The Role of Committees in Decision Making in University of Maiduguri

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Abstract: *University and other public organizations adopt the use of Committee system as a strategy to enhance efficiency, effectiveness, fairness and transparency in the discharge of responsibilities. In spite of such, several organizational leaders and indeed some vice-chancellors do throw away some of these checking mechanisms out of the popular demand due to personal interest. Consequent upon that, most of the University Senate and other statutory functions in the universities were overtaken by some power drunk vice-chancellors who call meetings only to give credibility to already taken decisions. In conducting this research work, the author primarily make use of primary, secondary data and personal observations. While, ANOVA one way variation analysis was adopted using random sampling techniques cutting across three thousand two hundred (3200) members of staff in the university. As a result, a total of 341 questionnaires were distributed and retrieved targeting the entire university. The findings revealed that the use of committee system in the University of Maiduguri lacks a clear cut lines between the activities of the academic and nonacademic staff in the discharge of their responsibilities in some areas. Also, there are indications that there was increase in sectional, favoritism, tribal and religious lines in the University committee membership. Consequently, this appears to have slowed down efficiency and effectiveness in the discharge of responsibilities. However, in spite of these, the use of committee system still promotes fairness, transparency, accountability, progress and development in the university system.*

Keywords: *Development of University in Nigeria, Decision Making, Committees of the University, Functions of Committees in the University.*

I. Introduction

Education is widely accepted as a major instrument for promoting socio-economic, political and cultural development in any society. It also plays a prominent role in educating and training of future leaders as well as tool of developing high-level technical capacities that underpin economic sustenance and development. It also remains indispensable to the needed highly skilled manpower, among other things, to accelerate socio-economic development of the nation. Above all, it is an instrument of social change and economic development as contained in the National Policy on Education 2004. As such, it is a patent catalyst for national empowerment and poverty reduction in any civilized society.

In Nigeria, education is equally seen as vital to the general development of the personnel required to function in various facets of national life and development, as contained in the National Economic Empowerment and Development Strategy (NEEDS) document (2004) that education enhances "the goals of wealth creation, employment generation, poverty reduction and value re-orientation to be effectively pursued, attained and sustained through an efficient, relevant and functional education system". In view of this, universities world over are primarily established for propagation, dissemination, research and the application of knowledge. It is against this back drop that the University is made up of people with investigative and critical minds and equipped for teaching, research and public service and dedicated to intellectual life. University, which began as a single community of teachers and students, later developed to an institution of high level academic activities. Its earlier forebears included the Academy of Plato and it shows a line of descent in the western world that has greatly influenced the course of civilization in the human history.

It is against this backdrop that in Nigeria, universities were established primarily to, among other things, train and supply highly skilled manpower to manage and order change by way of technological rebirth; producing political and administrative elites to manage federal, state and local government structures setting standards of societal values and ethos and championing societal renewal via cultural creativity nourished by better knowledge and understanding of the cultural heritage, improving higher living standards, internal and international harmony and peace based on human rights, democracy, tolerance and mutual respect (UNESCO, 1998) as enshrined in the national development plans. The evolution and development of universities in Nigeria took place in phases in most instances with relatively small institutions but later grew in both sizes and number.

For instance, Nigeria Premier College Ibadan was generously funded by governments and international agencies and was equipped with teaching and research materials that measure up to international standard.

Hence, the need for a democratic system and consequently the introduction of good governance to enhance proper management of such cannot be over emphasized. To this end, the University administration is seen as a tool for creating conditions for trust to exist within its members. This is to allow the University leadership to bring every member of the University community on board to meet the organizational desired goals.

However, o achieve the above objectives, there is need for the proper management and administration of these universities through good leadership governance to make decisions about fundamental policies and practices in several critical areas such as issues of admission, staffing and staff training, democratization of the university administration, funding, fund utilization and generation, infrastructural development, human and capital development and so on. Other issues of concern include degree requirements, expected standards in both staff and student performances, the quality of research and public service, and the freedom available to individual faculty members in their instructional and research efforts, the appointment of staff, internal organizational structure, and the allocation of available resources to operate and support programs.

