



**UNIVERSITY OF LAGOS**  
ASSOCIATION OF NIGERIAN UNIVERSITY  
PROFESSIONAL ADMINISTRATORS (ANUPA)



# **6<sup>th</sup> ANUPA PROFESSIONAL *Lecture***

**TITLED**

## **DEVELOPING A NEW CROP OF UNIVERSITY PROFESSIONAL ADMINISTRATORS: The Paradigm Shift**

**Tuesday, 17th July, 2018 | 10:00 a.m**

**J. F. ADE. AJAYI AUDITORIUM**

**DELIVERED BY**

**DR. (MRS.) TAIWO F. IPAYE, FNIM**  
*Registrar and Secretary to Council*  
**UNIVERSITY OF LAGOS**



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**Dr. (MRS.) TAIWO F. IPAYE, FNIM**  
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University of Lagos

Date: Tuesday, July 17, 2018  
Time: 10.00a.m  
Venue: J. F. Ade. Ajayi Auditorium



Chief Host



**Prof. Oluwatoyin T. Ogundipe, FAS**  
**Vice Chancellor**

Host



**Mr. Olugbenga S. Adefarakan**  
**ANUPA Chairman**



Lecturer



**Dr. (Mrs.) Taiwo Folasade Ipaye, FNIM**  
B.A.Ed. (Ife), M.Ed., Ph.D. (Lagos), *FNIM*  
**Registrar**

## PROGRAMME

1. Arrival
2. National Anthem
3. Opening Prayer
4. Introduction of Guests
5. Welcome Address by ANUPA Chairman –  
**Mr. Olugbenga S. Adefarakan**
6. Opening Remarks by the Chairman –  
**Prof. Duro Oni, FNAL**
7. Remarks by the Chief Host –  
**Prof. Oluwatoyin T. Ogundipe, FAS -Vice Chancellor,**  
University of Lagos
8. Citation of the Lecturer;  
**Dr. (Mrs.) Taiwo Folasade Ipaye, FNIM**
9. Lecture
10. Questions & Answers
11. Vice-Chancellor's Comments on the Lecture
12. Presentation of Gift
13. Chairman's Closing Remarks
14. Vote of Thanks/ Announcement
15. Closing Prayer
16. National Anthem

## **DEVELOPING A NEW CROP OF UNIVERSITY PROFESSIONAL ADMINISTRATORS: THE PARADIGM SHIFT**

### **Protocol**

To God be all the Glory, the Author and Finisher of my faith who brought me out of the miry clay and set my feet upon the solid rock. The University of Lagos annual Association of Nigerian University Professional Administrators (ANUPA) lecture series started in the year 2010 under the leadership of Mr. Yinka Kayode-Owotutu, who under the guidance of ANUPA stalwart, past President and our mentor Mrs. Bamidele Awere brought a new lease of life to Unilag ANUPA. Somehow, these lectures have also become a sort of valedictory lecture for served out Directors and Registrars. The current Chairman of ANUPA, Mr. Gbenga Adefarakan, has continued to uphold this lofty idea.

Distinguished Ladies and Gentlemen, it is with all sense of humility and thanks to the Almighty God that I stand before you this morning, to utilise the platform provided by ANUPA to share my thoughts with you on a subject that is very dear to my heart- The Professional University Administrator. However, I would like to dedicate this presentation to the memory of late Mr. Tunde Ade-Olunusi, immediate past president of ANUPA, Unilag branch, who until his demise last year was the Public Relations Officer of ANUPA National body. He was very committed to the cause of ANUPA till the end and did his best to project the image of the Body since our paths first crossed on this turf in the year 2000. May his gentle soul continue to rest in peace. Amen.

### **Introduction**

I hope that at the end of this presentation, I would have stimulated each and every one of us gathered here this morning towards a better understanding of our roles as professional administrators,



appreciate how far we have come, know where we are going such that we will henceforth strive for excellence in the discharge of our duties.

The University system is an organization that has in its employment groups of people working towards the achievement of its stated goals and objectives. The University has been defined as an institution of higher learning providing facilities for Teaching, Research and Community Service. It has the authority to award academic degrees. We are made to understand that the word "**university**" is derived from the Latin word "universitas magistrorum et scholarium", which roughly **means** "community of teachers and **scholars**."

