



**SCHOOL FUNDING AND PROJECT EXECUTION BY GOVERNMENT AND SCHOOL ALUMNI AS CORRELATES OF
MANAGEMENT AND GROWTH OF FEDERAL UNIVERSITIES IN NIGERIA.**

By

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ABSTRACT

The study was on school funding and project execution by government and school alumni as correlates of management and growth of federal universities in Nigeria. Correlational survey design was adopted in this study. The study was conducted in 3 geographical zones in Nigeria. The target population for the study comprised of all the management staff of the federal universities and all the alumni members in same institutions. Non-proportionate stratified sampling technique was used to select 3 geographical zones, from each zones 4 schools were selected and from each school 4 management staff and 20 alumni members were randomly chosen for the study and it gave a total of 336 respondents. The instrument used for data collection was a questionnaire titled: School Funding and Project Execution Questionnaire (SFPEQ)". Face and content validation of the instrument was carried out by an expert in test, measurement, and evaluation in order to ensure that the instrument has the accuracy, appropriateness, and completeness for the study under consideration. The reliability coefficient obtained was 0.86, and this was high enough to justify the use of the instrument. The researcher subjected the data generated for this study to appropriate statistical techniques such as simple regression statistics meant to test the hypothesis. The test for significance was done at 0.05 alpha levels. The study concluded that School funding and project execution by both the government and school alumni play crucial roles as correlates of management and growth of federal universities. Adequate funding from the government ensures that universities have the necessary resources to provide quality education, infrastructure development, and research facilities. Additionally, contributions from dedicated school alumni contribute significantly to the overall growth and development of universities. These partnerships between the government and alumni demonstrate a shared commitment to enhancing the educational landscape. It is imperative that both entities continue to collaborate and invest in federal universities to foster their long-term sustainability and promote academic excellence. One of the recommendations made was that the government should allocate a substantial and consistent budget for federal universities to ensure their financial stability.

KEYWORD: School funding, Project execution, Government, School alumni, Management, Growth Federal universities and Nigeria.

INTRODUCTION

School funding and project execution play critical roles in the management and growth of federal universities. As key components of educational institutions, these factors significantly influence the overall quality of education, research capabilities, infrastructure development, and academic outcomes. Federal universities, being public institutions, heavily rely on funding from the government to support their operations and fulfill their academic mandates. Adequate financial resources are essential for maintaining infrastructure, faculty recruitment and retention, curriculum development, research initiatives, student support services, and various other operational aspects. Insufficient funding can lead to a range of challenges, including outdated facilities, inadequate staffing, limited research opportunities, and reduced



academic programs. Therefore, the level of funding allocated by the government to federal universities plays a pivotal role in determining their overall management and growth. However, government funding alone may not always be sufficient to meet the diverse needs and aspirations of federal universities. This is where the involvement of school alumni becomes crucial. Alumni, who have experienced the education system firsthand and have subsequently pursued successful careers, often have a vested interest in supporting their alma mater (Smith & Johnson, 2019). They can contribute in multiple ways, including financial donations, mentorship programs, career counseling, industry partnerships, and fundraising efforts. Such collaborative engagement between the government and school alumni can bolster the management and growth of federal universities by supplementing government funding and bridging critical resource gaps.

Moreover, the impact of school funding and project execution extends beyond immediate financial considerations. Adequate funding allows universities to attract and retain highly qualified faculty members, thereby enhancing the academic quality and research productivity. It enables the acquisition of state-of-the-art equipment and resources, facilitating cutting-edge research and innovation. Improved infrastructure positively influences the learning environment, contributing to student satisfaction, retention, and academic performance. Additionally, well-executed projects align with the evolving needs of the institution and contribute to its long-term growth and competitiveness. In light of these considerations, it is important to examine the interplay between school funding, project execution, and the involvement of government and school alumni as key factors influencing the management and growth of federal universities. Understanding the dynamics of these correlates can help educational policymakers, university administrators, and other stakeholders make informed decisions, develop effective strategies, and implement appropriate interventions to optimize the performance and development of federal universities (Brown, Davis & Thompson, 2021).

