



FEDERAL MINISTRY OF EDUCATION

Abubakar Tafawa Balewa University, Bauchi

Visitation Panel Report

(2016-2020)

Main Report

Volume 1

June, 2021



FEDERAL MINISTRY OF EDUCATION
VISITATION PANEL TO THE ABUBAKAR TAFAWA BALEWA UNIVERSITY, BAUCHI

Ref: VP/ATBU/21/VOL.1/05

14 June, 2021

Mallam Adamu Adamu

The Honourable Minister of Education,
Federal Ministry of Education,
Federal Secretariat, Phase III,
Shehu Shagari Way,
Central Area,
Abuja.

Dear Honourable Minister,

**SUBMISSION OF THE 2021 VISITATION PANEL REPORT ON THE ABUBAKAR
TAFAWA BALEWA UNIVERSITY (ATBU), BAUCHI**

The Honourable Minister may wish to recall that he inaugurated the Presidential Visitation Panel to the Abubakar Tafawa Balewa University, Bauchi for the periods 2011 – 2015 and 2016 – 2020 respectively, on 13 April, 2021. The Panel was given a total of 60 days to complete the task of addressing its 10-item Terms of Reference.

The Panel is happy to report the completion of its assignment at the end of the approved 60-day period.

The Report of the Panel is in two volumes for each of the review periods - the Main Report which includes the Summary of Findings and Recommendations (Volume I), and the Appendices (Volume II).

Members of the Panel express deep appreciation through you to the President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, His Excellency, Muhammadu Buhari, GCFR, Visitor to the Abubakar Tafawa Balewa University, Bauchi, for the opportunity to serve the Nation on this assignment.

Thank you Sir.



Professor Dan Enyi
Chairman



His Excellency, Muhammadu Buhari, GCFR

President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria

Visitor, Abubakar Tafawa Balewa University, Bauchi



Mallam Adamu Adamu

Honourable Minister of Education



Hon. Chukwuemeka Nwajiuba
Honourable Minister of State for Education

ACKNOWLEDGEMENTS

The Visitation Panel to the Abubakar Tafawa Balewa University (ATBU), Bauchi acknowledges with appreciation the confidence reposed on us by Mr. President, Muhammadu Buhari, GCFR, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria; the Honourable Minister of Education, Mallam Adamu Adamu; the Honourable Minister of State for Education, Hon. Chukwuemeka Nwajiuba; the Permanent Secretary, Federal Ministry of Education, Arc. Sonny Echono; and the Director, Tertiary Education Department, Mrs. R.G. Ilyasu, and for entrusting us with this important national assignment.

The Panel also thanks, most sincerely, the Executive Secretary of the National Universities Commission, Professor Abubakar Adamu Rasheed, mni, MFR, FNAL for financial and logistical support. We acknowledge with appreciation the assistance extended to us by many groups, individuals and representatives, particularly:

1. The Chancellor, HRH, Oba Rufus Adeyemo Adejugbe Aladesanmi III (Ewi of Ado-Ekiti) on whose behalf, warm reception and encouragement was extended to the Panel.
2. The Pro-Chancellor & Chairman of Council, Ambassador, Dr (Mrs.) Nimota Niniola Akanbi, on whose behalf also, kind support was extended to the Panel.
3. The Vice-Chancellor, Professor Muhammad A. AbdulAzeez and other Principal Officers of the University for greatly assisting the Panel with logistics for the assignment.
4. The Emir of Bauchi, HRM, Alhaji (Dr) Rilwanu Suleiman Adamu, for the warm reception accorded members of the Panel and the candid way he expressed his interest as well as those of his subjects in events at the ATBU, Bauchi.
5. The Director of State Security Service, Bauchi State Command, Umar Abdullahi Yeldu.
6. The Commissioner of Police, Bauchi State Commend, Sylvester Abiodun Alabi.
7. Various groups of secretariat staff who assisted the Panel members while carrying out the Visitation assignment.
8. The Management of the ATBU Guest House for being there for the Panel throughout the period of the assignment.

Finally, we appreciate all those who submitted memoranda or attended the oral interactive sessions or who have in any other way shared their experiences formally or informally with us to make for a successful completion of the assignment.

MEMBERS OF THE VISITATION PANEL

Prof Dan Enyi

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Ebonyi State University
Abakaliki

Chairman

Prof Musa Alabe

Former Vice-Chancellor
Yobe State University
Damaturu

Member

Alhaji Idris Ahmed

Former Registrar
Ahmadu Bello University
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Member

Dr. Olanrewaju Aladeitan

Associate Professor of Law
University of Abuja

Member

Engr. Fort Ifeanyi Dike

Former Member of the House of Representatives
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Member

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Department of Architecture
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Member

Mr. Obiechefu T. Ukwuagu

Deputy Director
National Universities Commission
Abuja

Secretary

SIGNATURE PAGE



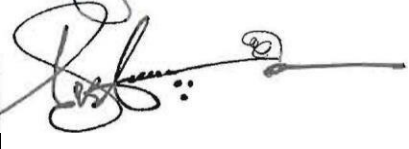
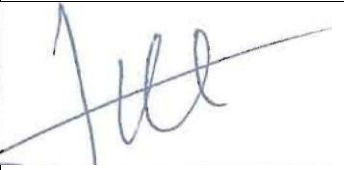

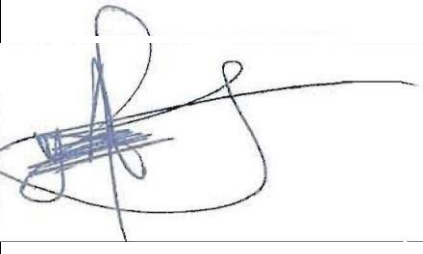

S/N	NAME	STATUS	SIGNATURE
	Prof Dan Enyi Professor of Educational Management Ebonyi State University Abakaliki	Chairman	
	Prof Musa Alabe Former Vice-Chancellor Yobe State University Damaturu	Member	
	Alhaji Idris Ahmed Former Registrar Ahmadu Bello University Zaria	Member	
	Dr. Olanrewaju Aladeitan Associate Professor of Law University of Abuja	Mem	
	Engr. Fort Ifeanyi Dike Former Member of the Representatives, Abuja	House of Member	
	Arc. Michael Ajufoh Department of Architecture Federal Polytechnic, Bauchi Bauchi State	Member	
	Mr. Obiechefu T. Ukwuagu Deputy Director National Universities Commission Abuja	Secretary	

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ACRONYMS AND TERMS

ATBU – Abubakar Tafawa Balewa University
FME - Federal Ministry of Education
NUC - National Universities Commission
TETFund – Tertiary Education Trust Fund
JAMB - Joint Admissions and Matriculations Board
IGR - Internally Generated Revenue
ASUU - Academic Staff Union of Nigerian Universities
SSANU - Senior Staff Association of Nigerian Universities
NAAT - National Association of Academic Technologists
NASU - Non- Academic Staff Union
HME - Honourable Minister of Education
NYSC – National Youth Service Corps
COREN - Council for the Regulation of Engineering in Nigeria
ICAN – Institute of Chartered Accountants of Nigeria
SUG – Students Union Government

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Memorandum submitted by the Academic Staff Union of Universities (ASUU)

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Memorandum submitted by the Student Union Government (SUG)

Memorandum submitted by the ATBU Alumni

Memorandum submitted by the Neighbouring Communities

Memorandum submitted by the Former Vice-Chancellor, Professor S.A. Ibrahim

Documents submitted by the Director of Academic Planning

Documents submitted by the Dean of Student Affairs

Documents submitted by the Acting Director of Works

Documents submitted by the Procurement Unit

Documents submitted by the Health Services Unit

Highlights of meetings and interactions

Inauguration speech by the Honourable Minister of Education

Inauguration speech by the Executive Secretary, National Universities Commission

Government White Paper on the last Visitation Report to ATBU (2004-2010)

ATBU Circular to the University Community on the commencement of the current Visitation exercise (2011-2015 and 2016-2020)

ATBU Conditions of Service

ATBU Strategic Plan

ATBU Act

Laws of the Federation of Nigeria

Federal Republic of Nigeria Official Gazette 2007

Statutes of the College of Medicine, ATBU, Bauchi

Petition by Ibrahim K. Suleiman

Visitation Panel's Updated Action Plan
Pictures of events during the exercise
Appointment Letters of Panel members
The Questionnaire

EXECUTIVE SUMMARY

On 13 April, 2021, a Visitation Panel was inaugurated by the Honourable Minister of Education, Mallam Adamu Adamu, ably represented by the Permanent Secretary, Arc Sonny Echono, on behalf of the President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, and Visitor to the Abubakar Tafawa Balewa University, Bauchi, President Muhammadu Buhari, GCFR. The Panel had a 10-point Terms of Reference addressing issues in the areas of governance, academic standards, quality assurance, management of finances, the relationship between management on the one hand, staff and students on the other, the condition of physical infrastructure as well as instructional facilities and the level of implementation of the White Paper of the previous Visitation Panel Report. The Panel will thereafter make recommendations to the Government based on its findings and observations. The periods covered by the Visitation exercise were 2011 – 2015 and 2016 – 2020 respectively. Membership of the Panel was:

- | | |
|-----------------------------|-----------|
| 1. Professor Dan Enyi | Chairman |
| 2. Professor Musa Alabe | |
| 3. Alhaji Idris Ahmed | |
| 4. Dr. Olanrewaju Aladeitan | |
| 5. Engr. Fort Ifeanyi Dike | |
| 6. Arc. Michael Ajufoh | |
| 7. Mr. Obiechefu T. Ukwuagu | Secretary |

Over the 60-day period, the Panel applied wide-ranging and comprehensive methodologies for data gathering including:

- i. Meetings with the Vice-Chancellor, Principal Officers, Staff and Students of ATBU. The Panel also met with the representatives of the Governing Council, Senate and Congregation as well as the Unions (ASUU, SSANU, NASU, NAAT, the Students Union Government (SUG), and the Host Community;
- ii. Examination of the relationship between the University and the relevant agencies such as Federal Ministry of Education, Federal Ministry of Finance, National Universities Commission, Joint Admissions and Matriculation Board, Tertiary Education Trust Fund (TETFund), etc.
- iii. Analysis of the Memoranda received from members of the University community and outside bodies. A call for submission of Memoranda was issued along with University Circular through the Office of the Registrar, sensitizing the University community on the Visitation exercise and to make submissions to the Panel on any or all of the 10 Terms of Reference (TORs). The Panel analysed the Memoranda that were received and also had interactions with the writers of the Memoranda.

- iv. Sampling of the opinion of staff and students on the assessment of the leadership quality of Council and University Management during the period under review. Due to very poor response rate, the survey was not used for analysis.
- v. Analysis of data and information received from the Service Departments of the University.
- vi. Site visits of the facilities for teaching, learning and research and inspected completed and on-going projects

Some of the findings on the Terms of Reference:

Term of Reference Number 1

Examine and Report on the Level of Implementation of the White Paper in the Previous Visitation 2016 - 2020

NO WHITE PAPER TO IMPLEMENT

Term of Reference Number 2

Look into the leadership quality of each University in terms of the roles of the Governing Council, the Vice-Chancellor and other Principal Officers

Findings/Observations

- a. During the period under review, (2016 -2020), the University had two Governing Councils, the first, chaired by Ambassador Abdullahi Yerima was constituted in January 2013 and its four (4) year tenure expired in February 2017, while the second Council, chaired by Ambassador, Dr (Mrs) Nimota N. Akanbi OON was constituted in April, 2017 and its four (4) year tenure expired in May, 2021;
- b. Both Councils within the reporting period held ten (10) regular meetings, the last being the 92nd (regular) meeting held on 21st January, 2021 and nine (9) Special Meetings were held, the last being the 28th (Special) Meeting, which was held on Thursday 13th February, 2021.
- c. The Governing Council that was constituted in April, 2017 and its four (4) year tenure expired in April 2021, did not evolve any broad policy matters that will add value to the University;
- d. There is no evidence to show that the Council had attempted sourcing of additional funding (to augment the dwindling subvention from Government) to improve the facilities and infrastructure that will improve the promotion of teaching and research in the University

- e. The Registrar as a Principal Officer and Chief Administrative Officer of the University did not demonstrate leadership by example in all his official conduct. For example, he does not resume work at the official time approved by Management and do not respond to providing necessary documents in good time whenever a request for such document is made;
- f. Alhaji Sani A. Ahmed, the Bursar, submitted a detailed account of progress made towards production of movable and immovable asset register of the University for the period 2011 – 2020 and thereafter had a robust interaction with the Panel
- g. In 2019, the University Governing Council approved the supply of 500 pieces of Computer Tablets for Patron use in the library. Out of the 500, DICT tested the sets and found 440 useable. The library has taken custody of the 440 Tablets awaiting ownership inscriptions and ready for use. The sets are to be shared 220 pieces each to Gubi and Yelwa Libraries

Panel's Recommendations

- a. In reconstituting the Governing Council of Abubakar Tafawa Balewa University (ATBU) and indeed any Federal University Council, the Visitor may as a matter of deliberate policy, appoint men and women of proven integrity who are prepared to offer service and add value, and who must be people with some remote idea of a university system;
- b. The records show that these individuals are academics of good standing and that their appointments to the position of Vice-Chancellor followed laid down procedure as provided for in the Universities (Miscellaneous Provisions) Act 1993 as amended;
- c. The Vice-Chancellor should continue to create enabling environment that would encourage the two Vice-Chancellors to give their best to the system.
- d. As Secretary to Council, Senate and Congregation, the Registrar play a vital role in ensuring that decisions taken at a meeting is fully implemented as this is the sole purpose of holding the meeting in the first place
- e. The Bursar should improve on his relationship with the Academic Staff Union of Universities by operating an open-door policy and be transparent in his management and handling of the University's finances
- f. The University should approve the recruitment of three (3) Systems Analysts to facilitate computerization of Library operations

Term of Reference Number 3

To look into the financial management of the institution including Statutory Allocations and Internally Generated Revenue over the recommended period and determine whether it was in compliance with appropriate regulations

Findings/Observations

- a. Deans, Head of Department and Units were involved in budget preparation
- b. The University was able to change its financial year from January to December every year against the former practice of July to June every year
- c. Capital Grant releases have not been satisfactory in relation to the approved budgets within the review period especially because of Capital lapsing provision.

Panel's Recommendations

- a. The University should continue to involve the Deans, Directors and the Head of Department in the Budget process.
- b. The Head of Department and Units should also be involved in Capital Budgeting every year so as to know what project will be executed in their Departments and Units

Term of Reference No. 4

To investigate the application of funds, particularly the special grants and loans meant for specific projects, in order to determine the status of such projects and their relevance for further funding

Finding/Observation

- a. Project awards followed due process as evidenced by documents provided to the visitation panel including newspaper adverts.

Panel's Recommendation

- a. The works department should always endeavor to number every file within their purview. This is to avoid clumsy work spaces and discourage any sign of contract tampering or wrong book keeping.

Term of Reference No. 5

To examine the adequacy of the Staff and Staff Development programmes of each university.

Finding/Observation

- a. All the faculties did not comply with the NUC guideline on staff mix by rank particularly in the Faculties of Engineering, Environmental, Management and Technology Education

Panel's Recommendation

- a. All the faculties should comply with the NUC guideline on staff mix by rank particularly in the Faculties of Engineering, Environmental, Management and Technology Education

Term of Reference No. 6

To determine the relationship between the University and the various statutory bodies it interacts with, according to its law, for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e., Governing Council, NUC, and the Federal Ministry of Education (FME)

Finding/Observation

- a. The Federal Ministry of Education (FME) has internally the responsibility of supervising tertiary education in Nigeria. Since the setting up of the National Universities Commission in 1974, the Federal Ministry of Education now interact with Universities through the National Universities Commission (NUC).

Panel's Recommendation:

- a. FME should continue to discharge its responsibility to the University through the NUC in line with extant laws

Term of Reference No. 7

To examine the Law establishing the University including the relationship between the various organs, units and offices, and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law

Finding/Observation

- a. Concerns were raised by the Academic Staff Union of Universities that the University was deviating from its core mandate as a University of Technology by setting up conventional Faculties and Colleges such as Faculty of Agriculture and College of Medicine and by so doing diminish its peculiarities and strategic nature as a University of Technology.

Panel's Recommendation:

- a. While the argument to address the concern that the University was deviating from its mandate as a University of Technology is persuasive since it is provided for in the enabling Act and the University's Academic Brief, it is suggested that the focus of the Faculties and Colleges in question should be directed towards inclusion of the technological components of the programmes in their curricula.

Term of Reference No. 8

To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction

Findings/Observations

- a. The University has not received its take-off grant since it was established in 1980;
- b. The relocation to the permanent site in Gubi began with the movement of the Directorate of Remedial Studies in 2008, followed by the Faculty of Agriculture and Agricultural Technology;
- c. The Central Administration also moved to Gubi Campus in November, 2010

Panel's Recommendations

- a. The release of the take-off grant to the University to enable it embark on the needed development programmes should be considered a top priority by the Government;
- b. The University should maintain a growth pattern in terms of design and location of facilities and programmes by following the original academic brief and master plan of the University

Term of Reference No. 9

To examine the general security in the University and how the University has dealt with it and recommend appropriate measures

Finding/Observation

- a. The security unit, with a total staff number of three hundred and seventy (370), is made up of men and women who operate in a quasi-functional way.

Panel's Recommendation

- a. The school should tighten security and ensure that provision is made for the acquisition of closed-circuit cameras (CCTV) around the vast expanse of land at the Gubi campus and other sensitive areas within the Yelwa campus.

Term of Reference No. 10

To examine the processes and structures of discipline of students in each university in line with due process of the rule of law

Findings/Observations

- a. That there is evidence of due process in handling students' disciplinary cases;
- b. That the University has processes for disposing of students' disciplinary cases involving both Examination and Non-Examination Misconducts

Panel's Recommendations

- a. That the student disciplinary cases should continue to follow due process in disposal;
- b. Low level of reported and processed misconduct cases is commendable but should not be used as a yard stick for not striving to eliminate student misconducts by various University organs

Chapter One

Introduction

1.0 Preamble

The President, Muhammadu Buhari, GCFR, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, in exercise of the powers conferred on him as Visitor to the Abubakar Tafawa Balewa University, Bauchi approved the constitution of a Visitation Panel to the University, to ascertain the extent to which they have fulfilled their mandate for the good of the public. The last Visitation exercise covered the period 2004 - 2010. The current Visitation exercise is timely considering that it has taken ten (10) years since the last exercise and also the crises experienced in the Nigerian University System in the last few years including the security challenges particularly in the education sector, and the government's determination to resolve the crises. The exercise was scheduled to cover the periods 2011–2015 and 2016-2020 and would last for 60 days, beginning from the day of inauguration, 13 April, 2021 to June, 2021.

1.1 Composition of Panel

Section 13 (1) of the Abubakar Tafawa Balewa University, Bauchi, Decree No 79 of 1988 provides that the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria shall be the Visitor to the University (ATBU Bauchi). Sub-section (2) and (3) of the same section empowers the Visitor to conduct a Visitation of the University directly or indirectly not less than once every five years. It is in the exercise of these powers that the President constituted the 2021 Visitation Panel to the Abubakar Tafawa Balewa University, Bauchi.

The Panel was inaugurated along with 37 other Federal Universities and Inter-University Centres on 13 April, 2021 by the Honourable Minister of Education, Mallam Adamu Adamu, ably represented by Arc. Sonny Echeno, Permanent Secretary, Federal Ministry of Education at the Professor Idris Abdulkadir Auditorium, National Universities Commission (NUC). The Panels were given two months to complete the assignment.

The following persons were appointed as members of the Visitation Panel to the Abubakar Tafawa Balewa University, Bauchi:

Prof Dan Enyi

Professor of Educational Management
Ebonyi State University
Abakaliki

Chairman**Prof Musa Alabe**

Former Vice-Chancellor
Yobe State University
Damaturu

Alhaji Idris Ahmed

Former Registrar
Ahmadu Bello University
Zaria

Dr. Olanrewaju Aladeitan

Associate Professor of Law
University of Abuja

Engr. (Hon) Fort Ifeanyi Dike

Fellow of the Nigeria Society of Engineers
Abuja

Arc. Michael Ajufoh

Department of Architecture
Federal Polytechnic, Bauchi
Bauchi State

Mr. Obiechefu T. Ukwuagu

Deputy Director
National Universities Commission
Abuja

Secretary

1.2 Terms of Reference

The Visitation Panel to ATBU, Bauchi, for the exercise covering the periods 2011 – 2015, was given the following Terms of Reference:

1. To inquire into the level of implementation of the White Paper on the last Visitation report.
2. To look into the leadership quality of each University in terms of the roles of Governing Council, the Vice-Chancellors and other Principal Officers.
3. To look into the Financial Management of each institution including statutory Allocations and Internally Generated Revenue over the recommended period and determine whether it was in compliance with appropriate regulations.
4. To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further Funding.
5. To examine the adequacy of the staff and staff development programmes of each University.
6. To determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e., Governing Council, NUC, and the Federal Ministry of Education (FME).
7. To examine the Law establishing the University including the relationship between the various internal organs, units, and offices and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law.
8. To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction.
9. To examine the general security in the University and how the University has dealt with it and recommend appropriate measures.
10. To examine the processes and structures of discipline of students in each University in line with due process of the rule of law.

Chapter Two

Methodology

2.0 Introduction

In order to ensure that the assignment is completed on schedule, the panel adopted some methods that allowed for thoroughness and hitch-free exercise. Over the 60-day period, the Panel applied the following methodologies:

2.1 Post inauguration meeting

As soon as the Visitation panels were inaugurated on 13 April, 2021 in Abuja, the Chairman and the Secretary of the Panel to ATBU, who were the only panel members physically present held a meeting to map out strategies in the execution of the assignment. Other members of the panel actively participated remotely at the inauguration in observance of the Covid-19 protocols. The draft strategies were later discussed by the panel in series of online meetings. The panel agreed to commence work at the ATBU, Bauchi on the 26 April, 2021.

2.2 Operational Strategies/Plans

On arrival at ATBU on 26 April, 2021, the panel members met again to review the agreed strategies. Copies of some background information were provided at the designated secretariat to the panel members, such as: copies of the enabling laws; the White Paper and Implementation Levels on the previous Visitation Exercise to ATBU, amongst others.

2.2.1 Accommodation of the Visitation Panel members:

For the safety and convenience of the Panelists, members were accommodated in the University Guesthouse, GRA, Bauchi. The University also provided security personnel at the venues used by the panel members.

2.2.2 The Secretariat:

The Secretary of the Panel went ahead of the team to set up the Secretariat at the Council Chambers/Conference Room and the Council Guesthouse. with full cooperation of the Vice-Chancellor, Professor Muhammad A. AbdulAzeez and the Registrar, Dr Ahmad Garba Hassan. The official notification letter from the Chairman of the Panel to the Vice-Chancellor (VC) was delivered to the VC. The Vice-Chancellor also directed the release of the following items for the secretariat:

- Two (2) Desktop computers;
- Two (2) Printers
- Photocopier
- Stationery

Due to the sensitive nature of the assignment, the Secretary co-opted a staff of the NUC to assist in the Secretariat in addition to two other staff and a senior staff of the university in the person of Abdulrazaq Umar, Deputy Registrar (Junior Staff).

2.2.3 Coordinating Venue:

The Council Chambers of the University, a conference room and another office for the Chairman were set aside for the period of the Visitation Exercise as Coordinating Centre for the Panel. Interactions were conducted in the Secretariat and the Guesthouse.

2.2.4 Call for Memoranda:

A call for the submission of Memoranda was issued in addition to the Circular issued by the University and pasted at strategic locations within the University Campuses, notifying and sensitizing all stakeholders on the Visitation Panel and their mission to the ATBU. The Panel also met with the leadership of the various Unions and urged them to submit memoranda on behalf of their Unions in respect to any or all of the advertised Terms of Reference. The deadline for the submission of memoranda was 12 May, 2021, however, late submissions were accepted by the Panel. The Visitation Secretariat created an e-mail account visitationpanelforatu2021@gmail.com for the submission of electronic copies of the memoranda and other documents.

2.2.5 Request for submissions from the Vice-Chancellor (VC) and Principal Officers:

The Panel also briefed the VC, the Registrar, Bursar, Librarian, Director of Works, Deans of Faculties and Directors of various units/services/centres on its methodology and requested them to present official memoranda on their operations between 2011–2015 and 2016-2020 respectively.

A formal letter of call for memoranda from the Chairman of the Visitation Panel was also extended to the two former Vice-Chancellors whose tenures were within the periods under review, as well as to the Council through the Chairman of the Council. The letters were delivered to the Office of the Registrar of the University.

2.2.6 Drawing up a Timetable:

A time table of the activities of the Panel as well as the schedule for oral interaction/interview with Principal Officers, Staff and Student Unions, and other stakeholders was developed to enhance this assignment. The timetable was shared with the University for further planning and logistics.

2.2.7 Courtesy Visits:

The Visitation Panel paid a courtesy call on the Vice-Chancellor on arrival at the Gubi Campus of the University to intimate him on the mission of the Panel. The Panel subsequently held a meeting with the Vice-Chancellor and the Management team.

The Panel also paid courtesy calls on His Royal Highness, the Emir of Bauchi, Alhaji (Dr) Rilwanu Suleiman Adamu, CFR; the Commissioner of Police, Mr. Sylvester Abiodun Alabi; and the Director State Security Services, Umar Abdullahi Yeldu, fsi. During the courtesy visits, the Panel reiterated the purpose of the Visitation exercise and assured that the assignment was not a fault finding but a quality audit mission that would be pursued with a sense of objectivity, fairness and confidentiality.

2.2.8 Inspection Visits:

The Visitation Panel conducted inspection visits to various facilities at the Gubi, Yelwa and Tafawa Balewa Campuses. These facilities included the schools/faculties and the various Departments, the Bursary, the Registry, the Library, the Students Hostels, the Medical Centre, the Consultancy Services Unit, the Staff School, the Staff International Secondary School and the Recreational facilities.

Note: The Tafawa Balewa Campus was designed to host the Centre for Science, Technology and Entrepreneurial Development but has not been put to use since 2018 when the site was said to have been completed.

2.2.9 Oral Interactions:

Oral interactions were held with the VC, the Principal Officers, the Deans of Schools, and the Directors of Units/Services/Centres, the Staff and Student Unions and individuals who submitted memoranda.

2.2.10 Report Writing:

The compilation of the Visitation Report was coordinated at the Panel's Secretariat.

2.3 The Report

The Report is submitted in two volumes. Volume I is the main report that deals with the Terms of Reference with findings/observations and recommendations, while Volume II consists of the received memoranda and other Appendices.

Chapter Three
Term of Reference 1

To inquire into the level of implementation of the White Paper on the last Visitation Report

NO WHITE PAPER TO IMPLEMENT

Chapter Four

Term of Reference 2

To look into the leadership quality of the University in terms of the roles of Governing Council, the Vice-Chancellors and other Principal Officers

4.0 The Governing Council

4.1 Introduction

The law provided for the Governing Council as the highest policy body of the University to formulate general policies for the good governance of the University. The Governing Council is expected to concentrate on broad policy matters adopting global best practice, monitoring of institutional projects, sourcing for funding to improve the facilities and infrastructure that will enable the promotion of teaching and research in the University. While the Council is not expected to delve into the day-to-day running of the University, it can from time to time examine any aspect of the running of the University.

Findings/Observations (Ambassador Abdullahi Led Council):

- a. During the period under review, (2016 -2020), the University had two Governing Councils, the first, chaired by Ambassador Abdullahi Yerima was constituted in January 2013 and its four (4) year tenure expired in February 2017, while the second Council, chaired by Ambassador, Dr (Mrs) Nimota N. Akanbi OON was constituted in April, 2017 and its four (4) year tenure expired in May, 2021;
- b. Both Councils within the reporting period held ten (10) regular meetings, the last being the 92nd (regular) meeting held on 21st January, 2021 and nine (9) Special Meetings were held, the last being the 28th (Special) Meeting, which was held on Thursday 13th February, 2021.
- c. Due to COVID-19 restrictions, no Council meeting was held between March 2020 and December 2020;
- d. The Council approved/ratified the execution of 45 major projects, breakdown of which is as follows: (2016: 19 projects; 2017: 2 projects, 2018:10 projects; 2019: 9 projects; 2020: 5 projects).

Table 1: Number of Project approved by the Council during the period

Year	Number of Projects
2016	19
2017	2
2018	10
2019	9
2020	5

- e. Ensured that the University's accounts were audited annually for the period ended December 2016, 2017 and 2018 respectively by an external Auditor, PFK Chartered Accountants & Business Advisors in line with section 4 of ATBU Act;
- f. Approved the appointment of Professor Anwalu Uba as Deputy Vice-Chancellor (Administration) 2016 – 2017;
- g. Approved the appointment of Professor M.A. AbdulAzeez as Deputy Vice Chancellor (Administration) 2018 – 2019;
- h. Approved the appointment of A.G. Hassan PhD as Registrar, 2016 - June 2021;
- i. Approved the appointment of Alhaji Sani Audu Ahmed as Bursar, 2016 – 2021;
- j. Approved the appointment of Professor M.A. AbdulAzeez as Vice-Chancellor effective from 27th April, 2019 – 26th April, 2024;
- k. Approved the appointment of Professor I.M. Danjuma as Deputy Vice- Chancellor (Academic) 25th July, 2018 – 24th July, 2020 and reappointed for another two years from 25th July to end 24th July, 2022;
- l. At its 92nd (Regular) meeting held on Friday 29th January, 2021, Council approved one-year extension of A.G. Hassan PhD as Registrar effective from 25th June, 2021 to 24th June, 2022. This is in line with section 4 of the Universities (Miscellaneous Provisions) Amendment Act, 2012;
- m. The processes as provided for in the Universities (Miscellaneous Provisions) Act 1993 as amended, for the appointment of the aforementioned officers were carried out without the usual rancour that were associated with such exercise;
- n. Approved the promotion of 80 Professors, 60 Readers, 92 Senior Lecturers and 838 Senior Non-Teaching/Technical staff during the period under review.