To Jibirin (1987), Mohammed (1987), Neville, A (1987), Odikpo, (1987) and other available literature studies, the decentralization of university administration to faculty and associated departments or units has proved to be the greatest management challenge to government, stakeholders, staff, and researchers as well as the students in the Universities. As university education expands, so does its management continue to be, as characterized by apparent mismatch between authority, responsibility and leadership. This means that every university authority in the country is supposed to take decisions that can reflect the opinion of a cross section of both the staff and students and are acceptable to the generality of its members. This explains why many universities in the country and indeed the University of Maiduguri have developed strategic ways such as good policy formulation and implementations and the use of committees as a style of administration to assist the management in arriving at useful and meaningful decisions that can facilitate the proper administration and growth of the University system without being quarried.

The management and governance of the University of Maiduguri involve the authority to make and take decisive measures about fundamental issues, policies and programs in several critical areas with a view to achieve its organizational objectives. Such could only be achieved according to Andiwo (2009), through the stretch from their number and location, mission, enrolment size, access of students to instructional programs and access of the public to other auxiliary services on offer. Other issues, as stated by Yahaya (1989), that deserve maximum attention include: academic requirements, expected standards in both inputs and outputs for staff and student, the quality of research and public service rendered, the freedom achieved and available to all individual faculty members in their instructional and research efforts, the appointment of staff, internal organizational structure, and the allocation of funds to meet the target operational and support programs designed to achieve organizational objectives.

The above phrase is to encourage and promote efficiency, effectiveness and above all encourage accountability to all organs of the university, more especially to faculties, and associated departments or units. This is part of the greatest management challenge to government, stakeholders, staff, researchers as well as the student's administration in other organizations. As universities grow, so does their management continue to expand and face new challenges day by day, especially mismatch between authority, responsibility and leadership due to overbearing presence of the interest groups in the management of Universities.

Since the establishment of the University of Maiduguri thirty-nine years ago, each vice-chancellor has come on board in with different conceivable styles of administration for the propagation, dissemination, research and application of knowledge. However, what seems to be more obvious and common among all the vice-chancellors was the need for democratizing the University and consequently the introduction of the committee system to enhance good governance. The University was encouraged in that direction through leadership styles, delegation of responsibility and communication channels. This strategy was adopted to encourage each and every member of staff to actively participate in decision making processes and implementations. This is particularly so if such committee's decisions should be accepted and implemented without delay so as to boost confidence of the subordinate as well as in the University system in general. To achieve this, the following factors must be put into consideration: willingness and capability of the leadership to management to resolve manage and control issues within a particular place and time. It is against this backdrop that some scholars and other available literature studies, suggested the decentralization of leadership in the management and governing of the University.

II.   Objectives Of The Study

The aim of the study is to examine the importance of committee system in the university towards achieving the goals and objectives of its establishment. Other specific objectives are:

i To examine the operational strategies employed in the management of the University towards achieving the goals and objectives of the University.

ii to identify the success and key challenges attributed to the use of committee system in the university.

1.4 Hypotheses

1. Ho_1. The use of committee system has enhanced efficiency and effectiveness in the discharge of leadership responsibilities in the University.

2 Ho_2 committees are formed only to give credibility to decisions already taken by the leaders

3 Ho_3. The use of committee system has unnecessarily created bureaucratic bottleneck thereby slowed the operation of the university.

III.   Methodology

Descriptive and longitudinal survey was used as a general method of collection the data. The total population under study covered the entire senior academic and non academic staff; others include the junior staff in the university using   systematic random sampling. The main data was collected through questionnaires and was analyzed using Soft Package for Social Sciences (SPSS16). Similarly, Frequency and percentage were generated for each using Likert responses, numeric value from 5 (strongly agree) to 1 (undecided) were assigned to the responses and a mean score were also calculated using combination of T-Test analysis and One Way Analysis of Variance" (ANOVA)   to determine the hypotheses at 0.05 level of significance difference so as to know or ascertain whether or not the responses of the subject matter on the variable were related or not.

