



Influence of Alumni Association on the Management of Public Universities in the North Central States of Nigeria

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ABSTRACT

This study investigated the influence of alumni associations on the management of public universities in the North Central States of Nigeria. One research question and one hypothesis guided the study. The study determined how contributions made by alumni associations in the areas of funding, human resource management, infrastructural facilities, instructional facilities, discipline, politics and quality control influenced the management of public universities in the area of study. The population of study comprised 12,426 academic and senior administrative staff and 1243 (10%) was used as sample for the study. The instruments for data collection were a structured questionnaire and titled Influence of Alumni Association on the Management of Public Universities (IAAMPUQ) with a modified four point Likert style; and interview schedule. These instruments were validated by experts and the reliability test yielded an alfa coefficient result of 0.69. Mean and standard deviation were used to measure the research questions while simple multiple regression was used to test the hypotheses at 0.05 level of significance. The result showed no significant difference in the mean ratings of the opinions of academic and senior administrative staff in federal and state universities. Findings revealed no significant influence of alumni contributions on the management of universities in the North Central States; specifically, in the areas of funding, infrastructural facilities, discipline, politics and quality control. However, there was a significant influence of alumni contributions in the areas of human resource management and instructional facilities. Based on the findings the researcher recommended that managements of universities in the North Central States should make deliberate efforts to coordinate alumni activities for more purposeful support from the associations since it has become obvious that government alone cannot cope with the challenges of providing and facilitating university education.

Keywords: Alumni Association, public universities, infrastructural facilities, human resource management

INTRODUCTION

All over the world, education is regarded as the bedrock for the economic, political, and technological advancement of a nation. This is why it is often emphasised that no nation can rise above its educational system. Higher education, particularly, university education is being demanded all over the world owing to the fact that economic and social activities are increasingly driven by the advancement and application of knowledge being provided by education. In this present world of technological age, a fundamental function of formal education is to produce a knowledge based work-force for national development. In other words, there is no doubt that in a world characterised by globalisation, information and knowledge society, countries need a critical mass of people with solid higher education.

Previous experience shows that providing university education requires a huge capital investment. Adequate funding is needed to provide the needs of universities; adequate human resources are needed for the teaching, learning and research activities; infrastructure and instructional facilities play significant

roles in effective teaching. Without a discipline it is impossible to run universities. Unrest by students and strike by university workers have many times distorted academic calendars. Politics and politicking as a result of different interests plays important roles in university management. Quality control measures are equally important in ensuring that universities attain the goals for which they were established. Alumni Associations as an interest group have a representation in the governing council of universities. Therefore, the body is able to make contribution to institutions as well as influence decisions that affect the management of universities.

Purpose of the Study

The concern of this study is to ascertain whether in partnership with government, Alumni Associations contribute in the effective management of universities through provision of finances, infrastructural facilities, instructional materials, provision of human resource, and maintenance of discipline, quality control and politics. It has however, been observed that different scholars and the general public perceive the influence of Alumni Associations differently.

Research Question

How has Alumni Associations' contribution of funds, human resources, infrastructural facilities, instructional facilities, discipline, politics and quality control influenced management of universities in the North central States of Nigeria?

Hypothesis

There is no significant difference in the mean ratings of the opinions of academic and senior administrative staff over Alumni Associations' contributions of funds, human resources, infrastructural facilities, instructional facilities, discipline, politics and quality control influence on the management of public universities in the North central States of Nigeria.

REVIEW OF LITERATURE

Concept of Alumni Associations

There are quite a number of definitions attributed to what alumni associations mean. One thing is clear though, that it has to do with former students of institutions. Wikipedia (2008) defines Alumni Associations (or Alumni) as organizations reuniting former students of a college or university which can be found at many educational institutions around the world. The basic philosophy behind an "Alumni Association" is the development of a network for mutual support. In other words, Alumni associations are associations of former students. These associations often organize social events and raise funds, for the organization. Many provide a variety of benefits and services that help the Alumni Association maintain connections with their educational institutions and fellow graduates. Supporting this, Imoke (2011) states that the alumni represent a significant and vocal constituency in the university community. Individuals who actively participate in the alumni association are openly exhibiting the ethereal affiliation between themselves and the institution that moulded them. They are a strong and powerful voice which could exert a considerable amount of influence on the policy direction of education reforms.

