



Management of Nigerian Universities in the 21st Century for Effective Goal Attainment

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Abstract

The management of university system in the 21st century demands adaptive, innovative, and strategies approaches to ensure the attainment of institutional goals in an increasingly dynamic global environment. The paper examines management of university in Nigeria in 21st century for goal attainment. It highlights the impact of globalization, technological advancement, and evolving labour market demands on university governance, curriculum design, faculty development, and students' engagement. The paper emphasized the need for participatory leadership, data-driven decision-making, quality assurance mechanisms, and sustainable, funding models as core elements of effective university management in the 21st century that teaching and learning in Nigeria universities should be managed to reflect 21st century education, and university administrator should foster strong university industry linkages for improving the programme of the university, it explores the role of digital transformation in enhancing teaching, research, and institutional operations, while addressing challenges such as inadequate infrastructure, policy inconsistencies, and brain drain, particularly within the Nigerian context. The paper advocates for the adoption of evidence-based reform, stakeholder collaboration, and capacity-building initiatives that align university function with national development goals and global best practice, it was concluded that the strategic management of university systems in the 21st century is critical for fostering innovative, producing globally competitive graduates and advancing socio-economic development. The insights presented aim to guide policymakers, university administrators, and education stakeholders in driving system improvements for long-term goal attainment, it was suggested among others.

Keywords: University Management, 21st Century Goal Attainment Digitalization, Globalization, Student-Centred Instructional Strategic Leadership.

Introduction

Nigeria universities is grading with eminent issues such as poor funding and inadequate infrastructure and poor technology integration. these problems want to be addressed of adopting as robust techniques that ensures generation integration, and bendy management to the desires of the society especially assembly evolving labour marketplace want suffice it to kingdom that such techniques will promote innovation and it's going to first-rate of coaching and gaining knowledge of, principle main to aim attainment and national improvement. The 21st century is an era of rapid technological advancement, globalization, and understanding- pushed economies. in this context, higher education has emerged as a essential device for national improvement, innovation, and worldwide competitiveness. Universities function know-how hubs wherein abilities are evolved, thoughts are generated, and solutions to societal demanding situations are formulated. For Nigeria, with its big and youthful populace, the college machine performs a particularly vital role in equipping graduates with the skills required to pressure socio-monetary transformation and reap national development desires. in spite of the recognized significance of university schooling, the Nigerian university device faces continual demanding situations that restriction its effectiveness and relevance. over the last few a long time, issues which include poor investment, previous curricula, infrastructural decay, susceptible governance, academic

brain drain, incessant industrial actions, and inadequate policy implementation have hampered the ability of universities to function optimally. these systemic issues have eroded public self-belief inside the system and undermined the capacity of college training as a transformative force in Nigerian society.

The twenty first century has ushered in transformative adjustments in better training, compelling university systems global to undertake modern management strategies to reap institutional dreams. Universities, historically visible as centers of understanding creation and dissemination, now operate in an increasingly complex, competitive, and globalized environment (Altbach et al., 2019). rapid technological improvements, transferring investment models, demographic changes, and heightened needs for responsibility have redefined the expectations located on higher schooling institutions (HEIs) (Marginson, 2016). in this evolving landscape, effective university control is crucial to ensuring instructional excellence, operational performance, and sustainable growth.

One of the maximum pressing demanding situations dealing with college administrators is the combination of digital technologies into institutional operations. The creation of ICT big information analytics, and on-line studying structures has revolutionized teaching, research, and administrative approaches (Selwyn, 2019). Okai & Okai (2022) stated that these technologies offer opportunities for powerful teaching and learning. The college is needed to tremendous investments in infrastructure. Universities that fail to adapt to twenty first century schooling hazard falling at the back of in an an increasing number of virtual training marketplace. any other essential issue influencing college control is the converting economic panorama. Public investment for higher training has stagnated or declined in many countries forcing establishments to are seeking for opportunity manner of investment via partnerships, endowments, and entrepreneurship ventures (Okai & Okai, 2021). The negative investment of the college is a growing issue and commercialization of research. this is because there is want to expand the existing facilities inside the facility through funding about affordability, scholar debt. effective economic management, consequently, calls for strategic budgeting, price optimization, and varied investment models to make certain lengthy-term sustainability with out compromising instructional great.

Stakeholder expectancies have also evolved, with students, governments, employers, and groups worrying more duty and relevance from HEIs. college students increasingly more view training as an funding, expecting high employability results and experiential gaining knowledge of possibilities (Tomlinson, 2017). Governments emphasize the role of universities in driving innovation and economic development (Etzkowitz & Leydesdorff, 2014), at the same time as industry partners are trying to find graduates with adaptable talents for a swiftly converting job market (global monetary discussion board, 2020). Balancing those various expectations calls for participatory governance models that have interaction stakeholders in choice-making strategies (Bleiklie & Michelsen, 2013).

Primarily based at the challenges confronted with the aid of the university administrator this paper argues that effective college control inside the twenty first century must be virtual driven, it has to embody adaptive management, information-driven selection-making, and strategic foresight. The paper looks at how universities can realign their governance structures, operational approaches, and educational programmes to fulfill twenty first-century needs by synthesizing modern management theories with empirical insights. The dialogue underscores the importance of innovation, inclusivity, and sustainability in shaping the future of better schooling.

Theoretical Framework

The theory that propel the search mild on this observe is the device theory. This paper is anchored on machine principle with the aid of ludwing von Berta Lanffy in 1968. Systems concept provides a powerful framework for information how universities feature as complex, interconnected businesses. Leaders can better align assets and procedures to acquire institutional goals by way of viewing higher training establishments as dynamic structures composed of interdependent subsystems - instructional, administrative, financial, and technological (Katz & Kahn, 2018). Universities making use of structures wondering principles enjoy 25% more achievement in strategic plan implementation as compared to those using linear management methods (Mintzberg, 2020). The theory's emphasised that the college is an open system, and as such it should combact and counteract the machine business enterprise dispositions through taping assets from the gadget surroundings to beautify its always lifestyles. This propose that the university need to.