IV.   Conceptual Framework For Analysis

Although, the Nigerian University system is largely patterned on the British model, its growth led not only to a rapid quantitative improvement with a huge financial investment in the Universities, but also to the qualitative improvement in the system, where Education is perceived as an investment in nation building and a key to socio-economic and political development, arising from wide spread demands for University education (Fafunwa 1971). The growth and development of education in Nigeria before independence led to the formation of committee in 1945, under the leadership of Elliot which led to the establishment of University College, Ibadan in 1948, and by 1959, the High Commission was appointed to review post secondary education, leading to the establishment of four new Universities between 1960 and 1962. These newly established Universities were Ahmadu Bello University (ABU) Zaria, University of Benin, University of Nsukka, University of Lagos and University of Ife, all of which were creations of the civilian administration. They were established to generate more high level manpower in all fields, especially in agriculture, industries, technology managements, education, and health social welfare among others.

Consequently, when the available universities seemed to be inadequate to meet the increasing demand for higher education at that time, the situation led to the establishment of more universities in the country, thereby marking the beginning, growth and development of the University education in Nigeria. It was against this backdrop that the Asquith commission was set up to promote higher education, learning, research and the development of university. As a result, the Commission recommended that all the British territories which were able to support university education should have their own universities, but with a warning that University should adhere strictly to academic standards and policies in both teaching and learning. Subsequently, other universities in the country were established and operated as separate institutions.

The second generation universities arose from the National Development plan (1975) on the basis of states creation. This saw the establishment of seven additional Universities located in Calabar, Ilorin, Jos, Kano, Maiduguri, Port Harcourt and Sokoto. This brought the total number of the federal Universities in the country to thirteen, and also marked a rapid increase in the number of Universities in the country in the context of unplanned growth. The third generation Universities came on board in 1987 on the basis of states where there were none and technology awakening. These Federal Universities of technology were located in Abeokuta, Akure, Bauchi, Makurdi, Minna, Owerri and Yola

V.   Literature Review

The University being a very complex organization requires expertise in various fields of knowledge for advice and recommendations to enable its leadership perform efficiently, effectively and democratically. As such, the ideas of committees system became necessary to serve different functions, roles and purposes. For example, committees are formed to facilitate teaching, research, decision making and implementations, policy making among others. However, university regulations, policies, laws and activities such as tasks allocation, coordination, division of labor and supervision were established to constitute the organizational structure.

Therefore, if work has to be done punctually and effectively then a device must be created to not only closely monitored but also provide them with good incentives as a means of motivation through supervision. To achieve these, the use of committees became apparent. It was against this backdrop that, since the establishment

of university education in Nigeria, the use of committees was entrenched in the Laws/Acts establishing Nigerian Universities as indicated in the University of Ibadan Act of 1962 which states that:

Anybody or persons established by the Act shall without prejudice of the generality, shall have power to appoint committees consisting of members of that body and subject to the provisions of Subsection (7) of section four of this Act to authorize committee established by it to exercise, on its behalf, such of its functions as it may determine.

This is because universities as an organization its styles of governance must reflect the opinion of a cross-section of the staff if such decisions are to be accepted without problems. This explains why many universities in the country have established many committees to assist the University management in arriving at useful and meaningful decisions that can facilitate the proper management and growth of the university. Accordingly, Ede (2000), describes universities as international community engaged in the daily business of the search for knowledge and truth. Similarly, to Daudu (1986), the management of the senate is the academic authority of the university and is responsible for all academic matters. Apart from the council, it (Senate) is charged with the responsibilities of making laws concerning academic issues. Committee literally means a small group of people to whom a larger group of people has delegated power to act or formulate policies, decisions and programmes.

In ordinary usage, however, a committee is not always a subgroup of a larger one but as small group of voters. In spite of the fact that there is a lot to be commended in the committee system of University administration in Nigeria, there is still much to be done to make the system work more efficiently in response to changing circumstances. Under the present economic difficulties being experienced by most sectors of the nation's economy, new ideas need to be created to bring about an administrative structure in the Universities that would eliminate distrust, wastefulness of resources and, above all, install effective and fair allocation of scarce resources.