It can therefore be deduced from all the definitions above that interest groups such as alumni associations are associations formed to protect certain interests. These associations are out to influence government policies to the advantage of their members. In actual fact they provide opportunities for expressing opinions and desire for change. And they also exist to further the interest of those who make decisions. Interest groups may be political, economic, religious, educational, social, or cultural, (Ogbonnaya, 2009). Alumni associations are generally associated with educational institutions, but today, there also exist Corporate Alumni Associations. Olaniyi (2001) in Thomas (2004) presents four general features of interest groups which are summarised as follows:

- They are formed by those who seek to promote a particular interest which may be prohibitive or promotional in nature. Alumni Associations are usually set to promote the interest of their alma mater.
- Interest groups have restricted membership. Membership of AAs are restricted to ex-students of particular institutions

- Interest groups are usually financed by their members since they need to carry out most of their needs. Registration, fees, dues, and emergency funds are ways of financing their activities. These are applicable to AAs means of financing their activities.
- They seek to affects major legislations or policies. AAs influence policies in universities by their representative position in University Governing Council.

According to Jumpa (2003) and Lorenzen (2010), generally the Alumni Associations of schools seek to among others

- i. maintain the ethical and moral standards of its alma-mater
- ii. invest in the educational progress of their alma-mater through provision of infrastructure, facilities and instructional materials.
- iii. participate in meaningful ventures that will positively contribute towards national development
- iv. develop and maintain business contact and also create job opportunities for members.

Concept of University Education

This study is on the management of universities in North Central Nigeria. It therefore becomes relevant to answer the question; why university education? What is its relevance? According to the National Policy on Education (2004) in Ayeni (2007), higher education is expected to among others:

- I. contribute to national development through high level relevant manpower training
- II. develop and inculcate proper values for the survival of the individual and society;
- III. develop the intellectual capability of individuals to understand and appreciate their local and external environments; and
- IV. acquire both physical and intellectual skills which will enable individuals to be self-reliant and useful members of the society

Besides, Ibukun (1997) in Ajayi and Haastrope (2008), also posits that the main purpose and relevance of university education in Nigeria is the provision of much needed manpower to accelerate the socio-economic development of the nation. Such specialised education at the higher level is regarded as an instrument of social change and economic development.

Alumni Associations and Management of Universities

Oweh (2013) sums this by proffering that there is need therefore, for all levels of government to forge partnership across the public and private sectors in the provision, management and financing of education in order to meet the challenges of Education for All (EFA). Such partnership, Oweh says, is relevant to all the different tiers of government across every sub-sector.

Imoke (2011, p3) stated the following on the role of alumni in university management:

The alumni are critical stakeholders in this whole process. Your support is critical to the conceptualization as well as effective implementation of educational reforms. The alumni represent a significant and vocal constituency in the university community. Individuals who actively participate in the alumni association are openly exhibiting the ethereal affiliation between themselves and the institution that moulded them. They are a strong and powerful voice which could exert a considerable amount of influence on the policy direction of education reforms. As an alumnus, your involvement in this association is an overt expression of concern and regard for the future of the institutions and its survival. I urge you to ponder how and where you as an individual or collectively as an alumni association can facilitate or intervene to ensure development and progress in the education sector.

