

SECURITY MANAGEMENT PRACTICES IN THE 21ST CENTURY FOR IMPROVED UNIVERSITY ADMINISTRATION

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Abstract

The study investigated security management practices in the 21st century for improved university administration in Nigeria. Safety and security must be front of mind for university and college administrators. Protecting the wellbeing of students, staff, faculty, and guests is not only simply the right thing to do, but it also reduces risk and exposure for the institution itself. Institutions that worth respect and continual existence, place high value on the safety of her people and their property. This is applicable to every social organization or institution like University where security is attracting serious public attention. It is so in realization of the positive impacts security plays in school administration. University violence which occurs in many forms such as cultism, fighting, Abduction, usually leaves temporary or permanent marks on the perpetrators and schools setting. It disrupts/truncates the cherished programmes and projects of the citadel of learning and makes the actualization of vital goals for which it is being established very difficult. This insecurity situation poses a challenge to the University Administrators. Hence this paper looked at some of the security management practices in the University for improved University administration.

Keywords: University, security management, security management practices in the university.

Introduction

The word "university" is derived from the Latin phrase *universitas magistrorum et scholarium* meaning "community of teachers and scholars. The word "universitas"(Latin, "a whole") refers in general to "a number of persons associated into one body, a society, company, community, guild, corporation, etc. (Colish, 1997). According to Daramola, and Amos (2016) a university, first and foremost, is a place of learning that supports students to achieve professional knowledge, skills and understanding. However, there has been a paradigm shift in the concept and practice of university management and leadership pattern at the turn of this century. The University is one of the most complex organizations in our society, with very diverse human resources corresponding to the professional fields they are active in, its diverse culture and its involvement in the community life and its mission to train specialized human resources, necessary for the development of the society and for social renewal.

This organization is a balancing factor in society, an example of morality and impartiality in all the fields of contemporary life, which is continuously transforming and faces the attack of environmental positive and negative factors. For this reason, in order to maintain its status of unaltered organization of our society, all decision-making factors and civic bodies must get involved in protecting it.

With the dynamic security challenges of the 21st Century, the need for security professionals with expertise in all aspects of security management and operational administration are in high demand. University is a unique and well organized environment meant to encourage and promote research and other intellectual activities for the benefit of its attendants, host communities and the nation at large. According to Major and Oladunjoye (2016), University authorities have incumbent duty to protect lives and property by initiating mechanisms that would enhance the prevention, reduction, impact and control of risk factors associated emergencies to ensure that schools are safe for personnel to give their best in service delivery. Intellectual undertaking and other human activities that are progress oriented, that take place in higher Education Institutions require peaceful social climate.

Unfortunately, social climate in most Universities is not encouraging. Major and Epelle (2014) attested that educational institutions in Nigeria show characteristics that could best be described

as unsafe. They lamented the slow rate of response and inadequate preparedness in dealing with threats and controlling associated risks. Hence, security management is a crucial issue for higher education institutions nationally and internationally. Hamman-Turkur, Atsua and Nwachukwu (2014) studied on the impact of insurgency on lecturers, Administrators and students in Tertiary Institutions in Maiduguri indicated that it was unfavourable to them. The Newswatch News Paper noted that, the University System in Nigeria is ruined by students. It disclosed that lecturers and their families now live in perpetual fear. Under the cover of darkness, the gangs' torture, rape, kidnap, rob and maim anybody in the campus who crosses their paths. They cheat at examination and threaten lecturers (News watch, March, 1990:P.15).

Several attempts to investigate the effects of armed conflict on Education around the world showed devastating effects (UNICEF 2011, 2014). Lee, Chen and Kaur (2007) had earlier observed that school violence as a major concern for public health and safety, sense deleterious signal to the safety and welfare of individuals especially in developing Nations where security challenges have persisted. Hajek (2013) opined that safety is needed in the University where there are possibilities of unforeseen occurrences in form of crisis, strike, chaos, student riot, burglary, communal clashes etc.

Speaking on cost of cult activities in Nigeria, University of Port as a case study, Tamuno sighted in Udeorah (2006) outlined the following: Outright destruction of life, utter closure and expulsion of students from the campus, raping of female students and unfriendly environment for intellectual development. However, security management is vital in the administration of the University in order to promote the safety of human and material values in the University. The task of preserving human and material resources by University Administrators is not an easy one considering the fact that security is a complex and sensitive issue. In this regard, the paper advocates the following; Conceptual review of security, security management, security management practices in the university, and impediments to security management in university education and administration in the 21st century.

Conceptual review.