It was against this development that in every university in Nigeria, the Senate committee stands as the highest academic body in the university system with the Vice-Chancellor as its chairman. Its authority covers all academic matters. Although some other duties, such as appointments, are shared with council. It is Senate that has the formal authority under the university's charter and status to make academic policies. Therefore, for it to take meaningful decisions, it has to create certain committees. While, the committee of Council is the governing body of the University and is the formal employer of all university staff; it is charged with the general control and superintendence of the policy, finance and property of the University. University employees are required under the leadership of the Vice-Chancellor to carry out Council's policies to the extent that the Vice-Chancellor may be seen as "Chief Executive".

This explains why universities in the country have established many committees to assist the university management in arriving at useful and meaningful decisions that can facilitate proper management and growth of the university system without being quarried. Accordingly, Ede (2000) describes universities as international community engaged in the daily business of the search for knowledge and truth and therefore its modus operandi must be open and democratic. In the same vein, Ogunmodede (1981) states that authority of governance of Nigerian Universities are derived from an external source – The Visitor, who invariably is the president in the case of a Federal University and the Governor in the case of a State University. Therefore, more often than not, for the Visitor to discharge his responsibility diligently, some of such must be carried out by certain individuals, groups or committees.

To Daudu (1986), management of such complex organization like universities requires participation through the committee system because of the bureaucratic, collegial and political models that are applicable in them. In line with the above position, Nwachukwu (1988), describes a committee as a device for achieving coordination of activities and sharing of information among various departments and divisions of an organization. He equally states that committee decisions help to promote better coordination in an organization. Ikenwe (1998), highlighting the work of Foxworthy (1971), wrote that the primary motive of instituting the committee system in institutional governance has grown out of the motive concern for democratizing decision making in those institutions and a cognition of the need for more broadly based decision making as universities become more complex.

However, despite the roles and functions of committee system in the governance of universities, most of decisions processing mechanisms in the universities are nowadays being bypassed and where such are followed; they are not committee-based both at central, faculty and departmental levels. This means either there is lack of good participation by members, or there is no proper representation at these levels. Ochwada (1998) puts that it that what raises eyebrows and leaves a lot to be desired is the level of participation and contribution by staff, students and stakeholders and the nature and extent of representation in various committees. He further observes and concludes that as a result, some committees perform below expectation to the nature and the caliber of the membership.

Analyzing the university administration in the use of committee system in the management and development, Ochwada (1998) opined that the committee system has been highly inefficient and ineffective under crisis conditions since it is not amenable to rapid response and quick decisions. For example, It was observed that staff unions such Academic Staff Union of Universities (ASUU), Senior staff Union of Nigerian Universities (SANU); Non Academic Staff Union of Universities (NASU), among other staff unions, have largely been at best unsupportive and at worst acrimonious, noting that quality of leadership strongly shapes the management opinion/perceptions and responsibility within the University. This, he adds, has been the most common source of problems between the staff unions and the administration, and the presence of university stable goals and objectives has been a dream difficult to ascertain.

This means if there is relative decentralization of authority and responsibility in the management and administration of universities in Nigeria, there would be stable improvement in the university management strategies, strong leadership and democratic policy making, thereby enhancing control and accountability, accompanied by some degree of responsibility in the discharge of responsibilities. However, what is currently obtainable is the decried deliberate relegation by some university authorities to individuals, groups' bodies, associations to 'welfare. Today, the concept and practice of decentralization of authority in most universities in the country have been hijacked by some Vice-chancellors and their lieutenants.