The core activities of the University are teaching and research and this is provided by academic staff and researchers otherwise known as lecturers. They are the scholars concerned with the activities of producing and delivering knowledge as well as carrying out researches to provide solutions to societal problems.

However, the University has robust activities necessary to ensure effective generation, storage and dissemination of knowledge to the consumers of such knowledge. Some of these activities include the provision of facilities required for effective research and teaching activities, advertisement and recruitment of qualified researchers and lecturers, human resource administration, dealing with student and staff welfare and enquiries, admission of students, hostel and student accommodation management, arranging examinations and result processing, student registration and transfers, facility management, income generation and expenditure, financial forecasting and reporting, attending and covering academic and general staff meetings, and planning university events.

A whole lot need to be in place and in operation to ensure an effective University system. The University as a complex organization with a multiplicity of goals and activities, is made up of inter-dependent units performing a variety of activities to achieve a common goal. It is therefore a heterogeneous society made up of Lecturers, Researchers, Administrators, Accountant, Engineers, Architects, Security Personnel, Secretaries and other categories of staff. This is where other categories of staff of the University come in. They are however known as **support staff**. The foremost of these support staff are the University Administrators.

### **University Administrators, Who are they? / Where Can You Find Them?**

The University Administrators are staff who support the University academic staff to deliver effectively on the goals of the University. In the University, administrators are not just the support staff, but they are also professionals in their own field providing administrative support to complement the efforts of the core staff. The University system cannot function effectively without the effort of the administrators. They are present in every unit in the University. Administrators are deeply involved in policy formulation, planning, organising and implementation of various projects in the University.

Apart from teaching and research which are the main or core activities of the University, many other activities and processes are imperative in the achievement of the University's Vision, Mission and Goals. The University of Lagos is committed to the **“provision of a conducive teaching, learning, research and development environment where staff and students will interact and compete effectively with their counterparts globally.”** Thus, the cooperation of everyone in carrying out their activities is necessary for the attainment of this mission.



Some of these activities include admission processes, accommodation, appointments, information dissemination, students' record keeping and retrievals, communication functions, health services, discipline, provision and maintenance of facilities, income generation and expenditure, payment of wages and salaries, students and staff welfare. The role of the University administrators is to ensure that these operations run efficiently and effectively so as to provide adequate support to the academic staff to achieve the goals of the University. Core professional administrators are to be found in the Registry which encompasses the Registrar's office, Council Affairs, Human Resources and its various units, Academic Affairs and its various units, and Students' Affairs, as well as some specialised units such as the Information /Communication, the Legal unit, and the Counselling unit. Administrators are also an integral part of the Bursary, Works and Physical Planning department, Medical Centre, Security department, and Sports Centre. Thus, it is very obvious that if the University is to effectively deliver on its mandate, the role of administrators is very crucial, **hence, the need for a paradigm shift. We need to evaluate and redesign our mode of service delivery lest we become extinct.**

The landscape of tertiary education in Nigeria has been quite dynamic in the last 70 years. From one tertiary institution in 1947, the Country today has over 307 tertiary education institutions with 164 Federal, State and Private Universities, 98 polytechnics, 26 Mono-technics and 19 Technical Colleges. As a result of this development, there is a lot of job mobility with employees crossing from one tertiary education type to another in search of self-actualisation and career fulfilment.

Gone are the days when the only category of people found in University administration are those in the Executive Officer cadre or Secretarial staff cadre and who by dint of hard work, commitment and dedication rose through the ladder to become



senior staff carrying on administrative duties in our tertiary institutions. Thanks to bodies such as ANUPA - Association of Nigerian University Professional Administrators; AUA UK - Association of University Administrators U.K.; NIM - Nigerian Institute of Management; CIPM- Chartered Institute of Personnel Management; and NIPA- National Institute of Public Administrators, the bar of professionalism has been raised. Here at the University of Lagos, you are expected to be a member of at least one of such bodies before you can consider yourself to be a member of the community of professional administrators.

I am quite excited that here at the University of Lagos, our administrators are taking full advantage of their environment, by not resting on their oars after the first degree. If you take a random sampling of administrators at the University of Lagos, you will discover that at least 80% of them have a second degree, and not less than 75% are members of professional bodies. I won't be surprised if in the next 5-10 years, 30% are doctorate degree holders, which is what it means to be inspired to achieve.

