

| CHAPTER SIXTEEN |

PROF. E. O. NWADIALOR AND REVENUE GENERATION AND HUMAN DEVELOPMENT

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INTRODUCTION

Revenue generation remains one of the devastating problems hindering effective and efficient Nigerian school education administration and development. Universities in Nigeria, especially the private universities, require funding that is stable and constant because under-funding of universities in Nigeria has become a recurring difficulty which results to negative consequences on teaching and research, more so, on the intellectual fight of educated people (Akinyemi, 2013). These universities suffer difficulties of raising fund and lack of well experienced administrators with little or no experienced methods of raising funds.

Higher Education in Nigeria has changed in profound ways over the past decades. There is increase in student enrolment, redesigned curricula and management structures have been significantly revamped. However, it has been faced with formidable challenges and insufficient funding.

This study examined the impact of revenue generation in administration, focusing on Prof. E. O. Nwadiakor's administration at the Federal Polytechnic, Oke and Tansian University, Umunya. This study seeks to x-ray the lifestyle and unique leadership qualities in the person of Prof. E. O. Nwadiakor as worthy of emulation especially in the areas of revenue generation and human investment (empowerment). This study

was undertaken to explore the important ways organisations and institutions can create avenues for revenue generation in administration through the focal lens of a pragmatic administrator such as Prof. E. O Nwadiakor.

To achieve this, the study was outlaid thus; the first part focused on insights of Prof. E.O. Nwadiakor and revenue generation. The second part shows how Prof. Nwadiakor uses human development as a tool for revenue generation. The third part entails conclusion and recommendations.

REVENUE GENERATION: BASIC UNDERSTANDING

Revenue generation could be viewed as the annual or periodical yield of sources of income that a nation, state, or institution collects or receives into their treasury for public use, Feyemi(2001) sees revenue as all tolls, taxes, interests, rates, fees, duties, fines, penalties and all other receipts of government from whatever source arising for a period of either one year or six months. Enahoro and Joyeola, (2012) opined that revenue generation is a way through which government raises revenue to meet its capital and recurrent expenditure. According to Hanover Research (2013) universities have begun selling advertising space in order to generate revenue universities using advertising as a source of revenue.

Jacobson (2013) opined that income can be generated through employing existing resources more effectively. Deploying existing and new resources can generate additional revenue streams that can be added to traditional funding to further a school's objectives.

Hotel and catering services have also become a major source of revenue earring (Ekpoh. Ukpong and Edet, 2009).Catering plays an important part in the provision of the total student experience and should therefore feature in the institution's overall plan. Fund can be raised by a university and possibly be enhanced by the

administrator through the following means increasing strategically the number of students of the institution, attracting grants for the institution, Conferment of honorary doctoral degrees on outstanding patriotic Nigerians, Strategically allowing instalment payment of tuition fee that encouraged influx of students, Hosting conferences and inviting academia and captains of industry to trail blaze on the path to promising future, Enhancing international linkage programmes with foreign universities, The community collaborative programmes that attracts men of integrity and corporate organizations for funding such events.

Revenues earned by the government are received from sources such as taxes levied on the incomes and wealth accumulation of individuals and corporates and the goods and services produced, exports and imports, non-taxable sources such as government owed corporations incomes central bank revenue and capital receipts in the form of external loans and debts from international financial institutions. So, having presented a basic understanding of revenue generation, the next subsection shall focus on Nwadiolor's approach to revenue generation.

E. O. NWADIALOR AND REVENUE GENERATION

In any business, there are normally two types of business activities, nonrevenue-generating tasks and revenue-generating tasks. Any and all activity that results in the creation of income or the ability to drive profitability fall under the later. It is important to keep in mind that revenue generation is so much more than just about marketing and sales. Revenue generation is the overarching process whereby business/institutions find ways to drive income and increase profitability. Revenue can be increased via the following; set goals, effective marketing, customer retention, product marketing, discounts, automation, up-sell and cross-sell, refine pricing etc.

