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## Effective Institutional Leadership: A Catalyst for the Attainment of University Goals in 21st Century in Nigeria

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### **Abstract:**

*University is a knowledge house where individuals acquire skills, knowledge and virtues that help the learners to live a productive life and contribute to the development of the society. These laudable goals can only be achieved with a pragmatic and dynamic leader who is proactive in problem solving. The effectiveness of leadership depends on accomplishment of university goals which to a reasonable extent been determined by the leadership style. This study examines effective institutional leadership: as a catalyst for the attainment of university goals in the 21<sup>st</sup> century in Nigeria. The study indicated that university is not only the community of teachers and students but also an institution that consists of rules and regulation with authorities and responsibilities clearly demarcated between the superordinate and subordinate and authority hierarchically flowing from top to bottom. The study concludes that university as a unique institution desire a unique leadership style and therefore there is no one silver bullet leadership style that can solve all the problems in university. The study suggests that the leaders of educational institutions should diversify the sources of income by investing in commercial activities, in consultancy services and collaborating with the larger society in research and publication, and lecturers to embrace digital technology if they must compete in knowledge driven society and contribute to the attainment of education goals of the 21<sup>st</sup> century.*

**Keywords:** Institutional leadership, effective leadership, leadership style and educational goals

### **1. Introduction**

Every formal organizations or institutions consists of individuals with different skills and knowledge who had decided to come together in order to achieved a given tasks or solve a given problem. To solve a problem there must be procedures and strategies to be adopted to have the desire result. Therefore, a formal organization must consist of individuals, rules and regulation, task to accomplish and the procedures of accomplishing a predetermined task. Education as a formal organization consists of individuals with different skills and knowledge, belief and different perception of the world view who has assembled together to instill on the learners the rights skills and knowledge to enable the learners to live a productive life and contribute to the development of the society. University education is tertiary education that develop and nurture the potentials of the individuals. It is the zenith of academic pursuit, a knowledge institution where individuals acquire the necessary skills and knowledge that make the individuals a responsive citizen. The National Policy on Education asserted that university education shall contribute to the development of the society through providing the manpower needs of the society. (FRN 2014).

The university education of the 21<sup>st</sup> century do not only provide for the immediate needs of the nation but should be able to bequeath to the students' skills and knowledge that help them to compete favorably with their counterpart despite the diversity of culture. A global student who can work in any geographically setting without be challenged based on the cultural heritage. Therefore, university education is not only a generator of knowledge but also a professional training ground for educators, engineers, doctors and all other professionals that help in the development of the society. The leadership of university will achieve these laudable goals through teaching, research, innovation, community services, dissemination of knowledge and the provision of scholarship.

The tasks of university education are enormous and therefore desire a leader that know his onus, pragmatic and proactive. A leader who can predict the future problems and nip it on board before it escalates to crises. This bring to fore leadership and leadership styles. A leader is the person that leads and others follow while leadership is the capacity of influencing the organizational behaviours towards the attainment of a given tasks or goals. A leader must be knowledgeable, intelligent, academically and professional sound if he/she must influence the action of the others towards the attainment of a given tasks. Leadership style is the pattern and the instrument used to influence or induced compliance. It could be in form of coercion, reward-punishment or incentive for a job well done.

The university education is a mini society that desire a unique leadership style. The university is a legal entity and the same law that brought university into existence also recommended the use of committee in the university administration. Committee system is pivotal to administration of university. It enriches decision making by providing a wide range of knowledge and divert opinions on any given issues. It enhances greater participation on decision making and, in the process, build cohesion among stake holders. Examples of committees are the Senate, the Governing Council,

and Financial & General-Purpose Committee among Others. The Governing Council is the highest policy making organ of the university and it is responsible to the Visitor of the university, while the Senate is responsible to the Governing Council in all matters relating to academics. The Vice chancellor is the chairman of the Senate and the chief executive and the academic officers of the university. The Vice Chancellor is responsible to the day to day administration of the university and accountable to the Senate. In university leadership authorities and responsibilities are clearly demarcated between lecturers and authority hierarchically flowing from top to bottom.