Dear colleagues, today, with the benefit of the unquantifiable experience and exposure which i have gathered in the last 5 years, I want to provoke us to be inspired, not just to be a staff, but a worker, someone who aims at leaving an indelible mark wherever you find yourself. Let your professionalism shine through, as one writer puts it **“every work is a self-portrait of the person who did it. Autograph your work with excellence. Excellence is never an accident; it is the result of high intention, sincere efforts, intelligent directive, skilful execution and the vision to see obstacles as opportunities.”**

I wish to share some nuggets of wisdom with you in this journey towards professionalism and excellence in service delivery. These facts are available in various literature, and we should develop a reading culture, a thirst for knowledge and a desire to

do things better.

## **Towards Professionalism**

Professionalism has been described as the conduct, aims, or qualities that characterise or mark a profession or a professional person; it implies quality of workmanship or service. It is all about success and influence. Having a reputation for excellence and being thought of as someone who exhibits professionalism under any circumstances can open doors for you either in the workplace or in your personal ambition. Thus, as professional administrators in the University system, we need to ensure and enforce the following values:

- Enforcement of public accountability.
- Clear rules and regulations/code of ethics for all staff.
- A just, fair and transparent working environment.
- Use of modern team based work methods.
- Zero tolerance for corrupt practices.
- Conducive working environment

As leaders at various levels, we must be guided by Servicom rules and endeavour to:

- **Be Efficient** - be prompt in the execution of duties
- **Be effective** - execute duties in a professional manner
- **Avoid Conflict of Interest** - avoid engaging in activities that are in conflict with the execution of official duties
- **Avoid using official position to obtain private benefit**
- **Ensure Confidentiality** - avoid disclosing official information for personal gain.
- **Be committed and Loyal** - strive towards the achievement of the objectives of the University in a cost effective manner
- **Use Appropriate Communication Skills** - ensure effective communication at all times

Writing on professionalism, Ikeji (2000) identified ten golden rules for being professional in service to the institution:



1. **Always strive for excellence** - It is the quality of service which is unusually good and so surpasses ordinary standards
2. **Be trustworthy** - It is about fulfilling an assigned task and not letting down expectations
3. **Be accountable** - Stand tall and be counted for what actions you have undertaken
4. **Be courteous and respectful** - it makes social interaction in the workplace run smoothly, avoid conflicts and earn respect
5. **Be honest, open and transparent** - it builds trust and increases your personal value to all
6. **Be competent and improve continually** - This is the extent to which one is willing to learn and adapt
7. **Always be ethical** - act with a clear moral conscience in accordance with the code of conduct
8. **Always be honourable and act with integrity** - portraying nobility of soul, magnanimity and a scorn of meanness.
9. **be respectful of confidentiality** - respect the set of rules that promise or that restricts you from further and unexpected dissemination of information
10. **Set good examples** - show and lead by examples.

### Equipping Yourself for Professional Service

As an administrator, there are some qualities that stand you out from the crowd. You need to consciously develop and ensure that you possess these qualities:

- i. **Good command of the English Language:** Do what you can to constantly improve your command of the spoken and written English language; Buy and read books, study the dictionary regularly and attend trainings for self-improvement.
- ii. **Hands-on usage of social media tools:** You must be visible in your environment especially the social media world.



Have social media accounts, know how to blog, how to create social media pages, how to follow events on social media, how to upload and retrieve information from the social media.

- iii. **Self-Development:** You need to give yourself to constant self-development. Attend trainings, conferences, read books, be abreast with current knowledge and skills of the profession. Self-development is the only way you grow and progress professionally. Learn, relearn, unlearn.
- iv. **Ability to manipulate ICT packages:** such as Microsoft word, Microsoft Excel, PowerPoint, and Corel Draw. Be skilled, be versatile, and be smart.
- v. **Comportment and Dressing:** Appear smart and ready to work. Wear fitted dresses and not oversize clothes. Dress corporate at all times. Look professional always.
- vi. **Team Player:** Be a team player. Understand that every member has his/her own strength and weakness. Complement each other. Let the group goals be your focus. Share the glories as well as the blames. Be united.
- vii. **Time Management:** Don't be a time waster or a spender, be conscious of time. Prioritise activities and understand that with proper planning anything can be achieved. Prioritise according to urgent and important, urgent but less important, important but not urgent, then less important.