Findings/Observations (Ambassador, Dr (Mrs) Nimota N. Akanbi OON led Council):

Following exhaustive perusal of Council decisions taken at these regular and special meetings over the reporting period, it is established that:

- a. The Governing Council that was constituted in April, 2017 and its four (4) year tenure expired in April 2021, did not evolve any broad policy matters that will add value to the University;

- b. There is no evidence to show that the Council had attempted sourcing of additional funding (to augment the dwindling subvention from Government) to improve the facilities and infrastructure that will improve the promotion of teaching and research in the University;
- c. Most of the subject matters presented to the Council for consideration and decisions at its meetings during the period under review were either inconclusive or where firm decisions were taken, there was no follow up mechanism in place to ensure implementation. Below are some of the examples:
 - i. At its 83rd (Regular) meeting held on the 15th and 16th December, 2016, Council directed the Registrar and the Bursar to submit organogram of the departments indicating job description/schedule of duties of the components parts for its consideration and decision. To date, no decision had been taken despite repeated reminders to the officers during subsequent meetings of Council;
 - ii. At its 90th (Regular) meeting held on 15th October, 2019 Council noted the recommendation of the Visitor's directives arising from the Visitation Panel recommendation (2004 – 2010) for the demerger of the Directorate of Works and Department of Physical Planning into two distinct Directorates comprising the Department of Works and the Department of Physical Planning, and directed Management to submit a proposal for the demerger for its consideration and decision. To date, Management is yet to revert to Council with its recommendation.
 - iii. At its 93rd (Regular) meeting held on Monday 12th April, 2021, when no submission was received, Council directed Management to hasten action to conclude the process of demerger within a month from 12th April, 2021 and thereafter submit its report to Council for consideration and decision. To date, Management is yet to submit its report to Council;
 - iv. It is worth noting that there is no evidence to show that Council had approved the two directorate which hitherto were separate and distinct. Lack of job description of staff in the directorate had led to conflict of interest in the discharge of their responsibilities;
 - v. At its 77th (Regular) meeting, the Registrar presented a memo to Council seeking its approval to create three (3) Deputy Registrars positions. After due consideration, Council directed that the existing seven (7) approved position of Deputy Registrars be maintained, while the request for the three (3) additional vacancies being sought, would be considered subject to the presentation of work/schedule of duties of the offices to be created;
 - vi. To date, the Registrar is yet to revert to Council with the information requested for consideration and appropriate decision;

- vii. Despite Council decision that the seven (7) approved Deputy Registrar position be maintained, Council approved the promotion of ten (10) staff to the non-existing approved vacancies of Deputy Registrar position;
- viii. The last Governing Council chaired by Ambassador Dr (Mrs) Nimota N. Akanbi, OON was not as effective, focused and organised as the previous pro-active Councils. No broad policy matters which would promote teaching and research in the University were made;
- ix. Regulations governing the conditions of service for Senior Staff which was approved by Council on 2nd January, 2018 contained a lot of errors, spelling mistakes and omissions. Some of the provisions contained therein are incorrect. For example:
 - 1. Lateral conversion of staff from his/her current distinct cadre to another distinct cadre is not in line with the provision of the appointment and promotion guideline;
 - 2. Terminal grade for National Diploma (ND) holder is CONTISS 9. This was not indicated in the condition of service, hence staff with National Diploma (ND) without additional relevant qualification were promoted up to CONTISS 13.

Panel's Recommendations:

Following the observed lapses/flaws, the Panel recommend as follows:

- a. A review and update of the 2018 Guidelines for condition of service for Senior Staff;
- b. Appointments and promotions in the University should be subject to availability of approved vacancy and financial provisions in the University budget for the relevant year;
- c. In reconstituting the Governing Council of Abubakar Tafawa Balewa University (ATBU) and indeed any Federal University Council, the Visitor may as a matter of deliberate policy, appoint men and women of proven integrity who are prepared to offer service and add value, and who must be people with some remote idea of a university system;
- d. Staff who have reached the bar under their distinct cadre do not automatically qualify for conversion to another cadre laterally. If there must be a conversion, there is need for such staff to have additional relevant qualification with cognate experience required for such positions in line with the appointment and promotion guideline.

4.2 The Vice Chancellor

There were two (2) Vice-Chancellors during the reporting period as follows.

- i. Professor S.A. Ibrahim from 27th April, 2014 to 26th April 2019;
- ii. Professor M.A. AbdulAzeez appointed on the 27th of April, 2019 for a five (5) year tenure which ends on the – 26th of April, 2024.

Professor S.A. Ibrahim had an interactive session with the Panel and also submitted a memorandum.

Findings/Observations:

- a. The records show that these individuals are academics of good standing and that their appointments to the position of Vice-Chancellor followed laid down procedure as provided for in the Universities (Miscellaneous Provisions) Act 1993 as amended;
- b. In order to democratize the day-to-day administration of the University, the Vice-Chancellors constituted a University Management team with the Vice-Chancellor as Chairman, while other members are the Deputy Vice-Chancellor (Administration), Deputy Vice-Chancellor (Academic), the Registrar, the Bursar and University Librarian. The Management team meets weekly on Mondays to review important activities in the following week. Decisions were based on consensus;
- c. In order to deepen, participatory administration of the University, the Vice Chancellor expanded the Management team to include the Director of Academic Planning and Quality Assurance, the Dean, Student Affairs Division, the Director of Works, the Chairman, University Security Committee, the Chief Security Officer and the Director, University Health Services;
- d. The two Vice-Chancellors had to the best of their abilities and within the constraint of the limited financial resources discharged their statutory responsibility creditably;
- e. Despite limited financial resources, the University had made modest achievements in infrastructural development (substantially through TETFUND interventions and NEEDS assessment), academic activities as well as complying with the cardinal requirement of matching student population growth with available space and facilities;
- f. The relationship between the Vice-Chancellor and other internal organs in the University including the In-house Unions and the Students Union Government is cordial;
- g. The Vice-Chancellor initiated laudable programmes, which if successfully implemented would substantially increase the Internally Generated Revenue (IGR) of the University.

4.3 Deputy Vice-Chancellors (Administration and Academics)

Introduction

The Deputy Vice-Chancellors have no statutorily assigned functions although they are Principal Officers of the University and members of the Governing Council and Senate. They normally deputize during the absence of the Vice-Chancellor or carry out any other functions that the Vice-Chancellor may assign to them.

During the reporting period, there were four (4) Deputy Vice-Chancellors, vis: -

- a. Professor Anwalu Uba (Deputy Vice-Chancellor, Administration) 2016 – 2017;
- b. Professor M.A. AbdulAzeez (Deputy Vice-Chancellor, Administration) 2018 – 2019 (current Vice-Chancellor);
- c. Professor I.H. Garba (Deputy Vice-Chancellor, Administration) 15th October, 2019 – 14th October, 2021;
- d. Professor I.M. Danjuma (Deputy Vice-Chancellor Academic) 2018 – 2020 (reappointed for two (2) years with effect from April 2021 – 2023).

Finding/Observation:

- a. The two Deputy Vice-Chancellor had very cordial relationship with the Vice-Chancellor, members of the Governing Council, Senate and Management. They discharged the responsibilities delegated to them by the Vice-Chancellor creditably.

Panel's Recommendation

- a. The Vice-Chancellor should continue to create enabling environment that would encourage the two Vice-Chancellors to give their best to the system.

4.4 The Registrar

Introduction

The Registrar is the Head of the Registry Department and his role is defined and delineated by the law of the University and other conventions which describes the Registrar as the Chief Administrative Officer of the University responsible to the Vice-Chancellor for the general administration of the University. He is the Secretary to Council, Senate, Convocation and Congregation. He is responsible for follow up actions on decisions taken at the end of the meetings of each organ. The Registrar is by statute, the custodian of all the University records and common seal.

In assessing the leadership quality of A.G. Hassan PhD, the current Registrar, who assumed duty on the 25th June, 2016 during the period under review, the Panel focused on his relationship with members of the Governing Council, the Senate, the Management and the Congregation. Other areas of assessment include the quality of minutes of Council, Senate and Congregation as well as follow up actions on decisions taken at the end of the meeting of each organ, random sampling of Personnel and Subject files to determine if documents are properly filed and paginated, and through random visits to offices etc.

To achieve this, the Panel sought and obtained a variety of information; relevant statistical data and memoranda from the Registry Establishment Secretary, Academic Secretary, Director of Academic Planning and Quality Assurance, Dean Student Affairs Division, University Legal Officer among others. After the perusal of the documents submitted, the Panel interacted with these officers. In addition, the Panel requested for copies of summary of the Minutes of the Governing Council and Senate meetings held during the period (2016 - 2020) under review.

Findings/Observations

- a. The Registrar as a Principal Officer and Chief Administrative Officer of the University is expected to demonstrate leadership by example in all his official conduct;
- b. As part of his role, the Registrar is expected to set up a mechanism for effective monitoring and supervision of staff in the Registry department;
- c. Lack of clearly defined and approved organogram and job description/schedule of duties of staff in the Department/Division affects efficient service delivery and encourages lackadaisical attitude to work. There is no way by which you can objectively evaluate staff during yearly performance appraisal without schedule of duties;
- d. At Council's 77th (Regular) meeting held on the 30th January, 2014, Council re-affirmed that its subsisting approval of seven (7) positions of Deputy Registrar be maintained, while request for the creation of three (3) additional vacancies for the positions be deferred subject to the provision of schedule of duties for the three (3) positions to be created. To date, the Registrar is yet to submit to Council the proposed schedule of duties to enable it take appropriate decision;
- e. Despite Council decision that the seven (7) subsisting approved for Deputy Registrar position be maintained, the Registrar initiated and obtained Council approval for the promotion of seven (7) Registry Staff to non-existing approved vacant position of Deputy Registrar;
- f. Under the Registrar's watch, the Regulations Governing Conditions of Service for Senior Staff which was approved by the Governing Council on the 2nd of January, 2018 contained a lot of grammatical errors, spelling mistakes, omission of some

- cadres that are in place. Due diligence in handling the sensitive assignment is far from being satisfactory;
- g. Most of Council's deliberations on subject(s) matters presented to it for consideration and decision at its meeting during the period under review were either inconclusive or where firm decisions were taken, there is no follow up action by the Registrar and Secretary to Council to ensure implementation;
 - h. Following a random perusal of minutes of Council and Senate meetings held during the period under review, it was discovered that:
 - i. Minutes of meetings of about 60 – 70 pages is unwieldy;
 - ii. The language/grammar/tenses are sometimes incorrect;
 - i. Pagination of files (Personnel and Subject files) perused were not up to date and in some cases wrong filing of documents in the appropriate file is common;
 - j. The Registrar submitted to the Panel, various correspondences from the Federal Character Commission which were responses to his letter to the Commission. He erroneously did not attach his letter to the documents he submitted to the Panel for perusal;
 - k. Many live personnel files of staff and subject files were littered on the floor in the offices;
 - l. Registry Archives, where closed volumes of personnel files are kept are not properly arranged for easy retrieval of documents and information as and when the need arises;
 - m. There is no articulated guide for Registry staff training and development;
 - n. The Panel observed that the existing University law and regulations provides a sufficiently conducive environment for the smooth functioning of the University. The Panel is of the belief that if these laws and regulations are not effectively applied as and when due appropriately, it may result in responsibilities not discharged effectively, duties are performed with laxity and a disturbing degree of indiscipline may find its way into the University system.

Panel's Recommendations:

- a. Registrar should be advised to:
 - i. Imbibe the culture of leading by example in all his official conduct;
 - ii. Comply with Council decision on the need to submit proposed organogram and job description of staff in the department and division to Council for consideration and decision.

- b. As Secretary to Council, Senate and Congregation, the Registrar play a vital role in ensuring that decisions taken at a meeting is fully implemented as this is the sole purpose of holding the meeting in the first place;
- c. The work of a good administrator lies in his ability to produce qualitative and accurate minutes of a meeting. As Secretary to three organs, the Registrar should be advised to endeavour to observe the following while writing minutes of meetings:
 - i. Accuracy: The minutes must be accurate, concise and free from grammatical errors in order to reflect what transpired as the true state of affairs and decisions taken at the meeting;
 - ii. Brevity: Minutes must be brief without sacrificing sufficiency and completeness. Bulky submission to Council for approval should be attached to the minutes as an appendix;
 - iii. Clarity: Minutes must be clear and free from any ambiguity so that members who were not present at the meeting may be well informed about the decisions reached.
- d. Follow-up action: Implementation of decisions at a meeting is the sole purpose of holding the meeting in the first place. As Secretary, the Registrar play a vital role in ensuring that decisions taken are fully implemented;
- e. Ensure that pagination of files is up to date and documents are filed in the appropriate file;
- f. Ensure that filing cabinets are provided for proper custody of live files currently littered on the floor in the offices especially in the Establishment Division;
- g. Ensure compliance with the guideline, which states that all appointment and promotion in the University are subject to availability of vacancies and financial provisions in the University budget for the relevant year as approved by Council on the recommendation of Senate Estimate Committee and A & PC always;
- h. The Registrar should be advised to always ensure compliance with recruitment procedure as non-compliance or refusal to implement rules and regulations governing employment may result in the University having a pool of unproductive, non-promotable and disgruntled employees;
- i. The Panel therefore recommend that existing laws and other regulations of the University should be fully applied as and when situation demand;
- j. The Registrar should be advised to use the one-year extension of his tenure approved by the Council to turn around the fortune of the Registry Department to provide efficient and cost-effective service delivery between the various units of the University;
- k. The Registrar should be cautioned to henceforth be proactive and to promptly implement Council's decision as and when due.

4.5 The Bursar

Introduction

The Bursar is the Head of the Bursary Department and his role is defined and delineated by the laws of the University which described the Bursar as the Chief Financial Officer of the University responsible to the Vice-Chancellor for the day-to-day administration and control of the University. The Bursar advises the Vice-Chancellor and the Governing Council on the official application and deployment of funds and budgetary matters; ensure that the University accounts and Asset Register are properly maintained and updated and presented annually for external auditing by an independent firm of auditors approved by the Governing Council in line with the section 7(4) of ATBU Act.

Findings/Observations:

- a. There had been four (4) set of substantive and acting Bursars during the reporting period (2016 – 2020) as shown below:
 - i. Alhaji Hassan Tolba Gwani - Substantive Bursar whose tenure expired on the 31st July, 2016;
 - ii. Alhaji Sani A. Ahmed – Ag Bursar, 1st August, 2016 – 31st July, 2017;
 - iii. Mrs Ladi B. Maigari – Ag Bursar 1st August 2017 – 31st October, 2017;
 - iv. Alhaji Sani A. Ahmed – Substantive Bursar 1st November, 2017 to date.
- b. Alhaji Sani A. Ahmed submitted a detailed account of progress made towards production of movable and immovable asset register of the University for the period 2011 – 2020 and thereafter had a robust interaction with the Panel;
- c. The Bursar informed the Panel that the external auditing of Abubakar Tafawa Balewa University (ATBU) Bauchi accounts for the period 2011 – 2018 was successfully concluded by PKF, chartered Accountants and Business Advisors;
- d. The Panel found that:
 - i. the Bursar has cordial relationship with members of the Governing Council, the Vice-Chancellor and other Principal Officers as well as In-house Unions except the Academic Staff Union of Universities (ASUU);
 - ii. there appears to be communication gaps between the Bursar and the Academic Staff Union of Universities on the payment and use of funds.

Panel's Recommendations:

- a. The Bursar should improve on his relationship with the Academic Staff Union of Universities by operating an open-door policy and be transparent in his management and handling of the University's finances;
- b. The Bursar should be advised to liaise with the Management and Governing Council to provide appropriate funds for the early completion and production of the important document i.e., University Movable and Immovable Asset Register.

4.6 The University Librarian

Introduction

The University Librarian is responsible to the Vice-Chancellor for the day-to-day administration of Library and coordinator of Library services in Faculties and Colleges as well as implementation of the policy of the University with respect to the development of Library.

There have been two University Librarian during the reporting period as shown below:

- i. Dr M.N. Bello whose tenure as substantive University Librarian expired by 22nd May, 2020;
- ii. Mrs. H.C. Pisagih (Deputy University Librarian) appointed Acting University Librarian with effect from 23rd May, 2020 to date;

Both Dr M.N. Bello and Mrs. Pisagih submitted memoranda and thereafter had interactive sessions with the Panel.

Findings/Observations

Based on their responses and the memoranda/report received from them, the Panel found that:

- a. The University has two main libraries at (Yelwa and Gubi) campuses. Two Faculty Libraries and college libraries were added during the period under review. These are:
 - i. Faculty of Management Sciences;
 - ii. Faculty of Science and Technology Education;
 - iii. College Libraries (Pre-Clinical Library at Gubi Campus and Clinical Library at ATBU Teaching Hospital).
- b. There are Readers Services Division (RSD) on both campuses. The Division comprises of Circulation, Reference, Reserve, Serial, Research/Document and the

- Open Stark. The Technical Division consist of the Reprography, Bindery and Audio-Visual Units;
- c. The Electronic – Library (e-Library); The two Campuses and College of Medical Science has e-library sections with common and related specific database;
 - d. The 2013 – 2016 merged TETFUND allocation for Library development was used for the procurement of 3, 744 Tiles of 11,045 volumes of Books/Journals and 120 seat capacity e-library facilities with accessories for Gubi campus library;
 - e. In 2019, the University Governing Council approved the supply of 500 pieces of Computer Tablets for Patron use in the library. Out of the 500, DICT tested the sets and found 440 useable. The library has taken custody of the 440 Tablets awaiting ownership inscriptions and ready for use. The sets are to be shared 220 pieces each to Gubi and Yelwa Libraries;
 - f. During the period under review, as part of motivation for dedication to duty, staff that were due and merited promotions were duly assessed and promoted to the next various ranks. A total of 76 staff consisting of 15 academic staff, 14 administrative staff and 47 Library Officers/Assistants were promoted to the next rank. The staff strength was improved by 22% with addition of 17 new staff during the period under review;
 - g. The National Information Technology Development Agency (NITDA) during the period under review donated and installed a 50-seat capacity fully furnished virtual Library at Gubi Library. The items provided included Library software and 2 years World e-library database subscription, a server, e-Learning platform, 30 KVA/360 V-3-Phase Inverter, 60 pieces of 100 AH sealed deep cycle gel batteries, Laser Jet colour and black/white network printers, Barcode Scanner/Reader Photocopier. The e-library facilities at Gubi Library campus were upgraded to 65-seat capacity by NITDA;
 - h. The Gubi Library became fully developed and operational at the permanent site of the University during the period under review. All the resources serving all the four Faculties on the campus were moved from Yelwa campus to Gubi main Library. Services were put in place including the e-library facilities, Serial and Research and Documentation Unit. However, in June2018, the unfortunate North storm that raged through Bauchi State damaged the Gubi Main Library. The damages were so severe that the entire integrity of the building was doubtful. Following this development, the library is temporary relocated to the Examination Hall;
 - i. During the period under review, the Nigerian National Petroleum Corporation (NNPC) as part of its social corporate responsibilities approved the construction of a new ultra-modern six-story library complex estimated at ₦ 1. 8 billion at Gubi campus. The construction commenced in late 2019 and work is steadily progressing now at 4th floor construction;

- j. The Librarian informed the Panel that renewal of subscription for the update of books, journals and periodical as well as Ebscohost database Electronic Journals in the Library were made up to year 2020. The renewal for the 2021 is being processed.

Panel's Recommendations:

- a. The University Librarian should sustain the tempo of development in the library;
- b. The University should approve the recruitment of three (3) Systems Analysts to facilitate computerization of Library operations;
- c. High speed internet connectivity should be deployed to the two campuses considering the technology advancement in teaching, learning and research coupled with the lessons of Covid-19.

Chapter Five

Term of Reference 3

To look into the financial management of each institution including statutory allocations and Internally Generated Revenue over the recommended period and determine whether it was in compliance with appropriate regulations.

5.0 Introduction:

The Management of Financial Resources of any Organization is very important for success of such Organization in which the University is inclusive. The Panel looked into the Management of the University's Financial Resources for the year 2016 to 2020 in line with Term of Reference 3.

5.1 Sources of Income

The Sources of Income to the University in the period under review 2016 to 2020 were from Federal Government Grant, Other Grants and Donations and Internally Generated Revenue (IGR).

a) Government Grant:

These were releases from the Federal Government for running of the University which is made up of Recurrent and Capital Grants.

(i) Recurrent Grant: The University received the sum of **₦16,349,903,573** as Recurrent Grant within the period under review. The sum of **₦16,122,832,367** was for payment of salaries and wages whereas the sum of **₦227,071,206** was for Overhead Cost of the University.

(ii) Capital Grant: The Federal Government released the sum of **₦584,127,741** as Capital Grant to the University in the period under review.

b) Internally Generated Revenue (IGR):

These are funds generated by the University mainly through student charges and its investment in the capital market. The investments include ATBU Trust and Investment Ltd (ATIL), ATBU Microfinance Bank and University Farm. The income from such investments was so insignificant that the University cannot depend fully on them as sources of internally generated revenue. During the period under review, the sum of **₦4,526,956,139** was generated by the University. The Revenue generated internally are mostly from Student registration in the form of Examination fees, laboratory fees, Games fees, and proceeds from investments.

c) Other Grants/Donations: From the Audited Account of the University for the periods 2016 to 2020, the University received the sum of **₦7,792,651,363** as Other Grants, Donations and Earned Allowances as shown below:

List of Other Grants, Donations and Earned Allowances

- TETFund Normal Intervention	- 2,028,511,137
- TETFund Special Intervention	- 2,470,311,554
- TETFund Staff Training	- 816,546,646
- Teaching & Research Fund	- 194,799,032
- FGN Rehabilitation Fund	- 551,740,741
- Need Assessment Fund	- 1,645,405,769
- Earned Allowances	- 85,336,184
TOTAL	= <u>₦7,792,651,363</u>

The University in summary, received from the Federal Government in the period under review, the sum of **₦16,122,832,367**, **₦227,071,208** and **₦584,127,741** as Personnel Cost, Overhead Cost and Capital Cost Grants respectively. It generated the sum of **₦4,526,956,139** as Internally Generated Revenue. The sum of **₦7,792,651,363** was received as Other Grants/Donations within the period 2016 to 2020.

Total Income Received from 2016 to 2020

- Personnel Cost Grant	- 16,122,832,367
- Overhead Cost Grant	- 227,071,206
- Capital Cost Grant	- 584,127,741
- Internally Generated Revenue	- 4,526,956,139
- Other Grants and Donations	- 7,792,651,363
TOTAL	= <u>₦29,253,638,816</u>

5.2 Management of Financial Resources

In the disbursement of Government funds, there are some procedures to follow in such disbursement and that depends on the type of funds, either capital or recurrent. For the judicious utilization of the University Funds, the Chart of Accounts manual produced by the NUC and later the IPSAS Chart of Accounts in which all reports are to be produced according to the charts. The Procurement Act of 2007 were judiciously used in awarding contracts to contractors of the University. Financial Regulations were also taken into consideration in making payments for contracts especially for mobilization fees of 15% to contractors handling various projects of the University.

i. Recurrent Funds:

The Panel observed that the main sources of these funds were from the Federal Government in form of Personnel Grant, Overhead and Service Charges from the Students. The University through its normal annual budget process allocates the funds to the Departments and Units of the University through their Vote Books. The Units use the Vote Books to access the recurrent funds for day-to-day running of their Departments and Units. It also observed that the money allocated to some Departments is not adequate to cover their day-to-day or running cost of the Departments.

ii. Capital Funds:

These are expenditure incurred from Capital Grant for payment of contractors handling University capital projects such as purchase of teaching and research equipment, capital refurbishing and new constructions projects. In doing that, procedures such as procurement process and financial regulations must be followed.

Findings/Observations

After going through the documents submitted to the Panel, the following findings and observations were noted by the Panel.

a) Budgeting Process

The University explained that in her budget processes, Deans, Head of Department and Units were involved in budget preparation. On enquiry, we discovered that the Bursary Department normally sends call circular to Deans, Directors, Head of Department and Units to forward their budget proposal to the Bursar. After collecting the proposals, the Bursary Department will produce a draft Budget based on the proposals from the Departments and forward to Senate Estimate Committee for the Deans, Directors, Head of Departments and Units for defense.

After a successful defense by each Department and Unit, a draft Budget Proposal will be produced and send to Governing Council for approval through a Council Committee called Budget Monitoring Committee (BMC). As soon as the Council approves the proposal, it becomes a Budget for implementation.

- i) The University was able to change its financial year to January - December every year against the former practice of July to June every year;
- ii) It observed that the University followed the provisions of the 2007 Public Procurement Act in the administration of Capital funds, and further observed that these processes were closely monitored by relevant Government Agencies e.g.

The Budget office, Accountant General, Office of Auditor General and the Federal Ministry of Education;

- iii) It was also observed that the delay in release of some trenches in TETFund projects led to delay in completion of some projects;
- iv) There was drastic drop in the capital income coming to the University in the periods under review;
- v) Capital Grant releases have not been satisfactory in relation to the approved budgets within the review period especially because of Capital lapsing provision;
- vi) The University operate two types of Budgets, namely: Operational and Federal Government Budgets

Table 2: Allocations and Releases

S/N	Head	Allocations	Releases
1.	Personnel	23,624,909,797	16,122,832,367
2.	Overhead	330,487,639	227,071,206
3.	Capital	1,166,285,766	584,127,741
	TOTAL	25,121,683,202	16,934,031,314

b) Allocation of Resources

The Panel was able to establish that the resources of the University was distributed to Departments and Units as contained in the Vote Books according to established sharing formula.

Table 3: Allocation of Resources to Various Heads

	Total Budget Allocations	₦29,624,619,540
		Percentage (%)
1.	Percentage allocated to Personnel	76.90%
2.	Percentage allocated to Departmental Charges	13.11%
3.	Percentage allocated to General Expenditure (Academic)	3.40%
4.	Percentage Allocated to General Expenditure (Admin)	0.62%
5.	Percentage Allocated to Common Charges	3.31%
6.	Percentage to Others	2.67%
	TOTAL	100%

For the period under review 2016 to 2020, the Panel was able to establish that the University expended the following: -

- i) Recurrent: The sum of **₦16,473,289,352** was expended on Staff Salaries and Wages. The sum of **₦3,942,584,245** was utilized for the day-to-day running of the University.
- ii) Capital Expenditure: The sum of **₦9,721,323,479** was expended on various Capital Projects of the University. These include Special Capital Projects allocated to the University by TETFund. The sum of **₦64,500,000** from the Capital expenditure was invested on the University Microfinance Bank as a source of revenue to the University. The Capital Projects were mostly completed as at the period of the Visitation.

c) Adherence to Standard Norms in Fund Distribution and Utilization

The Standard norms in fund distributions and utilization in the University are based on the budgeted allocated funds. The allocated funds are normally posted into the Vote Books of Head of Departments and Units for their easy access.

The Department normally enter their request into the Vote Book and send to the Bursar for their endorsement. After confirming that due process has been follow the Bursar will direct the Budget Division to commit against the Department or Unit Vote Book that is controlled by the Bursar. A payment Voucher will be prepared by the Budget Division and sent to Audit Unit for prepayment audit. When Audit certifies the payment, the voucher will then be sent to the Cash Office for processing.

For Capital Project payments, the certificate of completion will be raised by Works Department and sent to the Vice-Chancellor for approval. When the Vice-Chancellor approves the payment, it will be forwarded to the Bursar for processing by following the procedures mention above.

In all their processes of payment, due procedures should be followed especially the Financial Regulation and Procurement Act of 2007.

The Panel was able to establish the following:

1. Works Department prepare the Certificate;
2. The Vice-Chancellor approves the payment as the Chief Accounting Officer;
3. Audit Directorate Audits the payment vouchers before payments.

d) Regularity of Monetary and External Auditing of the University's Finances

- a. The Panel made the following findings;
- b. The University has Internal Audit Unit which is headed by a Director. Prepayment audit were carried out on the payment vouchers prepared by the Bursary Department before payment. The Internal Audit serves as an internal control mechanism for the disbursement of funds by the University;
- c. The External Auditors on the other hand perform their audit work mostly after the end of the financial year when the Bursary Department prepares their financial statement for year ended;
- d. The Financial Statements of the University were audited up to 2019 financial year;
- e. The Accounts for the year 2020 are yet to be audited due to COVID-19;
- f. External bodies like Budget Office, Office of the Accountant General, Office of the Auditor General, Federal Board of Inland Revenue Services and Federal Ministry of Education inspects the finances of the University periodically.

e) Exploitation of Investment opportunities

The University was able to establish an investment company and a microfinance bank as additional sources of revenue. However, the proceeds from such investments were not significant. Directorate of Linkages and Endowment was also established to generated revenue for the University.

f) Budget Performance

The University was able to implement the Budget despite the fact that the resources were so insignificant compared to the 2011 to 2015 period. The Personnel cost was not released to the University in 2020 because of the IPPIS system of payment.

g) Prudent Management and Development of Physical Facilities

Major Capital development was carried out mostly from TETFund allocation. These allocations are of two types: (a) Normal allocation and (b) Special Allocation. For the period under review, the Panel was able to confirm a Special allocation from TETFund for the sum of N2Billion for construction of Centre for

Entrepreneurship Development. The projects executed within the period under review are as follows;

1. Centre for Entrepreneurship Development;
2. Student's Hostel from NEEDs Assessment fund;
3. Laboratory blocks;
4. Office blocks;
5. Sport Arena from NEEDs Assessment fund; and
6. School of Educational Technology.

Findings/Observations:

- a. The Panel observed that the University followed the provision of 2007 Public Procurement Act in the administration of Capital funds and further observed that these processes were closely monitored by relevant Government Agencies e.g. The Budget office and the Federal Ministry of Education;
- b. It was also observed that the delay in release of some trenches in TETFund projects led to delay in completion of some projects;
- c. There was drastic drop in the capital income coming to the University in the periods under review;
- d. Capital Grant releases have not been satisfactory in relation to the approved budgets within the review period especially because of Capital lapsing provision;
- e. The Panel discovered that sources of Revenue to the University is mainly from annual students' service charges. Such charges include Examination, Identity Card, Laboratory, Games and Accommodation Maintenance fees;
- f. The Panel discovered that there were no significant returns from her investments to form part of the Internally Generated Revenue;
- g. Internally Generated Revenue has been declining over the years. Units such as ATIL, University Farm, Centre for Industrial Studies (CIS), Health Services Department, Space Allocation Committee, Centre for Entrepreneurship Studies, Directorate of Endowment, Farm Allocation Committee, Housing Allocation Committee, and Hire of University properties were supposed to serve as sustainable sources of income to the University. However, their performance over the years left much to be desired;
- h. There are functional revenue generating entities in which the University has invested huge sum of money but have not been listed as revenue generating sources. For example, ATIL (Petrol Station, Water Company, Block Industry, Printing Press), University Farm, Postgraduate School, DICT, International Secondary School and Self-financing Courses etc.;

- i. There are other entities that are potential revenue generating units such as Dairy Research Farm, CIS, Space Allocation, Farm Allocation, Molecular Laboratory etc. which are yet to be harnessed as university source of revenue.

Panel's Recommendations:

- a. The University Management should ensure that the Account for the 2020 is audited before the end of year 2021;
- b. The Internal Audit Unit should ensure that all payment vouchers are audited before payment;
- c. The University should continue to involve the Deans, Directors and the Head of Department in the Budget process;
- d. The Head of Department and Units should also be involved in Capital Budgeting every year so as to know what project will be executed in their Departments and Units;
- e. The Vote Books should be release to the user Department as soon as the Budget is approved;
- f. The University should keep adherence to provision of the Procurement Act. 2007;
- g. The funding Agencies should release the trenches in good time and as when due;
- h. The University should seek for more funds from Federal Government in the form of Overhead Grant;
- i. The University should look for more sources of Service Charges and Internally Generated Revenue;
- j. With numbers (i) and (ii) above the University can sufficiently increase the allocations to the Departments and Units.

Chapter Six

Term of Reference 4

Investigate the application of funds, particularly the special grants and loans meant for particular projects, in order to determine the status of such projects and their relevance for further funding

6.1 Introduction

The Gubi campus houses the administrative building as well as a number of student hostels, lecture theatres and class room blocks. The Yelwa campus still houses some of the first-generation faculties like Engineering and Environmental Technology as well as the Library, which would change immediately the main library at the Gubi campus is completed and put to use.