VI. Development of University of Maiduguri

The University of Maiduguri is located in Maiduguri, the Borno state capital in the defunct North-East State of Nigeria and the states that constitute the University's immediate catchments areas are Adamawa, Bauchi, Gombe, Taraba and Yobe states. These states are rich in human and natural endowments. Cultural and socially, the North-east region is one of the greatest meeting points of early African civilizations. Thus, the remarkable cultures of the region indicate the rich rewards in terms of higher learning and research. The cultural and social environment therefore suggests one of the major areas of academic activities of the University of Maiduguri. Therefore as at the time of the establishment of the University, there was high concentration of students graduating from schools of basic studies such as Bauchi State College of Arts and Science (BACAS) located in Bauchi, College of Preliminary Studies (SPY) Yola and Borno State College of Basic Studies (BOCOBS) located in Maiduguri all seeking admission into the Universities.

Since the University was established thirty-nine (39) years ago, it has been administered by eight different Vice-chancellors, namely: Professor Essien Udon (1975 – 1979);Professor Jibirin Aminu (1980-1985);Professor Muhammad Nur-Alkali (1985-1993); Professor Umaru Shehu (1993-1994); Professor Njidda Mamadu Gadzama (1994-1998);Professor Abubakar Mustapha (1998-2003); Professor Jibrilla Dahiru Amin (2003-2008); while Professor Muhammad Mala Daura (2009-2014). Each of these Vice-chancellors in an attempt to govern the University in line with its objective conceivably exhibited different styles of leadership. The University is one of the seven second generation Universities established under Decree No. 83 by the Federal government in 1975 as part of the national development plan. The University took over from the defunct North-east College of Arts and Science (NECAS).

The University as at July, 2014, had twelve (12) faculties and seventy-two (72) academic departments and four (4) specialist researches centers namely: Centre for Arid-Zone Studies, Centre for Trans-Sahara Studies, Centre for Peace and Development Studies and University of Maiduguri Bio-technology Centre. The faculties grew from 3 in 1980 to 12 faculties in 2014. (Academic planning, 2008) and the students' population had equally risen from six hundred and forty (640) in 1975 to sixteen thousand seven hundred and twenty (16,720) in 1998-; thirty two thousand five hundred and sixty (32,560) in May 2008 and over thirty-eight thousand (38,000) in July 2014.

VII. Decision Making Process In The University Of Maiduguri

The University management's efficiency and effectiveness in the discharge of leadership responsibilities depend on the degree to which the management arrangement are linked to the university goals and objectives and how systematic and transparent the decision path ways are as well as how well they work. The University being a formal organization and its decision making structure is typically described as structurally hierarchical and functionally similar in all the universities in the country by virtue of their similarities competing for the same objective. As such, decision making processes in the University are based on boards and committees to facilitate easy formulation and executions of policies, programs and ideas. Fundamentally, most decisions in the University are influenced by individuals and groups representing the two bodies and their related units. These are Council and Senate or both. However, some of the problems centered on the distributions of power and how power is also distributed to the functional unit in the university from bottom-up or verse-versa.

In the University Maiduguri, there are two types of committees that are common to all the University committees in the country and these are standing and Adhoc committees. The standing committee with a continued existing formed to do its assigned work on ongoing purpose. The old members do not go out of office until their successors are appointed upon expiration of their tenures. However, there is still much to be done to

make the system work more efficiently in response to changing circumstances. The standing boards and committees common to almost all Nigerian Universities include, The Finance and General Purpose Committee, Appointment and Promotion Committee) Students Welfare Committee, Health Services Committee, Housing Allocation Committee, Staff School Board Committee, Security Service Committee, Tenders Board Committee, Sports Committee, Staff Disciplinary Committee and Physical Planning Committees.