## THE PARADIGM SHIFT

A paradigm shift is a model or pattern for something that may be copied. It is the fundamental change in a society's view of how things work. This is what we have tried to establish in the last five years and we hope colleagues from other sister institutions will take a few things away from our operations here and replicate same in their institutions. I am glad to note that I am leaving behind:

- A more efficient Registry that has now become a symbol of prompt implementation of policies and decisions.
- A well trained workforce that has been exposed to best practices locally and internationally, through several capacity building programmes, thus we are able to render more excellent service.
- Administrators who are not mere clerical officers, but who generate ideas, make contributions that have had significant impact on the decisions of the various committees that they serviced.
- Efficient and well trained administrators, who have learnt, unlearnt and relearnt in the course of these past five years. Recently at the English Language Skills Acquisition Centre (ELANSAC) training, we were made to realise it is “**Vice Chancellor**” and not “Vice-Chancellor”, and that you administer “**copies of questionnaire to 250 respondents**” and not “250 questionnaires”.
- A crop of highly ICT compliant administrators who can compete favourably with their counterparts in any part of the world.
- A highly efficient and e-compliant registry operating virtually paperless in various units/departments from Admissions, Exams, Records, Academic Affairs, Human Resource Management, to Senate and Council Affairs.
- A Human Resource Management Department that came second in a recent assessment by the Chartered Institute of Personnel Management (CIPM) and whose current operations will compare favourably with what is obtainable in the private sector.
- A highly motivated workforce who will give their all and easily sacrifice their time and person to achieve the collective goal of the university as demonstrated during the



nationwide industrial action and our recent convocation ceremonies.

- A crop of highly articulate administrators who are well grounded in the rules and regulations as well as several guidelines and policies that they took part in formulating.
- Transparency, loyalty and integrity is the hallmark of today's crop of administrators in Unilag, to be otherwise is to become a pariah.
- The Unilag Registry has also keyed into the vision of fund generation, and several proposals were approved by the university management to ensure appropriate pricing of our services to stakeholders such that meaningful income accrue to the university from our operations in various units. Furthermore, substantial savings on stationery and consumables have been made through our paperless registry operations.

## WAY FORWARD

### • **Move away from the “We vs Them” mentality**

Are we ready to lead the pack or we are satisfied with being part of the pack? I pose this question in the light of our recent outing arising from the nationwide industrial action. I have tried to tease out the elements that should make us stand out as professionals within the university system; however, I am not sure of the extent to which we as a group, value ourselves as professionals who should actually take the lead in championing the cause of support staff in our universities.

### • **Be Mentors and Coaches**

Young administrators need to be mentored by the older ones. We need to make ourselves available to them and impart in them the right values. Mentorship is for a long time, sometimes for a lifetime. It takes time for both partners to bond, learn about each



other, build a climate of trust and create the environment in which the mentee can feel secure in sharing real issues that impact his/her success. Successful mentorship lasts for years. The focus is reproducing oneself in another person. If you are good, you will attract people who will want to be like you. Mentorship is relationship oriented. It focuses on the professional and personal life and success of the mentee. Although specific competencies and goals may attract someone, but the relationship goes beyond the competencies and influences other areas of life of the mentee such as work/life balance, self-confidence, and self-perception. Mentorship is development driven. It wants to develop the individual not only for the current job, but also for the future. This is the way forward, we need to mentor up and coming administrators and equip them with the skills that would enable them make a success of their career.

Coaching, on the other hand, is task oriented. It is concerned with teaching a particular skill and learning how to use the skill to get a job done. For example, the football coach is not necessarily a mentor to the players, but he is helping them use their skills to achieve results. Young administrators also need to be coached and taught what to do. The older generation should teach them with patience and the younger ones should also be teachable. You are not successful until you can produce successors. (<http://www.management-mentor.com/resources/coaching-mentoring-differences>)

- **Enhance Service Delivery to Students**

See students as customers and partners. In the first place, students are the real reasons why the University was established and why we come to work. Hence, they should be our focus especially when we are rendering services directly to them. Engage them to get feedback on services rendered to them so as to determine their experience and level of satisfaction. Communicate the goals of the university in specific areas and services to them so as to carry

them along. Communicate to them on time about any disappointment or poor service delivery and explain the reasons to them. Doing this will let them know you were thinking about them when certain decisions were made. It will also give them a sense of belonging and make them feel valued. It will also prevent or reduce the chances of students reacting violently to disrupt school activities due to dissatisfaction caused by the failure of the university to deliver in certain areas and services. Here at the University of Lagos, we have made WhatsApp and other social media platforms a veritable tool for rapid dissemination of information to our students and this has been most beneficial.