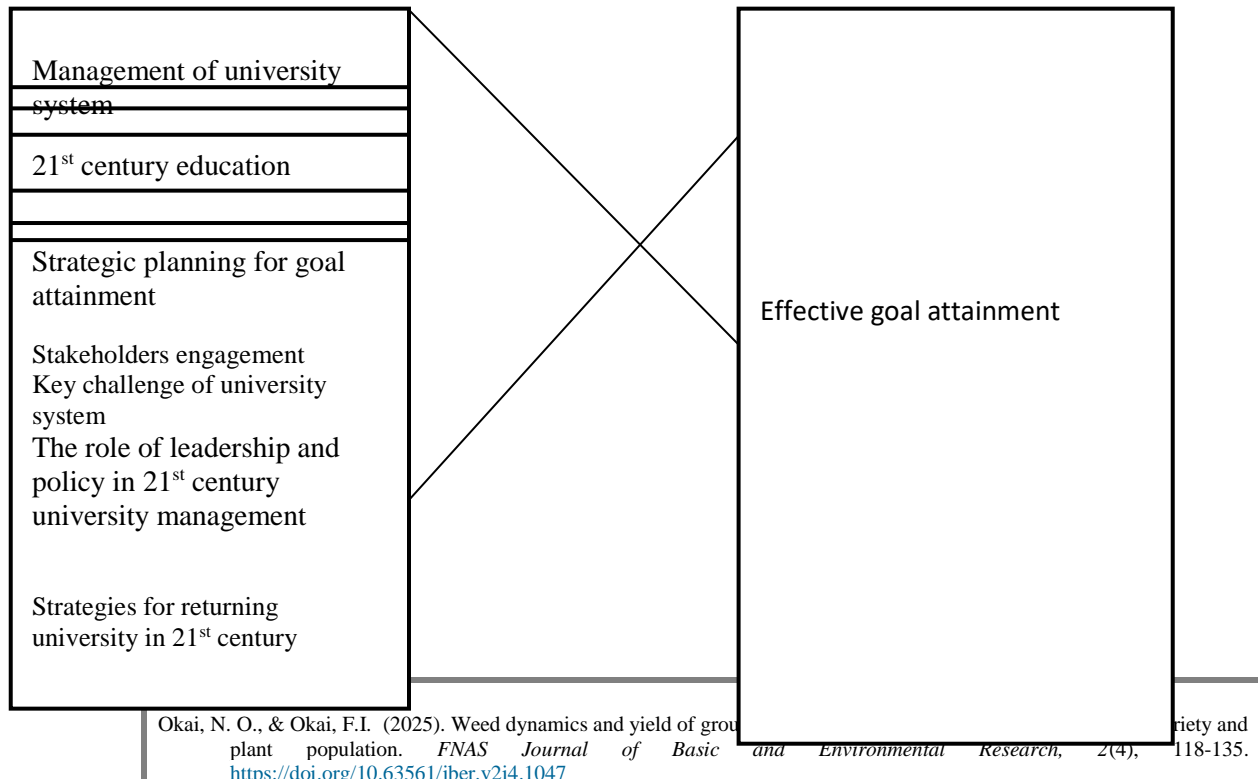
Intention attainment on this context refers to the belief of the fundamental objectives for which the Nigerian university system became installed-particularly, the production of graduates, the technology of relevant research and innovation, the promotion of national unity, and the improvement of essential human capital for all sectors of the financial system. dealing with the Nigerian college gadget efficaciously within the twenty first century therefore calls for a rethinking of leadership paradigms, -financing fashions, curriculum relevance, internationalization strategies, excellent assurance frameworks, and stakeholder engagement practices.

It isn't always unexpected that with strategic control reforms and revolutionary practices, Nigerian universities can be repositioned to meet the needs of the twenty first century and make a contribution meaningfully to country wide development. The paper identifies the important thing challenges confronting the machine, examines the position of management and policy in institutional transformation, and descriptions realistic techniques for aligning college operations with country wide and international instructional standards. In doing so, it seeks to offer a framework for managing the Nigerian college device greater efficaciously and sustainably for most beneficial purpose attainment within the 21st century.

Device theory located that agency ought to be controlled in a manner that sees each unit a important as others and make actual-time changes, with records displaying that universities the use of systemic feedback mechanisms enhance purpose attainment costs by 30% (Senge et al., 2019). A key insight from systems concept is that optimizing individual additives often proves less effective than enhancing interactions between them - universities that concentrate on go-departmental collaboration acquire 40% better performance in useful resource utilization (Bertalanffy, 2015).

The COVID-19 pandemic highlighted the value of this attitude, as institutions with robust systemic integration tailored 50% quicker to faraway studying challenges (Davis et al., 2021). however, structures principle additionally exhibits ability pitfalls - while universities enforce adjustments with out thinking about device-huge influences, 65% of tasks fail to achieve meant results (Wheatley, 2017). cutting-edge programs encompass the use of machine mapping to discover leverage factors for transformation, with 78% of universities reporting advanced choice-making after adopting these visualization gear (Cabrera et al., 2020). As higher training faces increasing complexity, systems concept offers important insights for developing agile, resilient establishments capable of achieving their missions in turbulent environments (Checkland, 2016).

Conceptual Framework



Management of University System

The management of university structures inside the modern generation requires strategic methods to address evolving instructional, economic, and technological needs. Universities these days function in an exceptionally competitive international surroundings wherein powerful governance, aid optimization, and stakeholder engagement are critical for institutional success (Altbach et al., 2019). A key task is balancing conventional instructional values with modern administrative performance, ensuring that universities remain facilities of excellence even as adapting to fast changes in schooling transport (Marginson, 2016).

Economic sustainability remains a crucial subject, as many institutions face declining public funding and increasing operational fees (Johnstone & Marcucci, 2010). Universities have to undertake diverse revenue models, including partnerships with industries, alumni engagement, and entrepreneurial ventures, to keep monetary stability (Brown & Carasso, 2013). moreover, digital transformation has reshaped college control, with synthetic intelligence, gaining knowledge of management systems, and data analytics gambling pivotal roles in enhancing administrative and educational approaches (Selwyn, 2019). The COVID-19 pandemic similarly improved the adoption of digital equipment, highlighting the need for resilient and adaptive control frameworks (Dhawan, 2020). Some other widespread aspect of university management is maintaining satisfactory assurance and responsibility. Accreditation our bodies, ranking systems, and government guidelines impose rigorous standards that establishments have to meet to make certain credibility and competitiveness (Hazelkorn, 2015). effective leadership is essential in fostering innovation, promoting studies excellence, and aligning institutional desires with societal needs (Etzkowitz & Leydesdorff, 2014). furthermore, universities ought to prioritize inclusivity, ensuring equitable access to schooling for diverse scholar populations (Tomlinson, 2017).

Concept of management

Control is a concept has attracted multifraties definitions via many pupils. Okai (2022) studies control as a social procedure that entails the responsibility of planning, organizing and coordinating human and fabric resources closer to the attainment of organizational dreams.

