

| CHAPTER SIX |

THE LEADERSHIP IMPERATIVE FOR ALL ADMINISTRATORS IN A RAPIDLY CHANGING ORGANIZATIONS: THE EXAMPLARY ROLE OF PROFESSOR EUGENE OKOYE NWADIALOR

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Introduction

In Achebe (2012), a popular Igbo proverb tells us that a man who does not know where the rain began to beat him cannot say where he dried his body. The rain that beat private universities and particularly Tansian University, Umunya in Anambra State started a decade ago which seemed to witness inadequate structural and administrative setup for quality teaching and learning environments. To say the least, it might have happened without proper consultation or representations since the institution was fully administered by its founder. The leadership ineffectiveness of the past administrators might have been the causes of the present leadership problems and underdevelopment in major areas like ineffective institutional restructuring, poor infrastructural provision and non-attainment of standard quality education in the university. A meaningful solution will necessitate the goodwill and determined efforts of all teaching and nonteaching personnel who bear the burden of the faith-based university and Nigeria's private universities history of underdevelopment in a democratic polity. The imperatives and desideratum for solutions to the unburdening of poor educational development in this university lies on the emergence of a transformational leadership of Professor Eugene Okoye Nwadiakor which will be effectively extolled in this paper. This is the background for the choice of the

topic of this chapter. Here, the paper will critically examine the challenges of leadership in a rapidly changing organizations, the strategic options and major roles played by Professor Eugene Okoye Nwadiakor to fix the Tansian University of our dream.

Statement of the Problem

The thrust of any democratic system of administration anywhere in the world is determined by the manner and style of leadership in power. The Tansian University is not left out in this quest for good governance and/or administrative effectiveness. Unfortunately, over the decade, the set of objectives being pursued under the various leaderships have not able to effectively address the challenges of educational developments confronting them. This has resulted in a number of protracted problems of non-accreditation of many academic problems in the institution.

First, the absence of effective manpower planning and human capital development has been militating against adequate teaching, learning and production of quality graduates imbued with proper knowledge and skills needed to manage organizations. The poor leadership styles and innovativeness lacked appropriate vision, commitment and critical thinking to forecast and/or predict certain unavoidable problems in a foreseeable future of the university. These flaws have adversely affected the manpower planning and selection and recruitment of qualified human resource personnel needed for effective teaching of students. Unfortunately, however there seemed that certain goals were never adequately evaluated in the light of failures for a possible reversal of plans for the selection of the best alternatives.

As old as the institution is, it has continued to witness intricate webs of basic infrastructural decay. There was complete absence of adequate classrooms to accommodate the students, no steady power supply to create comfortable learning environment, no regular water supply, no laboratory equipment, and back scientific tools for science students, dearth of adequate and standard text

books for teaching and learning where a few libraries exist, no adequate hostel accommodation for students especially the nursing science students who are densely populated among others. As regards the accreditation of academic programmes, it is on record that virtually all the programmes, were either not recognized and/or accredited by the National Universities Commission (NUC) as required by the National Governing Body of Tertiary Institutions in Nigeria. The registration and approval of new academic programmes had not received the desired attention for the admission of candidates for training. Moreover, most of the admission policies, where they existed, had not been consistent and/or updated to reflect the requirements of the relevant regulatory bodies.

The welfare of both the teaching and non-teaching personnel has been treated with utmost disregard. For example, staff promotions, regularization of personnel appointments and services, absence of medical clinics, personal leave allowances, among others have been the problem of de-motivation of staff for greater productivity in the university. The absence of budget and budgeting tools for expenditure management has continued to pervade the system of administration. The departmental Heads never operate with the use of budgets; hence they were never recognized in the scheme of things. In all, the departmental, faculty and other major units and arms of the administration had no fund allocations and/or expenditure votes to finance the activities of the various offices. Essentially, there is complete absence of the audit department or audit alarm committee to oversee the operations of the administration as a means for ensuring accountability, transparency and/or conformity with the proper manage of the establishment funds.