Create a channel of effective communication between the students and the school authority. Let them know they can make suggestions on how they can be served better. When there is a channel of communication, you can be informed about the needs of the students and take appropriate actions. It will also give you the opportunity to know what is going on among the students and in the world of students. It is a window into their minds. It can help you know where and how to focus your efforts.

Introduce more technology and reduce paper work in rendering services to students. This will make you speak their language and add more fun to their school experience. The social media is a veritable tool.

Conduct periodic students' survey or interactions to get feedback from students and keep yourself current on the needs of the students. Where you cannot meet their expectations, explain to them. Our Quality Assurance Unit does a lot in this area, and the students receive feedbacks from such surveys.

Make changes that can safely reflect the needs of the students without causing harm to the university. This will make the students know you value their feedback.



## • Use Interpersonal Relationship to Influence Internal Service Quality

Interpersonal relationship refers to the strong association among individuals working together in the same organization. It is the bond that exists among co-workers. The more honest workers are to each other, the better the bond and healthier the inter-relationship. The healthier the interpersonal relationship, the greater the team spirit which, above other things, is responsible for high performance in an organization. This is one area we need to pay better attention to; we are not a cohesive body. As result, I want to urge us to work on improving our relationship in the workplace and here are a few tips:

### Keys to Improving Interpersonal Relationship at Workplace.

#### 1. Honesty

Employee must understand that people get disappointed when they realise you are dishonest and they will find it difficult to trust you. Your first goal in relationships should be to be as honest as possible. Say it as it is.

#### 2. Effective communication

Learn to share your ideas and your problems. Effective communication aids relationships and a problem shared is a problem solved. If people believe someone can help, they will be ready to share and soon everyone will look forward to work where they get solutions to their challenges.

#### 3. Interact with co-workers more often

Don't isolate yourself. Discussions must be on open platforms where everyone has the ability to express themselves. Avoid hiding things from your co-workers. Remember nothing is hidden under the sun, and when they find out what you are hiding, you spoil your opportunity for a great relationship.

4. **Regular office meetings**  
Team leaders should conduct regular office meetings. The more people meet, the more they see, the more they talk, the more they express themselves and come out of their shells.
5. **Avoid favouritism in the workplace**  
Let people believe they will be equally treated. Soon they will trust you and the work environment and be ready to give their best.
6. **Make colleagues special days special for them.**  
Celebrate their birthdays, and anniversaries. It improves interpersonal relationships.
7. **Arrange the work place so that people work in teams**  
Structure the work environment to encourage team work and team spirit.
8. **Don't continuously insist on your own way.**

**Furthermore, try to inculcate the following attributes:**

- **Stay positive**  
Nobody is perfect; don't expect your colleagues to be perfect. Be positive and give them benefits of the doubt.
- **Respect everyone**  
Both your seniors and juniors deserve your respect. When you treat everyone with respect you will in turn earn their own respect. Maintain a peaceful lifestyle.
- **Be cheerful**  
Smile more often and don't always wear your problem in your face. Everyone has their own problems too.



- **Make others feel important**

Show much care to people. Rejoice with them when they are rejoicing and sympathise with them when they need it. Acknowledge them when they do a good work and appreciate their efforts.

- **Be a patient listener**

Let people know you will always listen to them. Be a confidant and keep secrets secret. However, don't be a home for gossips.

- **Be trustworthy**

(<http://www.managementstudyguide.com/interpersonal-relationship-at-workplace.htm>)

- **Balance Work life**

In order to be able to effectively deliver on our schedule, today's professional administrator must be able to maintain a balanced work-life. A major source of today's stress is from the inability to balance work and life. In this part of the world, it is becoming increasingly difficult to balance work and life. There are many sources of stress such as economic uncertainties, traffic, and domestic stress.

Managers and supervisors who pursue work-life balance can easily mentor their subordinates to have a work-life balance. Hence, it is imperative for managers to achieve work-life balance. When they do, it is easier for them to be a model to their subordinate. When managers model appropriate behaviour, they influence their subordinates. They will also help to create a work environment in which work-life balance is expected, enabled and supported. They also encourage employees to pursue it.