Security

The concept of security defies a single definition as it encompasses many aspects of life such as social, physical, spiritual and psychological. In other words, security as a concept admits a lot of interpretations and relates to a number of other concepts e.g. national, International, personal/human. According to Collins English Dictionary, security refers to all the measures that are taken to protect a place or to ensure that only people with permission enter it or leave it. To Tadjbakhish (2005) human security deals with the capacity to identify threat, to avoid them when possible and mitigate their effects when they occur. As stated by Wikipedia, it is freedom from or resilience against potential harm from external forces. Indeed, the beneficiaries of security may be persons, social groups, objects and institutions, ecosystems and any other entity or phenomenon, vulnerable to unwanted change in its environment, the source* maintained. This means that security is as important as its management in the University recognizing the fact that most Universities have turned into jungle and terror ground due to incessant cult activities and other related security threats. However, before we consider the importance of security management in the University, let us look at its meaning.

Meaning of Security Management:

Longman Dictionary of Contemporary English defined security management as the activities of controlling and organizing the work that a company or organization does. Contextually, it is the process of procuring and maximizing the use of available human and material resources in the University in order to achieve its stated ends Hornstein, (2015) security Management involves proper utilization of human and material resources to protect the assets of an organization or persons. It is the deliberate effort to avoid or reduce risks situation to the barest degree of occurrence. Tian (2017) stated that security management relates to the physical safety of buildings, people and products, as well as information, network and telecommunications systems protection. Moore (2017) security management is the identification of an organization's assets (including people, buildings, machines, systems and information assets), followed by the development, documentation, and implementation of policies and procedures for protecting these assets. Security management therefore, means to control/manage an environment to ensure

freedom from occasion of harm/danger on material/human values. It implies rational attempts intended to reduce or eradicate condition of insecurity that may lead to malfunctioning of a particular environment. Security management is a management field that focuses on the safety of assets (resources) in the organization that is both physical safety and digital safety. "It is related to risk management and aim at creating through various methods, procedures, guidelines and standard, a permanent secured solution to such conditions that will help prevent or reduce identified risk. Tolupe, Iloka and Chukwu, (2016) disclosed that risk assessment is a careful process of examining a workplace with the major aim of identifying those things, situations, processes, activities etc that may cause harm particularly to people. In other words, it is the process of removing or reducing level of insecurity by instilling control measures. They listed the process of risk assessment as: identification of risk, analysis/evaluation of risk and control of risk.

In summary, security management is the identification of an organizations asset including people, buildings, machines etc followed by the development, documentation and implementation of policies and procedures for protecting those assets (<https://en.m.wikipedia.org/wiki/security>).

RELEVANCE OF SECURITY MANAGEMENT IN THE UNIVERSITY:

Security management in the Higher Institutions at large is rapidly becoming a priority. This is because security threats have of recent become complex and sophisticated in the society. Physical security main objective is to protect the assets and facilities of an organization (wikipedia). As a matter of fact, its foremost responsibility is to safeguard employees since they are the most important assets of an establishment. Following this perception, the safety of staff and students is the priority of University Security Management. This places the safety of University infrastructures and facilities in the second place value rather than considering it of less important. This perhaps, was informed by the fact that it is human being that manages the materials resources hence they are meant for human and not in the contrary.

In specific terms, an effective University management (Mohamad, B., Nguyen, B., Melewar, T. C., & Gambetti, R. 2018). is pertinent for the following reasons;

- It provides conducive teaching and learning environment where social and physical harm are highly minimized.
- It guarantees uninterrupted academic calendar for regular graduation and production of sound qualitative graduates.
- It ensures a peaceful and stable environment that promotes profitable research activities for the development of individuals, institution and nation in general.
- It allows for optimal functioning of human and material resources as distortion resulting from harm on material and human or theft in the Institution is effectively taken care of.

Security Management Practices in the University:

There are various strategies to ensure security of University assets. Physical security measures which consist of a broad spectrum of methods can deter potential intruders from having access to organization's environment. In other words, it protects the assets of an organization against theft, vandalism, natural disaster, sabotage and other malicious acts. Danny Thakkar enumerated some physical security practices taken against potential threats in an establishment. They include:

1. Fence Walls, with razor wires that poses boldy harm to intruders,
2. Locks; that allow only persons with a key:
3. Protective barriers to detect force entry
4. Security lighting that renders visibility for guards that add human intelligence to other physical security measures.
5. Sensors that record track, detector for firefighting etc

The above facts collaborate, with Juvonen (2001) that Administrators should implement programmes designed to curb school violence such as physical surveillance including weapon deterrence and presence of security guard in the campus. University all over the world faces handful of security challenges hence Nigerian Universities are not an exception. The changing security of its environment places legitimate demand on their administrators to adopt flexible security measures to help reduce incidence of insecurity in the Universities. Sequel to the above facts, the question to address here is therefore, what are some of the practices University management team do or avoid, to secure University assets for improved University administration?