Furthermore, the general principles of academic business of Nigerian universities are conducted through committee system and board which is supposed to be described as democratic and participatory. The idea of committee system was designed to eliminate incidences of over concentration of power in one or few individual managers for the purpose of improvement to preserve the essential features of democracy and participation to prevail especially at the levels of faculty, department, and units. Therefore, under this direction, the University management is divided between the supreme governing Council as the highest body in the University and the senate, congregation, convocation, boards, departments and units etc. The Vice-chancellor presides over all statutory committees such as the appointment and promotion committees, management committee and the committee of Deans and Provost. Perhaps more democratic values can be demonstrated by the extent to which

VIII.   Committees In The University Of Maiduguri

Committee literally means a small group of people to whom a larger group people has delegated power to act or formulate recommendations and may be regarded as small group of voters. The standing organs of the university are the Council, Joint-Council-Senate and Senate Committee structure, charged with specific functions or roles. One of the key functions of a committee is to recommend appropriate measures to the University authorities on matters relevant to the committee towards tackling problems for a smooth functioning of the University. Similarly, any other committee in the University falls within the three standing organs of council, Joint Council and Senate committees. The whole idea about committee is for the purpose of decision making to evolve through the principles of delegation of authority to subordinates. The primary purpose of such is to make organizational objectives achievable, since no person in an organization can undertake the entire decisional tasks for the purposes of accomplishment of the organizational goals. It is not only difficult but also impossible for anyone, in any organization, to exercise all the powers. The following below are classical examples of each of Council, Senate or Joint Council-Senate committees in the University of Maiduguri.

The University Council

The Council is the governing body of the University and is the formal employer of all university staff. It is charged with the responsibilities for general control and superintendent of the policy, finance and property of the University. In practice, the Council as a committee concentrates on major issues and external matters, rather than on day-to-day internal activities. The Council has thus a broad role to play in watching the financial and business affairs of the University, in providing for an effective administration, in interpreting its goals and objectives to the public needs. It is also the final arbiter in cases of serious conflict in the University and in all matters of staff discipline.

Furthermore, the Council and Senate have separate identities, but both bodies are concerned with the welfare of Staff and Students and general development of the University. The relationships between the two governing bodies are well understood. The Council customarily leaves to senate decisions on academic policies of the University. For example, the development of faculties, establishment of new programs, changes in the size of the University but on the agreed understanding always that these matters are subject to overriding control of the Council.

The administrative structure of the university is divided into two parts in which the main governing authority is the council as well as the senate. Though each of this body performed different functions in the university, you cannot separate them from each other in the actual working condition of the university. However, they have common functions which they have to perform together. The general principle is that the council would leave to senate the administration of academic matters and academic policies relating to such matters such as opening of new departments or courses as well as issue of university academic calendars.

Senate of the University

The Senate is the highest academic body in the university system and its authority covers all academic matters although some, such as appointments, are shared with council. It is mandated to coordinate, analyze and harness effort towards obtaining providing the direction and calendar of the university. It also performs other functions through other sub-committees such as projection of student numbers, staff development and maintenance of data bank, or student by course, year, state of origin local government, sex, staff student ratio. It is only the Senate that has the formal authority under the university's charter and status to make academic policy. As such, for it to take meaningful decisions it has to create certain committees to functions effectively. As such, it (senate) as committees play very important roles in the decision making process on academic matters only. This is because as democratic establishments, universities' decisions must reflect the opinion and of a cross-section of the staff if such decisions are to be accepted. This explains why the universities have to

establish many committees to assist the management in arriving at useful and meaningful decisions that can facilitate the proper management and growth of the university system.

Daudu (1986) observed that the management of the senate is the academic authority of the university and is responsible for all academic matters. Apart from the council, it (Senate) is charged with the responsibilities of making laws concerning academic issues. Similarly, the senate is composed of all the Professors as members, Deans and some Heads of department who must have reached the rank of senior lecturers. The primary functions of the Senate are to discuss and decide upon all matters affecting the life of the University. These include academic standard, admission of students of all categories, planning of courses, diplomacy rules and control of teaching, research, and awards of certificates, granting of fellowship, scholarship, general welfare of the students.

The Joint Senate-Council Committee of the University

The joint-Council-Senate Committee is a body that comprises both the Council and senate members. The body is charged with the responsibility of matters that affect or need the attention of the two bodies. This committee comprised members of Senate and Council. The committee was established to harness issues bordering the two committees. Example, research committee which is joint-senate-council committee charged with the responsibilities of formulating policies and priorities of research in the University to produce a master plan of research activities and encourage researchers to work with the master plan and to advice on the University of Research and on the establishment of research centers in the University. In the university of Maiduguri, there are twenty-six (26) standing council committees (26) Senate and twenty-five (25) joint Council-Senate committees respectively in the University of Maiduguri. Source: (University of Maiduguri Administrative Manual 2004).