It is important to note that when our work-life is balanced, we will be happier, healthier and perform better.

([http://www.staffs.ac.uk/support\\_depts/healthandsafety/welbieng/livingwell\\_life\\_balance.jsp](http://www.staffs.ac.uk/support_depts/healthandsafety/welbieng/livingwell_life_balance.jsp))

## Conclusion

While we strive for a paradigm shift, we must also endeavour to sustain those traditions that have stood the test of time in our universities. Consequently, this presentation, along with other recent presentations at the Doyen programme, have been updated in our Doyen Compendium of presentations. From the various feedbacks since Dr. Odekunle left, many would love to see the doyen resuscitated, I therefore charge our new Registrar to please look into this.

At her Doyen presentation in March 2016, Mrs. C. F. A. Olumide had this to say “with each posting, what additional value can I introduce to my schedule, when taking decisions; Am I fair to all concerned.” This is the poser I am leaving for our present day University Professional Administrators. The tradition of excellence established by our predecessors must be sustained and improved upon. In conclusion, I want to leave us with this wise saying of our elders, be nice and kind to everyone, and be a source of inspiration for others. Remember it is you and only you who can make a difference to this university, the onus is therefore on you to behave as a thorough professional.



## Acknowledgement

An occasion like this presents an opportunity to appreciate those who have in one way or the other contributed to one's life.

I want to appreciate the contributions of Mr. Daniel Asigwuike and Mr. Sola Ajao in putting this paper together. I am particularly grateful to Dr. B. O. Amoo of Lagos State University, who prepared the fascinating power point for this presentation; she is such an amazing person. I thank you very much ma. To members of the L.O.C. for this lecture under the chairmanship of Mrs Abosede Wickliffe, I thank you for the love and encouragement.

On the professional side, Emeritus Professor Olusoga Sofola saw and polished the gold nugget in me as a young administrator and requested that I work with him when he became Provost of the College of Medicine. I appreciate his tutelage and that of other Provosts I worked with. Professor O. O. Abudu, a quintessential administrator who taught me how to be discerning. My immense gratitude goes to Professor Tolu Odugbemi, *FAS* and his loving wife, Chief (Mrs.) Titi Odugbemi. I am now an honorary member of the family. He spurred me to strive for great academic height with teamwork and integrity being the watchword and was always there as a mentor to celebrate my achievements. I have learnt at the feet of astute administrators like Late Mr. Vincent Nwabudike, Mrs. O. O Amodu, former College Secretaries, Senior colleagues like Mr. E. Osamade and Professor S. O. Akinboye (I worked under both of them in the Personnel department at the College of Medicine, University of Lagos).

In the last couple of years, I have been privileged to work under the dynamic mentorship of Professor Rahamon A. Bello, *FAEng* and his unassuming wife, Alhaja Memudat Bello. I learnt a lot that have helped me in the discharge of my duties. My association with Professor Ogundipe predates my deployment to the School of Postgraduate Studies as Deputy Registrar under his Deanship.

With him, I have learnt to be challenged and to respond even beyond what I thought I was capable of.

I am most grateful for the opportunity to have served on such a vibrant management team made up of people like Professors B. Alo, Duro Oni, Folasade Ogunsola (a sister and a mentor), Ben Oghojafor, Afolabi Lesi, Solomon Okunuga, Lucian Chukwu; Drs. Lateef Odekunle (a brother and friend), Olukemi Fadehan, Lere Adeniran, Mrs. Funmi Amodu, Mr. Lekan Lawal and Mr. Niyi Ayeye. Together, we have worked as a team and members of a family, achieving so much particularly under the astute leadership of Professor Rahamon Bello.

The success we recorded in the Registry is only attributable to the support of the rank and file in the echelon, but I must recognize and appreciate Mrs. A. O. Ukaiwe for total commitment, dedication and support. The whole Registrar's office team, the miracle workers who always ensured that each assignment is flawlessly executed and always delivered on point, Mrs. Abimbola Durojaiye, Mr. Abolade Akinwunmi, Mr. Bolarinwa Ajigboye, Mr. Sola Ajao, Mr. Dada Idowu, Mr. Morufu Gbadamosi, Mrs. Idowu Olusheyeye, Mrs. Kudirat Solarin, Mrs. Yemisi Dada, Mr. Bankole Azeez, Mr. Solomon Tella, Mr. Victor Bello, Mr. Jubril Quadry-Lasisi (my pilot), Mr. Lowo Olawale, Mr. Rasaki Salau, Miss. Esther Sanya, Mrs. Elizabeth Yomi-Oluniyi, Mr. Mayowa Oyekunle.