The Works Department of the Abubakar Tafawa Balewa University is as old as the institution itself. It is headed by a Director who is not a principal officer but is answerable to the Vice-Chancellor, and supported by four Deputy Directors and 143 other supporting staff. They are responsible for the maintenance of university properties such as: roads, houses, furniture, vehicles, lighting facilities, refrigeration, air conditioning equipment, telephones and water supplies. During this period the panel interacted with the Acting Director of Works, the 2 previous Vice-Chancellors as well as the current one. The Abubakar Tafawa Balewa University Teaching Hospital (ATBUTH) which is under the Ministry of Health has a separate Works Department. The university still has the clinical students hostel that was constructed under the Needs Assessment project. They also have the Abuja Liaison Office at No. 36 Benue Close, Area 1, Garki, Abuja. There is also the Pro-Chancellor's Lodge at Fadaman-Mada Bauchi and Vice-Chancellor's Lodge in GRA, Bauchi.

The university owns several properties in various locations of the town, including the filling station currently on lease to Total Oil.

6.2 TETFund Projects.

The Tertiary Education Trust Fund (TETFUND), within this period, has a total of forty-eight (48) intervention projects across all the various campuses of the university as well as the Kari Housing Estate and the ATBU Teaching Hospital. Total TETFund intervention for this period across the campuses amounts to N2,619,557,471.78

6.2.1 Gubi Campus

The Gubi campus is the permanent site of the university and is about 25km away from the Yelwa campus just off the Bauchi-Kano Road. Current physical structures on this campus include the Senate building, male and female hostels, lecture

theatres, lecture halls, offices and laboratories as well as the main library complex which is almost completed. Infrastructural development noticeable include the main access road to the campus from the Bauchi-Kano highway, dedicated PHCN line supplying electricity to the campus and a constant supply of water. Within this period the Gubi campus have had a total of 35 intervention projects. The total funds for the project amounts to N1,946,113,686.38.

Findings/Observations

- a. The Visitation Panel observed that all projects and supplies have been completed and contractors fully paid;
- b. The Works Department in producing most of the documents failed to mark or number the files;
- c. Project awards followed due process as evidenced by documents provided to the Visitation Panel including newspaper adverts.

Panel's Recommendations

- a. The panel recommends the immediate completion of all ongoing projects;
- b. The Works Department should always endeavor to number every file within their purview. This is to avoid clumsy work spaces and discourage any sign of contract tampering or wrong book keeping.

6.2.3 Yelwa Campus

Facilities at the Yelwa campus include the staff quarters, the fire service station, lecture theatres, lecture halls, student hostels, Faculty of Engineering, Faculty of Environmental Technology, the central mosque, the university chapel, the ICT center and the main library. It has benefitted from a total of 11 TETFund projects within the period under review. The total amount of this is N474,555,385.78

Findings/Observations

- a. All projects during this period have been completed and put to use;
- b. The projects are of good standard and quality;
- c. Project awards followed due process as evidenced by documents provided to the visitation panel.

Panel's Recommendation

- a. The panel recommends more funding of projects to enable the university meet up with set targets.

6.2.4 ATBU Teaching Hospital.

The teaching hospital though under the Ministry of Health, has 2 TETFund projects worth N198,888,399.62.

Findings/ Observations

- a. All contracts for Equipping and furnishing have been completed and put to use;
- b. Due process was followed in the awards of these contracts.

Panel's Recommendation

- a. The university should immediately comply with the directives of the visitor on the last visitation exercise and ensure that the Physical Planning Unit is immediately set up, this will help to ensure the professionalism in all projects at the teaching hospital. There is no room for lack of knowledge with relation to brief taking, planning and the eventual design.

6.3 Capital Projects

Under this period in review, the total capital project stood at thirty-nine (39). Total capital project costs across the campuses and other facilities amounted to N740,727,685.85

6.3.1 Gubi Campus

Within this period under review, there were 14 capital projects in Gubi campus, with a combined total amount of N310,887,429.16.

Findings/Observations

- a. Two of these projects are still ongoing, the construction of the main gate and the indoor sports hall;
- b. Project awards followed due process as evidenced by documents provided to the Visitation Panel;
- c. Contract agreement and conditions of contract as well as contract specifications were missing from all contract documents provided;
- d. In-house staff were appointed as consultants;
- e. The usual procedure for minor contracts for supplies under N30,000.00 is to raise a local purchase order (LPO). Quotations are obtained from 3 reputable contractors or suppliers and a competitive one is selected and LPO raised;
- f. LPOs from the Departments are sent to the expenditure control unit of the Bursary Department for entries into the vote books;
- g. The Vice-Chancellor approves the supplies of items costing more than N30,000.00 for principal officers and up to N1,000,000.00. The Management Tenders Board considers and approves where the cost is above N1,000,000.00. In cases of emergencies, the Vice-Chancellor issues an administrative approval which is usually ratified at the tender's board meeting but less the N2,500,000.00. For any amount between N2,500,000.00 and N20,000,000.00, the Governing Council would consider and approve.

Panel's Recommendations

- a. The Works Department should endeavor to avoid accumulating delays on projects and complete all outstanding projects as at when due;
- b. The Works Department should ensure that standard contract documents are provided for each of their contractors;
- c. The Works Department should also ensure proper contract administration records, that is keeping of minutes of meetings, architects' instructions and all other correspondences on site.

6.3.2 Yelwa Campus

Under this period in review, the Yelwa campus had a total of 20 capital projects at various stages. The total funding for these were put at N340,212,125.61.

Findings/Observations

- a. All construction projects undertaken during this period have been completed and put to use;
- b. Two of the procurement contracts awarded are still ongoing;
- c. Procurement act was followed strictly in the award of contracts;
- d. The Works Department of the University lacks full complement of qualified professionals necessary to plan for projects and supervise/monitor both consultants and contractors for proper execution of capital projects. Complete contract documents were not made available, such as contract agreement and conditions of contract;
- e. The Works Department lacks proper contract administration procedures. Minutes of meetings were not made available, correspondences on site were limited, and so many issues abound. There were abandoned intervention projects like the CBN's lecture theaters and student hostel buildings and no correspondences or minutes to enable the Panel understand if the contract has been determined, terminated or is still ongoing or being re-evaluated;
- f. The Panel confirmed that the Medical Centre, Works Department Building, Faculty of Science, Students Hostels, Security Offices at the Yelwa campus that were hitherto in state of dilapidation have been rehabilitated as previously noted and the road and drainages on the campus have also been rehabilitated.

Panel's Recommendations

- a. There is a need to ensure transparency in every project hence the importance of record keeping. The Works Department should ensure proper record keeping, issues like total cost of a contract should not be difficult to obtain;
- b. The Works Department needs qualified professionals from all areas of the building industry as well as competent project managers to ensure proper pre and post contract documentations.

6.3.3 Kari Road Estate.

The Kari Road Estate had a total of 5 capital projects ongoing with a grand total of N49,483,019.55.

Findings /observations.

- a. From interactions, and as evidenced by documents received, the Panel is satisfied with the cost control mechanism and the quality of materials used on all the project sites. However, the Panel is dissatisfied with the level of input of end-users to the design of structures meant for their use;
- b. All contracts awarded within this period have been completed and put to use.

Panel's Recommendation

- a. There is a need for the university to dedicate more resources in ensuring that the staff quarters at Kari Road Estate is convenient and comfortable enough for the lecturers there.

6.3.4 Other Capital Projects

- a. Rehabilitation of Liaison Office at No. 36, Benue Close, Area 1, Garki Abuja was done at the cost of N8,078,313.25;
- b. Three other capital project works at the Vice-Chancellor and Pro-Chancellor's lodges were executed at the cost N32,066,798.28.

6.4 NEEDS ASSESMENT

During this review period, projects under Needs Assessment stood at 32 which cut across every campus and housing estate of the university and all totaling N1,743,113,655.89.

6.4.1 Gubi Campus

The Gubi Campus benefitted from a total of 20 Needs Assessment projects with a total combined worth of N950,828,922.04.

Findings/observations

- a. All projects during this period have been completed and put to use and all contractors have been fully paid;
- b. All supplies followed same due process;
- c. Contract documentation by the Works Department was poor and needs to be improved upon.

Panel's Recommendation

- a. The Works Department should ensure that standard contract documents are provided for each of their contractors.

6.4.2 Yelwa campus

The Yelwa Campus got a total of 11 projects under the Needs Assessment amounting to a total of N496,834,602.85.

Findings/observations

- a. All contracts executed within this period have been completed and have been put to use;
- b. All contractors have been dully paid;
- c. Procurement Act played a vital role in the way and manner contracts were awarded;
- d. In-house Consultants were used on the projects.

Panel's Recommendation

- a. The university should continue to encourage more in-house consultants.

6.5 ATBU Teaching Hospital.

The teaching hospital executed one "Needs Assessment" project within this period at a contract sum of N295,450,131.00.

Findings/Observations.

- a. The contract award followed due process;
- b. The contract is still ongoing;
- c. No details of contract administration documents, e.g., correspondences, payments made till date (Valuations, payment certificates).

Panel's Recommendation

- a. Details of contract administration documents should be secured and made available on demand.

6.6 Other Interventions

The university also received funding from various other corporate bodies, Ministries and Parastatals.

6.6.1 Gubi campus

The Gubi campus was a beneficiary of 2 intervention programmes from the Nigeria National Petroleum Cooperation (NNPC) within this period. They include;

1. Construction of a new library complex at the cost of N1,811,160,069.42;

2. Renovation of affected buildings destroyed by the windstorm of 16th June, 2018 (5 houses at Gubi campus) costing a total sum of N138,745,391.71.

There was an intervention by Ecological Fund for the construction of the 3.6KM road network from the Kano–Ningi Road to the permanent site. The total amount for this intervention was not made available.

Construction of 0.5MW Hybrid Solar Power plant unit by the ministry of power, works and housing. Total amount unavailable.

There was also a NAICOM intervention of N16,586,262.00 for the procurement, installation, testing and Commissioning of facility for ICT laboratory and Library resources for the faculty of Management Sciences.

The Nigeria Ports Authority (NPA) rehabilitated and converted an existing hall to E-library for DBRS at the Gubi campus.

At the Yelwa campus, other intervention projects include;

- a. Construction of NITDA innovation and incubation park which has been completed and put to use. The contract sum for this intervention was not made available;
- b. NBRRI intervention projects were the construction of 1.2KM access road and drainage.

At the Kari Housing Estate, the various other interventions were the rehabilitation and resurfacing of access road within the Estate, and construction of 2 nos. 4-Bedroom duplex at the Estate by NBRRI. The construction cost for this intervention was also not provided.

Findings/Observations

- a. The project status, as reported by the Works Department, was not a true reflection of the reality that the Visitation Panel met on ground. The projects indeed reached advanced stage of near completion;
- b. The Works Department seems to lack the requisite technical know-how to monitor such interventions. This is predicated on the fact that the Central Bank follows a strict standard form of building contract procedures that the Works Department seems to be lacking;
- c. The correspondences on site during the construction stages (minutes of meetings, records of materials and workers, architects' instructions, architects' recommendations, lists of approvals, contractor's extension of time request, architect's extension of time analysis, payment certificates, client reps. Endorsements/approvals), were not available to help the Panel decide exactly what actually was the root cause.

Panel's Recommendations

- a. The Department of Works and Services and the Physical Planning Unit should be separated and function as two separate entities;
- b. The university should immediately ensure that all completed projects are immediately put to use;
- c. The Works Department needs to be more professional in its contract administration process. Site correspondences like architects' instructions, minutes of meetings and payment certificates should be properly detailed and documented;
- d. Contract documents are sacrosanct and so the Works Department needs to ensure that proper contract documents which includes but not limited to the contract conditions, the articles of agreement, complete contract drawings, complete contract bills and contract specifications are articulated and properly administered;
- e. The end users need to be carried along during the design process. During the brief collation end users must be involved and their input taken seriously;
- f. The Panel suggests the marking of all documents as part of its transparency drive. These markings help to avoid tampering. And also, documents should be digitalized to ensure consistency moving forward;
- g. The Works Department, and by extension, the university should be able to synergize in terms of its working relationship with their donors to ensure strategic inputs from the institution;
- h. The Project Monitoring Committee should live up to expectations and ensure that projects are properly designed, executed and supervised;
- i. The Panel recommends more funding for the university especially for projects at the Gubi campus.

6.7 Conclusion

With regard to the terms of reference of the Physical Planning Unit and the Works Department, the panel suggests that in order to avoid duplicity of tasks the university should immediately separate the functions of the Physical Planning Unit and that of Works Department in compliance with the directives of the Visitor. The university must understand that the Physical Planning Unit is meant to be a specialized niche of industry professionals like Architects, Engineers, Planners and Quantity Surveyors with particular reference to construction activities. The unit's main aim is usually to provide functional, efficient and cost-effective infrastructural services conducive for working and learning for the University which mainly is achieved through Upholding the University Master Plan to create an aesthetically pleasing environment. The Works Department on the other hand is usually charged with the responsibilities of the maintenance of all the University infrastructural facilities like buildings, road, vehicles and all installation both within and outside the campuses. It has among other things, the provision of portable water (through both the boreholes and the water tankers). The Panel feels strongly that in

understanding the various roles of these separate but intricate units, issues such as incomplete documentations and inappropriate procedures for contract administration would be taken care of.

Table 4: Number of projects from 2016 – 2020

S/NO	LOCATION	PROJECT	NO	TOTAL COST OF PROJECTS (N)
1	Gubi campus	TETFund Intervention	35	1,946,113,686.38
		Capital projects	14	310,887,429.16
		Needs assessment	20	950,828,922.04
		NNPC	2	1,811,160,069.42
				138,745,391.71
		Ecological Fund	1	
		NCC	2	N/A
		NITDA	1	N/A
2	Yelwa campus	TETFund intervention	11	474,555,385.78
		Capital project	20	340,212,125.61
		Needs assessment	11	496,834,602.85
3	Kari Estate	TETFund intervention	-	
		Capital project	5	49,483,019.55
		Needs assessment	-	
		NBRRI	2	N/A
4	ATBUTH	TETFund	2	198,888,399.62
		Needs assessment	1	295,450,131.00
5	Vc & pro chanc. lodge	Capital project	3	32,066,798.28
6	Abuja Liaison office	Capital project	1	8,078,313.25

Chapter Seven

Term of Reference 5

To examine the adequacy of the Staff and Staff Development programmes of the University

7.0 Staff and Staff Development Programmes of the University

Staffing is a key component of the management structure of an institution, whether public or private. In assessing a university, whose core mandate is teaching, research and community development, the number and quality of the staff must not be compromised in order to achieve effective and efficient service delivery.

In examining the adequacy of the Staff and Staff Development programmes of the Abubakar Tafawa Balewa University (ATBU), Bauchi, it is important to identify the number of staff during the period under review as well as the number of students within the same period in order to determine the adequacy of the ratio of staff to students in line with the NUC guidelines.

7.1 STAFF DISPOSITION (2016-2020)

The Academic and Non-Academic Staff Disposition list as at the 2020 Visitation period, April to June 2021, showed that the staff strength of the University was 2319, comprising of 880 Academic and 1439 Non-Academic Staff as indicated in the table below:

Table 5: Total staff strength of ATBU as at the 2020 Visitation exercise

CATEGORY OF STAFF	TOTAL
ACADEMIC	880
NON-ACADEMIC	1439
TOTAL	2319

Table 6: The academic staff strength by faculty for 2016-2020

S/N	FACULTY	2016/17	2017/18	2018/19	2019/20	2020/21
1	FACULTY OF AGRICULTURAL TECHNOLOGY	88	88	87	83	76
2	FACULTY OF ENGINEERING AND ENGINEERING TECHNOLOGY	179	177	176	174	155
3	FACULTY OF ENVIRONMENTAL TECHNOLOGY	233	227	224	215	197
4	FACULTY OF MANAGEMENT SCIENCES	79	82	80	80	65
5	FACULTY OF SCIENCE	180	182	161	159	152
6	FACULTY OF TECHNOLOGY EDUCATION	135	132	128	124	136
7	COLLEGE OF MEDICAL SCIENCES	39	28	38	78	69

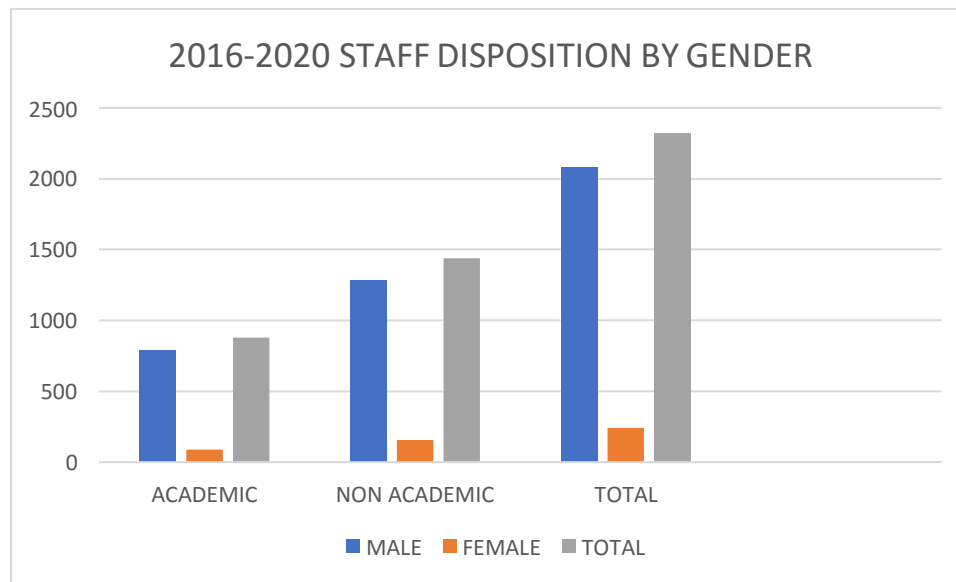
7.1.1 Academic and Non-Academic Staff Disposition by Gender:

Only 86 (9.7%) of the 880 Academic staff were females while 154 (17.5%) of the Non-Academic staff were females. The total number of female staff during the period under review was 240 (10.3%) out of 2,319 as summarized in the table and figure below:

Table 7: 2016-2020 STAFF DISPOSITION BY GENDER

SEX	MALE	FEMALE	TOTAL
ACADEMIC	794	86	880
NON-ACADEMIC	1285	154	1439
TOTAL	2079	240	2319

Figure 1: 2016-2020 Staff Disposition by Gender



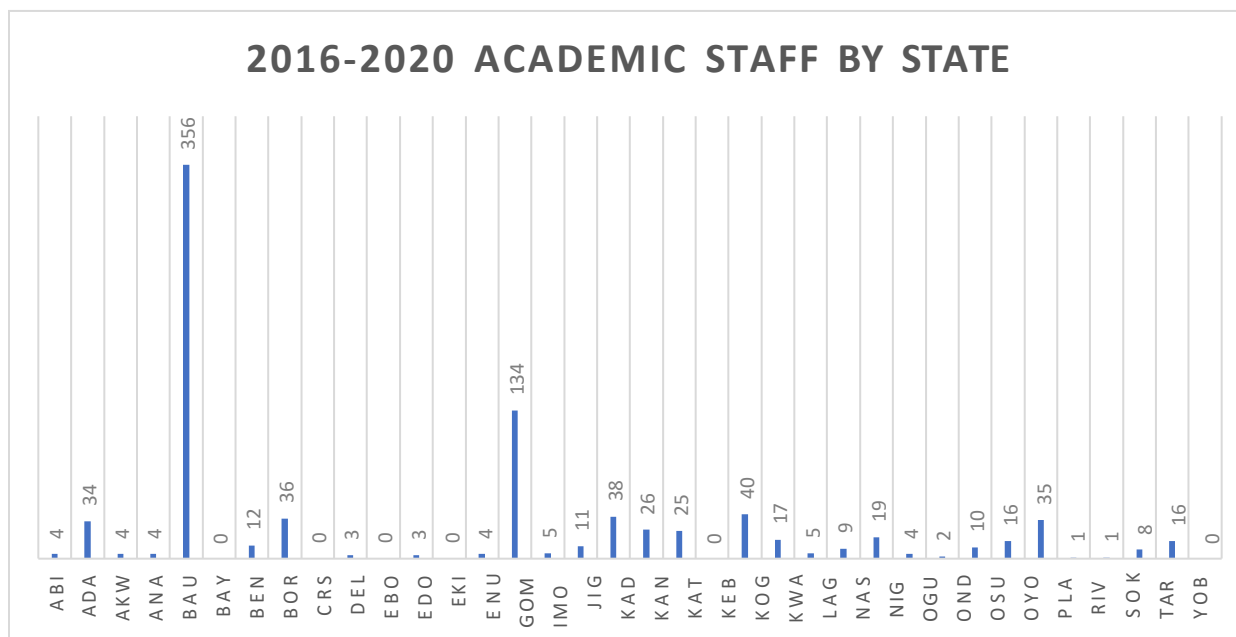
7.1.2 Academic Staff Disposition by State of Origin:

Further analysis of the Academic Staff disposition by State of origin during the period under review showed the home State of the University, Bauchi State with a commanding lead as summarized below:

Table 8: 2016-2020 ACADEMIC STAFF DISPOSITION BY STATE OF ORIGIN

NC		NE		NW		SE		SS		SW	
STATE	NO OF STAFF	STATE	NO OF STAFF	STATE	NO OF STAFF	STATE	NO OF STAFF	STATE	NO OF STAFF	STATE	NO OF STAFF
BEN	12	ADA	24	KAD	38	ABI	4	AKW	4	EKI	0
KOG	40	BAU	358	KAN	26	ANA	4	BAY	0	OGU	4
KWA	17	BOR	36	KAT	25	EBO	0	CRS	0	OND	2
NAS	9	GOM	134	KEB	0	ENU	4	EDO	3	OSU	10
NIG	19	TAR	8	JIG	11	1MO	5	DEL	3	OYO	16
PLA	35	YOB	16	SOK	1			RIV	1	LAG	5
				ZAM	0						
TOTAL	132		576		101		17		11		37

Figure 2: 2016-2020 Academic Staff by State of Origin



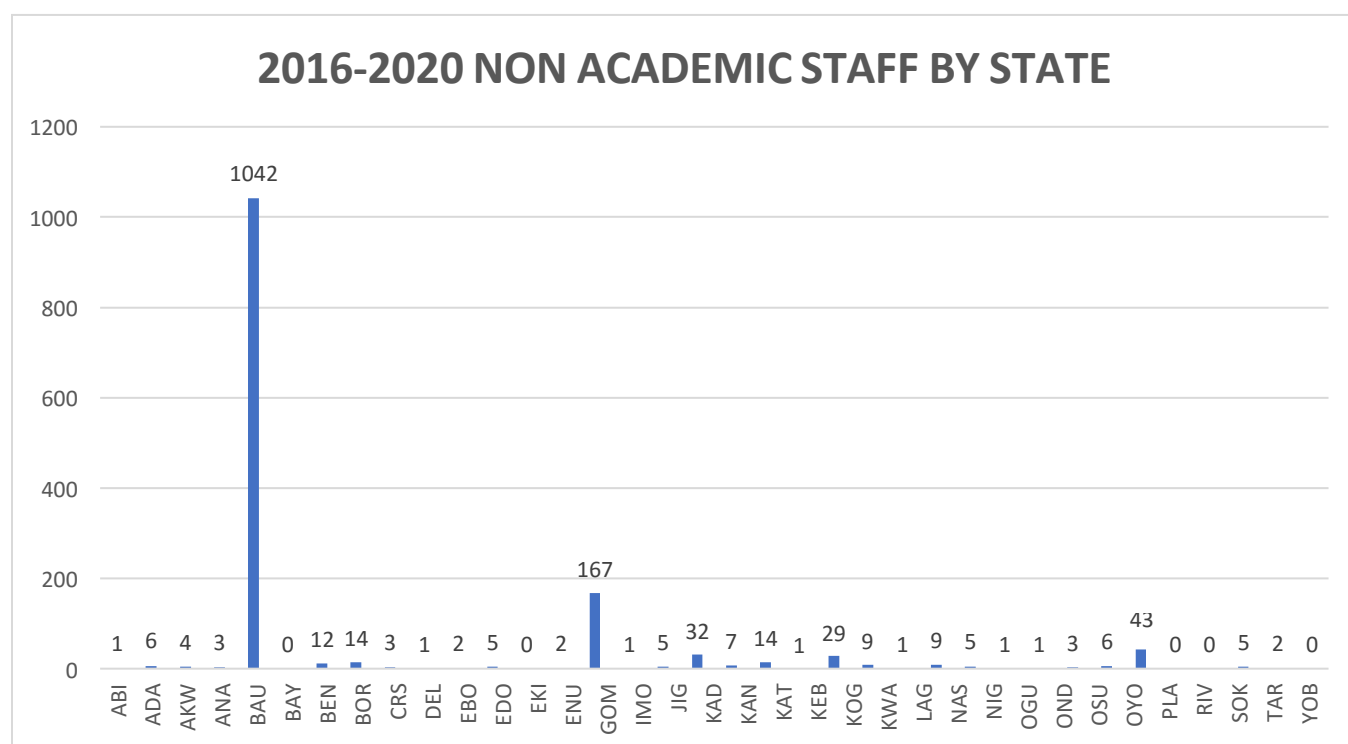
7.1.3 Non-Academic Staff Disposition by State of origin:

Similarly, analysis of the Non-Academic Staff disposition by State of origin during the period under review also showed Bauchi State with a commanding lead as summarized below:

Table 9: 2016-2020 NON-ACADEMIC STAFF BY STATE OF ORIGIN

NC		NE		NW		SE		SS		SW		NON	TOTAL
STATE	NO OF STAFF	STATE	NO OF STAFF	STATE	NO OF STAFF	STATE	NO OF STAFF	STATE	NO OF STAFF	STATE	NO OF STAFF		
BEN	12	ADA	6	KAD	32	ABI	1	AKW	4	EKI	0		
KOG	29	BAU	1042	KAN	7	ANA	3	BAY	0	OGU	1		
KWA	9	BOR	14	KAT	14	EBO	2	CRS	3	OND	1		
NAS	9	GOM	167	KEB	1	ENU	2	EDO	5	OSU	3		
NIG	5	TAR	5	JIG	5	IMO	1	DEL	1	OYO	6		
PLA	43	YOB	2	SOK	0			RIV	0	LAG	1		
FCT	1			ZAM	0								
TOTAL	108		1236		59		9		13		12	2	1439

Figure 3: 2016-2020 Non-Academic Staff by State of Origin



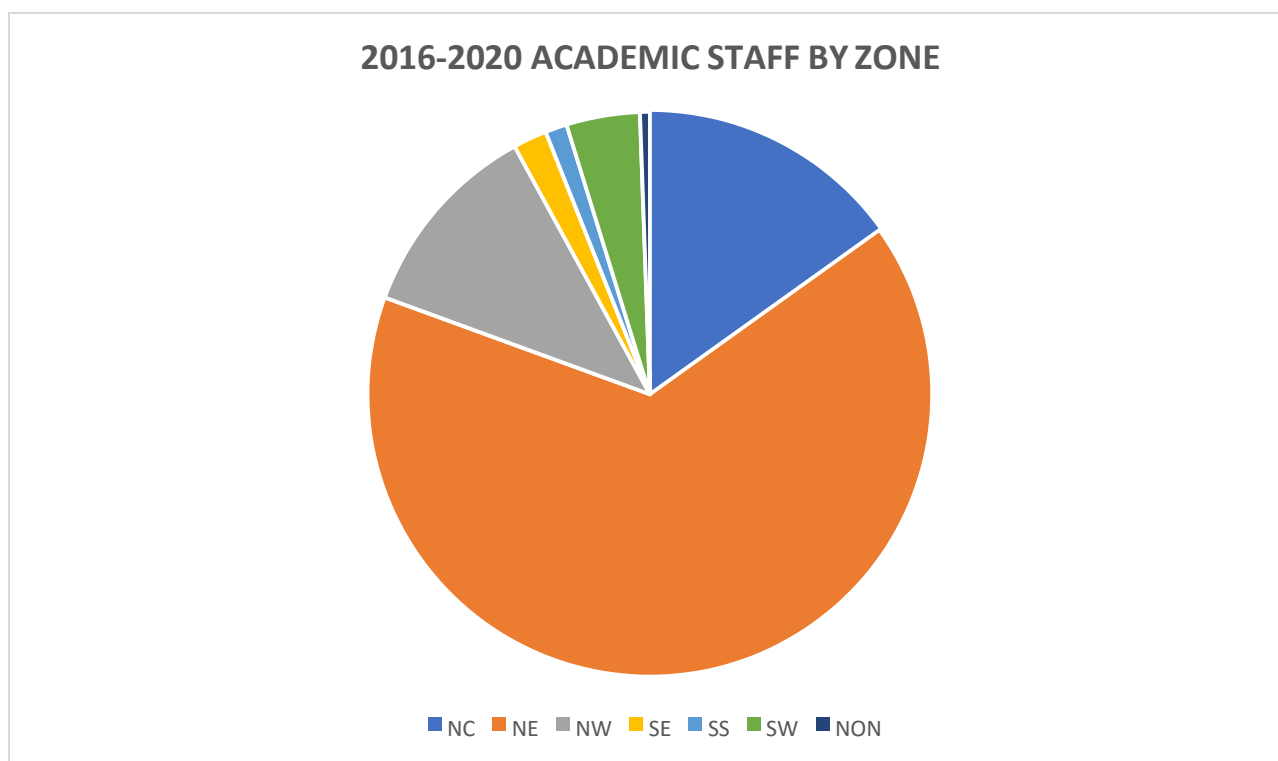
7.1.4 Academic Staff Disposition by Geo-Political Zone:

The distribution of the Academic Staff of the ATBU by the Geo-Political zones during the period under review is as summarized below:

Table 10: 2016-2020 ACADEMIC STAFF DISPOSITION BY GEO-POLITICAL ZONE

ZONE	NC	NE	NW	SE	SS	SW	NON	TOTAL
ACAD	133	576	101	17	11	37	5	880
RATIO	0.151	0.655	0.115	0.019	0.013	0.042	0.006	1
%	15%	65%	11%	2%	1%	4%	1%	100%

Figure 4: 2016-2020 Academic Staff by Geo-Political Zone



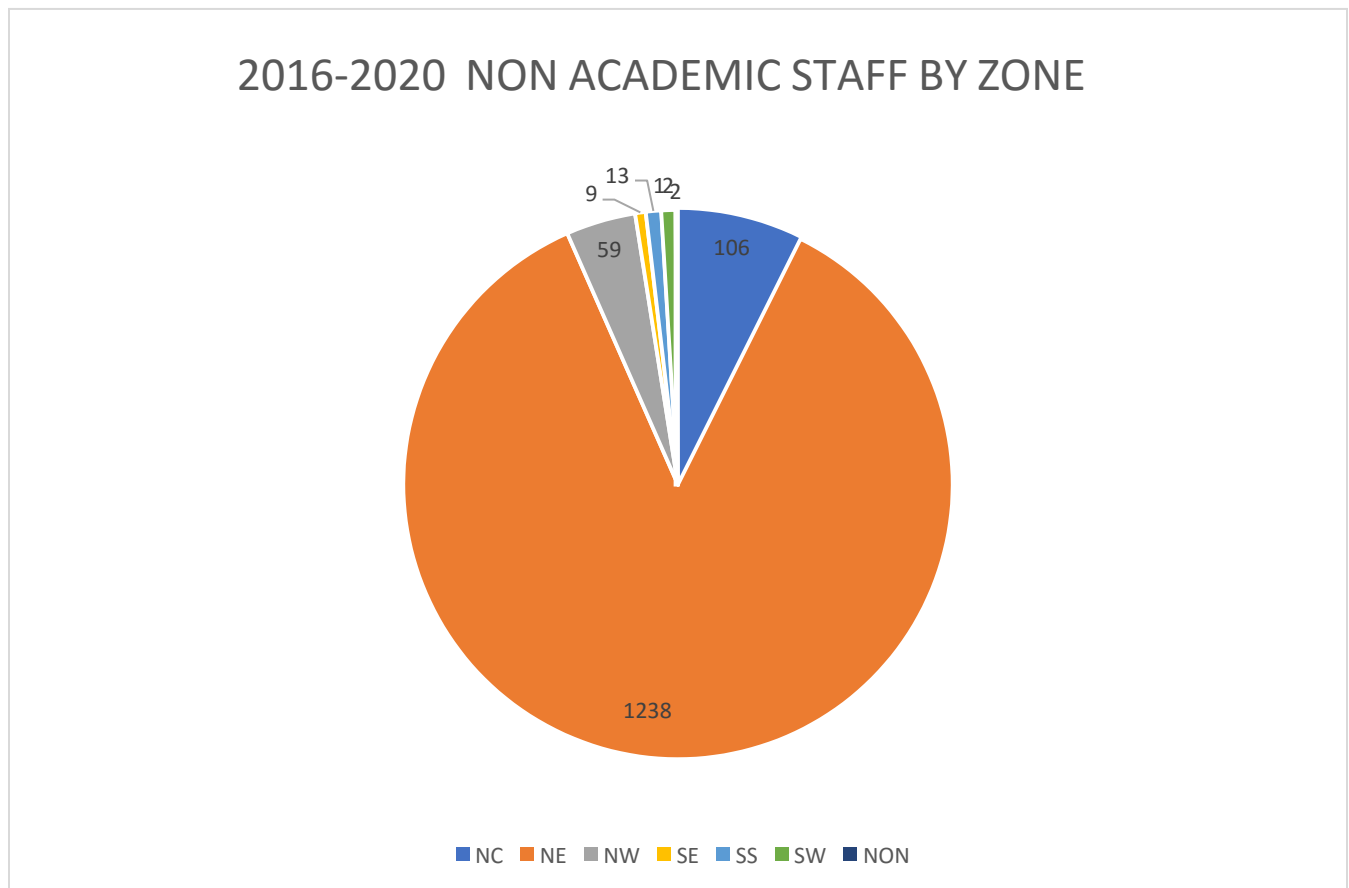
7.1.5 Non-Academic Staff Disposition by Geo-Political Zone:

The Non-Academic staff disposition by Geo-Political zone follows the same trend as indicated below:

Table 11: 2016-2020 NON-ACADEMIC STAFF BY GEO-POLITICAL ZONE

ZONE	NC	NE	NW	SE	SS	SW	NON	TOTAL
NON ACAD	106	1238	59	9	13	12	2	1439
RATIO	0.074	0.86	0.041	0.006	0.009	0.008	0.001	1
%	7%	86%	4%	1%	1%	1%	0%	100%

Figure 5: 2016-2020 Non-Academic Staff by Geo-Political Zone



Findings/Observations:

- From the academic and non-academic staff disposition records made available to the Panel, there was a huge gap between the number of male and female staff where only 240 out of the total staff population of 2319 during the period under review;
- There was also a huge gap in the distribution of staff by States and by Zones which may not have reflected the principle of Federal Character.