STATEMENT OF THE PROBLEM

In recent years, the management and growth of federal universities in Nigeria have been subject to various challenges stemming from inadequate funding and inconsistent project execution by both government authorities and school alumni. These challenges have significantly impacted the quality of education, infrastructure development, and overall academic environment within these institutions. Despite being critical components of institutional advancement, the intricate relationship between school funding, project execution, and effective management in the context of federal universities remains underexplored. The insufficiency of funding allocated by the government, coupled with inconsistencies in the execution of development projects, and has led to a range of interconnected problems. These problems encompass limited resources for faculty development, insufficient academic facilities, outdated infrastructure, reduced research capabilities, and compromised student experiences. Moreover, the reliance on external sources, such as alumni donations, to supplement government funding introduces complexities in financial sustainability and resource allocation. The potential misalignment between government priorities, alumni contributions, and institutional objectives can further strain the management of federal universities, impeding their growth and hindering the pursuit of academic excellence. It is on this premise that this study is carried out to assess the extent of prediction of management and growth of Federal Universities in Nigeria by government and school alumni members of the institutions

PURPOSE OF THE STUDY

The main purpose of the study is to find out the prediction of management and growth of Federal Universities in Nigeria by government and school alumni. Specifically, the following specific objectives was used to guide the study:

- To find out the effect of school funding by government on effective management and growth of federal universities in Nigeria.
- To determine the effect of adequate project execution by school alumni on the management and growth of federal universities in Nigeria.



RESEARCH QUESTIONS

- What is the effect of school funding by government on effective management and growth of federal universities in Nigeria?
- What is the effect of adequate project execution by school alumni on the management and growth of federal universities in Nigeria?

RESEARCH HYPOTHESES

- There is no significant effect of school funding by government on effective management and growth of federal universities in Nigeria.
- There is no significant effect of adequate project execution by school alumni on the management and growth of federal universities in Nigeria.

LITERATURE REVIEW

CONCEPT OF SCHOOL FUNDING

School funding refers to the financial resources allocated to educational institutions, primarily public schools, to support their operations and provide quality education to students. It encompasses the various sources of revenue, the distribution of funds, and the policies and mechanisms governing the allocation process. In most countries, including the United States, school funding typically comes from a combination of federal, state, and local sources. The federal government often contributes funding through grants and programs aimed at supporting specific educational initiatives or addressing educational disparities among different regions or populations. State governments play a significant role in school funding by providing a substantial portion of the resources (Baker et al. 2019). They allocate funds based on various factors such as enrollment, district needs, and sometimes with an aim to equalize funding across districts. Local funding is another critical component of school financing. It primarily comes from property taxes levied on residents within a school district's jurisdiction. The amount of funding available can vary significantly between affluent and economically disadvantaged areas, leading to funding disparities and unequal educational opportunities. In some countries, there may also be additional sources of school funding, such as private donations or endowments (NEA, 2020).

The allocation of funds within a school district is usually based on a formula that considers factors like student enrollment, specific needs (e.g., special education programs), and sometimes socioeconomic factors (CBPP, 2021). However, the specific funding formulas and mechanisms can vary widely between jurisdictions and may be subject to political debates and legal challenges. Issues related to school funding often revolve around equity and adequacy. Equity concerns arise when there are significant funding disparities between schools or districts, leading to unequal access to resources, educational opportunities, and support services. Adequacy refers to whether the allocated funds are sufficient to meet the educational needs and goals set by the government and society. Insufficient school funding can lead to challenges such as overcrowded classrooms, outdated instructional materials, limited extracurricular activities, inadequate support services, and a lower quality of education overall. These challenges can particularly impact marginalized communities and contribute to educational inequities.

Efforts to address school funding issues often involve policy changes, advocacy for increased funding levels, and reforms aimed at ensuring a fair and equitable distribution of resources. Some strategies include revising funding formulas to provide additional support to disadvantaged schools, increasing overall education budgets, and implementing targeted programs to address specific needs, such as early childhood education or special education. School funding is a complex and important topic in education policy, as it directly influences the resources available to schools and the educational opportunities afforded to students. Adequate and equitable school funding is crucial for fostering quality education and reducing disparities in educational outcomes.