It may be summarised that the relationship between alumni association and that of universities in the North Central States is that of stakeholders' collaboration. These collaborations may trust-based or contractual based in terms of relationship. Trust based relationships are emotional and centred on beliefs and hope that each partner will perform their roles. While contract based collaborations are legally controlled with all the agreements clearly spelt out. In these two joint-collaborations or joint ventures may occur where both parties are involved in developing and implementing programmes that would benefit universities. This action is possible when both parties share common interest which results into complementally actions.

Alumni Associations and Funding

Funds are necessary for the acquisition and maintenance of both human and material resources in education. It is on this basis that Adesina (1981) in Ogbonnaya (2012), states that: the cost of goods and services embedded in the school system is a sufficient justification for the emphasis commonly placed on school finances. The magnitude of the number of employees, the buildings, equipment and supplies used in the universities explains the need for huge financing. In actual fact, education, especially university education puts a lot of pressure on a nation's purse even though it contributes enormously to it. Financing university education in Nigeria today is a crucial national problem. According to Anweila, Arnove and Bowen (2013), the political, social and economic factors, which are currently having significant impact on the world economy, have necessitated the need to diversify the sources of funding university education, mainly because reliance on only one source of revenue can inhibit educational growth thus the essence of Alumni Associations involvement in university management.

Alumni Associations and Human Resource Management

National Policy on Education (NPF, 2005), sees education as the greatest investment a nation can make and an instrument per excellence for quick and effective national development in the economic, political and human resource (Omosidi, 2000; Bukar & Buba, 2006 in Gidado 2010). Education moves a society forward and makes possible continuity and civilization from one generation to another. As a matter of fact, in modern day, the quality and quantity of a country's educational institutions determines its level of development. However, according to Gidado (2010), the present situation in Nigeria has shown that the educational system, especially that of the university, is still far from achieving these goals. Gidado added that this issue needs to be properly addressed, especially now that Nigeria is striving to be among the top twenty world economies by the year 2020. It is against this background that Ayanda and Sani (2011), state that how well universities perform their mission and accomplishes their vision and goals of effective service delivery is of paramount concern. Improving administrative capacity and especially, those aspects dealing with human resource offers the most challenge for improving the effectiveness of the Nigerian University System.

Alumni Associations and Infrastructural Facilities

Infrastructure is the basic physical and organizational structure needed for the operation of a society or enterprise, or the services and facilities necessary for an economy to function. According to Akpan (2005), infrastructure can be generally defined as the set of interconnected structural elements that provide a framework supporting an entire structure of development. It is an important term for judging a country or region's development. Infrastructure typically refers to the technical structures that support a society, such as roads, bridges, water supply, sewers, electrical grids, telecommunications, and so forth, and can be defined as "the physical components of interrelated systems providing commodities and services essential to enable, sustain, or enhance societal living conditions."

Alumni Associations and Instructional Facilities

Instructional Materials are educational resources used to improve students' knowledge, abilities, and skills, and to monitor their assimilation of information delivered. These are aides or devices that assist an instructor in the teaching-learning process. Instructional aides are not self-supporting; they are supplementary training. Akpakwu (2008), clearly emphasized the importance of instructional materials in a school setting by stating that teaching and learning cannot take place in a vacuum. Akpakwu reiterates that it is very necessary for educational managers to ensure the provision of enough classrooms, laboratories, Libraries, workshops, important textbooks for both staff and students. Other materials needed are chalkboards, exercise books, biros and other essential instructional materials to enhance or facilitate teaching and learning. Supporting Akpakwu, Arogundade (2011), opines that without instructional materials, the overall educational objectives of the school, and by implication, the universities can hardly be achieved. This is where the active role of the Alumni Association is clearly needed, in terms of the provision of instructional materials so as to save the decay in the university systems.