Finally, there have not been consistent policies in the organization and administration of matriculation, convocation, accreditation of programmes and inaugural lecture ceremonies by the university.

Research Questions

1. What are the major contributions of the administrator under study to Tansian University?
2. What are the impact of the administrator that makes his leadership phenomenal at the present day?
3. Has the administrator applied different administrative leadership styles and strategies that distinguished his tenure?

Objectives of the Study

The main objective of the study is to assess the contributions and impact of Professor Eugene Nwadiakor to the development and growth of Tansian University and Tertiary educational system in Anambra State.

The study will specifically seek to:

1. Identify the major contributions of the administrators to Tansian University.
2. Identify the impact of the administrator's leadership that makes his administration phenomenal at present.
3. Identify the different administrative leadership styles and strategic measures adopted by the administrator to fast-track the institution's educational development.

Significance of the Study

Effective leadership results in immense benefits for the leader, the led, the organization and the outer society. These include tremendous job satisfaction for the leader and all those who contributed to the effectiveness, admiration and feeling of gratitude by the followers and the leaders name gets written in letters of gold as a legacy in the hearts of generations to come. The overall increase in the standard of education and leader's reward for promotions, and higher appointments.

Theoretical Foundations of the Research

Conceptualization of Issues

Leadership

According to Okigbo and Nsiegbunam (2000), leadership is seen

as influence, the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals. Harold (1984) further posits that the concept can be enlarged to imply not only willingness to work but also willingness to work with zeal and confidence. Zeal reflects ardour, earnestness and intensity in the execution of work. The confidence however indicates experience and technical ability.

When we lead, we are guiding, conducting, directing and preceding. The 'art' of leaders is meant to help a group achieve objectives with the maximum application of its capabilities. Leadership is not a question of standing behind a group to push but a question of standing before the group to facilitate progress and inspire the group to accomplish organizational goals. Leadership therefore is but a matter of personality vested with authority and role (Okigbo&Nsiegbunam, 2000).

Administration

Administration is simply the organization and direction of persons in order to accomplish a specified end (Adebayo, 1995). Furthermore, Adebayo further pointed out that administration must exist in any organization set up for a defined purpose or objective. Whether you think of the church, the army, a university, an industrial or business concern or a purely social organization, there has to be administration because each one consists of human beings brought together in a hierarchical setup, making use of tools, equipment, human and material resources, all in the quest to attain the objective for which the organization is established. Thus, the bishop in the church, the field marshal in the army, the vice-chancellor in the university, the managing director or chairman of an industrial or business enterprise, each has under him a hierarchy of subordinates, each with functions and responsibilities, assigned for the accomplishment of the objective or purpose of the organization. This process requires planning, organization, command, co-ordination, budgeting and control.

Take the case of a university, large numbers of employees and activities have to be supervised, coordinated and controlled. In some industries, the span of activities is nationwide; sometimes it is even international. Thousands of workers have to be brought together and distributed for work among the various departments of which the establishment is composed. These workers are graded in different levels of authority, from directors and managers at the top to messengers and labourers at the bottom. Everyone has to be assigned his specific functions and the contribution of each unit must be towards that school administrators and leaders' efforts should be channelled towards improving the achievement of the learners in their care.

Organization

This concept means a social unit or human grouping deliberately constructed to pursue specific goals. It has three basic fundamental goals which may be either intermeshed or independent ends in themselves, via: growth, stability and interaction. To achieve integration and organizational goals, the organization designs a formal structure that sets for the desired job efforts. Examples of organizations include: corporations, universities, schools, churches, mosques, hospitals among others.