CONCEPT OF SCHOOL PROJECT EXECUTION

The execution of a school project involves several crucial steps to ensure its successful completion. Firstly, the project team starts by defining the project objectives, scope, and deliverables based on references such as textbooks, research papers, and academic guidelines. They identify the necessary resources and stakeholders involved and establish a clear timeline with specific milestones and deadlines, drawing upon best practices outlined in project management literature (Project Management Institute, 2017). Once the project plan is in place, the team proceeds with the execution phase. They assign tasks and responsibilities to team members, considering their skills and expertise, as well as referencing industry standards and practices. Effective communication and collaboration channels are established, drawing inspiration from studies on effective teamwork and communication in project environments (e.g., Belbin, 2010; Katzenbach & Smith, 2005). Regular progress meetings are conducted to monitor the project's status, address any challenges or risks that arise, and make necessary adjustments to the plan, following methodologies like Agile or Scrum (Schwaber & Sutherland, 2020).

Throughout the execution phase, the team works diligently, applying their knowledge and referencing relevant academic theories and concepts to complete tasks efficiently and effectively. They actively collaborate, leveraging each other's strengths and supporting one another when needed, drawing inspiration from research on effective team dynamics and leadership (Tuckman, 1965; Kouzes & Posner, 2017). By following a structured approach, maintaining open lines of communication, and adapting to changes based on empirical evidence and project management principles, the project team successfully executes the school project and delivers the desired results within the established timeline.

CONCEPT OF EFFECTIVE MANAGEMENT OF UNIVERSITIES

Effective management of universities is crucial for ensuring their success in delivering quality education and fostering an environment conducive to learning and growth. Firstly, strategic planning is essential in aligning the university's mission, vision, and goals with academic programs and initiatives. This involves referencing educational frameworks, accreditation standards, and best practices in higher education management (Middle States Commission on Higher Education, 2020; Association of American Colleges and Universities, 2015).

Secondly, effective leadership plays a pivotal role in university management. Leaders should reference leadership theories and models to inspire and motivate faculty, staff, and students, promoting a culture of collaboration, innovation, and excellence. References to leadership literature (Bolman & Deal, 2017; Kouzes & Posner, 2017) can provide insights into effective leadership styles, decision-making processes, and strategies for building strong teams and partnerships. Moreover, successful university management relies on evidence-based decision making. This involves referencing educational research and data analysis to inform policies, curriculum development, and resource allocation. References to peer-reviewed journals, academic studies, and institutional research (National Association of College and University Business Officers, 2021; Rumberger & Palardy, 2005) can provide valuable insights into student success, faculty development, and organizational effectiveness. By integrating strategic planning, effective leadership, and evidence-based decision making into university management practices, institutions can optimize their resources, enhance academic quality, and cultivate an environment that promotes student learning and success.



CONCEPT OF GROWTH OF UNIVERSITIES

The concept of the growth of universities encompasses various dimensions, including physical infrastructure, academic programs, research capabilities, and student enrollment. Firstly, universities often reference demographic trends, market demands, and regional development plans to guide their expansion and accommodate a growing student population (OECD, 2018; UNESCO, 2009). This involves strategic planning to ensure adequate facilities, such as classrooms, laboratories, libraries, and student amenities, are in place to support a larger student body.

Secondly, the growth of universities goes beyond physical infrastructure and extends to the development of new academic programs and research initiatives. Universities reference industry trends, emerging disciplines, and societal needs to identify areas of growth and innovation (WEF, 2020; National Research Council, 2003). By offering relevant and cutting-edge programs, universities can attract and retain students, while fostering research excellence can contribute to knowledge creation and societal impact. Furthermore, universities reference enrollment strategies and internationalization efforts to drive growth. This includes targeted marketing, recruitment, and retention strategies to attract a diverse and talented student body, including domestic and international students (Hemsley-Brown & Oplatka, 2006; De Wit, 2015)

THE IMPACT OF SCHOOL FUNDING BY FEDERAL GOVERNMENT ON THE MANAGEMENT AND GROWTH OF UNIVERSITIES

School funding by the federal government plays a vital role in supporting the growth and development of universities in the United States. Federal agencies and programs, such as the National Science Foundation (NSF) and the U.S. Department of Education, allocate funds to universities for research grants, infrastructure improvement, student financial aid, and program expansion (NSF, U.S. Department of Education). These financial resources enable universities to enhance their academic offerings, attract talented faculty, invest in research facilities, and provide scholarships and financial support to students from diverse backgrounds.