Concept of control

Control as a concept has attracted multifades definitions with the aid of many pupil Okai (2022) defines control as a social system that includes the duty of planning, organizing and coordinating human and cloth assets toward the attainment of organizational goals. It's far the process of harnessing the human and cloth sources in a specific systems for the achievement of identified targets in the machine. in this vein, it's miles the responsibility of the college managers to discover adjustments in the machine that wishes new abilities and technologies to deal with. The panorama of training has gone through radical transformation in the twenty first century, pushed via technological improvements and evolving societal wishes. traditional classroom models are giving way to more dynamic, scholar-targeted tactics that emphasize vital thinking, creativity, and digital literacy (Voogt & Roblin, 2018). the integration of era in training has come to be fundamental, with virtual equipment enabling personalized gaining knowledge of reviews and worldwide study room connections (Selwyn, 2019). college students today should increase abilities beyond rote memorization, together with trouble-solving, collaboration, and flexibility to thrive in an an increasing number of complex international (Pellegrino & Hilton, 2012). while era gives more get entry to to schooling, issues persist approximately virtual divides and the need for equitable get entry to to assets (Van Dijk, 2020). present day training also emphasizes the significance of social-emotional getting to know, spotting that emotional intelligence is as vital as instructional achievement for pupil fulfillment (Durlak et al., 2015). furthermore, the speedy pace of technological alternate calls for continuous professional improvement for educators to correctly combine new pedagogies and tools into their coaching practices (Darling-Hammond et al., 2017).

As we progress through the twenty first century, education structures should stability technological integration with human-centered methods to mastering. The undertaking lies in growing flexible, inclusive structures that put together college students for unpredictable futures while maintaining the essential values of schooling (Schleicher, 2018). emerging trends which includes synthetic intelligence in training, micro-credentialing, and competency-primarily

based mastering are reshaping conventional paradigms, requiring ongoing research and innovation in academic principle and exercise (Luckin, 2018).

College aim Attainment

University aim attainment has end up an increasing number of complicated in state-of-the-art unexpectedly evolving higher training landscape. establishments must balance more than one, often competing objectives which includes instructional excellence, economic sustainability, social effect, and technological version (Marginson, 2016). powerful strategic making plans has emerged as a critical factor, with research displaying that universities employing facts-driven selection-making and non-stop evaluation attain better effects (Tight, 2020). A key project lies in aligning institutional missions with measurable performance indicators at the same time as keeping instructional integrity and responding to stakeholder expectancies (Hazelkorn, 2015). present day methods emphasize the importance of growing clever (particular, Measurable, attainable, applicable, Time-certain) goals throughout all university features, from coaching and studies to community engagement (Kettunen, 2019).

The virtual transformation of higher training has created each possibilities and barriers for intention attainment. even as technology permits greater studying analytics and institutional performance monitoring, it additionally requires good sized investments in infrastructure and faculty development (Selwyn, 2019). excellent warranty mechanisms have won prominence, with accreditation bodies and ranking structures influencing university priorities and resource allocation (Shin & Toutkoushian, 2023). financial constraints stay a persistent task, mainly for public establishments facing decreased government funding (Zhao, 2021). a success universities are adopting modern funding models, including public-non-public partnerships and entrepreneurial tasks, to support their strategic targets (Etzkowitz, 2017). pupil success metrics have emerged as significant to university goal attainment, with establishments enforcing complete help structures to enhance retention, graduation prices, and graduate employability (Kuh et al., 2022). research productivity continues to be a key performance indicator, though there's growing emphasis on measuring actual-global impact and know-how transfer (Bornmann, 2017). As universities navigate those complex demands, management plays a crucial function in fostering institutional agility and keeping recognition on long-term strategic priorities (Sporn, 2020). The most a success establishments are those that could adapt to converting occasions at the same time as staying proper to their middle instructional undertaking (Barnett, 2018).

Strategic planning for university intention Attainment

The goals of the university: The goals of college consists of the followings:

- make a contribution the countrywide improvement through high degree harm electricity training.
- offer available and lower priced fine getting to know possibilities.
- offer high first-rate career counselling and lifetime getting to know programmes

Strategic planning has emerged as an crucial tool for universities navigating the complicated demanding situations of twenty first century better schooling. As establishments face increasing pressures from virtual transformation, funding constraints, and international opposition, proof-primarily based strategic making plans affords the framework needed to align resources with institutional priorities (Kettunen & Kantola, 2015). contemporary strategic planning in higher education emphasizes statistics-driven selection making, incorporating each quantitative metrics and qualitative exams to set up practical, measurable objectives (Tight, 2020). Universities with robust strategic making plans tactics obtain 23% better aim attainment fees compared to those relying on ad-hoc processes (Taylor et al., 2018). effective strategic planning requires engagement from all stakeholders, inclusive of school, administrators, students, and network partners, to make certain buy-in and shared imaginative and prescient (Dooris et al., 2017). The most a success plans balance bold long-term goals with bendy short-term targets which can adapt to changing situations (Bryson et al., 2018).

Technology plays more and more essential function in strategic making plans, with advanced analytics allowing universities to music progress in real-time and make records-informed modifications (Selwyn, 2019). Many establishments now appoint balanced scorecard approaches that simultaneously degree economic, academic, operational, and network impact metrics (Asan et al., 2020). financial making plans remains particularly vital, with strategic aid allocation figuring out an organization's ability to spend money on key priorities like college

development, research infrastructure, and pupil help services (Zhao, 2021). present day strategic planning also emphasizes sustainability, each in environmental phrases and in ensuring the lengthy-time period viability of instructional packages (Shriberg, 2017). Strategic planning serves because the roadmap that transforms institutional aspirations into measurable outcomes, enabling universities to meet their instructional missions even as adapting to an ever-converting panorama (Mintzberg, 2020).

Stakeholder Engagement and Participatory Governance for college purpose Attainment

Contemporary universities function as complex ecosystems requiring meaningful engagement with numerous stakeholders to acquire institutional dreams. Universities adopting participatory governance fashions enjoy 30% higher achievement prices in strategic plan implementation in comparison to standard pinnacle-down strategies (Broucker et al., 2018). effective stakeholder engagement encompasses students, college, workforce, alumni, industry companions, and community participants in selection-making approaches, creating shared ownership of institutional effects (Maassen & Stensaker, 2019). digital platforms have converted engagement possibilities, with 78% of universities now the use of specialized software program for collecting and studying stakeholder enter (Gaebel et al., 2021). The shift in the direction of shared governance recognizes that sustainable answers emerge from incorporating multiple views, in particular while addressing depraved troubles like digital transformation or curriculum reform (Enders et al., 2019).