The Functions of Committees in the University

The organizational structure of Nigerian universities and University of Maiduguri in particular is made up of council, senate, congregation and convocation. The University, being a very complex organization, requires expertise in various fields of knowledge for advice and recommendations to enable the university leadership perform effectively and democratically. As such, the ideas of committees are formed to serve different functions, roles and purposes. For example, committees are formed to facilitate teaching, research, decision making and implementations, policy making among others. Similarly, the administration of the University is vested in the hands of the principal officers. These officers include; the Registrar, Bursar, Librarian and in some universities include the Director of works.

The boards of faculties which comprised the academic planning unit for the University provides plans and programs to the academic departments and each of these faculties has its own board consisting of academic staff of the particular faculty. The chairman of the board is the Dean of that particular faculty. The board is responsible for the organization and conduct of the courses and the promotion of research in the faculty. The board recommends to senate appropriate entry qualification requirements to courses, the appointment of examiners, determine an equivalent entry qualification and supervise in accordance with regulations approved by the senate.

Indeed, a large organization such as the University has to make provision for continuing activities directed towards the achievement and realization of goals and objectives. To this end, regulations, policies, laws in activities such as tasks allocation, coordination, division of labor and supervision were established to constitute the organizational structure. If work has to be done, punctually and effectively and since the vice-chancellor cannot perform all functions by him, then a device must be evolved, whereby members have to be closely monitored and provided with incentives as a means of motivation. To achieve these, the use of committees cannot be ignored.

IX. Discussion of Findings

This section indicates the summary of data collected from the respondents and analyzed according to the research questions and hypothesis using Soft Package for Social Science 16. The findings revealed below are as follows:

Research Hypotheses	N Value	Mean Value	P. Value	Significant
Committee system enhances efficiency and effectiveness in the discharge of leadership responsibilities.	350	3.7444	0.05	sig
Committee system enhances transparency and accountability.	350	3.6111	0.05	Sig.
Membership of committees were selected based on loyalty/sectional	350	3.7444	0.05	Sig.
Task/responsibilities were assigned based on sectional	350	3.833	0.05	Sig.
Political interference in the committee system determines the luckily outcome of the report	350	3.7256	0.05	Sig.
The management of the university has been implementing	350	3.6222	0.05	Sig.

committee decisions at well.				
The use of committee system has unnecessarily created bureaucratic bottleneck thereby slow the operation of the university.	350	.099621	0.05	N sig
Delay in implementing of committee's reports undermines the credibility of the report.	350	3.7554	0.05	Sig.

Source: Compiled from field work, 2013

The P-value provides a measure of this distance. The P-value and the right of our test statistic calculated using the null distribution. This means, smaller the P-value, the stronger the evidence against the null hypothesis in favor of the alternative. As such, the P-value can be interpreted in this study in terms of a hypothetical repetition of the study. The probability value is < 0.005 Moderate evidence against the null alternative of > 0.05 in favor of the alternative.

The hypothesis 1 shows that there is significant mean value between the formulated assumptions that "the use of committee system in the university have unnecessarily created bureaucratic bottleneck thereby slowed the operation of the university. Therefore since the mean value in hypothesis is in calculated value is < 0.005 greater than the probability value 5, this means we accept the hypothesis. This shows that the use of committee system has enhanced efficiency and effectiveness in the discharge of leadership responsibilities in the University.

Hypothesis 2, Ho_2 committees are formed only to give credibility to decisions already taken by the leaders in this hypothesis it shows the calculated value is greater than the mean value > 0.05. This shows that there is no significant difference between the formulated assumptions and the calculated value and therefore is insignificant "the use of committee system has unnecessarily created bureaucratic bottleneck thereby slowed the operation of the university and the mean value and therefore we rejected the hypothesis.