Theoretical Framework

The theories which inform our discussion are the theories of democratic leadership and transformational leadership theory. According to the democratic leadership approach, Coach Hub (2022) demonstrates that the theory is a collaboration, shared decision making and the equal distribution of power. Democratic leaders take their team members' opinion into account when making decisions. All employees are encouraged to share their ideas and have an equal say regardless of their titles and position in the company hierarchy. Managers encourage brainstorming and compromise and consider a diverse range of perspectives. For example, the 34th President of the United States of America, Nelson Mandela, Barack Obama among others. This leadership style is exemplified by Professor Eugene Okoye Nwadiakor.

As regards the democratic leadership in the workplace, the coach hub further explains that managers surround themselves with people who have different points of view and who can offer varied perspectives. They are not afraid to be challenged or to be wrong; managers empower people around them and are not concerned with having all the power; employees are encouraged to speak up in team meetings and share their ideas; leaders have an open-door policy where employees can approach them for advice and voice concerns; meetings are treated more like group discussion; employees are organized into small groups or committees to work on projects and open communication is encouraged and a safe environment for sharing thoughts is created. At the end, this type of democratic leadership style creates emotional fulfilment in those being led as they feel trusted and valued. This essentially creates a sense of belonging within teams and higher group satisfaction and of course an increased respect for leaders as they are seen as fair and reasonable (Coach Hub, 2022).

On the other hand, the transformational leadership theory is that which promotes a style of guidance that emphasizes motivating employees, and creating a vision and encouraging them to fulfil it. The fundamental skills of a transformational leader include being able to mobilize employees, inspire them and boost their morale. Transformational leaders who lead by example typically incorporate empathy, support and inspiration into their leadership method and often exhibit confidence and selflessness when leading. A transformational leader focuses on changing faculty systems and in grouping employees who work well together to increase productivity and overall job satisfaction (Coach Jenn, 2023).

Coach Jenn further highlighted that the transformational leadership theory contains four distinct components that embody its essential aspects in any organization:

- **Intellectual Stimulation:** Change the standard state of affairs, encourage creativity and explore new ways of doing things.
- **Individual Consideration:** Provide support and encouragement of individual employees, keep communication fluid so that they feel open to share ideas. Leaders offer personal acknowledgement of the unique contributions of each other.
- **Inspirational Motivation:** Leaders articulate a clear, transformational vision. They help followers generate and sustain passion, and motivation to fulfil the envisioned change.
- **Idealized Influence:** The transformational leader is a role model for employees. They are emulated because they are trusted and respected.

Jenn further indicated that a transformational leader can take the following steps to implement this style of leadership within a workplace:

- Establish a vision;
- Motivate to see your vision come to fruition;
- Oversee the accomplishment of your vision; and ?
Foster growth, motivation and trust.

Essentially, transformational leaders are differentiated from other leaders by these following major traits of a trailblazer:

- Self-management;
- Can accurately calculate and take risks;
- Inspirational;
- Adaptable;
- Encourages development of employees;
- Leads by example and holds high moral standards;
- Emphasizes open communication between leaders and workers;
- Allows employees to make decisions and take responsibilities; and
- Proactive, open to new, viable ideas and willing to try them, attuned to the needs of employees and finally puts the needs of employees and the organization before themselves and do not let their egos get the best of them.

- **The Challenge of Administrative Leadership: A Nigerian Perspective**

Osisioma (2006) posits that management (or administration) and leadership are vital ingredients in the growth and development equation for every human organization, more so for nation states. Viewing from the conceptual issues, administration is simply concerned with the planning and regulation of the resources of an entity for the attainment of specified and selected objectives. Leadership on the other hand is basically influence borne out of character which impacts upon a man's vision, his personality and his performance. Taking a cue from the democratic leadership style, which accords a proactive and dynamic role to administration, it views administration's role essentially as an active one that attempts to condition the state of the organization. It maximizes the importance of the planning function of administration and ascribes the primary success factor to its competence in planning and control activities. Thus, administration must have absolute confidence in its ability to establish realistic objectives, and to devise efficient strategies to attain these objectives.