Panel's Recommendations:

- The University should devise means of encouraging and recruiting female staff, both academic and non-academic;
- The principle of Federal Character should be applied in the recruitment of staff.

7.2 STAFF AND STUDENT RATIO

One of the ways of determining the adequacy of staff in the University is to calculate the staff to student ratio to make sure it meets the NUC guidelines on staff/student ratio as contained in the Benchmark Minimum Academic Standards (BMAS). The Table below shows the Staff to Student Ratio (SSR) by Faculty as at 2020:

Table 12: STAFF TO STUDENT RATIO BY FACULTY 2020

FACULTY	STUDENT	STAFF	RATIO
AGRIC	1430	75	19
COM.MEDICINE	258	72	2
ENGINEERING	4864	197	25
ENV. SCIENCE	4702	75	63
MGT. SCIENCE	2957	151	20
SCIENCES	6385	121	53
TECH. EDUCATION	4122	169	57
TOTAL	24718	860	29

Findings/Observations

- The Staff to Student ratio in all the faculties did not meet the NUC guideline;
- There was incomplete and, in some cases, unavailable data on staff and students presented to the Panel, e.g., there was no data for student enrollment for 2019;

Panel's Recommendation

- The University must as a matter of urgency rectify the poor Staff to Student Ratio (SSR) 2016-2020 by recruiting more staff to match the growth in student population.

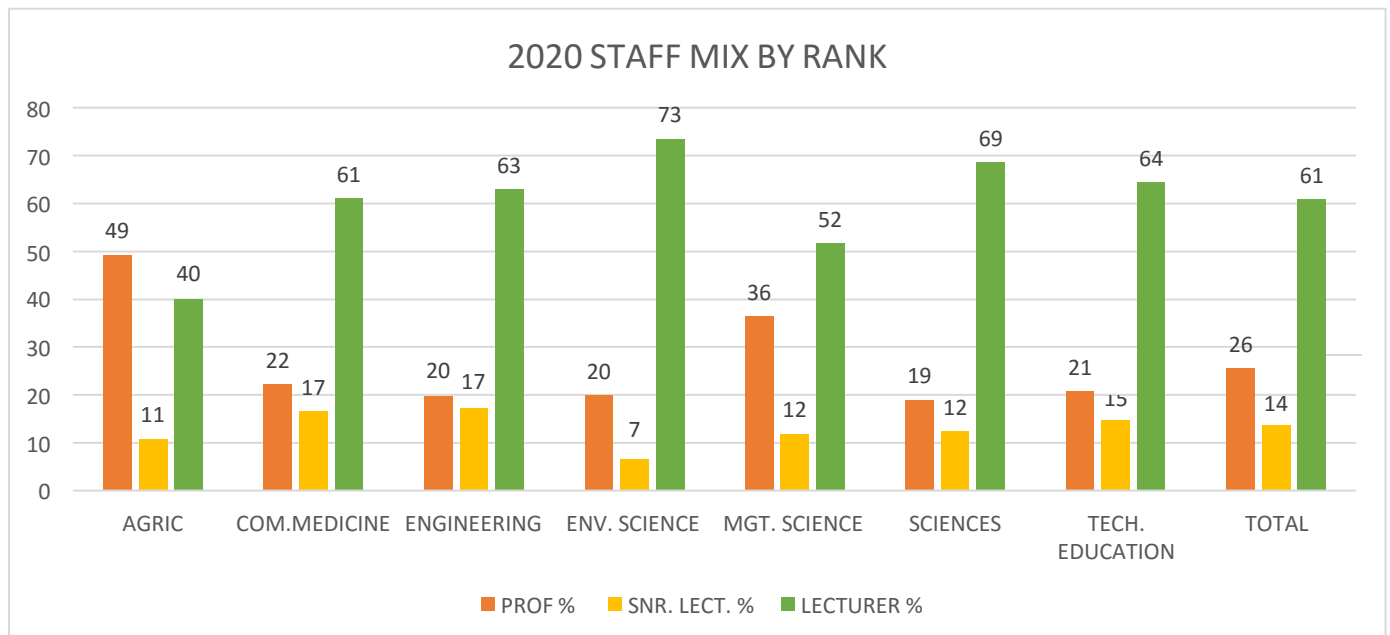
7.3 STAFF MIX BY RANK

The staff mix by rank is the ratio of Professors to Senior Lecturers to Lecturers 1 and below. The National Universities Commission (NUC) set the ratio at 20:35:45. The staff mix by ratio in the Table below was analysed by Faculty:

Table 13: 2016-2020 STAFF MIX BY RANK

FACULTY	PROF	SNR. LECT	LECTURER1	TOTAL	PROF %	SNR. LECT. %	LECTURER %
AGRIC	37	8	30	75	49	11	40
COM.MEDICINE	16	12	44	72	22	17	61
ENGINEERING	39	34	124	197	20	17	63
ENV. SCIENCE	15	5	55	75	20	7	73
MGT. SCIENCE	55	18	78	151	36	12	52
SCIENCES	23	15	83	121	19	12	69
TECH. EDUCATION	35	25	109	169	21	15	64
TOTAL	220	117	523	860	26	14	61

Figure 6: 2020 Staff Mix by Rank



Findings/Observations

- The staff mix by rank did not meet the NUC guidelines of 20:35:45;
- The senior lecturer category is grossly under-represented in the staff mix.

Panel's Recommendations

- The University should endeavour to meet the minimum requirement of 20:35:45 for staff mix;
- The senior lecturer category should be adequately represented in the staff mix by recruiting more senior lecturers.

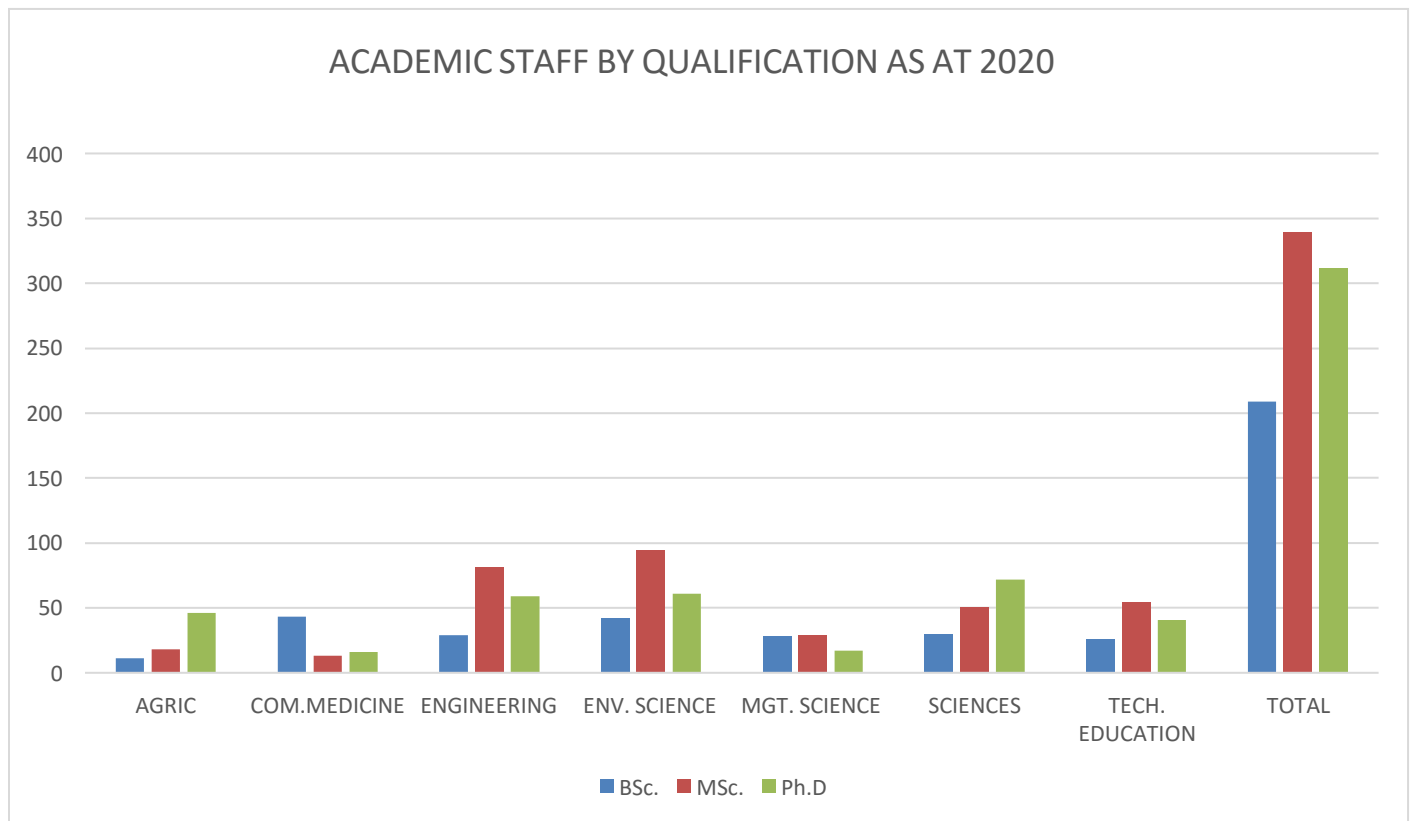
7.3.1 Academic Staff by Qualification

The Qualifications of the Academic Staff of the ATBU was also analysed to determine the highest degrees obtained by Academic staff. The National Universities Commission had stated that for an academic staff to advance to Senior Lecturer position, he/she must possess a PhD degree, and at least 70% of staff in a programme must be PhD holders. The Table below shows the academic staff by qualification:

Table 14: ACADEMIC STAFF BY QUALIFICATIONAS AT 2020

FACULTY	BSc.	MSc.	Ph.D.	TOTAL	BSc. %	MSc. %	Ph.D. %
AGRIC	11	18	46	75	15	24	61
COM.MEDICINE	43	13	16	72	60	18	22
ENGINEERING	29	81	59	169	17	48	35
ENV. SCIENCE	42	94	61	197	21	48	31
MGT. SCIENCE	28	29	17	74	38	39	23
SCIENCES	30	50	72	152	20	33	47
TECH. EDUCATION	26	54	41	121	21	45	34
TOTAL	209	339	312	860	24	39	36

Figure 7: Academic Staff by Qualification



The analysis above showed that the highest percentage of academic staff in the University who are PhD holders was in the Faculty of Agriculture with 61%, which was below the NUC requirement of 70%. Faculties of Engineering, Environmental, Management, Technology Education, Science and Medicine had 35%, 31%, 23%, 34%, 47% and 22% of the staff as PhD holders respectively.

Finding/Observation

- a. The academic staff who are PhD holders were less than the 70% minimum set by the NUC.

Panel's Recommendations

- a. The University should employ more academic staff with PhD degree;
- b. The staff development programme of the University should be geared towards sponsorship of more academic staff to obtain the PhD degree.

7.4 STAFF TRAINING AND DEVELOPMENT

7.4.1 Introduction

Staff development programmes are major instruments used to improve the quality of staff for effective and efficient service delivery. The Abubakar Tafawa Balewa University (ATBU) has good programmes for the development and training of their staff.

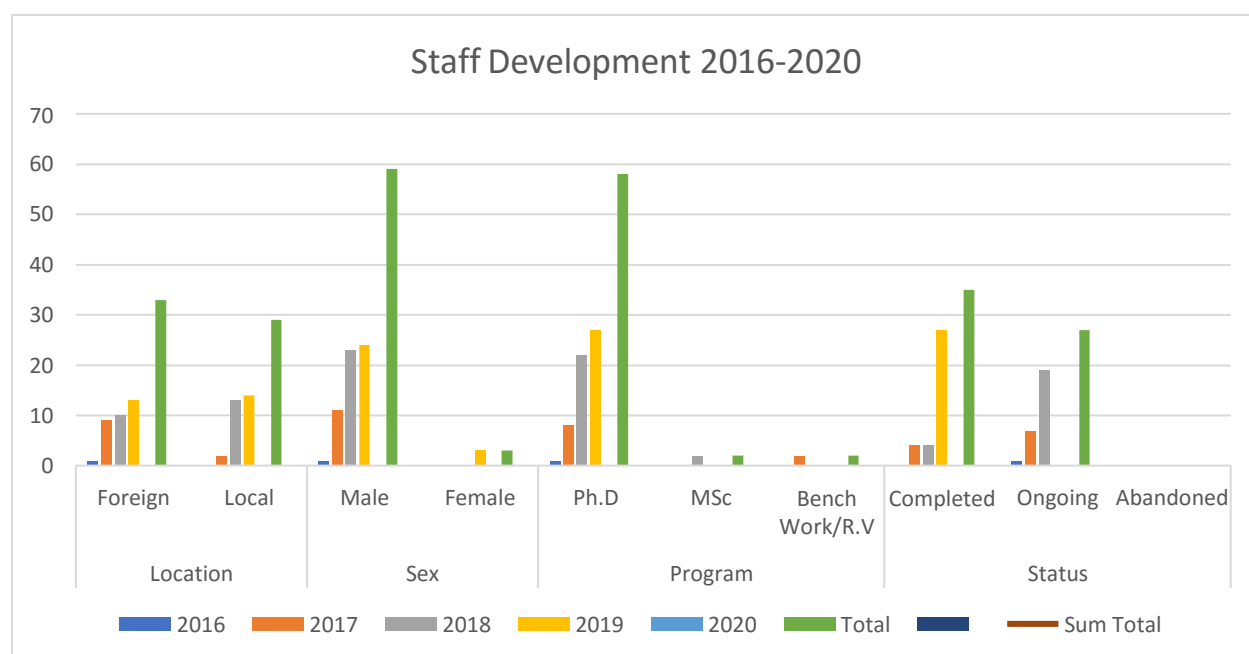
With the introduction of Staff Development or Staff Training funds by the TETFund in 2009 as well as Conference funds in 2010, staff were sent to abroad and within the country to pursue Master's and Doctorate Degree. Academic and Non-Teaching staff were also sponsored to attend conferences abroad and within the Country.

The staff development programme during the period under review (2016-2020) was analyzed by location, gender and programme as shown in the Table below:

Table 15: Staff Development 2016-2020

Staff Development 2016-2020										
Program	Location		Sex		Program			Status		
	Foreign	Local	Male	Female	Ph.D	MSc	Bench Work/ R.V	Complete d	Ongoing	Abandoned
2016	1	0	1	0	1	0	0	0	1	0
2017	9	2	11	0	8	0	2	4	7	0
2018	10	13	23	0	22	2	0	4	19	0
2019	13	14	24	3	27	0	0	27	0	0
2020	0	0								
Total	33	29	59	3	58	2	2	35	27	0
Sum Total	62		62		62			62		

Figure 8: Staff Development 2016-2020



Findings/Observations: 2016-2020

- From the records made available to the Panel, of all the 64 trainings that were done during the period under review (2016-2020), the local and international trainings were almost at par;
- Only three female staff benefitted from the staff development programme during the period 2016-2020;
- Fifty-two of the beneficiaries went for the PhD programme, ten went for the MSc programme while 4 went for bench work;
- Thirty-five of the beneficiaries completed their programmes and twenty-seven were ongoing;
- Repetition and mix-up of data for the years of the period under review.

Panel's Recommendations:

- The staff development programme should be maintained and more staff should have the opportunity to take advantage of it;
- The University should encourage female staff and sponsor them for staff development programmes;
- More emphasis should be laid on local training than international training to save cost;

- d. The University should assist in identifying training opportunities for its staff and be transparent in granting approvals for such programmes;
- e. The University may also consider putting aside a percentage of its IGR to specifically address staff training needs;
- f. Staff should be encouraged to write grant winning research proposals, obtain admissions and apply to the University for training support;
- g. The Vice-Chancellor and Senate should devise means of improving transparency and speed in promotions, especially for candidates being assessed externally.

7.5 REGULATIONS GOVERNING THE CONDITIONS OF SERVICE

The Conditions of Service of the Abubakar Tafawa Balewa University (ATBU), Bauchi is a document containing sets of regulations which the staff must abide by in order to benefit from the services the University provides. The ATBU has existing conditions of service documents for the senior and junior staff respectively.

The documents for the senior and junior staff conditions of service were made available to the Panel, and similar observations were made in both documents.

7.5.1 OBSERVATIONS IN THE 2018 CONDITIONS OF SERVICE:

Page 7 (i) Extension of one-year probation period is a preventive measure.

Reason for extension which must be in consonance with regulation must be stated.

Page 9 (f) Secondment

(ii) Was ambiguous. It should have been stated as follows:

Secondment of an officer to the public service or any scheduled service shall be for an initial period, for two years, and thereafter the officer may if he/she so wishes apply for two-year extension and no more. At the expiration of the two years, the officer must return to his/her duty post or seek for transfer of his service.

Page 16 (c) Senior Staff Disciplinary Committee is (a Joint Committee of Council and Senate) constituted by Council, not the Vice-Chancellor. The Chairmanship of the Committee should be external member of Council.

Page 20 (F) Offences and Punishments:

There should be introductory remarks to indicate processes to be followed in handling disciplinary cases.

Per conditions for the award of study leave and study fellowship:

Item (v) Why are staff on part-time/self-sponsorship bonded and not those staff that enjoys fulltime fellowship/study leave?

Item (vii) There is need to review this: (a) What if the reasons for non-completion of the course is not the fault of staff? (b) Staff should not be sponsored for the same course again?

Page 33 Under Sabbatical Leave (Obligation of staff):

(ii) What of, if at the expiration of the Sabbatical leave, the staff refuses to return back to the University?

Page 34 Under Leave of Absence:

Add (e) At the expiration of the period, staff must return to his/her duty post at the University.

Page 50 (E) Maintenance of Quarters:

(a) Line $\frac{3}{4}$ - The occupant shall where appropriate, be required to defray the cost of dilapidation (the cost shall exclude cost arising from structural dilapidation).

Page 60 (a) appointment also shall be on available vacancy, i.e., a post/vacancy for which provision has been made in the current budget.

Page 61 (i) Line 3, What if the reason(s) for non-completion is not his/her fault?

Page 61 (m) There is need to put in place Appraisal Performance Evaluation Form.

Page 62 B Criteria of Assessment for Appointments and Promotions of Academic Staff

Up to Page 66

Lecturer II – Lecturer I (waiting period two (2) years for PhD holders, and three (3) years for Masters, three (3) Conference/Seminar papers, or two journals, one seminar paper for PhD holders.

NB: There was no indication of journal requirement for Promotions in addition to Academic qualifications.

- (a) Acceptable journals for purpose of Appointments and Promotions need to be specified to guide staff.
- (b) Acceptable Conference/Seminar/Workshop papers need to be specified to guide staff.
- (c) Acceptable number of Articles in a Volume of a Journal/chapters in books need to be specified to guide staff.

Page 67 (f) Quality of Teaching

- (a) No approved Performance Assessment format for use by HODs and Students.

Page 70-72 The Performance Appraisal need to be reviewed:

- (a) A format for staff being evaluated to appraise himself.
- (b) A format for staff to be evaluated by his HOD/Sectional Head under whom the staff served in the year under review.

To:

- (a) How the staff performed his/her duty;
- (b) Communicate;
- (c) Work output;
- (d) Character trait;
- (e) Work habits;
- (f) Leadership attainment;
- (g) Etc.

Page 106 DAR – by promotion of Senior Assistant registrar (SAR), Add, plus current membership of Professional body.

DR – by promotion of DAR, Add, and plus current membership of Professional body. Possession of Master's degree should not be a requirement since Master's degree in relevant field is not a requirement in respect of candidates by Direct Appointment. However, a requisite of higher degree in relevant field may be an added advantage.

Pages 107-108 Executive Officer (Admin) Cadre

Terminal Grade for ND holders is CONTISS 09. This was not indicated in the Condition of Service. This omission led to situations where staff with ND were promoted up to CONTISS 13.

Page 107 Advancement beyond the Executive Cadre (A)

Staff are Appointed and Promoted within distinct cadres. Each cadre is organized in a hierarchy of duties and responsibilities. In view of this, once officer attains a terminal grade within the Executive Cadre, the issue of advancement beyond the terminal grade does not arise. This provision is an aberration.

Page 108 Advancement beyond Secretarial Cadre

Comments in A applies

Page 109,110,112

Page 121 Nutrition Officer Cadre – No staff in post

Page 122 Dietician Cadre – No staff in post.

Findings/Observations:

- a. Reason for extension which must be in consonance with regulation must be stated;
- b. Statement on Secondment has to be categorical;
- c. There was no Appraisal Performance Evaluation Form in place to properly assess staff for promotion;
- d. There was no indication of journal requirement for Promotions in addition to Academic qualifications.

Panel's Recommendations:

- a. The Regulations Governing the Conditions of Service should be reviewed to properly guide staff and management;
- b. At the expiration of the period of leave of absence, staff must return to his/her duty post at the University;
- c. There is need to put in place an Appraisal Performance Evaluation Form for proper evaluation of staff in order not to compromise quality;
- d. There should be an indication of Journal requirement(s) for Promotions in addition to Academic qualifications.

7.6 EMPLOYMENT OF STAFF 2016-2020

The Abubakar Tafawa Balewa University Bauchi had during the period under review employed Academic and Senior Non-Academic staff. The table below shows at a glance, the number of academic and senior non-academic staff employed between 2016-2020 based on the records made available to the Visitation Panel:

Table 16: RECORDS OF SENIOR STAFF EMPLOYMENT 2016-2020

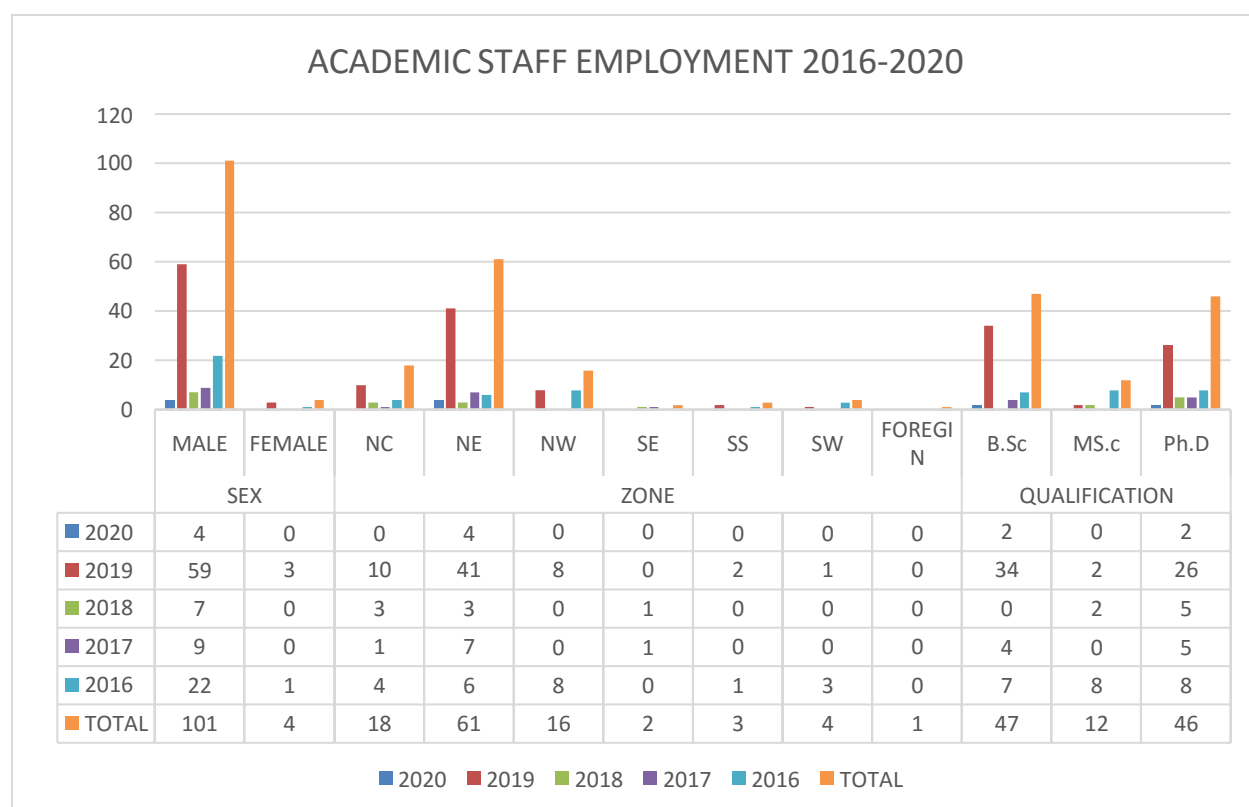
YEAR	NUMBER OF ACADEMIC STAFF EMPLOYED	NUMBER OF SENIOR NON-ACADEMIC EMPLOYED
2016	23	9
2017	9	0
2018	7	2
2019	62	7
2020	4	1

For the period under review (2016-2020), and from the records made available to the Panel, the University employed 124 senior staff, out of which 105 were academic staff while 19 were senior non-academic staff. Further analysis of the Academic staff recruitment by gender, zone and qualifications are as indicated in the Table and chart below:

Table 17: ACADEMIC STAFF EMPLOYMENT RECORD FOR 2016-2020

YEAR	SEX		ZONE							QUALIFICATION		
	MALE	FEMALE	NC	NE	NW	SE	SS	SW	FOREGIN	B.Sc	MS.c	Ph.D
2020	4	0	0	4	0	0	0	0	0	2	0	2
2019	59	3	10	41	8	0	2	1	0	34	2	26
2018	7	0	3	3	0	1	0	0	0	0	2	5
2017	9	0	1	7	0	1	0	0	0	4	0	5
2016	22	1	4	6	8	0	1	3	0	7	8	8
TOTAL	101	4	18	61	16	2	3	4	1	47	12	46
SUM TOTAL	105		105							105		

Figure 9: 2016-2020 Academic Staff Employment

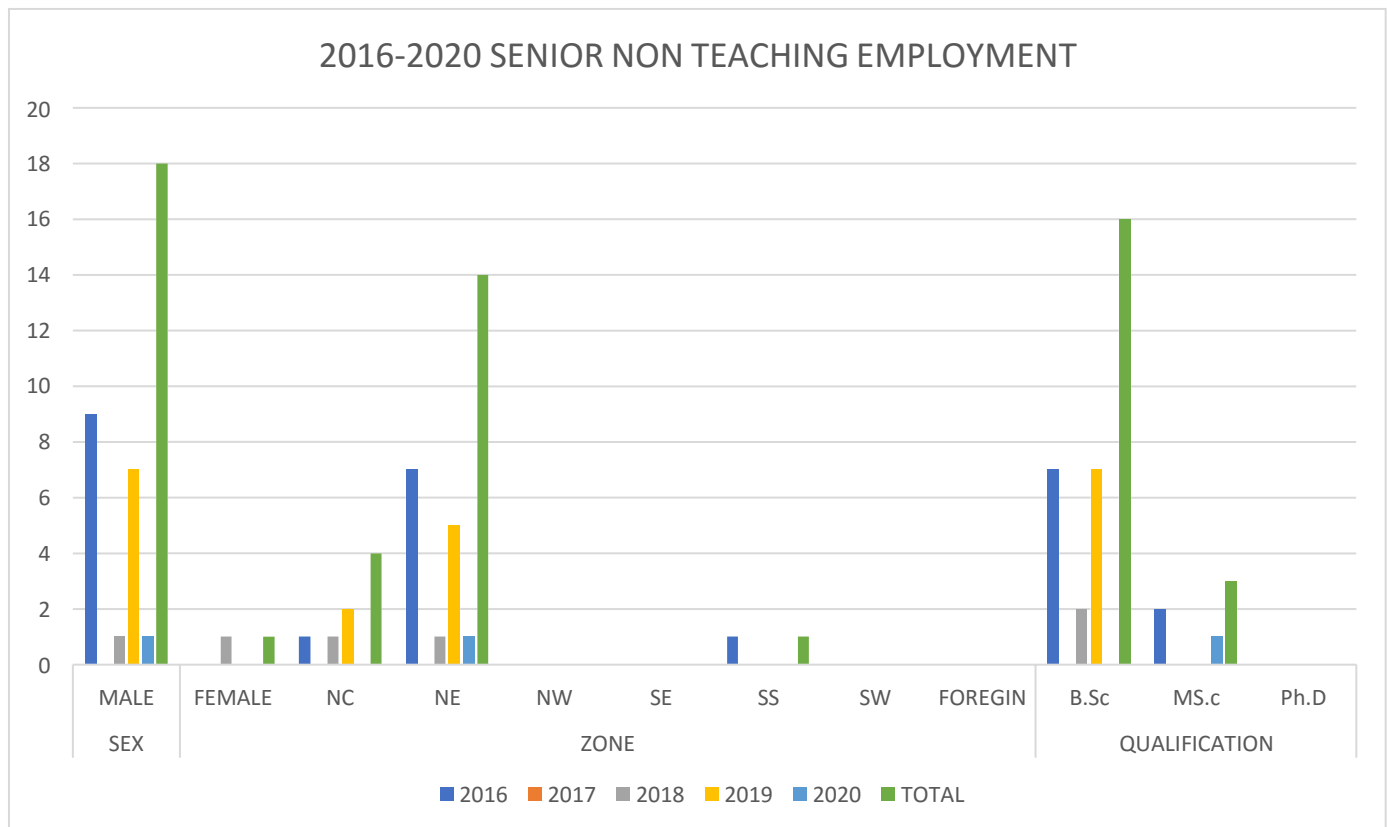


From the table above, out of the 105 academic staff recruitments during the period under review, only 46 were PhD holders, representing 43.8% of the total. This was also the case for the female academic staff with only 4 out of the 105 that were employed, representing 3.8% of the total.