A Vice-Chancellor's job involves both management and leadership, but the latter is more important than the former. A Vice-Chancellor (VC) does not successfully run a university primarily by crunching the numbers, redrawing organizational charts or applying the latest business school concepts and techniques. The key function of a Vice-Chancellor is to lead the university (Bain, 2004) to harness the social forces within it, to shape and guide its values, to build a management team, and to inspire it and others working in the university to take initiatives around a shared vision and a strategy to implement it. In short, a Vice-Chancellor should be an enabler rather than a controller. In the same vein, Udeorah (2006) and Ojukwu (2010) viewd that Vice Chancellors of Universities in order to avert insecurity in the Universities for smooth running of the system should put in place among others the following security measures;

- i. Deployment of highly intelligent retired security officers; they serve as University Chief Security Officers. As Udeorah (2006) reasoned, Chief Security Officers must be knowledgeable in student's psychology to function properly. With their crop of experience in the course of service to the nation, they can effectively detect crime and handle it well. Influencing the establishment of police post near, the University. This will ensure intervention when and where ever there is a crisis or riot in the University to avoid its escalation and extended damage.
- ii. Establishment of volunteered students security/Man O' War in the campus and ensure they work in synergy with school security employees and government security agencies in what is referred to as security linkages. With this they ensure joint patrol for crime detection and prevention. This approach agrees with Ojukwu (2010) that the combating of secret cult requires collective efforts of all stakeholders to ensure that it is minimized or eradicated.
- iii. Punishment of crime peddlers in the university: According to Atim (2016), Rules, schools policies and regulations that directly target violence are enforce in schools across the nation and a single violation results to violence. Any student suspected and arrested for cultism, stands suspended until the person gets clearance from the police and State Security Services. All suspected cultists and their associates are barred from participating in all categories of Students Union Elections. Any student arrested and confirmed to be a cultist should be summarily dismissed.

These agree with Juvonen (2001) emphasis that school should design security policy to punish those that perpetrate violence in school. Security policies are the top tier of formalized security documents. These high-level documents offer a general statement about the organization's assets and what level of protection they should have. Well-written policies should spell out who's responsible for security, what needs to be protected, and what is an acceptable level of risk. They are much like a strategic plan because they outline what should be done but don't specifically dictate how to accomplish the stated goals. Juvonen (2001) further emphasis the following design policy to punish those that execute violence in school.

Establishment of Check Point:

It is a common practice among Vice Chancellors to establish check points usually at the University main entrance and exit gates. With the aid of detector, visitors are checked to detect possession of dangerous weapon (<http://www.mu.edu.ng>). Unfortunately, students and staff even visitors on foot are not usually checked for similar purpose.

Issuance of Identification Cards to Staff and Students

This is highly endorsed as security threats to campuses are either from internal or external source. With this, those with no genuine business with the school can be spotted out and treated accordingly. In addition to this, comprehensive data base of members of the University Community should be accessible to the security agencies for easy monitoring and locating of staff and students. This will help to identify and arrest easily crime peddlers in the University when there is crime in the University.

Organization of regular orientation and reorientation programmes for staff and students.

First year students are usually given some days orientation to acquaint them with the approved culture of the University. Also, Students' Week is observed by the University management. During such occasion, some Vice Chancellors organize seminars through the Dean of Student Affairs during which moments; some security related issues will be communicated to the students in the interest of all. And for the staff, some are given opportunities to attend University sponsored workshops on security and other related issue to ensure the growth and development of the University. However, the staff does not benefit at large in this case and this is a problem, the University Management must device means of solving. The issue of proper orientation borders on the need for effective communication between management, staff and students. This

is mainly because misinformation is a tool of recruitment drive for cult membership especially among students; it also leads to campus unrest such as staff/students riots.

Sensitive to the safety concerns of the staff and students; some vice chancellors are proactive in communicating their employers, the constitutional demands of staff and students in the Universities and reporting back to them through appropriate channels-Heads of departments, Deans, Congregations meeting etc. This is necessary to avoid communication gap that may distort social harmony in the University. There are other security management practices employed by the University management such as, installation of close circuit Television view at strategic places to monitor people for onward actions, ensuring cordial relationship between university host communities and the University through awarding of honours and showing sense of recognition to some personalities in their host communities during convocation and matriculation ceremonies of the University.

Impediments to Security Management in Higher Education Institutions (University).