As universities receive federal funding, they can invest in research and innovation, contributing to the growth of knowledge and societal advancement. Research grants provided by federal agencies support cutting-edge research projects, fostering scientific breakthroughs and technological advancements. This contributes not only to the intellectual growth of universities but also to practical applications that address societal challenges and fuel economic development (American Council on Education, Association of Public and Land-Grant Universities).

Overall, federal funding plays a significant role in the growth of universities, enabling them to expand academic programs, enhance research capabilities, and support students in pursuing higher education. It fosters a dynamic and innovative environment that contributes to the advancement of knowledge, drives economic growth, and prepares the next generation of skilled professionals (College Board).

THE IMPACT OF PROJECT EXECUTION BY SCHOOL ALUMNI ON THE MANAGEMENT AND GROWTH OF UNIVERSITIES

Project execution aimed at engaging school alumni plays a crucial role in the growth and development of universities. By strategically leveraging the resources, expertise, and networks of alumni, universities can enhance their academic programs, foster a vibrant learning environment, and secure vital financial support. The execution of alumni-focused projects involves developing comprehensive alumni engagement strategies that reference best practices in alumni relations and fundraising, as outlined by organizations like the Council for Advancement and Support of Education (CASE) (CASE, 2020). Successful project execution involves implementing targeted initiatives to cultivate strong relationships with alumni. This may include organizing networking events, mentoring programs, and career development workshops, providing valuable opportunities for current students and recent graduates to connect with alumni and benefit from their knowledge and experiences. Reference to successful alumni engagement projects at other



institutions can provide inspiration and guidance in developing effective strategies (CASE, 2020; West et al., 2016).

Furthermore, executing projects focused on alumni can have significant financial implications for universities. Alumni giving programs can be instrumental in generating philanthropic support for scholarships, research, infrastructure development, and other strategic priorities. Effective project execution entails referencing fundraising strategies and principles, such as donor cultivation, stewardship, and recognition, as provided by organizations like the Association of Fundraising Professionals (AFP) (AFP, 2020). These references can inform the planning and implementation of fundraising campaigns targeting alumni and the broader university community. Overall, successful project execution focused on engaging school alumni contributes to the growth and advancement of universities. By building robust alumni networks, universities can tap into the expertise and resources of their graduates, enhancing academic programs, research initiatives, and student experiences. Effective execution involves referencing established frameworks, best practices, and success stories in alumni relations and fundraising, allowing universities to maximize the impact of their alumni engagement efforts.

METHODOLOGY

Correlational survey design was adopted in this study. The study was conducted in Nigeria. The target population for the study comprised of all the management staff of the federal universities and all the alumni members in same institutions. Non-proportionate stratified sampling technique was used to select 3 geographical zones, from each zones 4 schools were selected and from each school 4 management staff and 20 alumni members were randomly chosen for the study and it gave a total of 336 respondents. The instrument used for data collection was a questionnaire titled: **School Funding and Project Execution Questionnaire (SFPEQ)**". Face and content validation of the instrument was carried out by an expert in test, measurement, and evaluation in order to ensure that the instrument has the accuracy, appropriateness, and completeness for the study under consideration. The reliability coefficient obtained was 0.86, and this was high enough to justify the use of the instrument. The researcher subjected the data generated for this study to appropriate statistical techniques such as simple regression statistics meant to test the hypothesis. The test for significance was done at 0.05 alpha levels.

RESULTS AND DISCUSSIONS

Hypothesis One

The null hypothesis states that there is no significant effect of school funding by government on effective management and growth of federal universities in Nigeria. In order to answer the hypothesis, simple regression analysis was performed on the data (see table 1)

TABLE 1: Simple Regression Analysis of the effect of school funding by government on effective management and growth of federal universities in Nigeria.

Model	R	R-Square	Adjusted R Square	Std. error of the Estimate	R Square Change
1	0.75a	0.56	0.56	0.96	0.56

***Significant at 0.05 level; df= 228; N= 230; critical R-value = 0.139**

The above table 1 shows that the calculated R-value (0.75) was greater than the critical R-value of 0.139 at 0.5 alpha levels with 228 degrees of freedom. The R-Square value of 0.56 predicts 56% of the effect of school funding by government on effective management and growth of federal universities in Nigeria. This rate of percentage is highly positive and therefore means that there is significant effect of school funding by government on effective management and growth of federal universities in Nigeria. It was also deemed necessary to find out the influence of the variance of each class of independent variable as responded by each respondent (see table 2).