Table 18: 2016-2020 SENIOR NON-TEACHING EMPLOYMENT

YEAR	SEX	ZONE								QUALIFICATION		
	MALE	FEMALE	NC	NE	NW	SE	SS	SW	FOREGIN	B.Sc.	M.Sc.	Ph.D.
2016	9	0	1	7	0	0	1	0	0	7	2	0
2017	0	0	0	0	0	0	0	0	0	0	0	0
2018	1	1	1	1	0	0	0	0	0	2	0	0
2019	7	0	2	5	0	0	0	0	0	7	0	0
2020	1	0	0	1	0	0	0	0	0	0	1	0
TOTAL	18	1	4	14	0	0	1	0	0	16	3	0

Figure 10: 2016-2020 Senior Non-Teaching Employment



Findings/Observations

- There were no records of junior staff recruitment;
- Out of the 105 academic staff recruited, only 4 (3.8%) were female;
- 46 (43.8%) of the 105 academic staff recruitments were PhD holders;
- The Federal Character principle may not have been applied in the recruitment exercise.

Panel's Recommendations

- Junior staff recruitment records must also be made available for transparency;
- The University should continue the recruitment of PhD holders during recruitment exercises to make up for gaps;
- The University should employ more female staff;
- The Federal Character law should be applied in the recruitment of staff.

7.7 STAFF PROMOTIONS FOR THE PERIOD 2016-2020

The Abubakar Tafawa Balewa University Bauchi had during the period under review promoted Academic and Senior Non-Academic staff. The table below shows at a glance, the number of academic and senior non-academic staff promoted between 2016-2020 based on the records made available to the Visitation Panel:

Table 19: RECORDS OF SENIOR STAFF PROMOTIONS 2016-2020

YEAR	NUMBER OF ACADEMIC STAFF PROMOTED	NUMBER OF SENIOR NON-ACADEMIC PROMOTED
2016	158	47
2017	187	257
2018	88	145
2019	129	134
2020	172	255

Table 20: ACADEMIC STAFF PROMOTION 2016-2020

YEAR	SEX		ZONE							QUALIFICATION		
	MALE	FEMALE	NC	NE	NW	SE	SS	SW	FOREGIN	B.Sc.	M.Sc.	Ph.D.
2016	140	17	20	105	19	2	2	8	2	52	57	49
2017	170	17	26	124	21	6	2	8	0	38	94	55
2018	84	4	16	57	11	1	0	3	0	10	41	37
2019	115	14	20	83	16	3	2	5	0	33	40	56
2020	156	16	23	116	19	6	2	6	0	40	94	37
TOTAL	665	68	105	485	86	18	8	30	1	173	326	234
SUM TOTAL	733		733							733		

Figure 11: 2016-2020 Staff Promotion

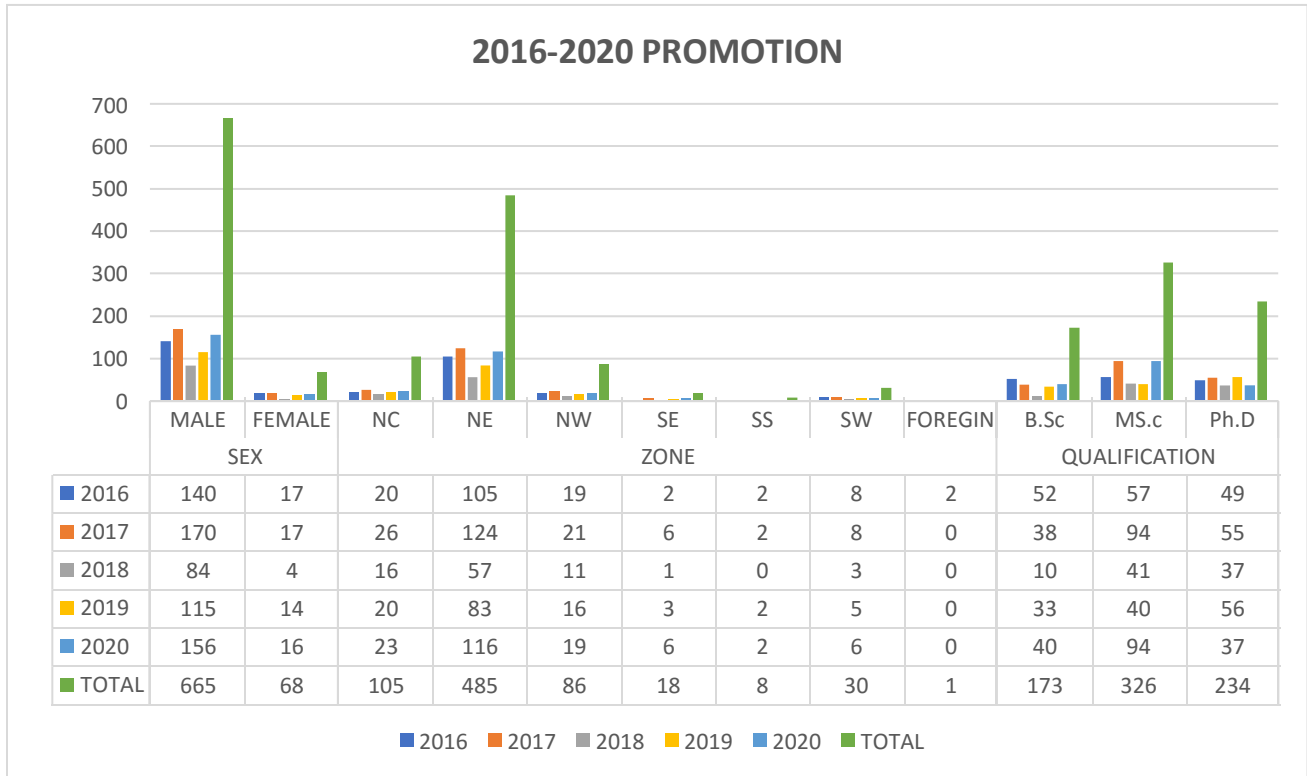
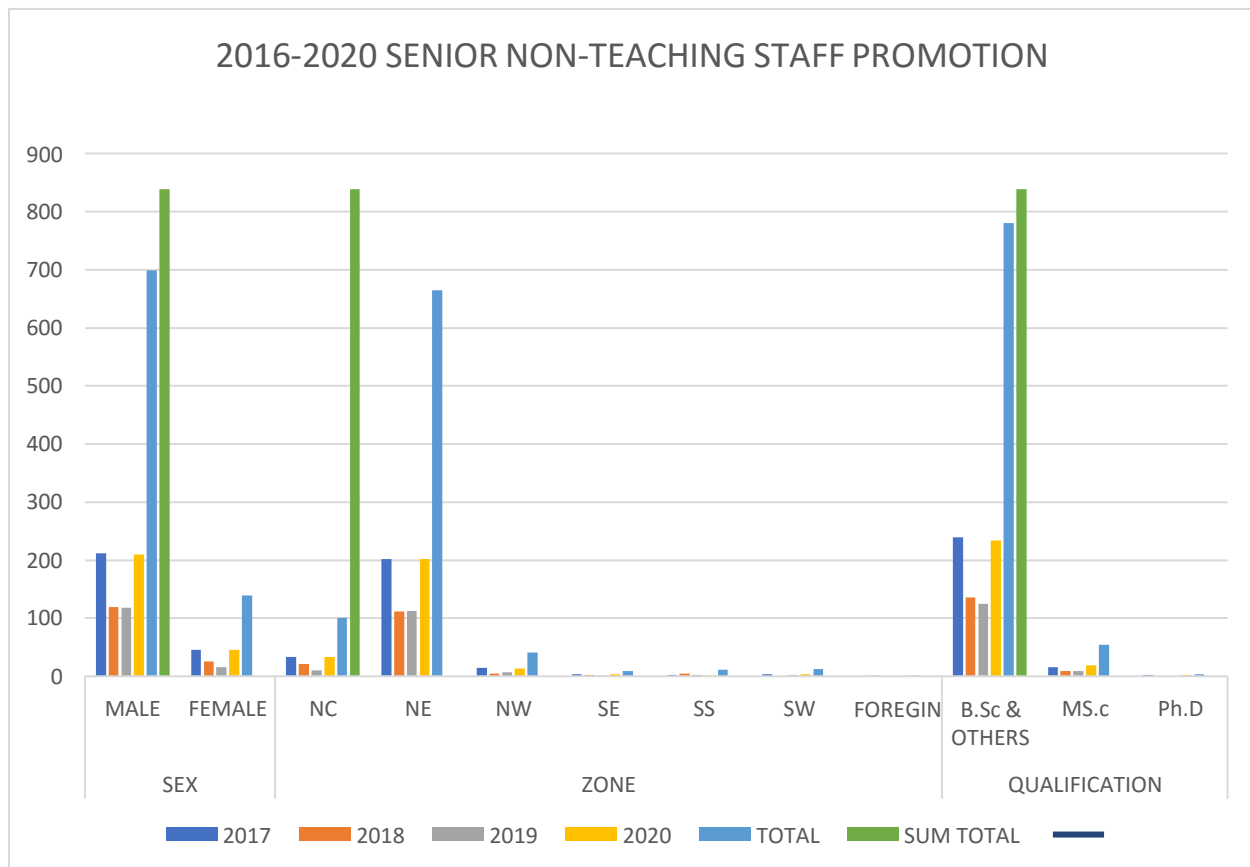


Table 21: 2016-2020 SENIOR NON-TEACHING STAFF PROMOTION

YEAR	SEX		ZONE							QUALIFICATION		
	MALE	FEMALE	NC	NE	NW	SE	SS	SW	FOREGIN	B.Sc. & OTHERS	M.Sc.	Ph.D.
2016	40	7	3	37	2	0	1	4	0	46	1	0
2017	212	45	33	202	14	3	2	3	0	239	16	2
2018	119	26	21	111	5	2	5	0	1	136	9	0
2019	118	16	10	112	7	1	2	2	0	125	9	0
2020	210	45	33	202	13	3	1	3	0	234	19	2
TOTAL	699	139	100	664	41	9	11	12	1	780	54	4
SUM TOTAL	838		838							838		

Figure 12: 2016-2020 Senior Non-Teaching Staff Promotion



Findings/Observations

- No record of junior staff promotion was made available to the Panel;
- No record of use of Annual Performance Evaluation Report for staff promotion was made available to the Panel.

Panel's Recommendations

- The University should as a matter of urgency revisit the promotion status of junior staff and ensure that all back-log of promotions are sorted out and all entitlements be paid in full for all the periods of promotions that have been delayed;
- The University should institute the use of Annual Performance Evaluation Report for staff promotion.

7.8 Conclusion.

The Visitation Panel, after scrutinizing the documents made available to it, and after analysis determined that the number and quality of the staff of the ATBU is inadequate for the University to achieve efficient and effective service delivery. From the issue of staff to student ratio, staff mix by rank, qualifications of academic staff, recruitment, promotion to staff development programmes, the University appear to be making efforts towards improvement, but more should be done to meet the needs of the University with respect to staff matters.

Chapter Eight

Term of Reference 6

Examine the relationship between the institution and the various statutory bodies it interacts with, according to its law, for the purposes of supervision, planning, finance, discipline, guidance, etc. Such bodies include the Governing Council, the supervising Agency and the Federal Ministry of Education as well as the Visitor

8.0 Relationship between ATBU and the various statutory bodies

This Term of Reference examines the relationship between the Abubakar Tafawa Balewa University (ATBU), Bauchi and the various statutory bodies it interacts with according to its laws for purposes of supervision, planning, finance, discipline and guidance.

Table 22: Major Bodies to which ATBU is Statutorily Linked

S/No	Body/MDA	Nature of Relationship/Linkage
1	The Visitor	
2	Federal Ministry of Education	General oversight and superintendence; capital project processing (beyond N50 million)
3	National Universities Commission (NUC)	Accreditation, programme development, and general coordination
4	Joint Admissions and Matriculation Board (JAMB)	Placement of suitably qualified candidates for undergraduate admission
5	The University Governing Council	
6	Tertiary Education Trust Fund (TETFund)	Intervention funding of special projects
7	The Department of State Services (DSS), Nigeria Police Force (NPF), Nigeria Air force (NAF), Nigeria Army (NA)	

8.1 The Visitor

Findings/Observations:

The Panel's findings and observations on the relationships between the various bodies relating with Abubakar Tafawa Balewa University (ATBU) Bauchi for the effective performance of its functions as provided for in the University law are stated below:

- a. The President is the Visitor by virtue of section 14 (1) of ATBU, Act 1992;
- b. As Visitor to the University, the President is expected as often as the circumstances may require, not being less than once every five years to conduct a visitation of the University or direct that such a visitation be conducted by such person or persons as he may deem fit for the purpose of ensuring the effective fulfilment of the University's objects as set out in the law;
- c. In exercise of all the powers conferred upon the Visitor by the law, the Visitor shall act in his sole and absolute discretion;
- d. Most of the University's relationship with the Visitor is through the Federal Ministry of Education and Visitation Panels as well as Convocation ceremonies in response to the invitation of the University;
- e. During the period under review, only two convocation ceremonies were held. To wit: 19th, 20th, 21st, and 22nd convocations held on the 22nd and 23rd of January, 2016 as well as the 23rd, 24th and 25th convocations held on the 11th and 12th of May, 2018;
- f. Although, the Visitor could not attend in person on each of the occasion, he was ably represented;
- g. The relationship between the University and the Visitor has been cordial.

Recommendations:

- a. It is recommended that Visitation Panels are set up in a timely manner in order not to disrupt the 5-year cycle of visitation to the University;
- b. White Paper on Visitation Report should be released within a reasonable period, not exceeding 12 months, so as not to delay the implementation of Visitor's directives that are intended to improve the overall performance of the University;
- c. The Visitor may wish to direct the National Universities Commission (NUC) to monitor the implementation of the Visitation White Paper by the University's Governing Council.

8.2 Federal Ministry of Education (FME)

Findings/Observations:

- a. The Federal Ministry of Education (FME) has internally the responsibility of supervising tertiary education in Nigeria. Since the setting up of the National Universities Commission in 1974, the Federal Ministry of Education now interact with Universities through the National Universities Commission (NUC);
- b. NUC plays the role of adviser to FME in setting and maintaining standards, funding and academic matters relating to universities. This relationship does not in any way diminish the key responsibility of FME in directing tertiary education in Nigeria through the Federal Minister of Education who reports directly to the Visitor;
- c. In addition, the Federal Ministry of Education has a representative on the Governing Council who attends meetings regularly and keeps the University abreast of information on government circulars on issues concerning the institution.

Recommendations

- a. It is recommended that FME should facilitate access to more capital grants to ATBU to enable it provide urgent infrastructural facilities;
- b. FME should continue to discharge its responsibility to the University in line with extant laws.

8.3 National Universities Commission (NUC)

The broad responsibilities of the National Universities Commission (NUC) in the area of tertiary education as it affects ATBU and other Universities include:

- i. Laying down of minimum academic standards for all Universities in the nation;
- ii. Accreditation of University Degree Programmes;
- iii. Guiding the Universities in the preparation of Master plan for coordinated development of their institutions;
- iv. Advising the Federal Government on matters relating to ATBU and other Universities that it considers appropriate for the development of university education in Nigeria.

Findings/Observations:

- a. The National Universities Commission (NUC) conducts Annual System Review exercise yearly, during which Universities Principal Officers led by the Vice-Chancellor meets with NUCs Management led by the Executive Secretary (ES)

- to review all aspects of the University's operations, finance, student enrolment and graduation, Staff turnover, Physical development etc.;
- b. NUC conducted accreditation exercise for some programmes during the period under review (2016 – 2020) as shown below.

The table below contains list of Programmes for each Faculty and their NUC accreditation Statuses from **2016 to 2020** respectively:

Table 23: Status of Programme Accreditation

S/N	FACULTY/COLLEGE	DEGREE PROGRAMMES	STATUS	DATE
1.	Administration	(i) Business Management (ii) Management and Information Technology (iii) M. Sc. Accounting (iv) M. Sc. Banking and Finance (v) M. Sc. Business Management (vi) Master of Business Management (vii) M. Sc. Management and Information Technology	Full Full Accredited Accredited Accredited Accredited Accredited	2019 2019 2019 2019 2019 2019
2.	Education Education (FCE Technical, Gombe)	(i) Library and Information Science (ii) Metalwork Technology (iii) Woodwork Technology (iv) Metal Work Technology	Full Full Full Full	2019 2019 2019 2019
3.	Engineering	(i) Mechatronics and System Engineering	Full	2019
4.	Environmental Science	(i) Building (ii) Estate Management (iii) Industrial Design	Full Interim Full	2019 2019 2019
5.	Medicine	(i) Medicine and Surgery	Full	2019
6.	Science	(i) Applied Geology (ii) Applied Physics	Full Full	2019 2019

		(iii) Biochemistry (iv) Botany (v) Ecology	Full Interim Denied (Interim Back-Back)	2019 2019 2019
		(vi) Industrial Chemistry (vii) Statistics (viii) Zoology	Interim Interim Full	2019 2019 2019
S/N	FACULTY/COLLEGE	DEGREE PROGRAMMES	STATUS	DATE
1.	Administration	(i) Accounting	Full	2018
2.	Environmental Science	(i) Environmental Management Technology	Full	2018
3.	Science	(i) Microbiology	Full	2018
S/N	FACULTY/COLLEGE	DEGREE PROGRAMMES	STATUS	DATE
1.	Administration	(i) Accounting (ii) Banking and Finance	Denied Full	2017 2017
2.	Agriculture	(i) Agriculture	Full	2017
3.	Education	(i) Agricultural Education (ii) Education Biology (iii) Education Chemistry (iv) Education Computer Science (v) Education Mathematics (vi) Education Physics (vii) Metal Work Technology (viii) Education Wood Work Technology	Full Full Full Full Full Full Interim Full	2017 2017 2017 2017 2017 2017 2017 2017
4.	Engineering	(i) Agricultural Engineering (ii) Automobile Engineering (iii) Chemical Engineering (iv) Civil Engineering (v) Computer and Communication Engineering	Full Full Full Full Full Full	2017 2017 2017 2017 2017 2017

		(i) Electrical/Electronics Engineering	Interim	2017
		(ii) Mechanical Engineering	Full	2017
		(iii) Mechatronics and System Engineering		
		(iv) Petrochemical Engineering		
5.	Environmental Science	(i) Environmental Management Technology	Denied	2017
		(ii) Quantity Surveying	Full	2017
		(iii) Urban and Regional Planning	Full	2017
6.	Science	(i) Computer Science	Full	2017
		(ii) Ecology	Denied (changed to Interim)	2017
		(iii) Mathematics	Full	2017
		(iv) Microbiology	Denied	2017

- c. The relationship between the Principal Officers of the University and NUC is cordial.

Recommendation:

- a. NUC should continue to discharge its functions and responsibilities to the Universities in line with the extant law.

8.4 University Governing Council

Findings/Observations:

- a. ATBU Act designated the Governing Council as the highest policy decision body for the formulation of general policies for the good governance of the University. The Governing Council is expected to concentrate on broad policy matters by adopting global best practices. It is also responsible for the appointment of all Principal Officers such as the Vice-Chancellor, Deputy Vice-Chancellors, Registrar, Bursar and Librarian. Beyond the Vice-Chancellor, all component units of ATBU look up to the Council on matters of policy and overall running of the University;

- b. The quality of decisions taken by the Council is a direct reflection of the level of knowledge, exposure, interest in academics, creditably and broad mindedness of the Chairman of Council and other members;
- c. The relationship between the University and the Governing Council during the reporting period has been generally cordial.

Recommendations:

- a. In order for ATBU to fulfil its mandate, it is recommended that only knowledgeable, broadminded, credible persons with interest in academic development of the nation should continue to be appointed to the Governing Council of ATBU;
- b. On its part, the Governing Council should always ensure that the right calibre of persons are appointed as Vice-Chancellor and other Principal Officers of the University.

8.5 Joint Admission and Matriculation Board (JAMB)

Findings/Observations:

- a. JAMB is empowered by law to work in conjunction with ATBU and other Universities in the country to offer admission to qualified applicants who wish to pursue various degree programmes in the University on the recommendation of the University Senate based on approved guidelines agreed at the annual joint consultative meeting between JAMB and the Vice-Chancellors and Registrars of Nigerian Universities and other stakeholders of Higher Education Sector at the JAMB Headquarters, Abuja. The joint consultative meeting is normally chaired by the Honourable Minister of Education and attended by the Executive Secretary, NUC, and Directors of FME etc.;
- b. Thus, there is need to have a clear understanding of the roles and responsibilities of this institutions by the stakeholders in order to fulfil their separate mandates as provided for in their enabling laws. ATBU, like other Universities in the country administers Post UTME tests to candidates who have an average of at least 180 marks in JAMB examination as a means of further screening of candidates for admission;
- c. The relationship between JAMB and ATBU in the conduct of their operation has been cordial.

Recommendations:

- a. There is need for JAMB and Universities in Nigeria to continue to work in close collaboration;

- b. The University should continue to maintain cordial relationship with JAMB and other relevant bodies such as the West African Examination Council (WAEC) and the National Examination Council (NECO).

8.6 The Department of State Services (DSS), Nigeria Police Force (NPF), Nigeria Air force (NAF), Nigeria Army (NA) etc.

Introduction

In order to ensure that peace and tranquility prevail within the two campuses (Yelwa and Gubi) as well as provide conducive atmosphere for teaching and learning, the University Management has established a close and harmonious working relationship with these security agencies. To assess the quality or otherwise of the relationships, the Visitation Panel paid a courtesy visit led by the Vice-Chancellor and other Principal Officers as well as the Chairman, University Security Committee to the Commissioner of Police and the Director of the Department State Services (DSS).

The Panel members who were warmly received by their host had fruitful discussion with them on ways to improve security surveillance at the two campuses. They expressed satisfaction with the provision of perimeter fences at Gubi campus. The Panel's interaction with the two officers has re-enforced the already cordial and harmonious working relationships between them and the University Management. The Panel also interacted with the Chairman, University Security Committee, the Dean Student Affairs and the Chief Security Officer ably represented by his Deputy.

Findings/Observations:

- a. There is cordial working relationship between the University Management and the Department of State Services and the Nigeria Police Force;
- b. The Panel noted and commended the Police Command for the posting of Nigeria Police Personnel to the University on surveillance and crime prevention duties on daily basis.

Recommendation:

- a. The Panel recommend that the current cordial and harmonious working relationship between the Department of State Services, the Nigeria Police Force, other agencies and the University Management be sustained and improved upon for effective security service delivery at the University.

Chapter Nine

Term of Reference 7

Examine the Law establishing the institution and consider in what ways the law has been observed in all ramifications by the competent authorities and suggest any necessary modifications to the law in order to enable the institution achieve its objectives better

9.0 Introduction

The Abubakar Tafawa Balewa University, Bauchi was established by the Abubakar Tafawa Balewa (ATBU) Act 1992 No. 79 as a University of Technology. The Act prescribe its objects, powers and functions of all stakeholders in the institution as well as the manner of their relationship to one another.

The objects of the University as specified in section 3 of the enabling Act are:

- a. To encourage the advancement of learning and to hold out to all persons without distinction of race, creed, sex or political conviction the opportunity of acquiring a higher education in technology;
- b. To develop and offer academic and professional programmes leading to the award of diplomas, first degrees, postgraduate research and higher degrees which emphasise planning, adaptive, technical, maintenance, developmental and productive skills in the engineering, scientific, agricultural, medical and allied professional disciplines with the aim of producing socially matured men and women with capability not only to understand, use and adapt existing technology but also to improve on it and develop new ones;
- c. To act as agents and catalysts, through post-graduate training, research and innovation for the effective and economic utilisation, exploitation and conservation of Nigeria's natural, economic and human resources;
- d. To offer to the general population as a form of public service, the results of training and research and to foster the practical applications of those results;
- e. To establish appropriate relationships with other national institutions involved in training, research and development of technologies;
- f. To identify the technology problems and needs of the society and to find solutions to them within the context of overall national development;

- g. To provide and promote sound basic scientific training as a foundation for the development of technology and applied sciences, taking into account indigenous culture and the need to enhance national unity; and
- h. To undertake any other activities, appropriate for a university of technology of the highest standard.

Findings/Observations:

- a. Concerns were raised by the Academic Staff Union of Universities that the University was deviating from its core mandate as a University of Technology by setting up conventional Faculties and Colleges such as Faculty of Agriculture and College of Medicine and by so doing diminish its peculiarities and strategic nature as a University of Technology;
- b. It was observed that section 3(b) of the objects of the University provides for setting up of Agricultural, Medical and Allied Professional discipline and therefore the creation of such faculties and colleges were in line with the provision of the University Act. It was further observed that the programmes were also contained in the University's Academic Brief from inception.

Recommendations:

- a. While the argument to address the concern that the University was deviating from its mandate as a University of Technology is persuasive since it is provided for in the enabling Act and the University's Academic Brief, it is suggested that the focus of the Faculties and Colleges in question should be directed towards inclusion of the technological components of the programmes in their curricula;
- b. The National Universities Commission should be directed to review the Benchmark on Minimum Academic Standards and Curricula for Universities of Technology to reflect essentially technological components.

9.1 Constitution and Principal Officers of the University

The academic and administration of the University is provided for in the Act through such bodies as the Chancellor, Governing Council, Senate, Congregation, Convocation, Campuses, Colleges, Schools, Institutes and the Principal Officers with their composition, duties and procedures. The activities of these organs and their observance of the establishing Act between 2011 and 2015 are examined and provided below:

9.1.1 The Chancellor

Section 2(1)(a) of the Act provides that the University shall have a Chancellor, while section 4(1) – (3) specifies the functions of the Chancellor. In particular, section 4(1) states that “the Chancellor shall in relation to the University, take precedence before all other members of the University and when he is present shall preside at all meetings of convocation held for conferring degrees,” while section 4(2) provides that “every proposal to confer an honorary degree shall be subject to the confirmation of the Chancellor. The Chancellor of the University from 2016 to 2020 is Oba, (Dr.) R.A. Adejugbe Aladesanmi III (CON), JP, the Ewi of Ado-Ekiti.

Findings/Observations:

- a. The convocations for the conferring of degrees for 2015 – 2016 and 2016 – 2017 sessions were combined with that of 2014 -2015 session and held on the 11th and 12th of May, 2018;
- b. There is no record to suggest that the provision of section 4(2) requiring proposal for the conferment of honorary degree to be subject to the confirmation of the Chancellor had been complied with;
- c. The irregularity of holding convocation has render impossible the performance of the functions of the Chancellor.

Recommendations:

- a. It is recommended that the University must ensure that convocations are held as at when due to enable the Chancellor perform the functions assigned to his office by the University Act including the confirmation of the conferment of honorary degrees as provided for in section 4(2) of the Act;
- b. The University should make conscious efforts to implement its academic calendar to the letter including convocations.

9.1.2 The Governing Council

The Governing Council (Council) was established by section 2(1)(b) of the 1992 Act as amended by the Universities (Miscellaneous Provisions) Act No 11 of 1993. The functions of the Council are specified in sections 7(1) – (10). Section 7(1) states that “...the Council shall be the governing body of the University and shall be charged with the general control and superintendence of the policy, finances and property of the University,” while section 7(4) provides that “the Council shall ensure that proper accounts of the University are kept and that the accounts of the University are audited annually by an independent firm of auditors approved

by the Council and that an annual report is published by the University together with the certified copies of the said accounts as audited.” Section 7(8) states that “the Council shall meet as and when necessary for the performance of its functions under the Act and shall meet at least three times in every year.”

The Universities (Miscellaneous Provisions) (Amendment) Acts 2003 provides in section 2AA that “the powers of the Council shall be exercised, as in the Law and Statutes of each University and to that extent establishment circulars that are inconsistent with the Laws and Statutes of the University shall not apply to the Universities.”