From fore discussions the university leadership is not a job of one superman but a collective responsibility of the individuals pulling their ideas and knowledge towards the attainment of educational goals. It entails team leadership, regularly senate meeting, group decision making, consultation and providing a platform for lecturers' professional development. It is when the leaders are able to provide a good working environment and the necessary tools that the educational goals can be achieved. Therefore, effective institutional leadership in the educational system is the ability to provide the needed manpower, the resources and the enabling environment that will enhance the attainment of educational goals. The education that will produce world class citizens that can work in any part of the world without be challenged by cultural background.

## 2. Conceptual Clarification

### 2.1. Institution Leadership

Leadership is a complex and multifaceted concept that has elicited various definitions from various practitioners and administrators and yet had no common and accepted definitions among scholars. Peremotode(2012), collaborated this assertion by stating that leadership is a dynamic concept that has no precise, universally accepted definition or meaning. I will therefore state few standard definitions of leadership as proffered by experts. Stogdill (1950), defined leadership as the process of influencing the activities of group towards goals setting and goals achievement. In similar vein Adepoju (1998), defined leadership to connote two things. Firstly, as organizational position and secondly as an influence process. The organization position refers to the individuals who has been placed in a position to make decisions for the governance of the institutions or the society. Leadership is a common denominator in any formal organization that seek to influence the behavior of individuals in the institutions towards the accomplishment of a given tasks.

An institution is a formal organization that consists of individuals with different skills and knowledge that interact in order to accomplish a given task. The accomplishment of such tasks is possible with a well-defined organizational structure with authority and responsibility well delineated among the superordinate and subordinate. Also, with a defined rules and regulation to guide the institutions. Institutional leadership is interpersonal relationship between the superordinate and the subordinate where by the superordinate tends to influence the behavior of the subordinate towards the accomplishment of the institutional tasks or goals. This bring to fore educational institutions.

Educational institutions are well-planned institutions that are established by law that tend to inculcate positive values, skills and knowledge to the citizens to enable the individuals to develop and nurture their potentials and help in the development of the society. In Nigeria the educational system is structured into: early care and development age, basic education, post basic education and the tertiary education that consists of the colleges of education, polytechnics, Monotechnics, universities and other higher education awarding degrees. (FGN, 2014).

### 2.2. Effective University Leadership

The various educational institution structures are unique and are controlled by a leader with different designations. For instance, in the early child education is headed by a head master while in the junior and senior secondary schools are headed by a principal with vice principals that help in the actualization of the educational goals at the grass root. While the polytechnics and Monotechnics are headed by Rectors. The universities are headed by the Vice Chancellor and the various faculty's officers that ensure that the educational goals are achieved.

It is imperative to state that university structure is hierarchical arranged where by authority emanate from the top to the bottom. Among the prominent members of the administrative structure in the university is the Visitor. The Visitor in Nigeria Universities is the President of the Federal Republic of Nigeria in a federal university while the Governor in a state-owned university. Other principal administrative officers are the Chancellor, the Pro-chancellor and the Vice Chancellor who are all appointees of the Visitor. Others are the Deputy Vice Chancellor, the Registrar, the Bursar and the Librarians and others. It is important to note that the Vice Chancellor is the chief executive and the academic officers of the university. The Vice Chancellor is the first among equal, and as the chairman of the Senate he is therefore responsible to the Senate for day to day administration of the university. The leadership and the management of the university revolve around the Vice Chancellor. At this juncture it is necessary to distinguished between leadership and management. The two concepts are different but often used interchangeable. Leadership is about inter personal behavior where by the leader provide direction and influence the behavior of others towards the achievement of a given goals. The leader may not necessary be at the apex of the organization before he can exact the influence on the people but management position is based on the hierarchical authority bestowed on the individuals based on the position the person occupied.

The leadership in educational system is the one recognized by law. The individuals are either appointed by the government as the case of the Vice Chancellor or appointed by the Vice Chancellor. And the leadership revolve around the Vice Chancellor, the use of committees, the Senate, Council and the Congregation. The university leadership do not only influence the subordinate towards the achievement of educational goals – teaching and learning, research, innovation and community services but also to motivate the employees to achieve and develop their potentials and contribute to the development of the society.