Alumni Associations and Discipline

Discipline is a major component of education because if the teacher does not maintain discipline in the classroom, then teaching and learning process cannot take place. Discipline is not about punishing students when they do something wrong but helping them to know the difference between right and wrong. It may also be seen as perseverance, restraint, endurance, thinking before acting, finishing what you started doing and much more. Peters (1970), as cited by Gbenda (2008), proffers that the aim of any educational system whether traditional, non-formal or formal is to impact worthwhile knowledge for social order and development. Worthwhile knowledge, irrespective of whenever way it is impacted, is what individuals' desire for improvement. This is why discipline is a very important aspect of human resource management. Discipline in a school is brought about by a number of factors including the community in which the school is situated, government policies, quality of staff, and the way the students are administered as well as the physical facilities of the school.

Alumni Associations and Politics

Another element of politics is interest. Politics is a kind of game play that involves activities which people enter into to pursue groups, personal or selfish interest(s).

Alumni Associations are like interest/pressure groups. The persistence or survival of any political system depends on the information or supports it gets from the citizenry. This support is provided by some people with common interest or ideology in the system that forms themselves into groups. According to Ogbonnaya (2009), groups are formed to advance specific demands and may, disappear as soon as their demands are achieved. An interest group is an organized body of individuals that consciously come together to agitate, defend or articulate some kind of interests common to them in the system. For example, some people come together in government, military, school, business, or even in religious organizations to agitate for or against whenever they feel their existence or interest is being threatened or not adequately catered for.

Agitations expressed by interest groups are not of much use if they are not articulated or transformed into concrete policy alternatives suitable for rational decision making. Interest articulation is the method or process by which pressure groups press their demands (Ogbonnaya, 2012). Such pressures are normally geared towards influencing public policies in their own favour or in direction that would benefit them. This art of interest articulation is a sine qua non in any political system. The advantage of allowing interests or opinions to be articulated cannot be over-emphasized. Allowing articulation of opinion or interest in any political system shows how democratic the system is. When individual or groups are permitted to air the views or opinions, however bad, the necessary vent is given to potently prevent or discourage clandestine activities. Conversely, bottled-up feelings that are not expressed in groups could lead to dissatisfaction and consequently to the eruption of violence in the society.

Alumni Associations and Quality Control

The World Bank (2004), proffers that higher education is fundamental to all developing countries if they are to prosper in a world economy where knowledge has become a vital area of advantage. It is on this basis that Asiyai (2013), states that the quality of knowledge which is generated in institutions of higher learning is critical to national competitiveness. It is only quality education that can sharpen the minds of the individual and help transform the society economically, socially and politically. Countries can achieve sustainable development by improving through training in higher level, the skills of their human capitals. From a global perspective, higher level manpower training has been recognized as a primary tool for national development. Such high level educational provision enables the citizens to acquire skills and techniques which are ploughed into human productivity, creativity, competence, initiative, innovation and inventiveness.

METHODOLOGY

The study adopted the descriptive survey design and it concentrated on public universities in the north central states of Nigeria. The population of study comprised 12,426 academic and senior administrative staff and 1243 (10%) was used as sample for the study. The instruments for data collection were a structured questionnaire and titled Influence of Alumni Association on the Management of Public

Universities (IAAMPUQ) with a modified four point Likert style; and interview schedule. These instruments were validated by experts and the reliability test yielded an alfa co-efficient result of 0.69. Mean and standard deviation were used to measure the research questions while simple multiple regression was used to test the hypotheses at 0.05 level of significance.

ANALYSIS AND INTERPRETATION OF RESEARCH RESULTS

Table 1: The Mean Scores and Standard Deviation of Influence of the Contributions of Alumni Associations on the Management of Universities