Administration and leadership are not exactly the same. Leadership is of the spirit, compound of personality and vision; its practice is an art. Administration on the other hand, is of the mind, more of a matter of accurate calculations, of statistics, of methods, time-tables and routine; its practice is a science. Johnson and Johnson (1989) in Osisioma (2006) asserts that: Leadership begins where..... the systems of rewards and punishments, control and scrutiny give way to innovation, individual character, and the courage of convictions. Your challenge is to lead your staff to get extra-ordinary things done. This requires inspiring, and motivating your staff towards a common purpose and building a cohesive and spirited team and effective use of development administration for massive infrastructural provision.

Perhaps the most provocative distinction between administration and leadership as espoused by Professor Eugene Nwadiakor of our time, is that provided by Warren Bennis (in Osisioma, 2006):

Leaders conquer the context..... while managers surrender to it. The manager administers; the leader innovates. The manager is a copy; the leader is the original. The manager maintains; the leader develops. The manager focuses on systems and structures; the leader focuses on people. The manager relies on control; the leader inspires trust. The manager has a short-range view; the leader has a long-range perspective. The manager asks 'how' and 'when'; the leader asks 'what' and 'why'. The manager has an eye on the bottom line; the leader has his eye on the horizon. The manager accepts the status quo; the leader challenges it..... managers do things right; leaders do right things.

Furthermore, one may dare to proffer a number of views on fundamental concepts of leadership in action:

- Leadership is akin to priesthood;
- Leadership is ministry-service;
- Leadership is integrity;
- Leadership is modelling;
- Leadership is not just promotion; it is primarily responsibility;
- Leadership is maturity;
- Leadership is partnership; and
- Finally, leadership comes first with a price, before the prize. At times, the prize may even never come in the leader's lifetime. Still he must be prepared to pay the price.

In furtherance of some qualities of a leader, John Maxwell highlights the 7Cs of leadership, via:

- Character;
- Competence;
- Conviction;
- Courage;
- Charisma; Commitment; and Compassion.

Suffice it say that certain axioms can be coined for the 'leadership' challenge:

- Leadership skill is the difference between success and failure; it is the difference between creative vitality and mediocre maintenance;
- Leadership is not about holding a position or having a title; it is ultimately about influence. The person who has the influence is the leader;
- Personal integrity is foundational in a leadership development journey;
- Leaders are not provided in events; they are made in process;
- Wise leaders know that trust is the most valuable leadership commodity and trust flows from integrity;
- A leader's potential is determined by those closest to him;
- Only secure leaders give power to others;
- Leaders who are “reproducers” never die, their legacy cannot be stopped by drowning;
- Leadership is tested in doing unpopular things, not going with the flow;
- A leader may build long-lasting projects and execute complex tasks, but the judgement of history on his leadership will be greatly influenced by his basic attitude and relationship with people under him;
- Three basic qualities are indispensable to successful leadership: vision, integrity and courage; and
- The real mark of leadership superiority is wanting your successor to achieve beyond your accomplishments.

THE EXEMPLARY LEADERSHIP ROLE OF PROFESSOR EUGENE OKOYE NWADIALOR IN TANSIAN UNIVERSITY

From the foregoing, challenges of administrative leadership in organizations, great organizations are the lengthened shadows of great leaders; even so for nation states. Osioma (2015) in his retirement valedictory speech pointed out that a writer in the

diaries observed that Nigeria “has never been fathered. Check every nation that has grown to any level of greatness and development economically, socially and politically, you will discover that there are men that have actually fathered such nations. Some of these national fathers had to even sacrifice their lives on the altar of nationalism for their nation.