The success and other wise of any educational system depend of the employees' perception of their leaders. For leaders to be effective he must not only be able to influence the subordinate towards achieving the organizational goals but the ability of the leaders to persuade the subordinate to get things done. Leadership is adjudged to be effective in the university when there are effective teaching and learning is the university, the lecturers are happy teaching with their entitlement paid as when due, students are learning without encumbrances from cult related violence and more importantly the students are graduating with minimal drop out.

The Vice Chancellor becomes a pivotal instrument for the attainment of educational goals. He initiates policy and programs for the smooth administration of the university, direct and unify the actions of the university community towards desirable goals. Again, it is within purview of the Vice Chancellor to develop the vision of the university community and communicate same to faculty officers for implementation. The task of Vice Chancellor is arduous and for effective discharge of the duties, the Vice Chancellors must possess certain characteristics, and notable among them are:

- The Vice Chancellor must be intelligent and knowledgeable about the organizational behavior of the university community
- The Vice Chancellor must be academically and professionally sound with a good communication skill
- Must possess good human relation and as well as team player.
- Must be well disciplined, morally sound, stable character and ethnically upright in other to make informed and sound decisions in school administration. Others are: passion for the job, accessible to the people, empathy to the workers and students etc.

### 2.3. University Leadership Style

Leadership style is the various ways leaders relate with subordinate in order to influence them to achieve the desired goals. It is the pattern and the instrument used to influence the behavior of the followers in order to accomplish a given task it can be inform of rewards- punishment or incentive, coercion, motivation etc. Generally, we have various types of leadership style namely

- The democratic leadership styles
- Autocratic leadership style
- Laissez-faire leadership style
- Transactional leadership style
- Transformational leadership style
- Pseudo-democratic leadership style

Democratic leadership style is where by the leader consult with the subordinate and allow full participation in the administration, decision making and in the formulation of policy and implementation.

Autocratic leadership is a type of authoritarian pattern of leadership where by the leader does not consult the subordinate in the initiating of policy and programs. Authoritarian leaders take decisions unilateral without consulting the people. The leaders are more interested in the accomplishment of a given tasks.

Laissez-faire leadership style is where by the leaders allow a complete freedom on the subordinate to do their will in order to accomplish a given task. This kind of leadership is devoid of effective control and supervision. It is characterized by indecision and inconsequential attitudes towards laid down policy, programs and responsibilities.

Transactional leadership style. It is a leadership pattern where by the leader tries to integrate the organizational goals with the employees' expectation so as to create a harmonious working relationship between the leader and the followers. The leader ensures that the welfare of the employee is adhere to while at the same time the tasks are accomplished. Transformational leadership style causes the people to change the perceptions of the subordinate and alien their expectation and interest with the organizational goals for better performance. A transformational leader does not only influence their subordinate in the accomplishment of a given tasks but intellectually stimulate and motivate the subordinate towards the accomplishment of a predetermined goals. Transactional leadership style and transformational leadership style basically differ in the mode of reward system towards achieving a given target. Transactional leadership will support extrinsic rewards while transformational leadership will encourage intrinsic rewards in order to achieve the vision and the mission of the organization. Pseudo-democratic leadership style is another brand of authoritarian leadership style where by the leader consults the followers on policy issues, opinions on administrative issues but will never adhere to their advices and opinions

University leadership is unique and therefore desire a unique leadership style. University is a knowledge factory where learners come and be equipped with skill and knowledge to help live a productive life. It is where individuals' potentials are nurtured and developed for optimal use. The university is a community of teachers and students as well as an institution with different skills and knowledge, interest and perception about the world view who had decided to come together in order to teach, learn, research and contribute to the development of the community. The university is under the leadership of the Vice Chancellor who ensure day to day administration of the university community. Nwideduh, (2003), opines that the central administration of the university is under the control and leadership of the Vice Chancellor who acts as the head of administration must be efficient and functional if the university is to perform its statutory duties effectively.