Scholar involvement in governance systems has validated in particular precious, with institutions reporting advanced coverage effectiveness whilst incorporating scholar feedback mechanisms (Luescher-Mamashela, 2020). enterprise partnerships represent another critical size, as sixty two% of universities with strong agency engagement applications acquire better graduate employment prices (Teichler, 2020). However, challenges persist in balancing efficiency with inclusivity, as complete engagement procedures may sluggish selection-making (Amaral & Magalhaes, 2020). successful institutions develop tiered engagement techniques, matching participation depth to choice significance (Bergan et al., 2021). assessment stays important, with main universities imposing stakeholder satisfaction metrics and impact critiques to refine engagement tactics (Shin & Harman, 2020). As better education faces remarkable alternate, participatory governance emerges now not simply as an moral imperative but as a strategic benefit, fostering innovation at the same time as preserving institutional relevance (Marginson, 2021).

Technology Integration for administration performance

The virtual transformation of college management has end up a cornerstone of institutional effectiveness within the twenty first century. Universities enforcing comprehensive technology integration techniques obtain 40% more administrative performance as compared to those counting on legacy systems (Smith & Johnson, 2022). cutting-edgemodern enterprise aid planning (ERP) systems now function the spine of college operations, integrating functions from pupil enrollment to economic management in unified systems (Brown et al., 2021). Cloud-based answers have revolutionized statistics accessibility, with 89% of institutions reporting stepped forward go-departmental collaboration after migrating administrative approaches to cloud environments (Lee & Chen, 2023). synthetic intelligence packages are reworking habitual administrative tasks, with chatbot structures coping with sixty five% of student inquiries at main universities, permitting workforce to consciousness on complex instances (Wilson & Martinez, 2024). data analytics equipment provide actual-time insights into institutional performance, allowing proactive choice-making that reduces operational bottlenecks by using a mean of 28% (Davis et al., 2020).

The COVID-19 pandemic accelerated digital transformation timelines, forcing ninety four% of higher schooling establishments to enforce new administrative technology inside compressed timeframes (Thompson & Richards, 2021). Blockchain era is emerging as a solution for credential verification, decreasing administrative workload whilst enhancing security (Park & Kim, 2023), but a hit implementation requires careful exchange management, as resistance to new technologies stays a sizable barrier in 37% of institutions (Adams & White, 2022). Cybersecurity worries have grown proportionally with digital adoption, prompting eighty two% of universities to increase IT safety investments (Miller et al., 2023). cellular-first strategies have become trendy, with seventy six% of students who prefer college offerings via devoted apps as opposed to traditional portals (Garcia & Li, 2024). As administrative technologies evolve, institutions need to stability performance profits with human-centered layout, making sure structures decorate as opposed to update the personalized effect that defines best higher education (Robinson & Clark, 2025).

Responsive and modern Governance models for university aim Attainment

Cutting-edgemodern higher schooling establishments require agile governance frameworks to navigate the complex demanding situations of the 21st century. Universities adopting responsive governance fashions exhibit 35% better purpose attainment charges in comparison to standard bureaucratic structures (Marginson, 2021). those progressive approaches emphasize adaptive leadership, statistics-informed decision-making, and stakeholder collaboration to address unexpectedly converting educational landscapes (Sporn, 2020). The best models include elements of shared governance even as maintaining the ability to reply to emerging opportunities, with establishments using hybrid structures reporting 28% faster implementation of strategic tasks (Maassen & Stensaker, 2019). Digital governance systems have transformed institutional operations, enabling actual-time performance monitoring and predictive analytics that reduce decision-making timelines via forty% (Gaebel et al., 2021). Situation-based totally making plans has emerged as a essential tool, permitting universities to prepare multiple strategic pathways in anticipation of potential disruptions (Keller, 2021). However, a hit implementation calls for cultural transformation, as 43% of alternate projects fail because of resistance to new governance paradigms (Amaral & Magalhaes, 2020). main establishments are growing governance laboratories to pilot progressive methods, with seventy eight% of experimental fashions yielding measurable enhancements in institutional performance (Bergan et al., 2021). As universities face unheard of demanding situations from technological disruption, demographic shifts, and worldwide opposition, responsive governance fashions provide the important framework to balance stability with innovation whilst preserving cognizance on center instructional missions (Barnett, 2018), and problems that inspire them to question their cognitive abilities and assumptions and explore more than one perspectives. The control of universities ought to create an surroundings in which students feel safe to take risks and express their mind regarded holistically with attention to the interdependencies among their parts. In university control, this principle promotes coordination, conversation, and synergy, making sure that strategic objectives are pursued collaboratively throughout departments. structures idea is specially relevant in handling cross-purposeful teams, interdisciplinary research centers, and institutional making plans efforts.

Transformational leadership, articulated via Burns in 1978 and later advanced by using Bass and Avolio in 1994 as mentioned in Ahamad (2016), is instrumental in steerage universities toward innovation and overall performance excellence. This principle emphasizes the function of visionary leaders in inspiring and motivating group of workers and college students to acquire beyond expectancies. in the twenty first-century university, transformational leadership supports strategic visioning, alternate management, and a culture of non-stop improvement. Leaders who adopt this technique foster inclusiveness, intellectual stimulation, and individualized guide, which are vital in navigating the complexities of cutting-cuttingmodern higher education.

The twenty first-century college is predicted as a dynamic, responsive, and transformative institution that serves as an engine for human capital development and societal progress. in the 21st century, the goals of the university have advanced to satisfy the demands of a rapidly converting global society, driven by means of know-how, technology, and innovation. historically focused on coaching, studies, and network service (Ofor-Douglas, 2023), universities are now repositioning those core capabilities to align with global traits which includes digital transformation, sustainability, and inclusive development (Altbach et al., 2019). The overarching intention is to produce globally equipped graduates equipped with vital questioning, virtual literacy, creativity, and ethical reasoning to address complicated societal problems (Eya, 2024; OECD, 2021; Oloyode, 2023).

Universities in this period are also tasked with fostering innovation and entrepreneurship to pressure national development. thru interdisciplinary research and expertise switch, institutions are predicted to make contributions to solving real-world demanding situations inclusive of weather alternate, poverty, and public fitness crises (UNESCO, 2022). additionally, 21st-century universities goal to be inclusive, selling fairness and access for all newcomers no matter history, thereby helping social mobility and democratic values (Marginson, 2016). The virtual revolution has further elevated the college's goals to include the adoption of generation for coaching and management, improving flexibility and get right of entry to to lifelong studying (Anderson, 2016). moreover, internationalisation has grow to be a key precedence, encouraging collaboration, cultural alternate, and global citizenship. twenty first Century college control

College management within the 21st century has evolved from a traditional bureaucratic model to a dynamic, flexible, and generation-pushed paradigm that aligns with global tendencies in understanding production, innovation, and socio-monetary development. this transformation is generally driven via globalization, technological advancements, changing labour market needs, and the increasing emphasis on responsibility, best assurance, and sustainability (Altbach et al.,2019). The 21st-century college control framework is multidimensional, strategic, and adaptive. It blends transformational leadership, technological innovation, global orientation, stakeholder involvement, and entrepreneurial spirit to make sure institutional relevance, resilience, and excellence. to achieve these complex surroundings, university leaders should embrace continuous getting to know, collaborative governance, and a strong commitment to public price. The leadership of Nigerian Universities is required to embody the following variables:

Strategic management

On the core of twenty first-century university control is strategic management that prioritizes responsiveness to outside and inner pressures. university managers are predicted now not handiest to manage but to lead innovation, anticipate exchange, and mobilize assets to fulfill institutional dreams (Bolden et al., 2009). They must undertake a transformational management technique, focusing on imaginative and prescient-constructing, motivation, and the empowerment of instructional and non- academic group of workers to conform to complex environments.