A father is best seen as a source and a nurturer, a sustainer and a protector, a teacher, a disciplinarian, a head and a leader, a developer and one who cares. He is the initiator, the source that generates generations. Put in other words, he is a leader. This is indeed the man - Professor Eugene Okoye Nwadiakor who can best be further described as a scholar, a chartered accountant and a doyen of accountancy and an administrator par excellence. He has utilized his transformational leadership and democratic leadership styles to transform the Tansian university of our dream in the 21st century. Before showcasing his enormous achievements and/or contributions, we may wish to observe further that leadership in Nigeria and Nigerian organizations has the following shortcomings:

- Leadership bereft of ideas. There is a bankruptcy of basic convictions and persuasions. Expediency and brinkmanship dictate the course of affairs and action;
- Ethnicity and tribal affiliations dictate what is done by who, for who and to who;
- Personal interests, graft and blatant corruption influence the actions of those in power; and
- There is a complete absence of the sense of history. Very few consider the implications for them in the future, of their actions and in actions while in office. They can always trust the short memory of Nigerians.

In the narrative, it is the character sketch of the typical Nigerian political office holder (or politician) to blatantly exhibit the following ways of life:

- Is largely ignorant of the constitution and the laws of the

land, which should govern his conduct. Where he is aware of the laws, he does not hold himself bound to follow them. At the earliest opportunity, he will circumvent the rule of law and regulations and exploit them for his personal advantage;

- Is a master of double speaking dishonest, not trustworthy, and does not believe in the truth
- Politics has become a safe haven for 419-ers displaced by severe government attention;
- Has no respect for the rights of others - only his own rights matter. His understanding of democracy is terribly skewed in favour of his personal and selfish interest; and
- He never retires; he neither goes on leave, takes a vacation nor goes on sabbatical.

Unfortunately, these are the kind of leaders Nigeria wants to run the affairs of administrative governance. Thus far, we have had a motley of men with different agenda and plans, some of which are not in tandem with the expectations and hopes of our people (Ejiofor, 2008)

The leader Nigeria and Nigerians need today is Professor Nwadiakor who is likened to Osioma (2006) desideratum that a good leader is one who will step out of his usual comfort zone, to:

- Challenge the status quo - bringing forces of maintenance and continuity into creative tension with forces of motivation and continuity, in order to power considered and thoughtful development and change;
- Inspire a clear mutual vision for the nation, a clear mission that all citizens will commit themselves to;
- Empower citizens through a cooperative teamwork, making them feel strong, capable and committed, challenge them to innovate, experiment, take risks and grow in confidence;
- Lead by example by displaying actions congruent with his words. He begins leadership as a role model exemplifying the values he believes are important. He walks his talk and talks his walk;
- Encourage the hearts of citizens to persist and keep striving to improve their technical and interpersonal expertise; and

- Give citizens the courage to take the risks of short-term failure in order to enhance long-term productivity.

BRIEF CONTRIBUTIONS/ACHIEVEMENTS OF PROFESSOR EUGENE OKOYE NWADIALOR TO THE DEVELOPMENT AND GROWTH OF TANSIAN UNIVERSITY

- **Employment:** Having identified the dearth of adequate qualified manpower needs to cope with the challenges of quality teaching and learning in the university, the new administration embarked on recruitment of qualified personnel at least with the maximum requirement of Ph.D. holders to fill the relevance field of academic study and programmes. The nursing and health sciences, the pure and applied science and the management and social sciences received a boost in the recruitment exercise.
- **Education Development Accomplishment:** To boost the educational standard, a lot of educational facilities like laboratory equipment, science laboratories, nursing and health facilities, etc. were put in place. As a result, all the existing and new programmes were accredited and finally approved by the NUC in addition to numerous higher degree programmes.
- **Quality Assurance Control:** For the sustainability of the NUC standards and the newly approved Core Curriculum Minimum Academic Standards (CCMAS) for all Nigerian Universities, the Quality Assurance Control Unit has been adopted by the university for effective monitoring and control of standards.
- **Senate Leadership Accomplishments:** The Senate Assembly has strengthened all its organizational policies and programmes while ensuring that all undergraduate students both regular and part-time graduate in record time without any delays. All the university academic social events like admission matriculation, convocations, etc. are carried out on regularly without any accumulation of uncelebrated traditional outing of the university. Also the decision making at the senate level has been hither-free and resolution of policy issues are worthy of emulation.