### 2.4. Some of the Duty Expected of the Vice Chancellor

The major duty expected of the Vice Chancellor is to provide leadership in all facets of school management namely in the academic and administration Others: are managing the entire human and materials resources towards the

attainment of the university goals, development of academic curriculum and organizing the academic programs in such a manner to achieve the mission, goals and objectives of the university, provisions and maintenance of the basic academic infrastructures, physical structures that will aid effective teaching and learning, effective budgeting and allocation of resources to the various departments, faculties, schools and colleges, provision of admission to students in consonance with joint admission and matriculation board (JAMB), monitoring, supervising and evaluating the activities of lectures to ensure that their activities are in congruent with schools policy and guideline. The Vice Chancellor is expected to participate actively in the community development of the host community, publicize the university policy and programs to the community and interpreting policies of the university to the people. An effective Vice Chancellor will maintain a cordial relationship with the staff and encourage them for self-development through seminars, workshops, on the job training and conferences.

From the fore discussion, the tasks of leadership on the Vice Chancellor are enormous and very challenging for one individual to shoulder. Consequently, for the Vice Chancellor to attain the educational goals there is the need for collaboration, team work and delegation of power and authority to subordinate for effective administration of men and resources. It is pertinent to note that the existence of university is an instrumentation of the law and more interesting is that the law that brought university into existence also recommended the use of committees for effective administration of universities. Nwideduh (2003), in citing degree No 84 of 28<sup>th</sup> September 1979 which established the University of Port Harcourt also empowered the university to appoint committees for the management of university.

Committee is an indispensable instrument for the attainment of university goals. In collaborating this opinion Koko (1998), opines that the use of committee system in administration is absolutely fundamental if the goals of higher education has to be achieved. Some of the committees are statutory committees meaning that their existences are backed by law while others are administrative committees established for administrative convenience. Examples of statutory committees are the Senate, Council, and Congregation. Others are Finance & General-Purpose Committee, University Tender Board, Appointment and Promotion Committee. Staff Committee etc.

The importance of committee system of administration can never be overemphasized. The committee provides a better opportunity for greater participation of lecturers in the decisions making process. And this in turn motivate the lecturers and ensure sense of belong among lecturers. Committee system of administration help to build consensus among lecturers and also help to reduce the concentration of absolute power to an individual that if not check may lead to victimization of perceived enemies of the Vice Chancellor and undermine the attainment of educational goals. Committee system of governance also provide an opportunity for adequate representation of the various interest groups in the university communities and there by reduced conflict and enhance cohesion in university administration.

Another system of leadership pattern prevalence in the university administration is division of authority and specialization. Like earlier stated that in the university community authority emanate from top to bottom, the Vice Chancellor appoint the deputy Vice Chancellors with approval of the Senate and Council and responsibilities are assigned based on specialization. Another pillar in university administration is the Registrar. The Registrar is responsible to the Vice Chancellor for the day today administration of university and superintend the policy implementation in accordance with the mandate of the Senate, the Council and other statutory bodies. The Registrar is the custodians of the secretariat and act as the secretary to the council, senate, congregation and convocation. The effectiveness of the office is measured only in terms of institutional goals and the extent to which these goals are met to the satisfaction of various constituencies. (Nwanfor, 1998).

The Bursar is another principal officer in the administration of university and as the chief financial officer of the university is responsible to the Vice Chancellor on matters relating to the budgetary process, financial accounting system, allocation of resources and the evaluation and control of the university financial system. The university Librarian is a principal officer in the university administration and is responsible to the Vice Chancellor for the administration and coordination of all library services within the university community.

Furthermore, the university leadership still decentralize authority to various faculties and schools. The existence of faculty and schools are the instrumentation of the law. The law establishes the faculties/schools to provide teaching, conduct research and professional services in certain areas as assigned by the senate. (Nwafor 1998). The head of the faculty is the dean who superintend the activities of the faculty. The Dean is expected to regulate the teaching and learning, evaluate the students and also it is the responsibility of the Dean to arrange for the admission of the students and present same for matriculation. Head of Department is another basic component of university administration. The Head of Department is responsible to the Vice Chancellor through the Dean for the day to day administration of the department. In all, the university leadership encourage team leadership based on specialization where one person leads at one level of administration and all still report to the Vice Chancellor as the chief executive.

### *2.5. University Goals in 21<sup>st</sup> Century*

University is the education given to the students after secondary education. It is the zenith of academic pursuit. It is where individual potentials are identified and nurtured. University is not only a community of teachers and students but also consists of various non-teaching staff that work towards the attainment of educational goals. The goals of education are unambiguously stated in the National Policy on Education among the goals are the development of high manpower needs of the society and individual capability that can make the individual live a responsible and productive life and contribute to the development of the society. It is against this backdrop that the leaders all over the world mobilizer resources towards the attainment of educational goals that will meet the philosophy of the nation.