S/no	Items	Fed. Un.			State Un.			Total		Decision
		N	\bar{x}	Std.	N	\bar{x}	Std.	\bar{x}	Std.	
1	Influence of Alumni Associations' contributions to funding on planning in universities	835	1.95	1.01	408	2.48	0.97	2.22	1.00	D
2	Influence of Alumni Associations' provision of human resource influence execution of duties in universities.	835	2.41	1.20	408	2.67	1.25	2.54	1.06	A
3	Influence of Alumni Associations' provision of infrastructural facilities influence management of universities	835	2.24	1.11	408	2.15	1.12	2.20	1.11	D
4	Influence of Alumni Associations' provision of instructional materials on both staff and students in universities	835	2.95	0.12	408	3.07	1.18	3.01	1.13	A
5	Influence of Alumni associations' contribution to maintenance of discipline influence students' conduct in universities.	835	2.17	1.11	408	2.28	1.11	2.23	1.11	D
6	Influence of Alumni Associations' involvement in politics influence staff and management relationship in universities.	835	1.90	1.11	408	2.10	1.19	2.00	1.15	D
7	The influence of Alumni Associations' contribution on quality assurance influence management of universities.	835	2.39	1.11	408	2.44	1.11	2.32	1.11	D
	Cluster	835	2.16	0.97	408	2.35	1.14	2.27	1.15	D

Source: Researcher's Field Survey Result (2016)

The data on Table 1a shows the responses of the staff used in the study and comparison of mean and standard deviation in relation to influence of the contributions of Alumni associations on the management of universities in the North Central states of Nigeria. This analyses reveals that variables 1-7 had mean scores and standard deviation of 2.22 (std. 1.00), 2.40 (std. 1.06), 2.20 (std. 1.11), 3.01 (std. 1.13), 2.23 (std. 1.11), 2.00 (std. 1.15) and 2.02 (std. 1.11) respectively; with a cluster mean and standard deviation of 2.36 (std 1.15). This result implies that the contributions of Alumni associations in the areas of funding, infrastructural facilities, maintenance of discipline, politics and quality assurance had influence on the management of Federal and State Universities in the North Central States of Nigeria. However, results showed that alumni associations' contributions had more influence in the areas of human resources and instructional facilities.

Table: 1b: Interview Schedule on the contribution of Alumni Associations in the area of funding in Federal and State Universities

Themes	Number	Percent. (%)
Funds from Tetfund	15	15.0
Provision of infrastructure	10	10.0
Quality control/assurance	10	10.0
Lectures on Discipline	10	10.0
Human resources	25	25.0
Instructional Facilities	35	20.0
Involvement in politics	05	05.0
Total	100	100.0

Data collected from interview schedule however, revealed more on the contributions of alumni associations in all the variables the study. The data revealed 15(15%) of the interviewees said other forms of funding support by aluminate is through influenced for the release of funds from Tetfund and some oil companies for their alma-mater. 10(10%) of interviewees posited that though the associations had not constructed major educational infrastructures, they had among others built bus-stop shelters, provided rest rooms, relaxation huts and renovated some structures. 10(10%) opined that alumni associations' had not put in place adequate measures to influenced quality university education. Findings from 10(10%) of the respondents showed that in the area of discipline, some universities aluminate organise Alumni Lectures where the focus was on mentoring students and fundraising. 5(5%) opined that by virtue of alumni associations being represented in council, they are able to influence a number of management decisions. 35 (35%) however, opined that aluminate had made more contributions in providing instructional materials like books, ICT facilities, laboratory equipment, among others. The interview results corroborated the above findings that aluminate had made more contributions in the areas of human resource management and provision of instructional facilities and these had influenced management of universities in the North Central States of Nigeria.

There is no significant difference in the mean ratings of the opinions of academic and senior administrative staff of federal and state universities on influence of Alumni associations' contributions in management of universities in the North Central States of Nigeria

Table 2: Model summary of multiple Regression Analysis on Alumni Associations' Contributions on the Management of Federal and State Universities in the North Central states of Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1 Alumni Contribution	.153 ^a	.023	.022	.493
2 Funds	.173 ^b	.030	.028	.492
3 Human Resources	.189 ^c	.036	.033	.490
4 infrastructural facilities	.210 ^d	.044	.041	.488
5 instructional Materials	.222 ^e	.049	.045	.487
6 Maintenance of Discipline	.229 ^f	.052	.047	.487
7 University Politics	.229 ^g	.052	.046	.487
8 Quality Assurance	.234 ^h	.055	.048	.487