- **Teaching and Non-Teaching Staff Promotions:** Current reports have disclosed that promotions of the teaching and non-teaching staff were not encouraging in the past. The administration had rapidly reviewed the past and present delayed promotions. As a result, all the deserving staff were duly considered in line with the rules and regulations and promoted accordingly. First, in the history of the institution, the academic staff have recorded the highest number of professors, associate professors, senior lecturers among others.
- **Academic Programmes & Accreditations:** Upon the resumption of the new leadership, a number of unaccredited programmes like accountancy, business administration, education and mass communication, economics, banking & finance, law, health & nursing and computer sciences among others were fully accredited including the new programmes like public administration and policy studies, international diplomacy and many pure sciences were accredited and fully approved by the National Universities Commission (NUC). In addition, a number of higher degree programmes like M.Sc. and Ph.D. were approved and which took off immediately.
- **Infrastructural Developments in Two Campuses:** The leadership has aggressively and massively tackled the infrastructural decay through the strategies of consultation, collaboration with various reputable individuals and organizations, coordination and cooperation and the application of development administration method. This type of administration means that the leadership is concerned with the achievement of changes under conditions where changes are difficult. It is the administration of development programmes specially to implement policies and plans designed to meet the desired objectives. A lot of infrastructures were quickly put in place such as new building classroom blocks were erected, water boreholes, ICT centre, student's hostel accommodations, central power generating plant, nursing science, computer and laboratory science equipment among others that automatically changed the landscape of the university campuses.

- **Annual Budget and Budgeting Administration:** This is completely an innovation in the university. The Deans and Heads of Departments are now required by law to prepare an annual budget which will enable them to control vote of expenditure to run their various departments, faculties and units upon the approval of the university authority.
- **Financial Management and Interval Revenue Funds:** There has been a high degree of effective financial management of the funds generated by those entrusted to do so. First, the management ensures that the monthly salaries of both the teaching and non-teaching staff are paid regularly and on time. Though, the university still relies on funds generated from school fees and donations from highly - spirited individuals and organizations to pay her staff salaries and finance its other activities/programmes but its yet to effectively explore alternative sources to supplement its numerous expenditure needs.
- **University Committee Administration:** The administration recognizes the use of various committees at the senate, faculty and departmental levels for effective discharge of their duties. This method of administration has put the institution on the path of progress in the pursuit of its educational training and standards for a sustainable development.

METHODOLOGY EMPLOYED

This study adopts a historical, descriptive and analytical survey methods based on observations and data generated from both the primary and secondary sources like books, journal publications, conference papers and reports from the print and electronic media reports for content analysis against the existing literature. Moreover, the wealth of experiences garnered from the public opinion interactions over the period for the major thrust of the research report.

DISCUSSION OF FINDINGS

The most recent historical/analytical survey report (2019-2022), upon the assumption of duty by the new leadership of Professor Eugene Okoye Nwadiakor revealed that:

There was the dearth of adequate and competent human resource personnel to handle most of the existing academic programmes of the university. These problems are more prevalent in the sciences, management and social sciences. Indeed, the professional courses like accountancy, computer, ICT, Nursing Sciences and Laboratory Sciences were adversely affected. Similarly, the non-teaching staff were inadequate to cope up with the administrative services.

Educational development is characterized with intricate webs of basic infrastructural facilities such as inadequate classrooms, office accommodation, poor toilet facilities, inadequate power plants, poor teaching virtual aids and laptops among others.

There is a complete absence of the necessary office logistics like office tables/chairs, photocopier machines, stationary and printing machines, refrigerators, etc. as the standard requirements approved by the NUC regulatory body.

There is a complete absence of the central university library and the few existing departmental libraries are ill-equipped with the relevant modern books. Most of the libraries where they exist are stock with obsolete books that are not suitable for standard teaching and learning.