Findings/Observations:

- a. Decisions taken by the University Governing Council borders on general control, policy issues on various subjects such as investments, finances, discipline, appointments and promotions etc.;
- b. Functions of the Council and its General Purposes Committees are largely exercised as provided by the establishing Act but Council’s decisions as provided in the extract of decisions taken by the Council does not indicate broad policy formulation for direction;
- c. The Panel discovered during interactions with the Principal Officers and Management team that some of the Council’s decisions such as submission of service departments organograms, demerger of the Department of Works and Physical Planning as directed in the White Paper of the last Visitation Panel has not been implemented;
- d. Copies of the 2016 - 2018 annual audited account of the University by an independent firm of auditor approved by the Council were presented to the Panel. The Panel however discovered that the audited accounts for 2016 - 2018 are yet to be presented to the Council for its approval;
- e. There is no evidence to show that an annual report with the certified copies of the said accounts as audited has been published as stipulated by the provision of section 7(4) of the University Act;
- f. The unavailability of a published annual report of the University audited account creates doubts and suspicion amongst members of the University community, particularly the In-house Unions;
- g. Establishment circulars are imposed on the University contrary to the provisions of the Universities (Miscellaneous Provisions) (Amendment) Act 2003;
- h. The imposition of establishment circulars in contravention of the Universities (Miscellaneous Provisions) (Amendment) Act 2003 hinders the effective administration of the University especially with respect to financial management;

- i. At its 91st Regular Meeting of 12th December, 2019, Council was informed that ATBU has agreed to handover the Centre for Science, Technology and Entrepreneurship Development (CSTED) at the cost of Three Billion Naira (N3, 000,000,000.00) to the Nigeria Air Force. Council noted the agreement and wished the University well. Council further noted at its 93rd Regular Meeting held on the 12th of April, 2021 that the University Management was in contact with the Provost, Nigeria Air Force Institute of Technology, Kaduna on the planned take-over of the Centre. Council noted the huge resources expended at erecting the Centre and observed that in view of interests from other organisations and in order not to leave the Centre doing nothing for too long, directed that three (3) month moratorium should be given to the Air Force Institute to officially indicate their readiness to take over the Centre;
- j. It is a provision of ATBU Act that before there can be a transfer of any of the University's land, a prior written consent of the President is required. This is in line with section 22 of ATBU Act which provides that "without prejudice to the provisions of the Land Use Act, the University shall not dispose of or charge any land or an interest in any land (including any land transferred to the University by this Act) except with the prior written consent either general or special, of the President";
- k. Council held two (2) regular meetings and three (3) special meetings in 2016, making it a total of five meetings. In 2017, Council had two (2) regular meetings and two (2) special meetings, making it a total of four (4) meetings for that year. In 2018, Council also had Council had two (2) regular meeting and two (2) special meetings, making it a total of four (4) meetings for the year, while in 2019, Council had four (4) regular meeting with available evidence of three special meetings 23rd, 26th and 27th. There were no records for Special Council Meetings 24th and 25th. In 2020, there was no Council Regular Meeting due to the Covid-19 pandemic but had One (1) Special Meeting, the 28th Special Council meeting. Below is a graphical representation of the number of times Council met between 2016 and 2020.

Table 24: Number of meetings by Council during the period under review

YEAR	NUMBER OF MEETINGS
2016	2 (82 nd , 83 rd); 3 (Special Council Meeting 16 th , 17 th , 18 th)
2017	2 (84 th , 85 th) 2 (Special Council Meeting 19 th , 20 th)
2018	2 (86 th , 87 th) 2 (Special Council Meeting 21 st , 22 nd)
2019	4 (88 th , 89 th , 90 th , 91 st) 3 (Special Council Meeting 23 rd , 26 th , 27 th) No 24 th and 25 th Special Council Meetings
2020	No Regular Council Meeting in 2020, apparently due to the Covid-19 Pandemic 1 (28 th Special Council Meeting held on 13 th Feb, 2020)

Recommendations:

- Council should put in place a follow up mechanism to ensure implementation of its decisions and sanction any defaulting officer accordingly;
- The published annual report of the University's audited account should be kept in the University's Library and made accessible to the University Community;
- The provision of the Universities (Miscellaneous Provisions) (Amendment) Act 2003 regarding the exemption of universities from extant establishment circulars should be respected;
- Since the land on which the Centre for Science, Technology and Entrepreneurship Development being proposed for disposal to the Nigeria Air Force Institute of technology, Kaduna or any other interested Organisation is ATBU land, the consent of the President and Visitor to the University must be sought and obtained before transfer or disposal as legal requirement.

9.1.3 The Senate

The University's Senate was established by section 2(1)(c) of ATBU Act 1992 as amended by the Universities (Miscellaneous Provisions) Act No 11 of 1993. Section 8(1) – (7) specifies its functions, in particular, section 8(1) states that "it shall be the general function of the Senate to organise and control the teaching by the University, the admission of students where no enactment provides to the contrary and the discipline of students; and to promote research in the University.

Findings/Observations:

- a. The composition of the Senate during the period 2011 -2015 under review consists of:

i.	The Vice-Chancellor	Chairman
ii.	Deputy- Chancellor	Member
iii.	Deputy – Chancellor	Member
iv.	University Librarian	Member
v.	Provost, College of Medical Science	Member
vi.	12 Deans	Members
vii.	149 Professors	Members
viii.	43 Head of Departments	Members
ix.	12 Faculty/Congregation Representatives	Members
x.	Registrar	Secretary
xi.	Bursar/Director of Works	In Attendance

The composition of Senate substantially complies with the provision of Article 3 of the Third Schedule of ATBU establishing Act.

- a. During the period 2016 – 2020 under review, there are records of the 143rd – 155th summary of the deliberations and decisions taken by the University Senate. From available records, there seems to be regularity of Senate meeting and the effective discharge of its assigned functions under the Act;
- b. There appears to be substantial level of implementation of Senate’s decisions from available submissions;
- c. A random perusal of the summary shows that Senate deliberated and took decisions on such subject matter as control of teaching, conduct of examination, appointment of external examiners, admission of students, programmes approval, discipline of students etc.;
- d. Graduate Assistant, Assistant Lecturer and Lecturer II academic staff were appointed as Faculty and Departmental Examination Officers;
- e. Academic Staff from the rank of Graduate Assistant to Lecturer I, without PhD are staff in training undergoing one academic programme or the other (Masters or Doctoral degree). Appointing them as Examination Officers overloads them with responsibilities and denies them adequate time for self-development;
- f. The availability of a student handbook with provisions bordering on welfare of students at the University is evidence that the Senate performs its role of supervising the welfare of students and the regulation of their conduct;
- g. The student handbook does not have explicit guideline for the processes and structure of discipline.

Recommendations:

- a. The University Senate should continue to hold its meetings regularly;
- b. The University Registrar as the Secretary of Senate and custodian of Senate proceedings which builds institutional memory should ensure that proper records are kept as well as put in easily accessible and retrieval form;
- c. Guideline on the processes and structure for students' discipline, should be developed, produced and distributed to students to enable them know their rights;
- d. No academic staff below the rank of a lecturer I, with a PhD should be appointed as a Faculty or Departmental Officer;

9.1.4 The Congregation

ATBU Act 1992 in section 2(1)(d) established the Congregation and specified its composition in the third schedule in Article 4(1) which pursuant to section 11(3) is deemed to have come into force on the commencement of the Act and deemed to have been made as a statute of the University. ATBU Act in section 6, which provides for the Composition of the Council, states in subsection (g) that two persons shall be appointed by Congregation from among its members into the Council. The Act did not specify the numbers of meetings to be held by the Congregation or the process to be adopted for the appointment of its representatives to the Council, it nevertheless provided in Article 4(5) that "subject to the foregoing provisions of this article, Congregation may regulate its own procedure."

Findings/Observations:

- a. Congregation rarely meets except during elections of representatives into the Council;
- b. There is no record to suggest that there is a statute in place for the Congregation to regulate its own procedure;
- c. The absence of periodic Congregational meetings deprives the University the benefits of a Joint Consultative Forum.

Recommendations:

- a. The University should without delay put in place a regulation for the conduct of its Congregational affairs;
- b. Congregation should meet periodically to provide for joint consultative forum.

9.1.5 The Convocation

The Convocation was established by section 2(1)(c) of ATBU Act 1992 and its composition is specified in the third schedule in Article 5(1) deemed to have come into force on the commencement of the Act and deemed to have been made as a statute of the University pursuant to Section 11(3) of ATBU Act 1992. ATBU Act in section 6, which provides for the Composition of the Council, states in subsection (h) that one person shall be appointed by Convocation from among its members into the Council. Additionally, Article 5(9) of the third schedule provides that "Convocation shall have such other functions, in addition to the function of appointing a member of the Council, as may be provided by Statute and Regulations.

Findings/Observations:

- a. The University in its submissions on the level of implementation of the White Paper of the last Visitation Panel covering 2004 – 2010 noted the Visitor's acceptance of the recommendation that a member representing Convocation should be elected to sit in Council;
- b. The remark on the level of implementation however refers to the Congregation as having two representatives in the Council as provided for in the University Act and made no reference to the Convocation which is expected to have one representative in Council;
- c. It is evident that the Visitor's directive regarding representation of Convocation in Council has not been complied with;
- d. Convocation is neither represented in Council nor conferred with other functions as provided for in the University Act;
- e. There is no statute or regulation to regulate the procedure of Convocation;
- f. There is no evidence of any statute or regulations to confer other functions on Convocation;
- g. The Alumni Association in both their interactions with the Visitation Panel and the memoranda submitted observed that the Council failed to implement the Visitor's directive as contained in the White Paper report of the Visitation Panel that a member representing Convocation should be elected to sit in Council;
- h. The Vice-Chancellor while interacting with the Visitation Panel, informed the Panel of the University's preparedness to ensure that Convocation will be represented in the yet to be inaugurated Council.

Recommendations

- a. Immediate compliance with the Visitor's directive on representation of Convocation in the Council;
- b. The University should without delay put in place regulations for the procedure of conducting Convocation affairs as well as providing other functions for Convocation.

9.2 Statutes of the University

Section 11 of ATBU Act 1992 generally provides for the powers of the University to make Statutes with respect to the composition and constitution of any authority of the University; specifying and regulating the powers and duties of any authority of the University; regulating the admission of students (where no other enactment provides to the contrary), and their discipline and welfare; and determining whether any particular matter is to be treated as an academic or non-academic matter for the purposes of this Act and of any Statute, regulation or other instrument made thereunder amongst others.

Findings/Observations:

- a. Pursuant to the powers of the University to make Statutes and regulations, the following regulations were made:
 - i. Regulations Governing the Conditions of Service of Senior Staff Revised and Approved by the Governing Council on 2nd January, 2018;
 - ii. Regulations Governing the Condition of Service of Junior Staff Revised and Approved by the Governing Council on 2nd January, 2018;
 - iii. Abubakar Tafawa Balewa University Bauchi Student Handbook 2014;
 - iv. Statute of the College of Medical Sciences, Abubakar Tafawa Balewa University, Bauchi came into force on the 27th of August, 2015.
- b. It is provided in the Statute that the Statute will be modified or reviewed every five (5) years in line with the prevailing circumstances;
- c. A perusal of the regulations governing the condition of service of senior staff revised and approved by the Governing Council on the 2nd of January, 2018 shows that the condition of service is replete with errors, omissions and inconsistencies on issues such as extension of probation period, ambiguity on secondment of officers, Chairmanship of the Joint Committee of Council and Senate on Senior Staff Disciplinary Committee by the Vice-Chancellor instead of an External member of Council, terminal grade of holders of Ordinary

- National Diploma (OND), advancement beyond certain cadres within the system amongst others;
- d. The regulations governing the condition of service of junior staff revised and approved by the Governing Council on the 2nd of January, 2018 also shows that the condition of service is replete with errors, omissions and inconsistencies;
 - e. In the course of the Panel's interaction with executive members of the Non-Academic Staff Union and Academic Staff Union of Universities, the Panel was informed that a hybrid of two different conditions of service were applied for the purpose of promoting staff thus leading to inconsistencies in the criteria for promotion;
 - f. The In-house Unions respectively submitted that there is generally a selective application of the regulations governing the condition of service in several respects including appointments and promotions;
 - g. The Abubakar Tafawa Balewa University Bauchi Student Handbook 2014 provides for sundry matters such as structure of the Students Affairs Division with its various Committees, Students Conduct and Discipline, Regulations Governing Hostel Accommodation, Offences and Sanctions in the Library, University Examinations Regulations with Examination Guidelines, Offences and Penalties as well as Guidance and Counselling Unit amongst others;
 - h. From the interaction with members of the Student Union Government, the students informed the Panel of their representation in most Committees of the University including the Budget Monitoring Committee. When probed further, the students could not confirm the availability of extant guidelines specifically indicating the structure and processes of student discipline;
 - i. Some of the issues captured in the Abubakar Tafawa Balewa University Bauchi Student Handbook 2014 are ambiguous and lack clarity;
 - j. The Statute of the College of Medical Sciences, Abubakar Tafawa Balewa University provides for the objectives of the College, its Officers, functions and powers, faculties and departments as well as bodies in the College, all of which are presumed to be in line with the structure of a College of Medical Sciences;
 - k. Going by the provisions of the Statute that the Statute of the College of Medical Sciences, Abubakar Tafawa Balewa University, Bauchi shall be modified or reviewed every five (5) years in line with the prevailing circumstances, such modification or review should have been carried out or process put in motion for same from the 26th of August, 2020. There is no record or evidence that the Statute has been modified or reviewed or that the process has been put in place.

Recommendations:

- a. The condition of service should be reviewed and updated in line with global best practices;
- b. Only the revised and approved regulations governing the condition of service should be applied in all matters pertaining to the University staff; A proviso stating that with effect from the date of Council approval, the revised edition supersedes all previous document relating to appointments and promotion of staff of the University;
- c. The spirit and letter of the revised and approved regulations governing the condition of service should be respected and adhered to religiously;
- d. Subsequent revised edition of the University's Student Handbook should be clear and devoid of ambiguity;
- e. Specific guideline for the structure and processes of student discipline should be provided and incorporated into the revised student handbook;
- f. Mechanisms should be put in place to comply with the provisions of the Statute of the College of Medical Science regarding modification or review.

9.3 Visitor

Section 14(1) provides that the President shall be the Visitor of the University, while subsection (2) states that the Visitor shall as often as the circumstances may require, not being less than once every five years, conduct a visitation of the University or direct that such a visitation be conducted by such person or persons as the Visitor may deem fit and in respect of any of the affairs of the University. In the same vein, subsection (3) provides that it shall be the duty of the bodies and persons comprising the University to make available to the Visitor and to any other person conducting a visitation in pursuance of this section, such facilities and assistance as he or they may reasonably require for the purposes of a visitation.

Findings/Observations:

- a. The last visitation to the University was conducted in 2011 and it covers the period 2004 – 2010;
- b. The last visitation took place over ten (10) years ago which is not in consonance with the provisions of the law that requires visitation to be conducted at least once in every five (5) years;
- c. Inherent internal lapses lingered for too long due to the absence of a Visitation Panel as at when due;
- d. The absence of timely scheduled visitation created a loss of institutional memory and recollection of facts due to poor record keeping and unavailability of some of

the Principal Officers who were within the system during the period under review as a result of expiration of tenure or retirement from service.

Recommendation:

- a. Provisions of the Act regarding visitation to the University should be held sacrosanct and complied with.

9.4 General Findings on the Observance of the University Law, Statutes and Sundry Legal Issues

From the memoranda submitted to the Panel and the interactions held with members of the In-house Unions as well as the Communities hosting the University, the following findings and observations were made.

Findings/Observations:

- a. Members of the Senior Staff Association of Nigerian Universities, the Non-Academic Staff Union and the National Association of Academic Technologists raised concerns on the usurpation of their responsibilities such as headship of the Directorate of Academic Planning; Student Affairs Division, the Directorate of Information and Communication Technology, the University Security Advisory Committee, Students Industrial Training, Sports Unit, Directorate of Remedial etc. by Academic Staff;
- b. The In-house Unions appears not to have a clear understanding of their job descriptions/roles as support staff and seems not to be familiar with the University Act, which may be the basis of their agitation for headship of Directorates;
- c. Members of the Non-Academic Staff Union in their memorandum appealed to have two (2) more representation to Congregation in addition to the existing two provided in the University Act;
- d. The University's host communities (Yelwa and Gubi) in their memorandum, and during their interaction with the Panel contended that while the University has rules and regulations that governs the conduct of students on campus, such regulations are lacking for students living off-campus in the midst of their communities, and that their people always wonder where to report students that grossly violate their cultural norms other than the Police Stations;
- e. The Abubakar Tafawa Balewa University, National Alumni Association in their memorandum and interaction with the Panel alleged that approval for the charges of fees for souvenirs and memorabilia to be paid at the point of collecting statement of result contravenes section 3(g) and (i) of the University Act, because according to them, it is an additional burden to the already overstretched

graduates, bearing in mind that buying of souvenirs, memorabilia and identity card should be a matter of choice for the graduates;

- f. The relationship between the University and the Alumni Association as well as the relationship between the University and its host Communities though appears to be cordial yet fraught with deep seated reservation, suspicion and mistrust especially against the University;
- g. The procedure for staff discipline as provided for in section 17(2) of ATBU Act 1992 as amended regarding membership of the President or Chairman of the union to which the staff being investigated belongs was confirmed and attested to by all the In-house unions as being complied with;
- h. During the reporting period (2016 – 2020), Nine (9) cases were listed. Seven (7) concluded, while two (2) are pending for defense and adoption of addresses of the counsels. Two (2) out of the concluded cases were for termination of appointment, while the pending case awaiting defense is for dismissal from service. Two cases of examination malpractice were concluded, while the case of a student seeking award of degree without completion of required coursework on appeal and awaiting the adoption of addresses by the Counsels. The case of denial of entry into the University Yelwa campus of a former staff has also been concluded. Two out of seven (7) concluded were decided against the University, while the remaining five (5) were decided in favour of the University;
- i. Circulars on financial matters from the Office of the Accountant General of the Federation overriding provision of the Universities (Miscellaneous Provisions) Amendment Act is capable of impinging the University autonomy and hindering the smooth and efficient operations of the Bursary department;
- j. A total of seventeen (17) Memorandum of Understanding (MoU) were entered into during the period 2016 - 2020 under review. The nature of most of the MoUs were to establish research and academic collaboration and partnerships, institutional affiliation, while a handful were tangible projects such as captive generation of power, development of solar energy and service agreements;
- k. A few of the randomly selected MoUs that were perused appears to be in prescribed standard format. However, while some have definitive duration, others do not;
- l. The Panel did not see any executed contract in the documentation of the TETFUND intervention, Needs Assessment and Capital Projects inspected;
- m. From the procurement due process summary for the year 2016 – 2021 made available to the Panel, a reasonable number of contracts with high-net-worth value were awarded using a process described as "selective tendering method." There was only a single issuance of a "No Objection Certificate" from the Bureau of Public Procurement;

- n. The use of "selective tendering methods" for contracts procurement processes raises concerns on transparency which may always lead to avoidable litigation;
- o. Apart from the tender documents, award letters, bill of quantities, the documentation processes were incomplete as the Panel did not see any duly executed contract for the TETFUND intervention, Needs Assessment and Capital Projects inspected;
- p. The University's TETFUND intervention, Needs Assessment and Capital Projects are poorly documented;
- q. The University maintains an in-house Legal Unit and retain the services of Ahmed A. Accany of Baushe Chambers located at the 1st Floor of the Federal Mortgage Bank Building, No 34/36 Bank Road, Bauchi as the University's External Legal Practitioner since 2004 till date.

Recommendations for Modification:

- a. The University Management should devise a means of encouraging staff to familiarize themselves with the University Act, Statutes and Regulations in order to understand their respective roles and responsibilities;
- b. The relationship of the University and the Alumni Association on the one hand and the host communities on the other hand should be strengthened;
- c. There should be a strict compliance with the provisions of the Procurement Act 2007;
- d. The provisions of the Universities (Miscellaneous Provisions) Act 2003 as amended regarding exemption from establishment circulars should be adhered to and strictly complied with;
- e. The University Management should ensure that properly vetted contract documentation of all contractual arrangements involving the University are prepared and kept;
- f. The University may consider expanding its external legal representation through listing to create a pool of available legal practitioners who may be engaged as at, when necessary, on need basis, instead of the current practice of a single legal retainer;
- g. The University Management should ensure that properly vetted contract documentation of all contractual arrangements involving the University are prepared and kept.

Chapter Ten

Term of Reference 8

To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction

10.0 Historical Background

10.1 Introduction

The Abubakar Tafawa Balewa University, ATBU, Bauchi was established in 1980 as the Federal University of Technology (FUT), Bauchi, located in the North Eastern part of Nigeria with Dr. Jerome Udoji and Professor A. O. Adekola as the pioneer Pro-Chancellor and Vice-Chancellor respectively, while Alhaji Adamu Aliyu was the first Registrar of the University.

At inception, the University inherited the site of the former Bauchi State College of Arts and Science (BACAS) at Yelwa as temporary site. She also acquired 4,500-hectare parcel of land along Bauchi-Ningi Road as its permanent site and another parcel of land along Bauchi-Maiduguri Road on which a residential estate for staff was developed; the estate is called Kari Estate.

The University academic units were divided into Schools and Programmes at inception until 2014 when the National Universities Commission (NUC) approved the change of nomenclature from School to Faculty and from Programme to Department. The University started full academic activity at the Yelwa Campus in October, 1981 with the admission of its first batch of 100 students into her Pre-Degree Programme, while Degree Programmes began in 1982 in the School (now Faculty) of Science and Science Education. Two additional Schools (now Faculties), namely the School of Engineering and Engineering Technology and the School of Agriculture and Agricultural Technology were established in the 1983/1984 academic session.

In 1984, under the rationalisation programme of the Federal Government of Nigeria, the University was merged with the Ahmadu Bello University, Zaria and was renamed the Abubakar Tafawa Balewa College, Ahmadu Bello University, (ATBC-ABU) with Professor Buba Bajoga as the Provost. The name of the College was in honour of the first Prime Minister of Nigeria, Late Sir Abubakar Tafawa Balewa. In 1988, it was de-merged from the Ahmadu Bello University and regained its autonomy as a full fledged university through the legal instrument of the Abubakar Tafawa Balewa University, Bauchi, Decree No 79 of 1988. Prof Buba Bajoga, the former Provost, became the Vice Chancellor.

The establishment of the School of Technology Education effectively separated Education courses from the Sciences, and the former School of Science and Science Education was renamed the School of Science.

The university offers degrees through: The Faculty of Engineering and Engineering Technology, Science, Environmental Technology, Agricultural Technology, Management Sciences, Technology Education, College of Medicine and School of Postgraduate Studies. It offers entry level bachelor's degrees and both Masters and Doctorate degrees. Each Faculty is headed by a Dean who reports directly to the Vice Chancellor. The Vice Chancellor is the executive head of the university. The Vice Chancellor is appointed by the Federal Ministry of Education on recommendation by the Governing Council of the University.

10.2 Mission and Objectives of the University:

The mission and objective of the ATBU are spelt out in the law establishing the University and these include amongst others:

- a) To encourage the advancement of learning and to hold out to all persons without distinction of race, creed, sex or political conviction the opportunity of acquiring a higher education in technology;
- b) To develop and offer academic and professional programmes leading to the award of diplomas, first degrees, postgraduate research and higher degrees which emphasize planning, adaptive, technical, maintenance, developmental and productive skills in the engineering, scientific, agricultural, medical and allied professional disciplines with the aim of producing socially matured men and women with capability not only to understand, use and adapt existing technology but also to improve on it and develop new ones;
- c) To act as agents and catalysts, through post-graduate training, research and innovation for the effective and economic utilization, exploitation and conservation of Nigeria's natural, economic and human resources;
- d) To offer to the general population as a form of public service, the results of training and research and to foster the practical applications of those results.

10.3 ATBU Governance Structure

The President, Commander-in-Chief of the Federal Republic of Nigeria Muhammadu Buhari, GCFR, who is Visitor to the University, sit at the top of the governance structure of the Abubakar Tafawa Balewa University (ATBU), Bauchi.

Next to the Visitor is the Chancellor. The current Chancellor of the ATBU is the Ewi of Ekiti, HRH, Oba (Dr) Rufus Adeyemo Adejugbe Aladesanmi III, CON. He also serves as Chairman of the University Convocation.

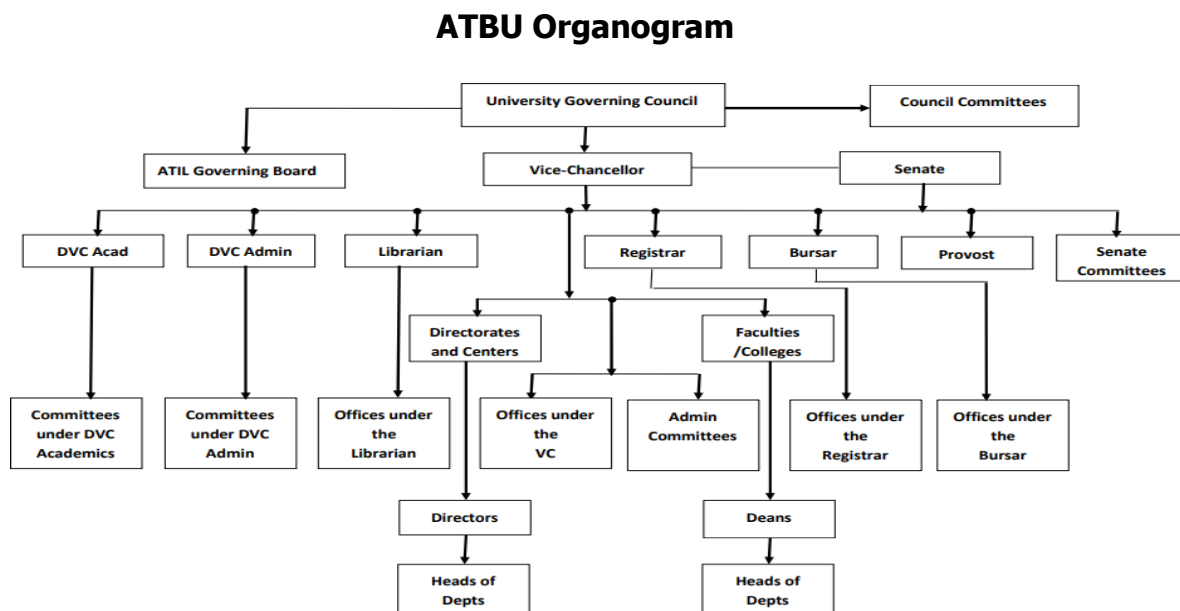
Next is the Governing Council of the University headed by a Chairperson. The current Chairperson of the Governing Council is Her Excellency, Ambassador Dr. (Mrs.) Nimota Nihinlola Akanbi, OON.

Then comes the Senate of the University, with the current Vice-Chancellor, Prof. Muhaamad Ahmad AbduAzeez, as Chairman.

Then the Congregation which is the assembly of all graduate members of the University staff, has the Vice-Chancellor as the Chairman.

The day-to-day administration of the institution is under the purview of the Vice Chancellor, and a team made up of the Principal Officers (DVC Academics, DVC Administration, The Registrar, University Librarian and the Bursar).

The Governance structure of the Abubakar Tafawa Balewa University, Bauchi is as shown below:



10.3.1 Governing Council

The Pro-chancellor and Chairman of the 8th Governing Council of the Abubakar Tafawa Balewa University (ATBU) was Professor Ango Abdullahi, CON. The next Council which was the 9th Council had Amb. Ibrahim Yerima Abdullahi, OON as the

Pro-Chancellor and Chairman of Council. The Pro-Chancellor and Chairman of the 10th Council is Amb. Dr. (Mrs.) Nimota N. Akanbi, OON.

10.3.2 Vice-Chancellors

Since inception the Abubakar Tafawa Balewa University, Bauchi has been administered by the following Vice-Chancellors/Provost:

- | | |
|---|-----------------------------|
| 1. Professor Adewale Oke Adekola | 1980 – 1984 Vice-Chancellor |
| 2. Professor Buba Garegy Bajoga | 1984 – 1988 Provost |
| 3. Professor Buba Garegy Bajoga | 1988 – 1995 Vice-Chancellor |
| 4. Professor Abubakar Sani Sambo | 1995 – 2004 Vice-Chancellor |
| 5. Professor Garba Aliyu Babaji | 2004 – 2009 Vice-Chancellor |
| 6. Professor Muhammad Hamisu Muhammad | 2009 – 2014 Vice-Chancellor |
| 7. Professor Abdulrahman Saminu Ibrahim | 2014 – 2019 Vice-Chancellor |
| 8. Professor Muhammad Ahmad AbdulAzeez | 2019 – Date Vice-Chancellor |

The Visitation Panel to the Abubakar Tafawa Balewa University, Bauchi upon resumption of duty requested for the necessary documents that will aid the Panel in the discharge of the duties. The Office of the Registrar was the facilitating unit for the collation of the documents from the Office of the Vice-Chancellor to the Service Departments, Faculties, Departments and Units. The Panel conducted physical inspection of the Campuses of the University including the ATBU Teaching Hospital.

10.4 Campuses of the ATBU

The Abubakar Tafawa Balewa University, Bauchi operates a multi-campus system, three Campuses to be precise. The Campuses are:

The Yelwa Campus located in the Bauchi metropolis



The Gubi Campus which is the permanent site of the University, is located along Kano/Ningi/Airport Road.



The Tafawa Balewa Campus



The Tafawa Balewa Campus was designed to host the ATBU Centre for Science, Technology and Entrepreneurial Development (CSTED). The development of the

site which was said to have been completed and handed over to the University since 2018 has not been put to use. Some furnishing and outside work are still pending.

Findings/Observations:

- a. The University has not received its take-off grant since it was established in 1980;
- b. The relocation to the permanent site in Gubi began with the movement of the Directorate of Remedial Studies in 2008, followed by the Faculty of Agriculture and Agricultural Technology;
- c. The Central Administration also moved to Gubi Campus in November, 2010;
- d. The University is working hard to relocate all the Schools to Gubi Campus except Faculty of Engineering and Engineering Technology, and the Faculty of Environmental Technology which will remain in Yelwa Campus;
- e. The Gubi Campus of the University is located on a 4,500-hectare parcel of land;
- f. The Unions claim that the growth pattern of the University in terms of design and location of facilities and programmes is very unsatisfactory and this is reflected in the poor and compromised construction of structures;
- g. The Centre for Science, Technology and Entrepreneurship Development was conceived and sited in Tafawa Balewa Town and serves as the third campus of the University;
- h. The construction of facilities at the CSTED Campus was said to have been completed but furnishing and some exterior works are still outstanding;
- i. The CSTED Campus in Tafawa Balewa Town is not in use since completion in 2018;
- j. The University has many intervention projects that are either uncompleted or completed but not in use;
- k. Security collaboration between the University and the Police, State Security Services and other Security outfits were in place. However, security in the campuses was poor and there was no security post by any of the agencies in the campuses except the University Security;
- l. The University established the College of Medical Sciences in 2014;
- m. The University Governing Council set up Committees to ensure a smooth take-off of the College of Medical Sciences;
- n. The Bauchi State Government handed over the erstwhile Bauchi State Specialist Hospital to the Federal Government, which was converted to the ATBU Teaching Hospital.

Panel's Recommendations

- a. Release of the take-off grant to the University to enable it embark on the needed development programmes should be considered a priority by the Government;

- b. The University should maintain a growth pattern in terms of design and location of facilities and programmes by following the original academic brief and master plan of the University;
- c. The University should as a matter of urgency put a process in place for the commencement of activities in the CSTED;
- d. The University should take advantage of the 4,500-hectare parcel of land to attract partnerships and collaborations in physical development and Agriculture.

10.5 DEVELOPMENT/GROWTH OF ACADEMIC PROGRAMMES

10.5.1 Introduction

The University started full academic activity at the Yelwa Campus in October, 1981 with the admission of its first batch of 100 students into her Pre-Degree Programme, while Degree Programmes began in 1982 in the School (now Faculty) of Science and Science Education. Two additional Schools (now Faculties), namely the Faculty of Engineering and Engineering Technology and the Faculty of Agriculture and Agricultural Technology were established in the 1983/1984 academic session. The establishment of the Faculty of Technology Education effectively separated Education courses from the Sciences, and the former School of Science and Science Education was renamed the Faculty of Science.