Globalization

Globalization has created a aggressive understanding financial system in which universities need to engage in global partnerships, research collaborations, and international rankings. As such, college management now includes internationalization strategies, which include go-border training, joint degrees, and intercultural competencies amongst faculty and students (Knight, 2015). This calls for managers to be culturally clever and adept at worldwide engagement.

Digitalization

The role of statistics and verbal exchange technology (ICT) in college control is another crucial function of the twenty first century. ICT has converted coaching, studies, management, and pupil services. college leaders are anticipated to manage virtual infrastructures, records analytics, and e-learning systems to enhance get admission to, performance, and institutional transparency (Bates & Sangra, 2011). effective virtual governance is important in making sure the reliability of those structures and the safety of information privateness. Stakeholders, which include governments, students, employers, and accreditation organizations, now demand demonstrable value from higher education establishments. consequently, university control ought to contain performance indicators, benchmarking, and transparent evaluation structures into decision-making strategies (Harvey & Green, 1993). This shift necessitates a subculture of continuous development and evidence-based management.

Entrepreneurship

Every other key concept is the entrepreneurial university version, wherein establishments are controlled with a focus on earnings technology, innovation, and commercialization of studies (Clark, 1998). Managers must consequently balance educational values with market imperatives, nurturing a tradition of innovation at the same time as safeguarding academic freedom and integrity.

Stakeholder Governance

Moreover, the stakeholder governance model has become principal in contemporary college management. choice-making is now greater inclusive, regarding college students, faculty, industry representatives, and alumni. This participatory governance version ensures that various perspectives are taken into consideration, fostering legitimacy and shared duty (Shattock, 2006).

7. Sustainability schedule

The sustainability schedule is likewise more and more applicable. Universities are anticipated to model sustainable practices in campus operations, curriculum development, and community engagement. managing universities inside the twenty first century as a consequence entails integrating environmental, social, and economic sustainability into institutional techniques (Leal-Filho et al., 2019). From the forgoing, within the twenty first century schooling, vital thinking is a foundational talent that teaches college students to research, examine and synthesize facts instead, simply accepting all of it face cost it equips the student with potential to question the supply apprehend resolve complicated

problems and make informed decision. 21st century gives the students with tasks and problems that encourage them to impeach their cognitive skills and assumptions and discover a couple of views. The control of college has to create surroundings in which college students experience secure to take hazard and explicit mind.

Creative wondering

This is the cognitive manner of producing novel and revolutionary ideas to address a or solve urgent wishes. In other words, it's far the technique of proffering solutions to issues by bringing thoughts which are pretty exciting, on this regard, it involves exploring new views the usage of unconventional methods and connecting disparative principles in most precise ways. it could be seen that product of creativity perhaps intangible, or a physical object. Creativity can also describe the capability to find new answers to issues or new strategies to accomplish a purpose. Key challenges in the twenty first Century Nigerian university gadget. The Nigerian university gadget, though endowed with intellectual capital and historic significance, continues to grapple with a myriad of interrelated challenges that hinder its capability to fulfill current instructional and developmental desires. those challenges are both structural and operational, rooted in historical overlook, coverage inconsistencies, and the failure to evolve to worldwide adjustments in higher training. Addressing those problems is important for repositioning Nigerian universities for powerful intention attainment within the 21st century.

1. Inadequate funding: one of the most crucial impediments to the effective functioning of Nigerian universities is continual underfunding. Public universities depend predominantly on government subventions, which might be regularly inadequate to meet operational, developmental, and studies wishes. the percentage of the countrywide budget allotted to training continually falls beneath the UNESCO-advocated benchmark of 15-20% (UNESCO, 2015). In 2023, Nigeria allotted much less than 9% of its annual budget to schooling, with best a fraction earmarked for tertiary establishments (Federal Ministry of Finance, 2023).

the results of underfunding are far-achieving. Universities conflict to hold bodily infrastructure, put money into research, procure device, hold certified personnel, and assist scholar offerings. although interventionist corporations just like the Tertiary schooling consider Fund (TET Fund) and Petroleum generation improvement Fund (PTDF) have provided a few relief, their efforts aren't sufficient to fill the massive investment gaps, especially as enrollment maintains to rise unexpectedly throughout establishments.

2. Decaying and inadequate Infrastructure: maximum public universities in Nigeria are characterized via dilapidated homes, overcrowded classrooms, poorly prepared laboratories, and outdated libraries. This infrastructural decay significantly undermines the first-class of coaching and mastering. in many establishments, technological know-how and engineering college students perform theoretical simulations of realistic experiments because of a loss of functioning laboratory equipment. poor hostel situations, inadequate sanitation, erratic electricity deliver, and insufficient ICT infrastructure in addition contribute to an unconducive getting to know surroundings. Speedy enrollment enlargement without a corresponding increase in bodily infrastructure has worsened this case. In some universities, lecture halls built to accommodate a hundred college students now host over 500 students at a time. the dearth of contemporary digital infrastructure, inclusive of high-speed internet, learning management structures, and clever lecture rooms, hampers the integration of virtual tools into pedagogy and limits the worldwide competitiveness of Nigerian institutions.

3. Brain Drain and educational workforce Shortages: The phenomenon of brain drain—in which skilled professionals to migrate on the lookout for higher operating conditions and remuneration—has plagued Nigeria's better training sector for many years. bad earnings systems, lack of research funding, political interference, and dangerous environments have pressured many Nigerian lecturers to are seeking opportunities overseas in step with a file through the Nigerian financial Summit organization (NESG, 2022), over 50% of Nigerian pupils with doctoral levels are presently based outside the united states. This lack of human capital has led to crucial team of workers shortages in key disciplines, particularly in medicinal drug, engineering, and generation. Many departments operate with fewer than the specified wide variety of educational body of workers, main to elevated workload, decreased studies productivity, and compromised coaching best. Adjunct and part-time academics are regularly used to fill gaps, but this method raises issues about continuity and educational rigor.