The efforts of government and individuals to ensure effective security in the University Campuses in particular have been hindered by some factors. Some of the obstacles that stand on their ways towards the realization and sustenance of such laudable goals include the following:

Poor Funding:

Inadequate funding of the University by the government is strongly linked with the decaying infrastructure and inadequate security facilities in the University. Often time, non-payment of staff salaries/allowances or long delay in the payment of their salaries as product of poor funding constitute serious fertile ground for insecurity in the University. The University required enough fund to experience effective security management. She needs fund to procure, install and maintain quality security equipment and attend to other security related matters. Unfortunately, this has not been realistic. To this effect, Anuna, and Ukpabia (2007) Lamented that inadequate funding has been the bane of higher Education Institutions in Nigeria coupled with explosion in enrollment and aging infrastructural facilities. Also, Odekunle (2001) posited that Universities have been grossly underfunded.

Inadequate Infrastructure and Facilities:

University needs enough quality and quantity of infrastructure and facilities to function optimally. Regrettably, the provision of these necessities is a function of fund which has already stated is lacking in the Universities. The result of this situation includes: Shortage of security personnel and facilities, inadequate accommodation and lecture halls and seats. In short, lacks of basic facilities which expose both staff and students to danger often trigger heated protests when it is not addressed by management for lack of finance. Cult groups also hide under such situation to ferment trouble in the Campuses. As Odeorah (2006) acknowledged, sociologists have identified the decaying University environment as one of the reasons for the continuous relevance of devilish cults. Infrastructures are neither being rehabilitated nor expanded to the frustration of some University members who will hastily take to arms to call management to order.

Lack of training and education:

Most of the security Personnel in the University Campuses are either not trained or ill trained. They lack necessary security skills and intelligence to ensure effective security management. The management team perhaps, has no option in deploying such caliber of people to serve their security need given the decried shortage of fund in their disposition. This approach is more dangerous than it is costly Bachmann, (2017) the attendant problem of poor training and education of the security personnel is poor security consciousness among the larger members of the University Community. Staff and students education on security issues is vital because to avert danger in the campuses, requires collective efforts, however, such efforts can be pulled together if people are well informed about the situation in the campuses. Those eschewed from sound and adequate pieces of information on an issue are threat to peace and order in the Community. They are likely to act contrary to approved guidelines or not to act at all and constitute problem to conformity. On this note, University population should be exposed to security training and education through workshops, seminars and regular orientation programmes to be active in campus security management. Stressing on the need for training in security management, Pearson (2019) asserted that the best security policies are ineffectual if users do not understand their roles and responsibilities. Training, he concluded is the only way for users to understand their responsibilities.

Failure to Punish Crime Perpetrators:

It is necessary to discipline staff and students proven to have constituted source of threat to University Peace and Harmony. This will serve as deterrent to others who may wish to engage on similar acts that are detrimental to the Security of the University. The University management nefarious attitude of protecting some members of University known to be dubious, destructive and in all criminally minded is a way of encouraging Campus insecurity. Nzimiro (1999) disclosed that some Universities Vice Chancellors hob with cultists and use some of them as personal aids and secret security agents. Others give material pecuniary incentives to their favoured cult groups. This indeed is counter productive and demonstration of unrefined attitude of administrators and must stop.

Conclusion

Security is a fundamental and necessary condition for the attainment of institutional goals and must not be compromised. To ignore the need for security management in the University, will terribly cripple meaningful activities of the institution. Security management at anywhere and all time requires continuous efforts and at no point of time it can be deemed perfect. There may be chances of unpredicted events that pose as security threats, taking place in the University. Therefore, University Administrators' continued development and utilization of more appropriate and adequate security management mechanisms is very central to ensure drastic risks reduction within the University Campuses. However, a balance security approach rooted in collaborative energies among efficient University stakeholders who see the Institution as incubator of quality citizens is lacking. This makes the realization of an environment, characterized by high degree of violence reduction where quality teaching and learning and Research flow uninterrupted, a difficult task.

Suggestions:

University management has not been able to effectively check the upsurge of cultism and other social evils within its University environment due to mainly endemic problem of underfunding of University Education. This makes some Universities in Nigeria though centres of knowledge in principles develop into environment of violence, barbarism, rape and other forms of crudity.

Therefore, to redeem the good image of the University through effective security management, the following measures should be observed;

- i. Government should allocate enough funds to University to enable her recruit capable security personnel and regularly train them; procure and maintain modern and functional security gadgets/equipment; give proper and regular orientation on security issue to members of the University Community.
- ii. Government should make readily available to the University basic necessities as it affects staff and students welfare.
- iii. Vice Chancellors of Universities formation of standing security committee in the senate with the participation of every department in the University through their representatives.
- iv. Vice Chancellors should institutionalize effective communication channels through improved congregation meetings and encouragement of use of suggestion box mechanism for members of the University to freely express their views and get timely feedback.
- v. The University management should endeavour to carry out periodic security threat assessment to ascertain the level of insecurity, its possible causes in the campuses and strive to minimize/eradicate the existence of such factors.

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