In Nigeria, federally collected revenue is divided into oil revenue and non-oil revenue. While oil revenue can be said to be revenue generated from oil and gas activities in the country, non-oil revenue looks at any revenue earned from sources other oil and gas activities. Other countries within and outside Africa segment their revenue into tax and non-tax revenues. Nigeria preferred oil and non-oil because oil is the major revenue driver of the economy (Chijioke, Leonard, Bosco and Henry, 2018). Despite the numerous sources of revenue available to the various tiers of government in Nigeria as outlined in the 1999 constitution, over 80% of the annual revenue of the three tiers of government come from petroleum (Olajide, 2015). However, in educational sector in Nigeria, sources of revenue differ depending on the ownership structure, that is federal institution, state or private owned. And mostly in private and state schools, fees form major part of their internally generated revenue(IGR). This is not the same in federal owned institutions where tuition fees are assumed to be free because government provides them with capital and cost expenses. IGR components in federal owned institutions are ID fee, internet, clinic, lab, hostel fees, etc.

Private institutions mostly are faced with heavy-weight financial burdens because no financial succour comes from the state or federal government. In this case, only an institution that has a pragmatic leader like Prof. E.O. Nwadiakor can survive the situation. His approach to revenue generation is such that is unique and holistic. Knowing too well that the major avenue of income as a private university is through tuition and other fees paid by the students, he sought to increase, not the fees paid by the students, but the students' population. Other instances abound about Nwadiakor's ingenuity in revenue generation in Tansian University. The zenith of Prof. Nwadiakor's revenue generation is the attraction of bore-hole project that worth millions of Naira in Tansian university which has helped to ameliorate the sufferings of students, staff and residents around the campus. Under his watch as the Rector of Federal Polytechnic, Oko, the staff of the

institution made voluntary contributions with which Mass Communication Complex Faculties were completed that enhanced the institution's accreditation success. The point being made here is that Prof. Nwadiakor is such a dynamic administrator who knows how best to make things happen positively even in a very challenging situation.

PROF. E. O. NWADIAKOR AND DEVELOPMENT

According to Eke (2001), development is the process by which people create and recreate themselves and their life circumstances to realize higher with their own choices and values. It is also a type of social change in which new ideas are introduced into society to produce higher per-capita income and levels of living through more modern production methods and improved social organization. Sequel to the above definition of development, Prof. E. O. Nwadiakor, the son of the soil of Ichi in Ekwusigbo Local Government Area of Anambra state, a very good and proud son of Nwadiakor (Ichie Ogidi 1 of Ichi) has distinguished himself in human development and empowerment. E. O. Nwadiakor became Vice-Chancellor of Tansian University in 2019 when the University existed with only two indigenous Professors. From 2019 to 2023 the University can boast of 12 indigenous Professors. E. O. Nwadiakor's leadership style towards human development contributed immensely to the rapid expansion of Tansian University the School of Postgraduate Studies (SPGS). By NUC rule, no program should float any postgraduate studies without at least one professor and this hurdle has been averted in many programs at Tansian University, Umuanya.

Prof. E. O. Nwadiakor changed the story of Federal Polytechnic, Oko in areas of infrastructure, human development and revenue generation. In the year 1993, Oko Polytechnic was converted to Federal Polytechnic in which he was the main brain behind it. Prof. E. O. Nwadiakor did not end there; he built a gigantic Administrative building in Oko Poly which is being used till date. Today, Prof. E. O. Nwadiakor stands tall in the historic

development of Oko Polytechnic

A good number of institutions in Nigeria do no longer perform their responsibilities simply because of poor finances and poor revenue generation. The poor financial situation is further aggravated by the prevailing inflationary situation in our country. Development is highly associated/linked with fund; revenue is needed to plan, execute and procure infrastructures and facilities. Skeletal development at many educational institutions in Nigeria is as a result of inadequate revenue generation.

CONCLUSION AND RECOMMENDATION

This study was centred on the impact of revenue generation in administration and also x-rayed the role E. O. Nwadiakor has played in that regard. It has been established that he is a go-getter in revenue generation and not only to generate but to utilize it efficiently and effectively. Development goes with revenue. Revenue plays very vital roles in any institution and establishment. Private institutions are enjoined to always employ a transparent, financial expert and revenue generator as a leader/administrator. This will boost the development of the institution.

This work strongly recommends that institutions (Schools) should devise more alternative sources of fund rather than relying on government or students' tuition fees. Furthermore, appropriate and more visionary administrators like Prof. Nwadiakor, should be hired in order to engender proper generation of revenue and human development. Private institutions in Nigeria should be reminded that all that glitters are not Gold and as such, they should be very meticulous and avoid any form of bias and sentiments in the appointment of persons into management positions. This is to ensure that the desired goal of the private institution is assured and attained with ease.

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