4. Governance and leadership Inefficiencies: powerful college governance is essential for institutional development and the achievement of instructional goals. unfortunately, many Nigerian universities are plagued with the aid of governance demanding situations stemming from politicized appointments, lack of transparency, constrained autonomy, and an over centralized administrative structure. The absence of participatory governance fashions limits the inclusion of crucial stakeholders—college students, academic group of workers, alumni, and employers—in decision-making strategies. Autocratic leadership patterns, bureaucratic inertia, and absence of performance monitoring create an surroundings proof against change. without visionary and accountable management, universities cannot respond efficiently to the dynamic needs of the twenty first- century understanding economic system.

6. Policy Inconsistencies and authorities Interference: frequent adjustments in government rules and the shortage of consistent implementation frameworks have caused instability inside the college machine every management introduces new educational agendas, regularly without good enough session with stakeholders or continuity from previous guidelines. for example, shifts in university admission methods, funding strategies, and accreditation timelines create confusion and avert long-time period making plans.

7. Industrial actions and Labour Unrest: Incessant strikes via educational and non-instructional unions, mainly the academic team of workers Union of Universities (ASUU), have grow to be a defining function of Nigeria’s public university device. these moves, frequently triggered via disputes over funding, salary agreements, operating conditions, and autonomy, have led to extended disruptions of academic calendars. Labour unrest no longer only influences the academic progression of students however additionally contributes to declining instructional requirements and public self assurance. Repeated strike movements discourage ability college students and researchers, disrupt research timelines, and harm Nigeria’s popularity in worldwide educational networks. The inability of presidency to honor previously signed agreements is a prime aspect maintaining this cycle of industrial battle.

8. Bad research and Innovation Output: Universities are anticipated to function facilities for innovation, studies, and the era of knowledge that addresses countrywide demanding situations. but, Nigerian universities contribute minimally to worldwide studies output. poor funding for studies, restricted get entry to to journals and databases, absence of studies infrastructure, and lack of incentives for innovation have stifled studies productiveness.

9. Mismatch among university training and exertions market wishes: there is a growing disconnect between the abilities imparted through Nigerian universities and the demands of the contemporary exertion’s marketplace. Graduates often lack realistic talents, entrepreneurial skills, digital literacy, and smooth talents consisting of communication and teamwork. This mismatch contributes to graduate unemployment, underemployment, and the perception that Nigerian ranges do no longer accurately prepare college students for the arena of labor.

The previous nature of many college curricula, the confined integration of vocational and technological training, and the absence of industry partnerships exacerbate this problem.

The position of management and policy in twenty first Century college control leadership and coverage formula are imperative to the a hit control and transformation of any university machine. inside the context of Nigeria’s twenty first-century demanding situations and aspirations, powerful management and sound coverage frameworks are essential in addressing structural dysfunctions, realigning institutional priorities, and using purpose attainment. Universities, being complicated agencies, require dynamic, inclusive, and visionary leadership—backed via coherent and steady regulations—to navigate the complexities of current better training.

Strategic leadership in university management

Strategic management refers back to the ability of college leaders to chart a clear vision, set lengthy-term dreams, and mobilize resources and stakeholders toward institutional excellence. In Nigeria, university administrators which includes vice chancellors, registrars, deans, and heads of departments play essential roles in figuring out the trajectory of institutional development. leadership effectiveness is closely tied to the potential to control instructional sources, foster innovation, make certain duty, and construct stakeholder consider. unfortunately, management appointments in Nigerian universities are frequently marred by way of politicization, favoritism, and local or ethnic considerations, which regularly bring about the selection of people without the requisite managerial acumen or dedication to institutional boom. the lack of professional improvement and management training for college directors further

compounds the venture. As Okojie (2013) notes, many college leaders are promoted based on academic qualifications instead of proven administrative competence.

To reap sustainable reforms, Nigerian universities must prioritize management development through advantage-primarily based appointments, leadership succession making plans, mentorship programs, and non-stop education in better schooling control. Leaders should also possess the braveness to undertake reforms in difficult instances, promote transparency, and adapt worldwide best practices to nearby contexts.

Participatory and distributed leadership

Cutting-edge modern college governance an increasing number of recognizes the cost of participatory or disbursed management fashions, where choice-making is decentralized and inclusive. This model encourages collaboration among various stakeholders, such as instructional and non-instructional workforce, college students, alumni, and industry companions. Such inclusion fosters a sense of ownership and responsibility throughout the institution.

In Nigeria, hierarchical and pinnacle-down management patterns have frequently brought about disenfranchisement, resistance to alternate, and administrative inefficiencies. Empowering schools, departments, and scholar unions to actively contribute to policy decisions, first-class guarantee, and useful resource management can enhance innovation and institutional responsiveness. Participatory governance additionally offers systems for feedback, improves inner verbal exchange, and facilitates in war decision .moreover, institutions with a lifestyle of shared governance have a tendency to illustrate more potent resilience all through periods of crisis.

Coverage Coherence and Implementation

policy serves as the backbone of institutional governance and machine-extensive coordination. in the Nigerian college machine, numerous rules were advanced through the years to deal with issues ranging from admissions, accreditation, staffing, curriculum development, funding, and exceptional warranty, but the main obstacle has been the distance between policy formula and effective implementation. For example, the national coverage on education (NPE) and suggestions set by way of the national Universities fee (NUC) articulate important priorities, such as autonomy, fine assurance, studies promoting, and get entry to equity. yet, universities frequently enjoy coverage reversals, delays in implementation, and a lack of compliance tracking. Fragmented oversight by using distinct groups and overlapping responsibilities in addition undermine coverage coherence. Ensuring effective coverage implementation requires several steps: (1) lively engagement of universities in policy method; (2) clean timelines and signs for implementation; (3) status quo of inner coverage implementation devices in each university; and (four) regular effect evaluation and feedback mechanisms. A coordinated countrywide higher education method with honestly articulated dreams and stakeholder alignment is essential for building accept as true with and consistency in the university system.

Institutional Autonomy and academic Freedom

Institutional autonomy and academic freedom are essential to effective university control and innovation. Autonomy refers to the capacity of universities to control themselves without undue external interference, specifically within the areas of governance, finance, academic programming, and staff recruitment. instructional freedom allows college contributors to educate, research, and post without censorship or political strain.

In Nigeria, institutional autonomy is regularly compromised by authorities intrusion in important college functions such as the appointment of governing councils, approval of courses, and disbursement of funds. at the same time as responsibility is important, immoderate manage stifles institutional creativity, delays selection-making, and breeds dependency.