Nigeria philosophy on education is skewed towards providing education that will encourage Nigerians to live in unity and harmony, and provide one indivisible, democratic and sovereign nation. Where every Nigerians will see

himself/ herself as a Nigerian first before associating himself/herself to one region or another. Where national consciousness will take precedence over regional or ethnic jingoism. These laudable goals as seen to appear can only be achieved through the instrumentality of the university education and it is through teaching, learning, and research.

The 21<sup>st</sup> century is global economy as aptly put by Tinio (2000), 'is powered by technology, fueled by information and driven by knowledge.' The university goals in the 21<sup>st</sup> century is not only the provision of education but to provide quality education that will meet the global standard. Education that will provide the workforce with necessary skill that will improve the human situation, critical reasoning, digital fluency and problem solving. Put differently education that will instill on the learners the indispensable skills and knowledge that are valued in the digital world. Such skills that will encourage collaborating learning, peer group review and interactivity. The 21<sup>st</sup> century educational goals in the education that is students centred with learning environment that will motivate the learners to see learning as playing. Such education will change the teachers' roles as that of a coach and mentor and not necessarily a custodian of knowledge. This new global economy will provide access to quality education to the learners irrespective of the location and time. Education that will inculcate to the learner's technology, skills and ability to instill a lifelong learning and more importantly education that will equip the learner to work in culturally diverse environment. The 21<sup>st</sup> century education will provide access to education and allow the learners to learn at a convenient place and time -personalized learning. The traditional classroom teaching and learning with constant interfacing with the students are no longer in vogue and therefore should be discarded. The education of 21<sup>st</sup> century is hinge on the e-learning. E learning simply means learning with the aid of technology and all spheres of education in Nigeria must integrate technology in teaching and learning if they must remain competitive in the world economy. These laudable goals of education in the 21<sup>st</sup> century can be achieved using information and communication technology in teaching, learning and research.

### *2.6. Challenges of Leadership in the Attainment of Educational Goals in 21<sup>st</sup> Century Nigeria*

The effect of globalization and modernization has affected the entire history of mankind and has caused a paradigm shift in the various ways we relate, communicate and share ideas and information. The upturn of technology has revolutionized the entire world and make it a global village. Technology has permeated every facets of human enterprises like in the area of commerce, agriculture, banking and even governance. Therefore, education is not left out in the scheme of things and leaders/ administrators must of necessity in brace the currency of technology if they must continue to provide leadership to the university community.

The major factor militating against the attainment of educational goals in the 21<sup>st</sup> century is the paucity of funds. The financiers of university education are the federal government for federal universities while state governor for stated owned universities. As at 2018, Nigeria has 154 universities, out of which 40 are owned by the federal government, while 44 are owned by state governments. (Emeke 2018) The proliferation of universities has worsened the financial predicament of universities and more worrisome is the dwindling price of oil in international market. Consequently, the fund budgeted to education is far cry from the UNESCO 26% of the total budget. Asiyai (2013), emphatically said that due to inadequate funding of higher education many institutions in Nigeria are unable to build lecture halls, students' hostel, equip laboratories and workshops and payment of salaries, research grant, allowances and medical bills. This is the precarious situation the education system has found itself and has remained so for the past two decades and need urgent intervention if the education goals must be attained.

Another factor militating against the attainment of educational goals in the 21<sup>st</sup> century is the lack of information and communication technology facilities for teaching and learning. Due to dearth of funds in the university education the leaders and administrators are unable to procure the basic information technology tools that will enhance teaching and learning. The federal government had made concerted efforts towards integrating of information and communication technology into the education system. In 2001, the federal government establishes the National Policy for Information and Technology with the vision statement to make Nigeria an information technology (IT) capable country in Africa. In 2008, government developed a National Policy on Computer with the objectives to encourage teachers to develop a sense of rapport with computer and appreciate its potentials for solving teaching and learning challenges, and entrance of computer culture that permeates all activities in institutions of learning. (Asodike 2015). Again, computer is one of the entrepreneurship courses offered in senior secondary education. Despite all these efforts of government the university is deprived of the basic IT tools like the computers, multimedia projectors, and interactive whiteboard among others. The importance of ICT tools to education cannot be overemphasized, ICT help for effective communication between students and teachers, help for speedy processing of data, analyze, store, retrieve and disseminate to the end users. It motivates learners and make learning inclusive and lifelong learning. It aids research, in preparation of lesson note and used for calculation of complex mathematics like t-test, z-test and chi square etc.