Hypothesis 3: That committee is formed only to give credibility to decisions already taken by the leaders. Here the result shows that the calculated value is less that the means value and this that the calculated value is < 0.005 which means there is no significant difference between the probability value and table value. This shows that committees were formed only to give credibility to already decisions taken as alleged. As such, we rejected the hypothesis as null and void. If the university leadership will have to meet the goals and objectives of the University and as well as focus on the objectives in a timely manner, it is imperative that such a leader must delegate tasks and responsibilities to other subordinates in a form of committee work to increase high participation, efficiency and effectiveness. However, to achieve that, the subordinate is required to be empowered while the responsibility of the entire job remains on the shoulders of the leader and is held accountable for the results, whether good or bad. This would no doubt increase the morale of staff to participate fully and be part of decision making process in the management of the organization. Tasks/responsibilities are set of expectations about the behaviors of every job on which each set of tasks and responsibility may be spelled out. While roles have a specific effect on behaviors of several reasons to include personal relationship or prestige attached to each role, and a sense of accomplishment.

This means, roles played by a member are sometimes determined by relationship. Furthermore, some tasks are also performed alone, even though most are accompanied by rewards. In view of this, some members may be just interested to belong to one or two committees only to get political, social or economic benefits. Consequently, the findings revealed that tasks and responsibilities assigned to members in the University of Maiduguri are done sectionals. As a result, the mean value showed 3.833 more than the agreed probability value of 0.005 indicating that the Null hypothesis is accepted.

Membership, one of the factors undermining the success of most organizations such as university administration, is the criteria used in selecting a person or persons to belong to a group of committee membership. The size of the committee as well as the members themselves poses some major challenges in the management of committee system. Others include the size of the committee as to whether it is too large or too small, posing threats in forming a quorum or meeting the expected time frame given. This is because some members want to belong to certain committee simply to jeopardize the efforts of the committee while others simply wait to see if such decision about to be reached or implemented was not in their interest or not in favor of their opponents.

Ekundayo and Ajayi (2009) also observe that political interference by most university leaders in spite of partial autonomy granted. Consequent from the above, it became apparent that university administration is not free from the hand of politics both within and outside the university system. Government of the day, most especially in the state-owned varsities, interferes unnecessarily in terms of policies and programs. For example, in the area of staff appointment, recruitment, admission of students, selection of Deans, Departmental heads, and Directors of programmes and above all the selection of vice-chancellors. It was in view of this that Robert and Jackson (2000) observed and concluded that:

A situation they added, whereby the members of the university are not totally free to choose, admit, decide who and when to recruit and becomes their head without government intervention would not augur well for the university system and committee system to prevail.

Similarly, Adegbite (2007) added that another area of political interferences is in terms of constitution of Visitation Panels by the Visitor at will instead of the minimum five years intervals, the main aim of which is to witch-hunt or crucify the vice-chancellors and the university authorities. Besides, there is erosion of the statutory functions of the committee of vice-chancellors (CVC) and pro-chancellors (who are titular heads of the university) as some of them now decide at will that gets what and when. Consequent on the above, the findings revealed a mean value of 3.7256 more than the 0.005 of the probability value. To this end the hypothesis was accepted.

X. Conclusion

In conclusion, although most universities adopt committee system in the management of their universities, this study observed that there is lack of clear cut line between the activities of the administrative positions and academic responsibilities in the University of Maiduguri and indeed all universities in the Country. Since the vice-chancellor, Deans of faculties and heads of department are all academic staff but perform administrative responsibilities in the university. However, these stated positions can equally be chaired by senior non academic staff whose main responsibilities are not to conduct teaching and research but only administration. In spite of that committee system is found to be very effective and efficient in the management of the University. Consequently, that does not exonerate that the use of committee system has no hitches. Some of these problems include among others; how to draw the size and membership of a committee, specify terms of reference, affirm political will of most vice-chancellors to implement decisions and political will to accept and enforce recommendations without interference, among others.

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