Strengthening autonomy requires a balanced technique wherein universities are granted freedom to manage their affairs, coupled with clean accountability frameworks to make sure transparency, financial probity, and overall performance-primarily based opinions. The NUC, as a regulatory body, need to play a facilitative in place of a controlling role—supporting innovation whilst keeping first-rate requirements.

Leadership in battle control and industrial harmony

leadership also performs a crucial role in managing commercial family members and stopping disruptive conflicts within the college device. Nigerian universities are frequently plagued via hard work unrest, bobbing up from

unresolved grievances between management and unions consisting of ASUU, NASU, and SSANU. those disputes normally middle on problems including funding, salary arrears, advertising delays, and staff welfare. college leaders have to expand sturdy conflict decision mechanisms and promote open communicate channels with group of workers unions. believe-constructing, collective bargaining, and adherence to agreements are crucial equipment for retaining industrial concord. moreover, leaders ought to lobby for government guide in which systemic issues, which includes national salary structures, are beyond institutional control. effective warfare control complements stability and predictability in educational calendars, which in flip improves pupil learning results, studies timelines, and institutional popularity.

Leadership and Innovation in aid Mobilization

Given the persistent underfunding of Nigerian universities, leadership have to be proactive in exploring alternative assets of investment beyond government allocations. This consists of partnerships with industry, alumni engagement, commercialization of studies, endowment finances, worldwide offers, and philanthropic support. a success useful resource mobilization relies upon on the credibility, imaginative and prescient, and networking potential of university management. institutions such as the university of Ibadan and Covenant university have made strides in attracting research presents and organising linkages with international partners because of strategic management and institutional visibility.

A properly-articulated resource mobilization method, led by way of top management and supported by means of improvement places of work, can beautify economic sustainability and reduce over-reliance on public funding. Leaders should additionally make sure transparency in fund usage to keep donor confidence and institutional integrity. techniques for Reforming the Nigerian college gadget inside the 21st Century

Reforming the Nigerian university device is imperative if the u . s . a . is to achieve its developmental goals and continue to be aggressive in the global information economy. The complexity of the challenges confronting the system requires a multi-pronged, inclusive, and strategic method to reform. Such reforms have to be evidence-based totally, context-touchy, and aligned with countrywide desires and international pleasant practices. This phase outlines key techniques for overhauling and repositioning the Nigerian university machine for highest quality overall performance and intention attainment inside the twenty first century.

1. Revamping investment fashions: A essential reform priority is the status quo of a sustainable and diversified investment shape. The over-reliance on authorities subvention is unsustainable, particularly given competing country wide priorities and monetary volatility. Universities ought to adopt mixed funding models, incorporating:

- a. price-sharing mechanisms, together with affordable tuition charges with ok support for indigent college students thru scholarships and bursaries.
- b. Endowment funds sourced from alumni, philanthropists, and company bodies.
- c. Internally generated sales (IGR) from consultancy services, patents, business ventures, and partnerships.
- d. aggressive research presents from international agencies, NGOs, and donor companies.
- e. To supplement those efforts, the government have to prioritize ordinary disbursement of budget, growth the education region's percentage of the country wide finances, and make sure TET Fund interventions are benefit-based and impact-orientated. Transparency and accountability inside the use of finances also are essential to fostering accept as true with amongst stakeholders.

2. Curriculum Reforms and talents Alignment: there is a pressing want to overtake college curriculum to ensure relevance to contemporary realities, employability and national improvement wishes to this curriculum reviewed to meet the relevant wishes of the society.

- a. Often reviewed and aligned with countrywide development plans, technological tendencies, and labor market needs.
- b. Interdisciplinary and flexible, incorporating guides in entrepreneurship, digital literacy, environmental sustainability, and worldwide citizenship.
- c. Industry-driven, with robust input from employers, professional bodies, and alumni networks.

Incorporating practical components along with internships, cooperative schooling, simulations, and carrier-mastering will beautify graduate readiness for the arena of work. The national Universities fee (NUC) must implement periodic curriculum evaluation and sell final results-based totally schooling frameworks.

3. Improving exceptional warranty Mechanisms: first-rate assurance is essential to make certain that Nigerian universities meet globally typical academic requirements. whilst the NUC has instituted accreditation methods, much more needs to be done to institutionalize first-class in all aspects of university operations. Key techniques encompass:

- a. Establishing robust internal exceptional warranty units in each college to reveal coaching, gaining knowledge of, research, and scholar offerings.
- b. Promoting peer assessment mechanisms and benchmarking in opposition to pinnacle-acting universities domestically and across the world.
- c. Growing overall performance signs to assess institutional effectiveness in research output, graduate employability, and pupil pride.
- d. Enforcing student evaluation systems for publications and teachers to provide feedback and pressure educational improvement.
- e. Additionally, global accreditation and participation in global scores (e.g., instances better education, QS international college ratings) can serve as motivators for institutional best enhancement.

4. Virtual Transformation and ICT Integration: The twenty first century needs the combination of digital technologies into all sides of university administration, coaching, and studies. Nigerian universities ought to transition from conventional pedagogical methods to technology- enabled training. encouraged reforms encompass:

- a. Deployment of studying management systems (LMS) for blended and far off gaining knowledge of.
- b. funding in excessive-speed internet, digital libraries, virtual laboratories, and smart classrooms.
- c. training of instructional and non-instructional personnel in virtual literacy and e-pedagogy.
- d. Adoption of statistics analytics for institutional making plans, academic monitoring, and scholar assist offerings.
- e. Partnerships with tech businesses, EdTech innovators, and global institutions can boost up the digitalization of Nigerian universities and beautify coaching and studying consequences.

5. Strengthening Governance and management improvement: effective governance and leadership are critical to imposing reforms and achieving strategic goals. To this end, Nigerian universities ought to:

- a. Institutionalize advantage-based totally appointment strategies for fundamental officials and ensure that college governing councils are composed of people with integrity and relevant expertise.
- b. sell shared governance structures, taking into consideration the inclusion of instructional group of workers, students, alumni, and enterprise stakeholders in choice-making approaches.
- c. establish management development programs to build the potential of administrators in strategic management, battle decision, and innovation.
- d. The Federal Ministry of schooling and NUC can support this by organizing national management academies and exchange programs for college leaders.