10.5.2 Faculties/Departments

The Main (or Gubi) Campus of the Abubakar Tafawa Balewa University, Bauchi hosts the Faculty of Agriculture and Agricultural Technology (FAAT), the Faculty of Technology Education (FOTE), Faculty of Management Sciences (FMS), the College of Medical Sciences and the School of Postgraduate Studies, while the Yelwa Campus hosts the Faculty of Engineering & Engineering Technology (FEET), the Faculty of Environmental Technology (FET) and the Faculty of Science.

a. Undergraduate Programmes and Degrees:

The University awards the B. Tech and B.Eng. Degrees at the undergraduate level as shown in the Table below:

Table 25: LIST OF FACULTIES/DEPARTMENTS AND PROGRAMMES

FACULTY	DEPARTMENT	PROGRAMMES
FACULTY OF AGRICULTURAL TECHNOLOGY	Agricultural Economics and Extension	B.Tech. Agricultural Economics and Ext
	Animal Production	B.Tech. Animal Production
	Crop Production	B.Tech. Crop Production
	Soil Science	B.Tech. Soil Science
FACULTY OF ENGINEERING AND ENGINEERING TECHNOLOGY	Agriculture and Bio-resources Engineering	B.Eng. Agricultural Engineering
	Automobile Engineering	B.Eng. Automobile Engineering
	Chemical Engineering	B.Eng. Chemical Engineering
	Civil Engineering	B.Eng. Civil Engineering
	Computer and Communication Engineering	B.Eng. Computer and Comm. Engineering
	Electrical/Electronics Engineering	B.Eng. Electrical and Electronics Engineering
	Mechanical/Prod. Engineering	B.Eng. Mechanical and Productions Engineering
	Mechatronics and System Engineering	B.Eng. Mechatronics and Systems Engineering
	Petroleum Engineering	B.Eng. Petroleum Engineering
FACULTY OF ENVIRONMENTAL TECHNOLOGY	Architecture	B.Tech. Architecture
	Building Technology	B.Tech. Building Technology
	Environmental Management Technology	B.Tech. Environmental Management Technology
	Estate Management and Valuation	B.Tech. Estate Management and Evaluation
	Industrial Design i) Ceramics	B.Tech. Industrial Design

	ii) Graphics	
	iii) Jewelry	
	Quantity Surveying	B.Tech. Quantity Surveying
	Surveying and Geo-Informatics	B.Tech. Surveying and Geoinformatics
FACULTY OF MANAGEMENT SCIENCES	Urban and Regional Planning	B.Tech. Urban and Regional Planning
	Accounting and Finance Technology	B.Tech. Accounting
	i) Banking and Finance	B.Tech. Banking and Finance
	Management and Information Technology	B.Tech. Business Management
FACULTY OF SCIENCE	i) Business Management	B.Tech. Info Tech Management
	Biological Sciences	
	(i) Applied Botany	B.Tech. Applied Botany
	(ii) Applied Ecology	B.Tech. Applied Ecology
	(iii) Applied Zoology	B.Tech. Applied Zoology
	Microbiology	B.Tech. Applied Microbiology
	Biochemistry	B.Tech Biochemistry
	Chemistry	B.Tech. Industrial Chemistry
	Applied Geology	B.Tech. Applied Geology
	Mathematical Sciences	B.Tech. Mathematics
	i) Computer Science	B.Tech. Computer Science
	ii) Statistics	B.Tech. Statistics
	Physics	B.Tech. Applied Geophysics
	(i) Applied Geophysics	B.Tech. Applied Physics
	(ii) Applied Physics	B.Tech. Applied Physics
	(iii) Engineering Physics	B.Tech. Engineering Physics
	(iv) Physics Electronics	B.Tech. Physics Electronics
	Library and Information Science	

FACULTY OF TECHNOLOGY EDUCATION	Science Education (i) Biology education (ii) Integrated Science (iii) Chemistry Education (iv) Physics Education (v) Computer Science Education (vi) Mathematics Education	B.Tech. Biology Education B.Tech. Chemistry Education B.Tech. Computer Science Education B.Tech. Integrated Science B.Tech. Library and Information Science B.Tech. Mathematics Education B.Tech. Physics Education
	Vocational & Technology Edu. (i) Agricultural Education (ii) Business Education (Acct.) (iii) Business Education (Mgt.) (iv) Automobile Technology Education (v) Building Technology Education (vi) Electrical/Electronic Technology Education (vii) Metal Work Technology Education (vii) Woodwork Technology Education	B.Tech. Agricultural Education B.Tech. Business Education (Management) B.Tech. (Ed) Construction Technology Education B.Tech. (Ed) Construction Technology Education B.Tech. (Ed) Electrical/Electronics Technology B.Tech. Mechanical Technology Education B.Tech. Metalwork Technology Education B.Tech. Education Foundation B.Tech. Business Education (Accounting) B.Tech. Automobile Technology Education B.Tech. Mechanical Technology Education B.Tech. Building Technology Education

		B.Tech. Business Education B.Tech. Woodwork Technology Education
COLLEGE OF MEDICAL SCIENCES	Medicine and Surgery (MBBS)	MBBS

b. Postgraduate Programmes and Degrees

The University also awards the Postgraduate Diploma, M.Sc., M. Tech., MBA, and PhD Degrees at the postgraduate level, particularly in the Faculties of Science, Environmental Technology, and Management Sciences as shown in the Tables below:

Table 26: FACULTY OF SCIENCE: Department of Biological Sciences 2016-2020

S/N	Postgraduate Programme	Date of Approval	Commencement Date
1	M.Sc. Botany (Taxonomy)		1994/1995 Session
2	M.Sc. Ecology		1994/1995 Session
3	M.Sc. Medical Microbiology		1994/1995 Session
4	M.Sc. Food Microbiology		1994/1995 Session
4	M.Sc. Industrial Microbiology		1994/1995 Session
5	M.Sc. Applied Parasitology		1994/1995 Session
6	M.Sc. Entomology		1994/1995 Session
7	PhD. Botany (Taxonomy)		1994/1995 Session
8	PhD. Ecology		1994/1995 Session
9	PhD. Medical Microbiology		1994/1995 Session
10	PhD. Food Microbiology		1994/1995 Session
11	PhD. Industrial Microbiology		1994/1995 Session
12	PhD. Applied Parasitology		1994/1995 Session

Table 27: FACULTY OF ENVIRONMENTAL: Department of Estate Management and Valuation 2016-2020

S/N	Postgraduate Programme	Date of Approval	Commencement Date
1	M.Tech.	2014	2015
2	Ph.D	2014	2015
2016-2020			
3	MFM	2019	2021

Table 28: Department of Quantity Surveying 2016-2020

S/N	Postgraduate Programme	Date of Approval	Commencement Date
1	PGD in Quantity Surveying	2015	2015-2016
2	M. Tech. in Quantity Surveying	2015	2015-2016
3	M. Tech. in Project Management	2015	2015-2016
4	PhD. in Quantity Surveying	2015	2015-2016
5	PhD. in Project Management	2015	2015-2016

Table 29: Department of Urban and Regional Planning 2016-2020

S/N	Postgraduate Programme	Date of Approval	Commencement Date
1	PGD	2015	2015
2	M. Tech.	2014	2014
3	PhD	2015	2015

Table 30: FACULTY OF MANAGEMENT SCIENCES Department of Management and Information Technology 2016-2020

S/N	Postgraduate Programme	Date of Approval	Commencement Date
1	Master of Business Administration (MBA)	2006	1998-1999
2	M.Sc. Management Information Technology	2016	2012-2013
3	M.Sc. Management	2016	2012-2013
4	PhD Management	2008	2004-2005
5	Postgraduate Diploma in Management	2006	1998-1999
6	Postgraduate Diploma in Management Information Technology	2016	2012-2013

Findings:

- There was no indication of any new undergraduate programme mounted during the period under review;
- The approval dates for the postgraduate programmes under the Faculty of Science were not indicated while the commencement dates were given as 1994/1995 Session, indicating that the programmes commenced without approval;
- The postgraduate programmes under the Faculty of Management Sciences commenced in 1998, 2004 and 2012 even before approvals to run those programmes were given in 2006, 2008 and 2016 respectively.

Recommendations:

- The University must get approval from the National Universities Commission (NUC) before commencement of any new programmes.

10.6 ADMISSION PROCESS AND REQUIREMENTS

The admission process at the Abubakar Tafawa Balewa University (ATBU), Bauchi has not changed from what it was during the last Visitation exercise in 2011. The University admits students using three methods of admission, namely: The Unified Tertiary Matriculation Examination (UTME) conducted by the Joint Admissions and Matriculation Board (JAMB); Direct Entry (DE) also processed by JAMB; and the University Remedial programme. The general admission requirements include:

A. UTME: 5-Year Degree Programme:

Candidates must have obtained 5 Credits passes at 'O' level in SSCE, NECO, GCE or its equivalent in relevant subjects at not more than two sittings. In addition, the candidate must meet the UTME Cut-off Point.

B. DIRECT ENTRY: 4-Year Degree Programme:

Candidates must have 5 'O' level passes at Credit level in relevant subjects in addition to two 'A' level papers passed at a minimum of Credit level at IJMB, 'A' level or its equivalent. Candidates with National Diploma (ND) and Higher National Diploma (HND) in relevant disciplines with a minimum of lower credit pass are eligible for admission.

C. REMEDIAL Programme

The university also operates a remedial programme that prepares candidates for admission. Such candidates must pass UME at cut-off points and also successfully remedy relevant subjects as specified in the UME.

In addition to the above general requirements, there are programme specific requirements for admission which the candidates must possess in order to be admitted in those programmes.

There exists a University Senate Admission & Qualification Verification Committee whose role include:

1. To consider facilities available at each Department and recommend Admission quota for each in line with NUC approved quota for the university;
2. Advise Senate on criteria for admission in line with JAMB approved CUT-OFF point and procedures of Merit, Catchment and Educationally Less Developed States (ELDS) for all courses;
3. Conduct Post UTME examinations as approved by the Senate;
4. Consider and approve Admissions by the faculties' admissions committees;
5. Submit Admissions reports to Senate and the University Management.

Findings/Observations

- a. Admission process starts from the Department;
- b. Programme specific admission requirements are in place in addition to the general admission requirements;
- c. A functional University Senate Admission & Qualification Verification Committee exist;
- d. The three methods of admission, namely: The Unified Tertiary Matriculation Examination (UTME) conducted by the Joint Admissions and Matriculation

Board (JAMB); Direct Entry (DE) also processed by JAMB; and the University Remedial programme are in line with national standards.

Recommendations:

- a. The practice where admission process starts from the Department should be maintained;
- b. The Departments should thereafter recommend candidates for approval by the Senate through the Senate Admission & Qualification Verification Committee.

10.7 STUDENT POPULATION

10.7.1 Student Population/Enrolment

The total student enrolment as at the 2020 Visitation period (2016-2020) were as shown in the Table below:

Table 31: STUDENTS EROLLMENT 2016-2020

2016-2020	Students Enrollment				
Faculty	2016	2017	2018	2019	2020
Faculty of Agriculture & Agricultural Technology	936	1164	1223	NA	1430
Faculty of Engineering & Engineering Technology	2908	3557	3767	NA	258
Faculty of Environmental Technology	3294	3747	3856	NA	4864
Faculty of Management Science	2390	2595	2502	NA	4702
Faculty of Science	3551	4312	4815	NA	2957
Faculty of Technology Education	3070	3613	3640	NA	6385
College of Medical Sciences	41	87	139	NA	4122
TOTAL	16190	19075	19942	NA	24718

The Table above shows a steady increase in the total student enrollment from 16190 in 2,016 to 19075 in 2017 (17.8% increase); from 19075 in 2017 to 19942 in 2018 (4.5% increase); No records were available for 2019. From 19942 in 2018 to 24718 in 2020 (23.9% increase).

10.7.2 Staffing

As at the 2020 Visitation period (2016-2020), the teaching staff strength of the University was 860, consisting of 220 number of Professors/Associate Professors (26%), 117 Senior Lecturers (14%), 523 Lecturers I and below (61%).

Table 32: The academic staff strength by faculty for 2016-2020

S/N	FACULTY		2016/17	2017/18	2018/19	2019/20	2020/21
1	FACULTY OF AGRICULTURAL TECHNOLOGY		88	88	87	83	76
2	FACULTY OF ENGINEERING AND ENGINEERING TECHNOLOGY		179	177	176	174	155
3	FACULTY OF ENVIRONMENTAL TECHNOLOGY		233	227	224	215	197
4	FACULTY OF MANAGEMENT SCIENCES		79	82	80	80	65
5	FACULTY OF SCIENCE		180	182	161	159	152
6	FACULTY OF TECHNOLOGY EDUCATION		135	132	128	124	136
7	COLLEGE OF MEDICAL SCIENCES		39	28	38	78	69

Table 33: Staff Mix as at 2020

FACULTY	PROF	SNR. LECT	LECTURER1	TOTAL	PROF %	SNR. LECT. %	LECTURER %
AGRIC	37	8	30	75	49	11	40
COM.MEDICINE	16	12	44	72	22	17	61
ENGINEERING	39	34	124	197	20	17	63
ENV. SCIENCE	15	5	55	75	20	7	73
MGT. SCIENCE	55	18	78	151	36	12	52
SCIENCES	23	15	83	121	19	12	69
TECH. EDUCATION	35	25	109	169	21	15	64
TOTAL	220	117	523	860	26	14	61

Findings/Observations

- a. While the student population increased from 16,190 in 2016 to 19,075 in 2017 (17% increase), the academic staff strength decreased from 933 in 2016 to 916 in 2017 (1.8% decrease);
- b. The academic staff mix in all the faculties did not meet the NUC guideline of 20:25:45;

Recommendations

- a. The University must as a matter of urgency recruit more qualified staff to rectify the poor Staff to Student Ratio (SSR);
- b. The University should also ensure that the NUC guideline on academic staff mix is met.

10.8 EXAMINATIONS

Preparations and the conduct of all examinations at the Abubakar Tafawa Balewa University, Bauchi are carried out at the programme level in cooperation with the Faculty office. The University has an Examination and Time-Table Preparations Committee with membership drawn from Senior Academic, Faculties Examinations Officers, four members appointed by Senate of two years, Head of the Medical Centre, and the Registrar who serves as the Secretary.

The role of the Examination and Time-Table Preparations Committee include amongst others:

1. Work closely with Deans and Heads of Departments in the Organization and Administration of all Semester examination;
2. To liaise with Deans of faculties and ensure that all examination materials are procured two weeks to the actual conduct of examinations;
3. Draw up Semester Examination Time-table for the University;
4. Sensitize students on the need to keep to the rules and regulations of examinations to minimize cases of examination misconduct and expulsion of students.

Findings/Observations

- a. There is a functional Examination and Time-Table Preparations Committee;
- b. The Examinations are prepared and conducted in accordance with the University guidelines;
- c. Assistant Lecturers and Graduates are used as examination officers;

Recommendations:

- a. The Examination and Time-Table Preparations Committee should continue to work closely with Deans and Heads of Departments in the Organization and Administration of all Semester examination;
- b. The use of Professors/Readers/Senior Lecturers/Lecturers 1&2 with PhD as Examination Officers must be encouraged, just as the use of Assistant Lecturers and Graduate Assistants must be discouraged in order not to compromise academic quality.

10.9 GRADUATION:

To satisfy the requirements for graduation, a student must take and pass the minimum number of units specified in the Programme before he/she can qualify for the award of a degree. In addition to the above, the student must pass all compulsory General Studies Courses and submit a graded project report based on a suitable title approved by the Department at the end of 500 levels.

The class of degree is determined by the Cumulative Grade Point Average (CGPA) earned at the end of the Programme. The CGPA is the average of all the earned Grade Point Averages (GPAs). The CGPA shall therefore be used in the determination of the class of degree.

The graduation figures for the academic sessions within the period under review (2016-2020) were:

Table 34: 2016-2020 Graduation

S/N	FACULTY	2016/17	2017/18	2018/19	2019/20	2020/21
1	FACULTY OF AGRICULTURAL TECHNOLOGY	106	77	124	99	-
2	FACULTY OF ENGINEERING AND ENGINEERING TECHNOLOGY	292	295	366	357	-
3	FACULTY OF ENVIRONMENTAL TECHNOLOGY	459	417	568	521	-
4	FACULTY OF MANAGEMENT SCIENCES	243	247	368	357	-
5	FACULTY OF SCIENCE	268	338	367	404	-
6	FACULTY OF TECHNOLOGY EDUCATION	426	470	709	2393	
7	COLLEGE OF MEDICAL SCIENCES	-	-	-	-	-

10.10

LECTURE HALLS/THEATRES

Table 35: List of Lecture Halls and Theatres

FACULTY		DEPARTMENT	ENROLMENT	LECTURE THEATRE		LECTURE HALLS		CLASSROOMS		TOTAL CAPACITY
				NO	CAPACITY	NO	CAPACITY	NO	CAPACITY	
1	Agriculture and Agricultural Technology	Agricultural Economics and Extension Animal Production Crop Production Soil Science	370 562 258 31	01	250	01	100	05	228	578
2.	Faculty of Engineering and Engineering Technology	Agricultural Engineering Automobile Engineering Chemical Engineering Civil Engineering Computer and Comm. Eng. Electrical/Electronic Eng. Mech./Productions Eng. Mechatronics/Systems Eng. Petroleum Engineering	213 152 375 807 392 720 414 264 430	02	350	02	1200	08	400	1950
3	Faculty of Environmental Technology	Architecture Building Technology Estate Mgt. and Evaluation Environmental Mgt. Tech. Industrial Design Quantity Surveying Surveying & Geoinformatics Urban & Regional Planning	467 483 678 424 306 752 388 358	01	800	02	700	11	720	2,220
4	Faculty of Management Science	Accounting Banking and Finance Business Management Mgt. Information Tech	635 378 772 767	03	1,000	00	00	08	320	1,320
5	Faculty of Science	Applied Botany Applied Ecology Applied Microbiology Applied Zoology	267 416 1,095 228 502	01	120	02	160	04	360	640

		Industrial Chemistry Applied Geology Mathematics Computer Science Statistics Applied Geophysics Applied Physics Engineering Physics Physics Electronics Biochemistry	447 176 817 308 66 143 11 34 305							
6	Faculty of Technology Education	Biology Education Chemistry Education Computer Sci. Education Integrated Science Library & Information Sci. Mathematics Education Physics Education Agricultural Education Business Education (Mgt.) Electrical/Electronic Tech. Metalwork Tech. Education Business Educ. (Accounting) Automobile Tech. Education Building Tech. Education Business Education Woodwork Tech. Education	625 294 402 124 574 119 102 265 380 172 59 37 70 200 156 46	03	1,750	04	200	04	240	2,190
7	College of Medical Sciences	Medicine and Surgery (MBBS)	139	00	00	01	90	05	250	340

10.11
LABORATORY/WORKSHOP FACILITIES
Table 36: Lis of Laboratories/Workshops

FACULTY		DEPARTMENT	ENROL MENT	LABORATORIES		WORKSHOPS		STUDIOS	
i.	Agriculture and Agricultural Technology	Agricultural Economics and Extension Animal Production Crop Production Soil Science	370 562 258 31	NO 03	CAPACITY 180	NO 00	CAPACITY 00	NO 01	CAPACITY 36
ii.	Faculty of Engineering and Engineering Technology	Agricultural Engineering Automobile Engineering Chemical Engineering Civil Engineering Computer and Comm. Eng. Electrical/Electronic Eng. Mech./Productions Eng. Mechatronics/Systems Eng. Petroleum Engineering	213 152 375 807 392 720 414 264 430	21	550	03	270	03	270
iii.	Faculty of Environmental Technology	Architecture Building Technology Estate Mgt. and Evaluation Environmental Mgt. Tech. Industrial Design Quantity Surveying Surveying & Geoinformatics Urban & Regional Planning	467 483 678 424 306 752 388 358	04	280	02	250	09	550
vi.	Faculty of Management Science	Accounting Banking and Finance Business Management Mgt. Information Tech	635 378 772 767	04	160	00	00	00	00
v.	Faculty of Science	Applied Botany Applied Ecology Applied Microbiology Applied Zoology Industrial Chemistry Applied Geology Mathematics Computer Science	267 416 1,095 228 502 447 176 817 308 66	20	762	00	00	02	60

		Statistics Applied Geophysics Applied Physics Engineering Physics Physics Electronics Biochemistry	143 11 34 305						
vi.	Faculty of Technology Education	Biology Education Chemistry Education Computer Sci. Education Integrated Science Library & Information Sci. Mathematics Education Physics Education Agricultural Education Business Education (Mgt.) Electrical/Electronic Tech. Metalwork Tech. Education Business Educ. (Accounting) Automobile Tech. Education Building Tech. Education Business Education Woodwork Tech. Education	625 294 402 124 574 119 102 265 380 172 59 37 70 200 156 46	03	90	05	150	00	00
vii	College of Medical Sciences	Medicine and Surgery (MBBS)	139	05	250	02	100	00	00

10.12 FACULTIES

10.12.1 Faculty of Science

The Faculty of Science has fourteen (14) programmes, namely: Industrial Chemistry, Engineering Physics, Zoology, Statistics, Physics with Electronics, Mathematics, Computer Science, Microbiology, Botany, Biochemistry, Applied Physics, Applied Geophysics, Applied Geology, Ecology.

a) Staffing

As at 2020, the Faculty of Science had 23 number of Professors/Associate Professors, 15 Senior Lecturers, 83 Lecturers I and below.

b) Student Enrolment

The student enrolment in the 14 programmes under the Faculty of Science for the academic sessions within the period under review (2016-2020) stood at 2957.

c) Graduation

The graduate output in the 14 programmes under the Faculty of Science for the academic sessions within the period under review (2016-2020) stood at

10.12.2 Faculty of Agriculture and Agricultural Technology

The Faculty of Agriculture and Agricultural Technology was established to address sustainable agriculture with special emphasis on contributing to the nation's quest for food security and self-sufficiency.

a) Staffing

As at 2020, the Faculty of Agriculture and Agricultural Technology had 37 number of Professors/Associate Professors, 8 Senior Lecturers, 30 Lecturers I and below.

b) Enrolment

The student enrolment in the 4 programmes under the Faculty of Agriculture and Agricultural Technology for the academic sessions within the period under review (2016-2020) stood at 1430.

c) Graduation

The graduate output in the 4 programmes under the Faculty of Agriculture and Agricultural Technology for the academic sessions within the period under review (2016-2020) stood at 406.

10.12.3 Faculty of Environmental Technology

The Faculty of Environmental Technology has eight (8) Departments, namely: Estate Management, Urban and Regional Planning, Surveying and Geo-Informatics, Industrial Design, Environmental Management Technology, Building, Architecture, Quantity Surveying.

a) Staffing

As at 2020, the Faculty of Environmental Technology had 15 number of Professors/Associate Professors, 5 Senior Lecturers, 55 Lecturers I and below.

b) Enrolment

The student enrolment in the 8 programmes under the Faculty of Environmental Technology for the academic sessions within the period under review (2016-2020) stood at 4864.

c) Graduation

The graduate output in the 8 programmes under the Faculty of Environmental Technology for the academic sessions within the period under review (2016-2020) stood at 1965.

10.12.4 Faculty of Engineering and Engineering Technology

The Faculty of Engineering and Engineering Technology has nine (9) Departments running various degree options and three (3) Centres.

a) Staffing

As at 2020, the Faculty of Engineering and Engineering Technology had 39 number of Professors/Associate Professors, 34 Senior Lecturers, 124 Lecturers I and below.

b) Enrolment

The student enrolment in the 9 programmes under the Faculty of Engineering and Engineering Technology for the academic sessions within the period under review (2016-2020) stood at 258. There was no record for 2019.

c) Graduation

The graduate output in the 9 programmes under the Faculty of Engineering and Engineering Technology for the academic sessions within the period under review (2016-2020) stood at 1310.

10.12.5 Faculty of Management Sciences

Faculty of Management Sciences was established in 1997. Full academic Programme started in 1998 with its first set of students. Currently, the Faculty has four Departments, namely: Accounting Technology, Business Management, Management and Information Technology, Banking and Finance.

a) Staffing

As at 2020, the Faculty of Management Sciences had 55 number of Professors/Associate Professors, 18 Senior Lecturers, 78 Lecturers I and below.

b) Enrolment

The student enrolment in the 4 programmes under the Faculty of Management Sciences for the academic sessions within the period under review (2016-2020) stood at 4702.

c) Graduation

The graduate output in the 4 programmes under the Faculty of Management Sciences for the academic sessions within the period under review (2016-2020) stood at 1215.

10.12.6 Faculty of Technology Education

The Faculty of Technology Education was carved out of the existing Faculty of Science and was established as an independent School in 2004. It currently has fourteen (14) Departments.

a) Staffing

As at 2020, the Faculty of Technology Education had 35 number of Professors/Associate Professors, 25 Senior Lecturers, 109 Lecturers I and below.

b) Enrolment

The student enrolment in the 14 programmes under the Faculty of Technology Education for the academic sessions within the period under review (2016-2020) stood at 6385.

c) Graduation

The graduate output in the 14 programmes under the Faculty of Technology Education for the academic sessions within the period under review (2016-2020) stood at 3998.

10.12.7 Affiliation with other Institutions

There are four (4) approved Colleges of Education {Federal College of Education (Technical), Gombe, College of Education, Ankpa, Federal College of Education (Technical), Bichi and Federal College of Education (Technical), Potiskum} that are affiliated with the University, and they offer Bachelor Degree (B. Tech) in relevant and Diverse Professional Science, Vocational and Technology Education courses.

The Table below shows the four (4) institutions, the number of courses affiliated, and the Dates of Affiliation:

The ATBU has affiliation with some Institutions through the Faculty of Technology Education. As at 2020, seven (7) approved institutions were affiliated to the Abubakar Tafawa Balewa University (ATBU), Bauchi. The Table below shows the seven (7) institutions, the number of courses affiliated, and the Dates of Affiliation:

Table 37: List of Affiliate Institutions

Name of Institution	Number of Courses Affiliated	Date of Affiliation
Kogi State College of Education, Ankpa	10	11 th May 2010
College of Education (Technical) FCE(T) Gombe	13	September 2010
College of Education (Technical) FCE(T) Bichi	10	17 th October 2012
College of Education (Technical) FCE(T) Potiskum	9	15 th April 2015
Abubakar Tatari Ali Polytechnic, Bauchi	7	19 th July 2016
Federal Polytechnic Bauchi	10	2019
Federal College of Animal Health & Productions Technology, Vom, Jos	3 (1)	2019

Findings/Observations

- The argument behind the affiliate arrangement is to expand access to university education;
- The students of the Affiliate Institutions are regarded as students of the parent University;
- The degree awarded to the students on completion of their studies will be that of the parent University;
- Affiliate institutions generate a lot money through tuition and has a sharing formular with the parent University;
- The affiliate arrangement in trying to increase access may compromise the quality of university education;
- The parent University has a supervisory role over the affiliate institution.

Panel's Recommendations

- a. The National Universities Commission must ensure that the quality of programmes run in the affiliate institutions meet the requirement of the NUC BMAS;
- b. The parent University must strictly play their supervisory role over the affiliate institutions to ensure quality.

10.13 ACCREDITATION

The NUC is tasked with the responsibility of ensuring quality in the programmes run in the Nigerian University System (NUS). The criteria used in the accreditation exercise include: academic content; physical facilities; staffing; Library; Funding; etc.

During the period under review, the performance of the ATBU was not very impressive as shown in the Table below:

Table 38: 2016 – 2020 Accreditation Status

Year	Accreditation Status					Total # of Programmes
	Full	Interim	Denied	Suspended	Yet to be Accredited	
2016						
2017						
March 2018	21 / 77.8%	3 / 11.1%	3 / 11.1%			27
January 2019	3 / 100%					3
July 2019	2 / 100%					2
January 2020	5 / 100%					5
March 2020	12 / 70.6%	4 / 23.5%	1 / 5.9%			17

In parenthesis are percentages. Source: Directorate of Academic Planning, Abubakar Tafawa Balewa University (ATBU), Bauchi and verified by Panel.

Denied in March, 2018:

1. Accounting – But then got full the same year 2018

2. Environmental Management Technology - But then got full the same year 2018
3. Microbiology - But then got full the same year 2018

Denied in March, 2020:

1. Ecology

Status not stated:

2. Building

Finding/Observation

- a. Accreditation performance by NUC during the period under review had improvement.

Panel's Recommendation

- a. The key accreditation criteria (academic content, staffing, physical facilities and Library) should continue to be enhanced in order not to compromise the academic quality.

10.13.1 Accreditation by Professional Bodies

1. The Council for the Regulation of Engineering in Nigeria (COREN) had carried out accreditation of the ATBU Bachelor of Engineering (B.Eng.) Programmes in April of 2014. The outcome of the exercise showed that Agric. & Bioresource Engineering, Chemical Engineering, Civil Engineering, Electrical/Electronics Engineering, Mechanical/Production Engineering and Petroleum Engineering had FULL Accreditation while Automobile Engineering, Computer & Communications Engineering and Mechatronics & Systems Engineering passed the Pre-Accreditation test.
2. The Survey Registration Council of Nigeria (SURCON) visited the Surveying and Geoinformatics programme in June 2015 and the programme earned an Interim status.
3. The Quantity Surveyors Registration Board of Nigeria on its part, visited the Quantity Surveying programme during the period under review and the programme earned a FULL accreditation.
4. The Council of Registered Builders of Nigeria (CORBON) visited the Building programme in December 2015 and gave the programme FULL accreditation.
5. The Institute of Chartered Accountants of Nigeria (ICAN) visited the Accounting Programme in November 2014 and the result was Full Accreditation.

6. Similarly, the Chartered Institute of Bankers of Nigeria (CIBN) visited the Banking and Finance Programme in June 2014 and the programme gained Full Accreditation.
7. The Council of Nigerian Mining Engineers and Geoscientists (CONMEG) visited the Applied Geology programme in February, 2013 and the programme earned Full Accreditation.

The Accreditation of some programmes by the professional bodies were not so clear, particularly for Architecture and Urban and Regional Planning programmes.

Findings/Observations

- a. The National Universities Commission (NUC) is the only agency with the statutory responsibility of regulating University education in Nigeria;
- b. The Professional bodies have the responsibility of regulating the practice of the various profession in Nigeria;
- c. There seem to be some interference in the accreditation of programmes in the Nigerian Universities System by the professional bodies;
- d. There is no synergy between the NUC and the Professional bodies in the performance of their statutory functions particularly in programme accreditation.

Panel's Recommendation

- a. As much as the NUC has the statutory responsibility to regulate University education, there is need to carry along the professional bodies during accreditation exercise. The professional bodies are the ones who receive these graduates into the labour market.

10.14 Research/Research Funding

The Abubakar Tafawa Balewa University (ATBU), Bauchi is committed to excellence in research and views research as a means of addressing national and international development needs. As a result, the university has developed a research policy that guide the conduct of research by all ATBU academic staff and any other staff involved in the design, conduct or reporting of research at or under the auspices of the University.