The results of the analysis on table 2 showed that the correlation coefficient(R) is positive with the values of 0.153, 0.173, 0.189, 0.210, 0.222, 0.229, 0.229 and 0.234 showing that management of universities improves along with increase in Alumni contributions and this influences management of universities, favourably. The model summary also revealed the coefficient of multiple determination (R^2) Square of .023, .030, .036, .044, .049, .052, .052 and .055. The coefficient of determination is the proportion of the variance of the dependent variable (Management of Universities) that can be explained by the relative variation in the independent variables (provision of funds, human resources, provision of infrastructural facilities, instructional materials, maintenance of discipline, university politics, and quality assurance). This means that only 2.3% of the variation in management of universities can be explained by differences in only Alumni contributions. Also, 3.0% of the variation in management of universities can be explained by differences in Alumni contributions and provision of funds. Therefore, the differences attributed to variance in Alumni contributions, provision of funds and human resources were 3.6%. Also, 4.4% of the variation in universities management can be explained by differences in Alumni contributions in the areas of provision of funds, human resources and provision of infrastructural facilities. More so 4.9% of the variation in management of universities can be explained by differences in Alumni contributions, provision of funds, human resources, provision of infrastructural facilities and instructional materials. The result also showed that 5.2% of the variation in management of universities can be explained by differences in the combination of Alumni contributions, provision of funds, human resources, provision of infrastructural facilities, instructional materials and maintenance of discipline. The result also showed that 5.2% of the variation in management of universities can be explained by differences in the combination of Alumni contributions, provision of funds, human resources, provision of infrastructural facilities, instructional materials, maintenance of discipline and university politics. Finally, a total of 5.5% of the variation in management of universities can be explained by differences in Alumni contributions, provision of funds, human resources, provision of infrastructural facilities, instructional materials, maintenance of discipline, university politics and quality assurance. The R^2 adjusted values indicated that the percentage of variance in management of universities was due to collective influence of all the independent variables. To determine the practical relevance, the contribution size estimate was tested for significance using the computed F change statistics. In order to determine the influence of other variables and avoid spurious relationship the beta weight was computed for the variables and it shows that both variables contributed poorly to the overall F value. The conclusion was drawn that one variable alone may not explain Alumni contributions in the management of universities without the influence of other variables.

Table 3. ANOVA table of the Alumni Associations Contributions on the Management of Federal and state Universities in the North Central states of Nigeria.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.190	1	7.190	29.558	.000 ^a
	Residual	301.894	1242	.243		
	Total	309.084	1242			
2	Regression	9.209	2	4.605	19.041	.060 ^b
	Residual	299.875	1240	.242		
	Total	309.084	1242			
3	Regression	11.058	3	3.686	15.325	.020 ^c
	Residual	298.026	1239	.241		
	Total	309.084	1242			
4	Regression	13.695	4	3.424	14.349	.056 ^d
	Residual	295.389	1238	.239		
	Total	309.084	1242			
5	Regression	15.232	5	3.046	12.824	.015 ^e
	Residual	293.852	1237	.238		
	Total	309.084	1242			
6	Regression	16.157	6	2.308	9.731	.070 ^f
	Residual	292.927	1236	.237		
	Total	309.084	1242			
7	Regression	16.159	7	2.020	8.509	.080 ^g
	Residual	292.925	1235	.237		
	Total	309.084	1242			
8	Regression	16.986	8	1.887	7.967	.060 ^h
	Residual	292.098	1234	.237		
	Total	309.084	1242			

Table 3 of ANOVA showed that there is a statistically significant influence of Alumni Association contributions on universities and that the regression model is statistically significant in terms of the “goodness of fit” (F1, 1242=29.558), (P-value=0.000<0.05);