6. Selling research, Innovation, and information switch: To turn out to be centers of excellence, Nigerian universities must recognition on research and innovation that address societal challenges. strategies to sell this consist of:

- a. presenting research presents at institutional, country wide, and international degrees.
- b. organising generation incubation centers and innovation hubs inside universities.
- c. Facilitating college-industry linkages to commercialize studies outcomes and stimulate entrepreneurship.
- d. Encouraging multidisciplinary and collaborative studies on troubles inclusive of public fitness, agriculture, weather change, and governance.
- e. Universities need to also expand clear research policies and incentives, which includes advertising standards based on studies productivity and effect.

7.Fostering Internationalization and worldwide Partnerships: Internationalization enhances the nice and visibility of college schooling. Nigerian universities can attain this by way of:

- a. Attracting international college students and faculty through trade packages and partnerships.
- b. taking part in global instructional networks, joint research tasks, and collaborative degrees.

- c. Signing Memoranda of knowledge (MoUs) with foreign universities to facilitate mobility, joint guides, and capacity constructing.
 - d. ensuring compliance with international educational requirements to beautify competitiveness and attract investment.
 - e. Language limitations, visa guidelines, and infrastructural obstacles ought to be addressed to create a conducive environment for international engagement.
8. Ensuring fairness and Inclusion: Equitable access to university training is critical for countrywide improvement. Reforms must make certain that ladies, individuals with disabilities, and college students from marginalized communities are not left behind. Key techniques encompass:
- a. imposing affirmative action guidelines and targeted scholarships.
 - b. building inclusive infrastructure, along with ramps, assistive technologies, and gender- pleasant hostels.
 - c. promoting anti-discrimination policies and campus safety tasks.
 - d. Universities have to additionally incorporate range education and inclusive practices in instructional and administrative functions to sell social cohesion and solidarity.
- 9 Institutionalizing monitoring and evaluation structures: Reforms have to be guided via continuous learning and edition. To this end, universities should establish tracking and assessment (M&E) gadgets to:
- a. music the implementation of strategic plans and rules.
 - b. collect records on performance signs and file to governing councils and regulatory our bodies.
 - c. conduct normal institutional audits and reviews for duty.
 - d. M&E frameworks have to be obvious, participatory, and aligned with country wide higher schooling benchmarks.

The vital for handling Nigeria Universities in the 21st Century

The imperatives for dealing with Nigeria Universities inside the twenty first century is driven through the desire to improve the fine of education to satisfy worldwide wellknown, this require addressing numerous challenges at the same time as adapting to global requirements and as well as nearby wishes. it's miles aimed toward improving great thereby making sure monetary balance, moreover, it makes a speciality of embracing generation so that you can produce graduates with relevant competencies on the way to suit or meet the needs and aspirations of the society. This advise that the point of interest is to expand abilities that may contribute to understanding based totally, developing economic system. inside the mild of this, the following are the imperatives for coping with the colleges in Nigeria within the 21st century.

Powerful financial management

University administrators stated as a count of that practice accountable and obvious financial control with the aid of construct by stakeholders for self-belief and ensure that fields are used for strategies for effective management of university for goal attainment in the 21st century.

1.Include current management ideas

put in force strategic making plans, organizing, route and optimization of sources to achieve pre-determined goals.

2. Foster innovation and technological integration university control have to combine digital era and e-getting to know to modernize academic shipping and control procedure

3. Sell entrepreneurship and realistic primarily based studying

increase programmes that foster entrepreneurship, community engagement, and a curriculum relevant to the wishes of the labour market.

4. Enhance leadership and control schooling

The college control needs to offer non-stop schooling and retraining for college administration to equip them with the skills to nearby in a dynamic environment.

5. Sell flexibility and accessibility

The university ought to provide flexible learning opportunities to increase get entry to education.

it is pertinent to state that by way of enforcing them techniques, Nigeria, university can overcome existing demanding situations and acquire their dreams of manufacturing talents graduate, fostering studies and contributing to sustainable countrywide improvement.

The Nigerian college machine stands at a crossroads within the 21st century—confronting profound structural, monetary, and academic challenges, but similarly complete of promise and potential. The effectiveness with which this gadget is controlled will appreciably impact the user's trajectory in schooling, socio-monetary development, technological advancement, and international relevance. Universities, as apex institutions of learning, research, and innovation, are crucial to state-building and the cultivation of a professional, enlightened, and moral citizenry. This position paper has examined the management of universities in Nigeria in 21st century, it's far affordable to kingdom that undertaking-based totally technique of coaching and provision of digital equipment is fundamental for powerful teaching and getting to know on this 21st century schooling. moreover, crucial questioning and hassle solving method ought to be largely necessary to fulfill the worldwide general. It has argued that for Nigerian universities to attain their foundational and current goals- along with human capital improvement, understanding production, innovation, and carrier to society- they have to undergo virtual transformation in all factors. From addressing the problems of college management. Underfunding, terrible governance, and brain drain to reforming previous curricula and embracing virtual technology, the want for powerful. management of the colleges for purpose attainment can't be overemphasized.

Recommendations

Based on the foregone discourse, the paper makes the following pointers:

1. Coaching and learning in Nigerian universities ought to evolve to reflect the demands of the twenty first-century expertise economy. This consists of: adopting student-centered pedagogies inclusive of trouble-based gaining knowledge of, flipped lecture rooms, and combined learning; integrating information and communicate technologies (ICTs) into route transport, checks, and administration; upgrading teaching infrastructure and laboratory centers; and non-stop training and retraining of academics on modern teaching methods and virtual tools.
2. University managements have to deepen autonomy and duty mechanisms of their structures. Universities must have the freedom to decide academic applications, recruit staff, manage price range, and establish partnerships. but, this autonomy should be tied to overall performance metrics, outside audits, and best guarantee benchmarks.
3. Governance in Nigerian universities need to be reformed to mirror the standards of transparency, meritocracy, duty, and inclusiveness.
4. To meet the instructional aspirations of Nigeria's growing population, the authorities must enlarge get right of entry to to college training via: status quo of new universities in underserved areas, in particular the North-East and North-West; help for open and distance mastering (ODL) models and digital universities; provision of scholarships and economic useful resource for disadvantaged college students; and development of inclusive guidelines and infrastructure for students with disabilities and minority groups.
5. To convert universities into expertise hubs, studies must be promoted as a core project. This requires: ok funding for instructional research and e-book; aggressive offers for interdisciplinary and carried out studies; incentives and promoting standards tied to analyze output and effect; advent of research clusters, innovation hubs, and incubation facilities; and reinforced collaboration with industries, authorities corporations, and international research our bodies.
6. University directors must foster more potent college-enterprise linkages with industries for improving relevance, employability, and innovation via: engaging employers in curriculum development and review; facilitating internships, commercial schooling, and mentorship packages for students; setting up profession facilities and alumni workplaces for task placement and entrepreneurship aid; and forming consortia with global universities for school change, joint research, and potential building.

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