Undue political interference in the governance of universities in Nigeria is another obstacle in the attainment of university goals. This brings to attention the issue of academic freedom and institutional autonomy. Institutional autonomy is the traditional right bestowed on the university community to govern themselves within the ambit of the law establishing university without unnecessary interference from the state apparatus. Institutional autonomy entails the ability of the university to appoint their leaders in accordance with status and law governing the institutions. While academic freedom is the right of the lecturers to teach and legitimately pursuit their academic exercise without undesirable control from the university. But from available literatures the federal government and state government has arbitrary sack the Vice Chancellors and lectures without recourse to the governing council of the university or following the due process of law. Examples are abounded, in 1981, forty-nine lecturers in the University of Illorin were sacked by the federal government for embarking on strike called by ASUU. (Arikewuyo 2004). In 2019, the Rivers state Governor through the media sack the Vice Chancellor and Deputy Vice Chancellor of Rivers state university, professors Blessing

Chimezie Didia and Magnus Oruwari respectively without recourse to the governing council. This unwholesome and undesired interferences, coupled to underfunding of the universities has militated against the attainment of educational goals in Nigeria.

The leadership of any organization is the hallmark for the failures or the success of the organization. Leaders who are interested in personal aggrandizement are certainly a bad leader while leaders who ensure the welfare of the workers and the attainment of educational goals is certainly an effective leader. The appointment of the leaders certainly contributes to success or failure of the system. In recent times Vice Chancellors are appointed and fired at the discretion of the government. The implication is that Vice Chancellor must do the will of the government if the person must remain in the office. The Vice Chancellor to maintain his job must take directive from government and not from his immediate constituency- university community. In collaborating this assertion Aritewuyo (2004), opines that in the past many Vice Chancellors have been removed for not complying with directives from the government, and even Major General was appointed as a sole administrator in a first-generation university. The implication of this is that appointment of Vice Chancellors is no longer base on merits but as a patronage for the boys. This incontrovertible erode the university autonomy and this undermine the attainment of educational goals.

Again, the educational administrators are not well equipped for the tasks ahead and this may lead to massive misappropriation of funds, brain drain, infrastructural decay and corruption in the system. The poor leadership cumulate to frequent and unhealthy relationship between the Academic Staff Union of University (ASUU) and the school management, students' agitation for one privilege or the other has led to the closure of schools. The frequent closures of schools have negatively affected the productivity of staff and the attainment of educational goals and objectives. This if remain unchecked will eventually crippled the educational system and make it impossible for the attainment of educational goals. The globalization and modernization have come with its attendant challenges which the leadership must brace up if the educational goals must be achieved. Some of these challenges are to provide education to every interested learner without recourse to location and time. Secondly making education a lifelong learning process where learning will be students centred and not hitherto where teachers are seen as the custodian of knowledge who merely ditched it to the students. The 21<sup>st</sup> century education must not only expand access to education but improve the quality of education, and make it relevant to work place, and transforming the educational environment to motivate both the learners, and the teachers and encourage active and collaborative learning.

### *2.7. The Way Forward*

The bane for effective attainment of educational objectives is the inadequate funding of universities by the government. The attainment of educational goals hinges on the availability of funds at the disposal of the organization to meet the organizational goals. Therefore, the onus is on the leadership of the university community to seek alternative methods of raising funds to meet the needs of the university. The first method for seeking financial autonomy by the university is to encourage the development of closer relationship between the university and the society. The university should be actively involved in the dissemination of scholarly and technological development to the society. In the process this will cement a cordial relationship which in turn will lead to mutual benefits between the university and the larger society. The university should collaborate with the private sectors in the conduct of research and the utilization of research findings. Again, the leadership of the university should be involved in commercial activities in order to generate additional funds to the school. For example, the University of Benin is involved in the production of bottle water and money generated can be referred to as return to investment. The university is the citadel of learning and therefore should provide certain services to the public for financial rewards. For instance, the Niger Delta States are noted for oil and gas therefore the universities in Niger Delta should be quipped to train workers of national companies and multinational companies on oil and gas related training.