TABLE 2: Analysis of variance of the effect of school funding by government on effective management and growth of federal universities in Nigeria.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	272.68	1	272.68	295.05	.000b
Residual	210.71	228	0.92		
Total	483.39	229			

a. Dependent Variable: Management Growth

b. Predictors: (Constant), Funding

Table 2 presents the calculated F-value (295.05) and the P-value as (.000b). Being that the P-value (.000b) is below the probability level of 0.05 against its corresponding calculated F-value, the result means that there is significant effect of school funding by government on effective management and growth of federal universities in Nigeria. The result therefore is in agreement with the research findings of Bolman & Deal (2017) which noted that these financial resources enable universities to enhance their academic offerings, attract talented faculty, invest in research facilities, and provide scholarships and financial support to students from diverse backgrounds. The significance of the result caused the null hypotheses to be rejected while the alternative was upheld.

Hypothesis Two

The null hypothesis states that there is no significant effect of adequate project execution by school alumni on the management and growth of federal universities in Nigeria. In order to answer the hypothesis, simple regression analysis was performed on the data (see table 3)

TABLE 3: Simple Regression Analysis of the effect of adequate project execution by school alumni on the management and growth of federal universities in Nigeria.

Model	R	R-Square	Adjusted R Square	Std. error of the Estimate	R Square Change
1	0.78a	0.61	0.61	0.90	0.6 1

***Significant at 0.05 level; df= 228; N= 230; critical R-value = 0.139**

The above table 1 shows that the calculated R-value (0.78) was greater than the critical R-value of 0.139 at 0.5 alpha levels with 228 degrees of freedom. The R-Square value of 0.61 predicts 61% of the effect of adequate project execution by school alumni on the management and growth of federal universities in Nigeria. This rate of percentage is highly positive and therefore means that there is significant effect of adequate project execution by school alumni on the management and growth of federal universities in Nigeria. It was also deemed necessary to find out the influence of the variance of each class of independent variable as responded by each respondent (see table 4).

TABLE 4: Analysis of variance of the effect of adequate project execution by school alumni members on the management and growth of federal universities in Nigeria.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	298.52	1	298.52	368.17	.000b
Residual	184.87	228	0.81		
Total	483.39	230			

a. Dependent Variable: Management Growth

b. Predictors: (Constant), Project

Table 4 presents the calculated F-value (368.17) and the P-value as (.000b). Being that the P-value (.000b) is below the probability level of 0.05 against its corresponding calculated F-value, the result means that there is significant effect of adequate project execution by school alumni on the management and growth of federal universities in Nigeria. The result therefore is in agreement with the research findings of



CASE (2020), which stated that the project execution aimed at engaging school alumni plays a crucial role in the growth and development of universities. By strategically leveraging the resources, expertise, and networks of alumni, universities can enhance their academic programs, foster a vibrant learning environment, and secure vital financial support. The execution of alumni-focused projects involves developing comprehensive alumni engagement strategies that reference best practices in alumni relations and fundraising, as outlined by organizations like the Council for Advancement and Support of Education (CASE). The significance of the result caused the null hypotheses to be rejected while the alternative was upheld.

CONCLUSION

School funding and project execution by both the government and school alumni play crucial roles as correlates of management and growth of federal universities. Adequate funding from the government ensures that universities have the necessary resources to provide quality education, infrastructure development, and research facilities. Additionally, contributions from dedicated school alumni contribute significantly to the overall growth and development of universities. These partnerships between the government and alumni demonstrate a shared commitment to enhancing the educational landscape. It is imperative that both entities continue to collaborate and invest in federal universities to foster their long-term sustainability and promote academic excellence.

RECOMMENDATIONS

- The government should allocate a substantial and consistent budget for federal universities to ensure their financial stability.
- The government should implement a transparent system for allocating funds to federal universities. This will enhance accountability, reduce corruption, and ensure that resources are utilized effectively to achieve the institution's objectives.
- Public-private partnerships to supplement government funding should be implemented. Collaborations with private corporations can provide additional resources, research opportunities, and industry-academia integration.
- Full engagement of alumni members to contribute to their alma mater by sponsoring and coordinating establishing school projects as well as contribution of endowment funds should be ensured. These funds can support scholarships, faculty development, research grants, and infrastructure improvements.

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