In case of staff welfare services, this area is yet to receive a boost by the university because most of the promotions granted to both the teaching and non-teaching staff are yet to reflect the financial benefits which are the necessary incentives or motivations for greater productivity.

Also, there are still some arrears of salaries owned to the teaching staff which are overdue for payment which are hardly discussed on how such salary should be liquidated.

In case of the interval revenue generation, the system is still dependent on a few sources of internal revenues like school fees, levies and financial assistance by way of donations from wilful and reputable individuals and organizations for its survival.

Students admissions into the various approved academic programmes remain inadequate. These laudable programmes still record a very sub-standard number of students despite the quality standard of teaching staff who have the highest requisite educational qualifications, many professional qualifications and teaching experiences for effective teaching of students.

CONCLUSION

This paper discusses the leadership styles, challenges and strategic roles played by the Vice Chancellor, Professor Eugene Okoye Nwadiakor of Tansian University, Umunya, during his five years of working to achieve his policy objectives to the university and the people at large. The Vice chancellorship tenure has been characterized by great educational development, human resource management and infrastructural challenges. Also, he was often confronted with some overlapping changes at both the internal and external levels in the implementation of organization policies and innovativeness needed to fast-track the development of programmes for the attainment of education standards.

His leadership styles greatly influenced the achievement of set goals which superseded his past predecessors in the annals of history. The study tries to bridge between theory and practice in harmonizing behaviours and theoretical assumptions, using the trait theories. It was discovered that transformational leader personality is not enough to earn him all the accolades but the personality of the transformational leader that involves a democratic behavior (Hassan, 2016). In fact, Nigeria needs a type of leader who will search out and celebrate subordinates better than himself. This is the man – Professor Eugene Okoye Nwadiakor, the vice chancellor of Tansian University.

Leadership Recommendations

In the light of the theoretical framework of transformational and democratic leadership approaches and the analysis of the research findings, the following recommendations are made for administrators in rapidly changing organizations in Nigeria and global landscape:

There is an urgent need to recruit more qualified teaching personnel to enable the university cope with the various academic programmes that were approved by the NUC in recent times.

The prevailing existing intricate webs of basic infrastructural delay especially in the areas of inadequate lecture classrooms, office accommodation, poor toilet facilities, supply of power plants, teaching facilities and scientific laboratories among others, these facilities should be addressed to prevent a possible set back in programme implementations.

The operating logistics such as chairs/tables, photocopier machines, stationary and printing machines, office refrigerators, among others which are the required standard facilities approved for the departments by the NUC should be given the priority attention they deserve. Further, delays in this regard will be frustrating the performances of the needy offices.

As regards the overall welfare of both the teaching and non-teaching staff, the issue deserves priority attention by the management. Any organization that appreciates and considers the welfare of its workers is not only motivating them but rather encourages greater productivity from its work force. Therefore, all outstanding salary payments should be pay off to the affected staff in the interest of effective team spirit.

The internal revenue generating efforts should be the joint responsibility of both the staff and the management. The teaching personnel should henceforth stand out holistically and encourage their students to pay their school fees as and when due because this

is the main source of their monthly salary for sustainability. The administrator on the other hand should further sustain its policy of two-term instalment payment of school fees to enable the most struggling parents cope up with the two semester payments.

To ensure the sustainability of the numerous academic programmes, the university management, the staff and the stakeholders should be encouraged to embark on massive campaigns for more student's admission entrants into the various programmes. These can be enhanced through the manual and electronic media outreaches like radio, television, advertisements, churches, schools, town hall meetings and age grades.

Finally, the newly introduced annual budgeting system through the various faculties and departments should be carried out in practical terms and approved by the senate. All the new and/or alternative sources of revenues should be reviewed, explored and expanded to supplement the financing of the various budgeting expenditure provisions while ensuring that the system of accountability, budget and budgeting control procedures are enthroned by the university.

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