Another constrain for the attainment of educational goals vis-à-vis the 21<sup>st</sup> is the ineffective management of educational resources. There is no gaining saying that the leadership of the university in the past had misappropriated the funds for the development of the university. A study conducted by Social Economic Rights and Accountability Projects (SERAP) incited in the Guardian noted that corruption and impunity in Nigeria educational system have adversely affected governance of the federal university and the quality of educational services. Therefore, the government as a matter of urgency should establish the necessary machinery to ensure accountability and due process are strictly adhered to. The leaderships of the university should liaise with international accounting firm to audit the account of the university in agreement with the governing council. Again, the bidding of projects must be transparent and in accordance to international best practices.

Dewey once said that, if we teach today's students as we taught yesterday, we rob them tomorrow. This is a clarion call for the university leadership to train and retrain the teachers in the pedagogy of education. A robust staff development programmes on a continuous bases will help to sharpen their skills, knowledge and competence for optimal performance. There is also an urgent need to train the lecturers on the use of information and communication technology so as to be at bar with their contemporaries and bequeath a global citizen to the society.

### **3. Conclusion**

A leader is the one that leads while leadership is the process of influencing the organizational behaviour towards achieving a predetermined goal. Institutions are formal organization that consists of people with different ideas, beliefs, skills and knowledge that works together in a harmonious environment towards achieving given tasks. Institutions do not only consist of people but also rules and regulation with authority and responsibility clearly demarcated between the superordinate and subordinate with authority hierarchically flowing from top to bottom. The effectiveness of leadership

depends on accomplishment of university goals which to a reasonable extent been determined by the leadership style. Leadership style is the process and the instrument use to comply influence by leaders to the followers with the ultimate aim of attainment of organizational goals. University education is adjudged as a knowledge store house where learners come to liberate oneself from ignorant and poverty. It is also a place where individual potentials are nurtured and developed for the benefits of the individuals and the society. University is not only an institution but also a community of teachers, students and non-teaching staff with the primary duties to generate knowledge, disseminate and application of the knowledge towards the attainment of educational goals for development of the society. Due to the uniqueness of university there are no one-stop-shop leadership style that can fit the whole situation in university leadership. It is imperative to mention that certain instruments or techniques must be adhered to if the university must achieve its goals. Firstly, the use of committee system of governance as an indispensable instrument in university administration, team leadership, consultation, regular meeting of the senate, delegation of authority and specialization, authority hierarchically arranged flowing from top to bottom among others. In conclusion the effective leadership style of university administration is not depended on one style of leadership but on the application of different techniques to motivate the employees in salary and professional development towards the achievement of educational goals.

#### 4. Suggestions

It is an indisputable fact that the successful leadership of any institution hinge not only on quality of human resource but also on the availability of funds and the ability to efficiently allocate the resources for the attainment of the institutional goals. Based on the aforementioned challenges the following suggestions are proffered.

- The national assembly should enact laws mandating all the levels of government to ensure that 26% of the annual budget are given to educational sector as recommended by UNESCO. Again, the leaders of educational institutions should diversify the sources of income by investing in commercial activities, in consultancy services and collaborating with the larger society in research and publication. The university leaders should ensure that the university have a purposeful alumnus with the leaders well constituted. The university leaders should have a synergy with the leaders of alumni towards the development of the university and where possible have a representative in the government council.
- University been the ivory tower of intellectualism should be able to train and retrain their leaders in the currency of technology. The entire world is moving digital and Nigerian universities cannot be left out. The staff should bequeath to the society a savvy student who can work in any setting irrespective of the cultural diversity. Therefore, it is expedient for lecturers to embrace digital technology if they must compete in knowledge driven society and contribute to the attainment of education goals of the 21<sup>st</sup> century.
- The appointment of the leaders in the universities should be depoliticized and the appointment should be based on knowledge and experiences, integrity and confident the university leadership at ever strata should be tenured base.

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