I must acknowledge the immense support of my mentees who have remained consistent sounding boards over the years, Mrs. Abosede Wickliffe, Mrs. Morounfolu Aramide, Mrs. Bimbo Ojo, Mrs. Chidinmah Kelechi, I thank you all for your candor over the years. Mrs. Adeola Akinyeye and the Senate and Ceremonies team, made the job easy. My entire team in Council Affairs especially Mr. Kehinde Onakoya and Mrs. Muinat Ogunnaike who earned the registry the respect accorded her during the tenure



of Professor Jerry Gana as Chairman of Council, God bless you.

To my Directors, Mrs. Ibronke Salaam, Mr. Oluwarotimi Sodimu; Deputy Registrars, Dr I. Bello-Fadaka, Messrs. Oluwatoyin Adebule, Ademola Aliu, Seth Dare, Kola Shittu, Olagoke Oke; Mrs. Yetunde Ogunlewe, Olakunle Makinde, Dora Osoata, Ronke Asiwaju, I thank you sincerely for the support I enjoyed these past years, may God reward you all accordingly. I have three sisters from other mothers who have been consistent in their support over the years. My two sisters from across the Niger, Professors Ngozi Osarenren and Ifunanya Nwokoro, I do not take our friendship for granted, I appreciate you. Mrs. Kafilat Araoye has been a sister in deed and in truth to me, God bless you abundantly.

I am who I am today by the special grace of the Almighty God who has used Revd. Azuka Ogbolumani and his wife Omolola to be my spiritual support especially in this journey. May the Lord reward you.

My late father, Alhaji Razak Ajala Davies would have been very proud of how well I turned out as a result of the love and encouragement he gave us his children in his lifetime, but I am fortunate that my 85-year-old mother Alhaja Amdat Amoke Davies is alive, hale and hearty to see me start and complete this journey as a result of her unrelenting prayers. My twin sister Mrs. Kehinde Etti and I have always been each other sounding board through the years, different in so many ways but complementing each other's personality as the occasion arises. I appreciate your support. To my brothers Alhaji Akinola Davies and Mr. Hakeem Davies as well as my sister Mrs. Oluwatoyin Makanju, our good wishes towards each other will always pull through. Mrs. Kofoworola Davies-Otto, you are a special breed, Engr. Temitope Asiru, you have been wonderful especially in helping raise my kids and consistently being true to your person. I lost one of my

brothers during this journey, Mr Olusegun Davies, but he remains unforgotten. My Nephew Richard has grown closer in recent years and I appreciate what God is doing in your life.

This journey couldn't have been possible without the support of my home base, the entire G. B. Ipaye family, Dr. Mrs Yetunde Adewunmi and Mrs Oyinkansola Odunusi (Aunty O) in particular, you all embraced me into that big family and have always made me feel loved. That is why the past 30 years of matrimonial life with Engr. Bolaji Ipaye, my God chosen friend, brother, father, husband and lover has been a rewarding and enriching family experience for me. He is indeed a man after God's heart, "my ekuro ni alaba ku ewa" without you and God's enablement I couldn't have turned out this way, may we both age gracefully and live to the fullness of our days on earth. God gave us wonderful gifts through Oluwatomi Koshemani, Eyitayo Babington Gladstone and Oluwatoyosi Olufunke. Olukole Turner is the latest addition to our family; you have all been awesome children, my emotional sounding boards, spiritual partners and best friends. The Almighty God will continue to bless you in all your endeavours.

For those that I have unwittingly omitted their names, please forgive me. Everyone that has crossed my path has added value to my life in one way or the other and I cherish all those opportunities. For everyone who heard of this event and chose to honour me with their presence, may you also be celebrated and enjoy the enduring love of the Almighty God. To him be all the glory, honour and majesty for great things he has done.

**I thank you for listening.**

**Dr. (Mrs.) Taiwo F. Ipaye, FNIM**

Registrar & Secretary to Council

University of Lagos

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