-Chancellor shall hold office for a period of four (4) years and may be renewed for a final term of four (4) years. The Pro-chancellor shall be the chairman of the Governing council which has overall responsibility for the policies and operations of the University and for certain particular subjects, including matters of finance, staff conditions of service and discipline, the use and maintenance of the property of the University, establishment of Academic programmes, engagement of staff and provisions of material for utilization in the process of functions of the staff of the University.

UNIVERSITY GOVERNING COUNCIL

- The visitor shall appoint a Governing Council to oversee the affairs of the University. The Governing Council will consist of the:
 - Pro – Chancellor as the Chairman
 - The Vice – Chancellor
 - The Deputy Vice Chancellor
 - Four (4) members appointed from public representing various interests.
 - Four (4) persons appointed by the senate
 - Two (2) person appointed by the congregation
 - One person to represent the National Universities Commission

Members would be selected from amongst industrious and hardworking persons that have excelled in their fields of endeavour. The members of the Council should be drawn from varied sections of the society and should be experienced persons of undoubted integrity, courage and the stature who would inspire confidence and bring to the proposed University array of experiences in the management of the institution. The Governing Council shall be responsible to the visitor.

THE VICE-CHANCELLOR

- The Vice Chancellor has the general function in addition to any other functions conferred on him by the University law or otherwise, of directing the activities of the University. He is the Chief Executive and Academic Officer of the University and Chairman of the Senate. The Vice-Chancellor is specifically charged with the smooth running of the university and exercises such functions as may be conferred on, or imposed upon him by the University Law, Statutes and Regulations and subject to the provision of the University Law, exercises general supervision over disciplines in the University and monitoring the efficiency and good order of the University.

SENATE

- The Senate is the highest decision making body on academic matters relating to the University. The Senate with the approval of Council and the National Universities Commission can establish new campus, faculty, department, school, Institute or other teaching and research units. The Vice-chancellor is the Chairman of Senate.

- **DEPUTY VICE-CHANCELLOR**

The Deputy Vice-Chancellor shall assist the Vice-Chancellor in the performance of his functions and shall perform such other functions as the Vice-chancellor or the Council may, from time to time assign to him.

- **REGISTRAR**

The Registrar is the Chief administrative officer of the University and is responsible to the Vice-Chancellor for the day to day administrative activities of the University. The Registrar is the Secretary to the Governing Council, Senate, Congregation and Convocation and the custodian of the seal and other legal documents of the University

- **BURSAR**

The Bursar is the Chief Finance Officer of the University and is responsible to the Vice-Chancellor for the administration and control of the financial affairs of the University.

- **UNIVERSITY LIBRARIAN**

The University Librarian shall be the academic and administrative head of the University Library. He shall be responsible to the Vice-Chancellor for the administration of the Library services in the University and for any other matters relating to the Library.

- **DEANS OF FACULTIES AND HEADS OF DEPARTMENTS**

The faculties of the University are supervised by Deans. The Dean of a faculty is a professor, elected by the Faculty Board while each academic department of the University has a Head of Department who is responsible to the Vice-Chancellor, through the Dean of the faculty for coordinating, guiding and supervising, teaching, examinations, research and other activities.

- **CONGREGATION**

The Congregation 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 Vice-Chancellor is the Chairman at all meetings of congregation

- **CONVOCATION**

Convocation is one of the statutory organs of the University. The Chancellor is Chairman at all meetings of Convocation.

- Also, any university administration that must help its country achieve its overall socio political goals needs necessarily allow organization of students in forms of union. The peculiarity of the university, the uniqueness of students as well as structures and activities of students union in the universities collectively form a powerful tool of developing young university adults into political actors and leaders of thoughts. This reciprocal interaction goes a long way in ensuring smooth socio political development of a country. Several political actors in local and international politics today can trace their political socialization to students union in their college days (Clifano 1960, Babatope 1999, Eesuola 2012; as cited in (Akinboye, Solomon O; Eesuda, Olakayode Segun, 2015)

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