(F2, 1240=19.041), (P-value=0.060>0.05); (F3, 1239=15.325), (P-value=0.020<0.05);

(F4, 1238=14.349), (P-value=0.050≤0.05); (F5, 1237=12.824), (P-value=0.015<0.05);

(F6, 1236=9.731), (P-value=0.070>0.05); (F7, 1235=8.509), (P-value=0.080>0.05); (F8, 1234=7.967), (P-value=0.060>0.05). This result implies that, provision of funds, provision of infrastructural facilities, maintenance of discipline, university politics, and quality assurance are not significant while human resources and instructional materials are significant at P < 0.05. This result shows that the null hypothesis is accepted. Therefore, there is no significant influence of provision of funds, provision of infrastructural facilities, maintenance of discipline, university politics, and quality assurance by Alumni associations’ contribution on management of universities in the North Central States of Nigeria. However, there is a significant difference in alumni association’s contributions on provision of human resources and instructional materials in some federal and state universities in the North Central states of Nigeria.

DISCUSSION OF FINDINGS

Based on the results, the following are the discussion of the findings:

The first finding revealed that there was influence of Alumni associations' contribution on the management of universities in North Central States of Nigeria. The result shows that, provision of funds, provision of infrastructural facilities, maintenance of discipline, university politics, and quality assurance are not significant while human resources and instructional materials are significant at $P < 0.05$. These results show that the null hypothesis was accepted. Therefore, there is no significant influence of alumni associations' contributions in the areas of provision of funds, provision of infrastructural facilities, maintenance of discipline, university politics, and quality assurance on management of universities in the North Central States of Nigeria. However, there is a significant influence of alumni associations' contributions on provision of human resources and instructional materials in some federal and state universities in the North Central states of Nigeria. Unfortunately, the results do not reflect the feelings of Jumpa (2003) and Lorenze (2010) who proffered that formulation of alumni associations was basically for the purpose of giving back to the alma-mater for improved instructional experience.

The findings from the interview schedule corroborate the results above. However, the respondents opined that alumni associations' may not have done much for their alma-mater but that is not to say they should not be commended for their contributions so far. Interviewees stated that the reasons for lack of significant support from aluminate are because most of these association are still young in these universities in the North Central States and that Universities' management have a responsibility to woo and guide them in constructively supporting their alma-mater.

CONCLUSION

Based on the results of this study, it has been established that, Alumni Associations have general influence on the management of universities in the North Central States of Nigeria. The study also concluded that alumni contributions in the form of funding, infrastructural facilities, maintenance of discipline, politics, and quality assurance have no significant influence on the management of federal and state universities in the North Central States of Nigeria. However, the results showed that alumni association's contributions in form of human resource provision and instructional materials have significant influence on the management of federal and state universities in the North Central states of Nigeria.

RECOMMENDATIONS

Based on the findings the following are the recommendations for the study.

1. It is recommended that the universities in the North Central States of Nigeria should sensitize its alumni associations on the need to contribute in terms of more funding for effective planning in their universities.
2. Though, Alumni Associations have done well here, in consultation with university management team, they should continually make the provision of human resources a priority for the maintenance and effective execution of duties in universities.
3. The Alumni Associations should collaborate with university management team in the provision of infrastructure for the management of universities. Alumni associations on their own should embark on projects in their universities like what happens elsewhere.
4. Alumni associations should do more by increasing their responsiveness in providing instructional materials periodically for the university advancement.
5. Alumni Associations should maintain discipline by organizing sensitization campaigns on students' conduct in universities.
6. Alumni Associations should participate in institutional politics through staff and students' unions, so as to ensure proactive influence on decision making processes as it influences the staff and students' welfare as well as healthy management relationships in universities, especially with university unions.
7. Alumni Associations' contributions should include quality control measures; such as conducting

academic programmes like workshops, seminars, staff assessment by students and getting research grants for effective teaching and learning.

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