The University has a Statutory University Research and Innovations Committee that reports to Senate through the Director of Research, Innovation and

Development. The University Research, Innovation and Development Committee is responsible for advising and assisting the Director on the implementation of the University research policy, with the following Terms of Reference:

- a. To receive and consider research proposals passed through faculties/ Collegiate and advice Senate on the priorities for the coordination of research work, the financial needs of research work and the allocation of grants from University Research Funds;
- b. To determine, support and advice on University based journals and occasional papers;
- c. To keep an inventory of research projects, research materials and equipment in the university;
- d. To consider applications for the status of University Research Associates;
- e. To disseminate information in liaison with Public Relations Unit on University Research activities;
- f. To market research findings Locally and Internationally with a view to attracting patronage and funds to the university;
- g. To consider and approve request for payment of page charges in respect of journal articles of staff.

Findings/Observations

- a. The ATBU has a Directorate of Research, Innovation and Development;
- b. The University has a Research and Innovations Committee;
- c. The University does not release funds for disbursement to researchers to the Directorate of Research, Innovation and Development;
- d. There is annual budgetary allocation for research;
- e. ATBU is currently among the beneficiaries of the TETFund research grants;
- f. The university has won more than seventy TETFund Institutional Based Research (IBR), and five National Research Fund (NRF);
- g. ATBU has also won some grants from other bodies, e.g., The Nigerian Communication Council (NCC) and Indorama Grant;
- h. There are Research Committees at the University, Faculty and Departmental Levels;
- i. Skilled manpower in the area of research management is inadequate;
- j. Capacity for crafting research grant winning proposals among researchers is lacking.

Panel's Recommendations

- a. The University should make available regular annual budgetary provisions to fund research in sustainable manner;
- b. The National Universities Commission (NUC) should make it mandatory for universities to allocate ten percent (10%) of recurrent budget to funding research;
- c. There is the need to translate research and innovative output by students into economic activities by establishing Science and Technology Park that will serve as incubation centres that will provide employment to graduates and students alike;
- d. The University should extend its Digitization programmes to the Directorate of Research, Innovation and Development for efficiency.

10.15 The University Library

The Abubakar Tafawa Balewa University (ATBU) Library began operation in 1981. The objectives of the library include the acquisition of all kinds/formats of knowledge resources that will support teaching, learning, research, self-development and community services. And the mission of the library is to provide a strong bibliographical support to its parent institution.

The Adebimpe O. Ike Library located in the Yelwa Campus has the Circulation, Reference, Serials, Binding, Audio-Visual, Reserve, e-Library and Document sections. On the other hand, the Zubairu Mohammed Library in the Gubi Campus has the Circulation, Reference, Serials, Reserve, e-Library, Cataloguing, and Acquisition sections. There is also a library in the University Teaching Hospital.

During the current Visitation exercise (2016-2020), the Panel discovered that the University had a Library Committee that was collapsed and its functions were transferred to the Library Management for accountability and effectiveness. This measure according to the University will reduce man-hour loss during meetings and improve the productivity of members.

10.15.1 Staffing

As at the 2020 Visitation period (2016-2020), the library had a total of 87 consisting of 26 Academic, 23 Senior Non-Academic and 12 Junior staff and 16 Administrative (Senior and Junior).

10.16 The Registry

The Registry Department in the University is headed by the Registrar. The Department has three Divisions, namely: Academic Office; Administration and Council; Establishment (Senior Staff); and Establishment (Junior Staff). These Divisions is headed by Deputy Registrars and of course, the Registrar's Office is headed by the Registrar. The Registry Department posts registry staff as Administrative Officers, Confidential Secretaries, Typists and Messengers to various Faculties, Directorates and Centres.

The Registrar is responsible for the general administration of the various units of the University. He serves as the Secretary to the Council, Senate, Congregation and Convocation.

The Registry Department is located in the Senate Building at the Gubi Campus of the University, and all the offices including that of the Registrar and all the Divisions (Deputy Registrar Academics; Establishment Senior staff; and Establishment Junior staff).

The Office of the Registrar was the facilitation unit of the Visitation Panel to the Abubakar Tafawa Balewa University, Bauchi for the duration of the exercise.

10.16.1 Staffing

As at the 2020, the Registry Office had a total 314 staff consisting of 242 senior and 72 junior staff. Of the 242 number of senior staff, 121 hold professional qualification in addition to their academic qualifications.

10.17 The Bursary

The Bursary Department is the department responsible for the day-to-day management of the University financial resources. The department is headed by the Bursar who is directly responsible to the Vice Chancellor (the Accounting Officer of the University) for the day-to-day administration and the management of the financial matters of the University.

The Bursary Department is divided into four (4) Divisions, and each Division except the Central Store Division is headed by a Deputy Bursar for the effective Management of the Department. The Divisions are: Accounting Division; Budget & Expenditure Control; Treasury Division; and the Central Stores headed by a Chief Stores & Supplies Officer.

The Bursary Department with all its Divisions are located in the Senate Building at the Gubi Campus of the University.

10.17.1 Staffing

The Bursary Department has a total of sixty-two (62) staff consisting of 57 senior and 5 junior staff. Of the 57 number of senior staff, 19 hold professional qualification of Certified National Accountant (CAN) in addition to their academic qualifications.

10.18 The Works and Services Department

The Works and Services Department with all its Divisions are located in the Senate Building at the Gubi Campus of the University. The Department is responsible for the day-to-day maintenance and rehabilitation of all the University facilities, including buildings, roads, electrical equipment and also ensure sustained provision of municipal services. The Department is headed by the Director of Works.

The Department of Works, from the records made available to the Visitation Panel, has two Divisions, namely: Physical Planning and Development; and Maintenance. Each Division is headed by a Deputy Director.

10.18.1 Staffing

The Works and Services Department has a total of 148 staff, consisting of 86 senior and 62 junior staff. The number of staff with professional qualifications in addition to their academic qualifications was not provided.

Findings/Observations

- a. The Works Department and Physical Planning Unit are still merged contrary to the Visitor's directives as contained in the Government White Paper released in 2011;
- b. The Director of Works oversees the Works Department and the Physical Planning Unit;
- c. Documents are not digitalized, especially contract documents;
- d. Documents in the folders were not marked to guard against documents being tampered with;
- e. Some staff of the Department are not current in terms of professional qualification;
- f. Some Air Conditioning units along the hallway are not properly situated as they generate so much heat that are trapped within the building.

Panel's Recommendations

- a. The University should as quickly as possible, comply with the Visitor's directive to demerge the Works Department and the Physical Planning Unit;
- b. The University should leverage on modern tools to digitize its operations;
- c. Folders containing important project documents should be marked on all pages to avoid tampering with the documents;
- d. Staff of the Department must be current in terms of professional qualification as a requirement to practice their profession as well as for promotion to certain levels in the Department.

10.19 The Health Services Department

The Health and Services Department is responsible for providing health care delivery to the University Community, the host community, the National Health Insurance Scheme enrollees and the general public. The services provided are out-patient and in-patient, and in some cases refer cases to other medical establishments.

The Department, under the supervision of the Medical Centre Management Committee (MCMC) is overseen by a Medical Director with the assistance of various heads of unit, namely: Nursing; Pharmacy; Medical Laboratory; and Medical Records. There are three Clinics located in Yelwa, Gubi and an annex of the Clinic at the University Housing Estate along Kari Road.

10.19.1 Staffing

The Department has a staff strength of 67 tenure and casual staff consisting of 3 Medical Doctors; 11 tenured Registered Nurses, 1 Contract and 5 Casual Nursing staff; 12 Nursing Aids; 1 Chief Pharmacist; 2 Pharmacy Assistants; 1 Laboratory Scientist; 5 Laboratory Technologists; 2 Medical Record Officers; 7 Ambulance Drivers; 4 Cleaners/Messengers; 4 Admin/Secretarial staff; 2 Store Officers; 3 Community Extension and 4 Casual workers.

10.19.2 Office Accommodation

The three locations: Yelwa, Gubi and University Housing Estate, have facilities they operate from. Yelwa has 8-bed space rooms with 3 Consulting Rooms and rooms for the other units; Gubi has a 15-bed standard clinic that serves the University and the surrounding Community; while Kari Road Quarters has 4-bed space clinic.

10.19.3 Achievements

- a. A befitting clinic constructed and equipped, consisting of consulting and waiting rooms at the Kari Quarters clinic;
- b. Acquired 2 additional Ambulances;
- c. Provision of accommodation for Doctors and Nurses;
- d. Provided a laboratory section at the Gubi clinic;
- e. Extension of the Yelwa clinic to provide maternity services;
- f. Regular provision/alternative means of drugs throughout the year;
- g. A proposed new building of the clinic at Yelwa campus to accommodate all the units and sections;
- h. Hospital equipment including scanning and x-ray machines worth millions of Naira has been allocated to the clinic.

Findings/Observations

- a. Use of NHIS as the only source for the purchase of laboratory reagents and chemicals with the associated problem of NHIS approval and other bureaucratic bottlenecks;
- b. Erratic power supply disrupts operations and the generator on ground cannot power some of the machines;
- c. The number of staff in the Pharmacy Unit is inadequate;
- d. The operations of the Pharmacy unit not computerized;
- e. Medical personnel were not paid any Covid-19 allowance despite being on ground during the Covid-19 period.

Panel's Recommendations

- a. The University should recruit more Pharmacists for the Unit;
- b. Adequate power back-up should be provided in all the clinics;
- c. The operations of the Pharmacy unit should be computerized for efficient service delivery;
- d. Outstanding allowances including Covid-19 allowance due to the medical personnel, as critical service providers, should be paid to them without delay.

10.20 ICT in Teaching, Learning and Research

Information and Communication Technology (ICT) has changed the world in practically all aspects of life. The ATBU has over the period under review made reasonable progress in the use of ICT to enhance service delivery in the University. The library, a key component in the system, has appreciable e-resources which are accessed by staff and students. Some of the projected improvements in ICT as gleaned from the Strategic Plan, were met. Many remain unaddressed. There is therefore the need to further push the use of ICT in the University as it has drastically changed the way we teach, learn and conduct research.

Findings/Observations

- a. There is a project at the ATBU on Procurement, Installation, Testing and Commissioning of ICT Equipment/Facilities to the proposed Nigeria Academic Research Repository (NARR) and Migration of Digitized Research Content as well as the Nigeria Academic Research Intelligence System (NARIS) at ATBU;
- b. This Federal Government funded project has 2 components – the Software and Hardware components;
- c. The internet-based anti-plagiarism software was said to have a Public Private Partnership (PPP) arrangement with a tech company, Messrs. Lexington Technologies Limited;
- d. At the moment, the digitalization of ATBU projects is on-going;
- e. Internet Connectivity in Yelwa and Gubi Campuses is grossly inadequate.

Panel's Recommendations

- a. Management should pursue this project on Procurement, Installation, Testing and Commissioning of ICT Equipment/Facilities to the proposed Nigeria Academic Research Repository (NARR) and Migration of Digitized Research Content as well as the Nigeria Academic Research Intelligence System (NARIS) to logical conclusion;
- b. Digitization of ATBU materials and Resources should be vigorously pursued;
- c. As a matter of urgency, Management should provide robust internet access in all campuses of the University considering the impact and lessons learnt from the Covid-19 pandemic;
- d. The ICT Directorate should assist the University Library in its efforts towards computerization.

10.21 Hostel Accommodation

The University has a policy for giving accommodation to only fresh students (100 level and direct entry 200 level) and Final year students (500level) as well as all female on first-come-first-serve basis. The provisions in the halls of residence can be described inadequate considering the number of students that continued to grow. As at 2014, there were four (4) Halls each with three (3) blocks. In Yelwa, there were two male and one female hostel while Gubi had only one male hostel which was opened in 2014. So, matching the available bed spaces of 3,397 and student population of 25000 is indeed worrisome, as depicted in the table below:

Table 39: Status of Student Hostel Accommodation.

Year	Students Population	Available Bed Spaces	%Students Accommodated
2016	27,000	5,383	19.00
2017	28,580	5,806	20.31
2018	29,000	5,923	20.42
2019	30,000	5,974	19.91
2020	33,900	4,974	14.67

Findings/Observations

- Hostel accommodation for students is grossly inadequate as only 14.67% of the students had accommodation in the Hostels as at 2020;
- The female students were accommodated in only the Yelwa Campus due to security concerns;
- The male hostel in Gubi Campus exposed the students to serious danger as the Campus was isolated even as the University security personnel were inadequate and not properly trained;
- There were two 250 Capacity uncompleted and abandoned Students' Hostel Intervention Projects at the Gubi Campus;
- The self-contained hostel originally built for the postgraduate students at the Yelwa Campus was allocated to university staff with accommodation problem.

Panel's Recommendations

- The University should as a matter of urgency build additional hostels to accommodate at least 60% of the student population;
- The number of university security personnel should be increased and properly trained to be able to secure the hostels and other facilities in the Gubi Campus against threats;
- The University should source for fund or engage developers to complete the abandoned hostel project in the Gubi Campus to ease the problem of hostel accommodation;
- The University should also return the self-contained postgraduate hostel in Yelwa Campus to the postgraduate students.

10.22 STAFF ACCOMMODATION

Findings/Observations

- a. The University has 126 Housing Units for staff accommodation consisting of the following;
 - i. Sixty (60) Housing units at the Kari Road Estate;
 - ii. Forty-nine (49) Housing Units at the Yelwa Campus;
 - iii. Ten (10) Housing Units at the Gubi Campus;
 - iv. Three (3) Units at the Fadama Wada Quarters;
 - v. Two (2) Units in the GRA area of Bauchi Metropolis.
- b. The houses in the Estates were allocated to staff on first-come-first-served basis;
- c. The staff with allocation pay rent at a highly subsidized (economic) rate;
- d. There is shortage of accommodation for staff such that the self-contained hostel originally built for the postgraduate students at the Yelwa Campus was allocated to staff with accommodation problem.

Panel's Recommendations

- a. The University should return the self-contained hostel complex in Yelwa Campus to the postgraduate students;
- b. The University should have an understanding with the Federal Mortgage Bank of Nigeria (FMBN) for the purpose of assisting the staff of the University in securing accommodation;
- c. The University may also wish to engage estate developers in a Public-Private-Partnership (PPP) arrangement to develop estates for housing units that staff can benefit from.

10.23 SPORTS FACILITIES

As at the 2020 Visitation period (2016-2020), the sport facilities in the Campuses of the University were nothing to be proud of for a University that was established in 1980. The timeline for the master plan of the University was not made available to assist the Panel in determining the phases of development and the extent to which the facilities ought to have been developed.

Findings/Observations

- a. The University has the following facilities: a handball pitch, tennis and basketball courts with a make-shift sub-standard soccer field in Gubi; a

- handball pitch, basketball court and two make-shift sub-standard soccer pitches in Yelwa;
- b. The Panel could not see the Timeline of the University Master Plan to guide the Panel in determining the stages of development of sports and other facilities;
- c. The minutes of Council meeting 13 – 14 December, 2017, item 10, Page 23: "Council noted with concern defective nature of sporting facilities (at Gubi Campus), slow progress of work and seeming abandonment of the work by the contractor and directed the determination of the project;
- d. The construction of an in-door sports complex was abandoned in Gubi Campus.

Recommendations

- a. The University should provide standard sporting facilities in both the Yelwa and Gubi Campuses;
- b. The University should source for fund to complete the abandoned in-door sports complex in Gubi Campus.

10.24 DIRECTORATES AND CENTRES

For ease of administration and to effectively share resources, the University consists of several Directorates and Centers. Each of these is headed by a Director appointed by the Vice-Chancellor for an initial tenure of two (2) years renewable for another two years.

The services offered by Directorates and Centers are specialized and opened to the entire University in most cases, and in some cases are opened to members of the public.

A list of some of the Directorates in the University are given below:

1. Directorate of Research and Innovation
2. Directorate of Academic Planning and Quality Assurance
3. Directorate of Information and Communications Technology
4. Directorate of Remedial and Basic Studies
5. Directorate of General Studies
6. Directorate of Entrepreneurship Studies

A list of the Centers is given below:

1. Centre for Industrial Studies;

2. The World Bank / FGN / NUC Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) Project, Centre of Excellence;
3. The TETFund Centre of Excellence on Food Security (with specialization in Dairy Research and Development);
4. The Centre of Excellence in Urology;
5. Agrometeorological Centre;
6. National Centre for Petroleum Research and Development;
7. A specialized laboratory research facility (The Molecular Genetics and Infectious Diseases Research Laboratory) dedicated to diagnostics, and advanced postgraduate training / Research on infectious, emerging and chronic diseases. – the only one of its type in Northeastern Nigeria;

10.25 Convocations

The first Convocation ceremony of the ATBU took place on 10 November, 1990 when 247 students graduated with the Bachelor of Technology Degree in various programmes. Within the period under review, the university held convocation as indicated in the table below:

Table 40: Schedule of previous convocations

S/N	Convocation	Students Session of Graduations	Date of Convocation
1.	1 st Convocation	1988-1989	10 th Nov. 1990
2.	2 nd Convocation	1990-1991	9 th Nov. 1991
3.	3 rd Convocation	1991-1992	14 th Nov. 1992
4.	4 th Convocation	1992-1993	10 th Dec. 1994
5.	5 th Convocation	1993-1994	18 th Nov. 1995
6.	6 th and 7 th Convocation	1995-1996 and 1996-1997	27 th Sep. 1997
7.	8 th and 9 th Convocation	1997-1998 and 1998-1999	25 th Nov. 2000
8.	10 th and 11 th Convocation	1990-2000 and 2000-2001	14 th Dec. 2002
9.	12 th Convocation	2001-2002	2 nd Dec. 2003
10.	13 th , 14 th and 15 th Convocation	2002-2003, 2004-2005 and 2005-2006	23 rd and 24 th May 2008
11.	16 th , 17 th and 18 th Convocation	2006-2007, 2007-2008, 2009-2010	10 th and 11 th Dec. 2010

12.	19 th , 20 th , 21 st , 22 nd Convocation	2010-2011, 2011-2012, 2012-2013 and 2013-2014	22 nd and 23 rd January 2016
13.	23 rd , 24 th and 25 th Convocation	2014-2015, 2015-2016 and 2016-2017	11 th , 12 th May, 2018
14	26 th , 27 th and 28 th Convocation	2017-2018 and 2018-2019	Pending

Findings/Observations

- a. There was no Convocation at the Abubakar Tafawa Balewa University (ATBU), Bauchi during the period under review (**2016-2020**);
- b. The 19th, 20th, 21st, 22nd Convocation for the 2010-2011, 2011-2012, 2012-2013 and 2013-2014 sets of graduates that should have taken place during the period under review, did not hold;
- c. 19th, 20th, 21st, 22nd Convocation ceremonies for 2010-2011, 2011-2012, 2012-2013 and 2013-2014 sessions took place on 22nd and 23rd January 2016;
- d. 23rd, 24th and 25th Convocation ceremonies for the 2014-2015, 2015-2016 and 2016-2017 sessions took place on 11th, 12th May, 2018;
- e. 26th, 27th and 28th Convocation ceremonies for the 2017-2018 and 2018-2019 sessions are pending.

Panel's Recommendations

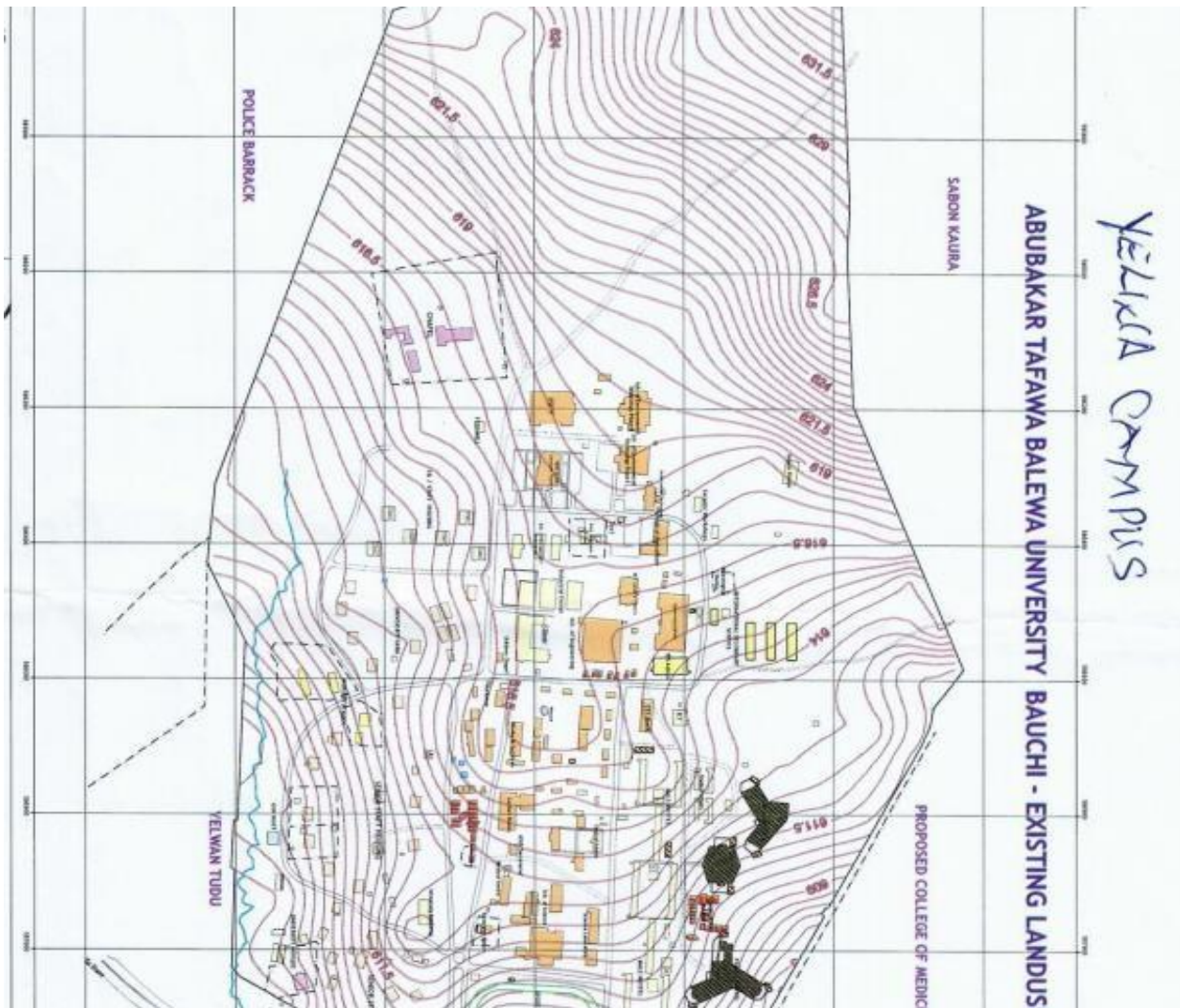
- a. It is unacceptable for the University to ignore this noble ceremony for the conferment of degrees on the graduates thereby denying them the official recognition of being graduates years after completion of the academic requirements;
- b. The University should hold convocation annually to officially confer degrees on the graduating set;
- c. The 26th, 27th and 28th Convocation ceremonies for the 2017-2018 and 2018-2019 sessions should be done as quickly as possible.

10.26 Physical Development

At inception, the University inherited the structures of the former Bauchi State College of Arts and Science located at Yelwa Village as its temporary site. The Yelwa Campus, which was only 138 hectares, provided adequate accommodation for the office of the pioneer Vice-Chancellor, Prof A.O. Adekola, the Registry, the Bursary, the Works and Services Unit and the School of Science and Science Education and the Students hostel.

However, Yelwa remained a temporary site, which has grown in population, began to experience congested accommodation for all the facilities of the University which include the Office of the Vice-Chancellor, the Bursary, the Library, the Works and Services Department, the Medical Centre, the seven Schools, five Directorates, three University Centres. Students Halls of Residence, Staff Quarters, International Secondary School, the Staff Primary School, and the ATBU Trust and Investment Limited. The master plan for the Yelwa Campus is shown below, although the timeline for phases of development was not provided:

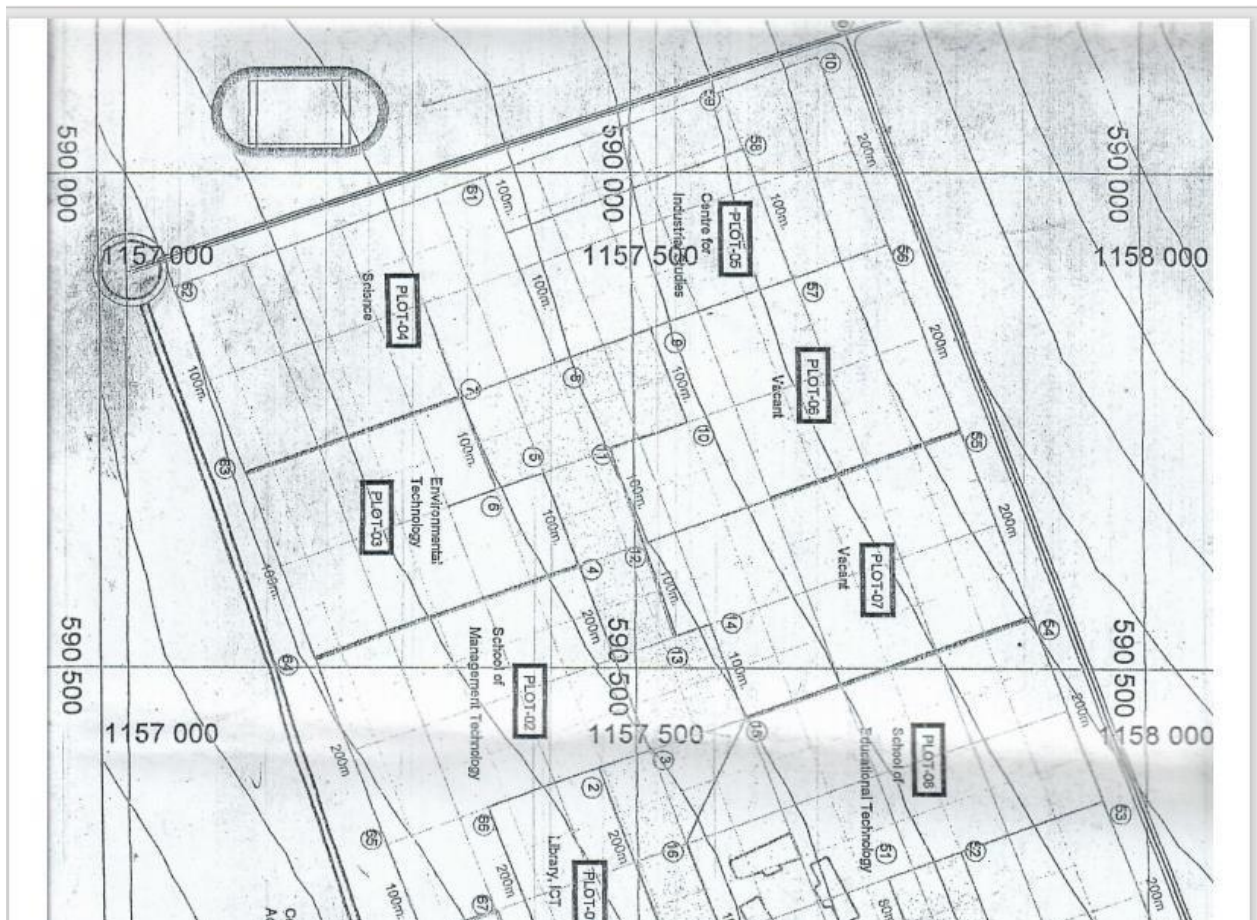
Figure 13: Master Plan of Yelwa Campus



According to the original master plan, the envisaged permanent site of the University is located in the Gubi Village, which is about 25 kilometers along the

Kano/Ningi road. The site, which is now called the Gubi Campus, measures about 4,800 hectares and is yet to be put to use. The development of this site started about ten years ago and this has culminated in the construction of ten 3-bedroom staff quarters, 360-room Students Hostel Block, a Student Centre and the Office and Laboratory Complex of the School of Agriculture and Agricultural Engineering over the years. The Mater Plans for the Gubi Campus are as shown below:

Figure 14: Gubi Campus Master Plan



A good number of physical developments were recorded during the period under review despite the limited resources that confronted the University.

Findings/Observations

- a. The timeline of the original master plan indicating the stages of development was not made available to the Panel after several requests;

- b. There is need to hasten the development of the Gubi Campus in order to decongest the Yelwa Campus.

Panel's Recommendations

- a. The timeline of the original master plan should be made available;
- b. The timeline of the original master plan must be followed to guide the University in development agenda.

10.27 STRATEGIC PLAN OF THE UNIVERSITY

The Abubakar Tafawa Balewa University (ATBU), Bauchi developed a Strategic Plan (2015-2019) that articulated the short, medium and long-term development plans that are consistent with global best practices. These plans were expected to guide the University in making evidence-based decisions which will lead to actions that will invariably shape and guide the University to where it wants to be in the next five years.

Findings/Observations

- a. The Strategic Plan was indeed a bold and giant step taken by the University with the aim of increasing and sustaining the growth pattern of the University. At the end of the plan period (2019), the University achieved some of the set goals while some were partially or not achieved, amongst which were:
- b. The Strategic Plan in question was for the period 2015-2019;
- c. On student enrollment, the target was surpassed but it appears that the University did not plan for the excess growth in enrollment that was experienced;
- d. The target for staff strength was also surpassed, and just as in the case of student enrollment, may not have anticipated the shortfall in relation to the excess growth in student population, which obviously affected the staff to student ratio;
- e. From the records made available to the Visitation Panel, the library fell short of the target, as the anticipated growth in seating capacity, the library holdings and e-Resources were not met;
- f. On Accreditation, progress was made. Accreditation during the period 2016-2020 had more success in terms of programmes that earned FULL Accreditation compared to the other period 2011-2015;
- g. The University Research Funding was not left out in the list of unmet targets as records available to 2020 the Visitation Panel for 2016-2020 from the Directorate of Research, Innovation and Development (DRID) on the achievements of the Directorate showed that "More than N300,000,000. was

- attracted to the University as research grant since the inception of the Directorate";
- h. Some progress made in the area of partnerships and linkages with some Memoranda of Understanding were signed between the University and some institutions;
 - i. Reforming and strengthening ATIL for increase of earned revenue component of the IGR (At least 50% of IGR) may not have been realized.

Panel's Recommendations

- a. The University should draw up another five (5) year Strategic Plan to guide in the development agenda of the University;
- b. The University should recruit more academic and non-teaching staff to close the gap in staff to student ratio;
- c. The University should allocate more money towards research, and also encourage and motivate staff to write grant winning proposals;
- d. The University must make ATIL to become profit making venture in order to boost its IGR, may consider making ATIL totally independent as a CAC registered entity.

As stated earlier, the University made the right decision to develop a Strategic Plan and have vigorously pursued it, but more effort is needed to achieve most of the activities in the plan.

10.28 FUTURE PLANS OF THE UNIVERSITY

In furtherance of its mandate of rapidly responding to emerging trends in higher education, response to community needs, the drive to remain relevant within the national tertiary education landscape, and considering our strategic location within the Northeast, the University is currently planning to introduce the following faculties, Departments and Programmes:

- Faculty of Computing Sciences;
- Faculty of Nursing Sciences;
- Faculty of Dental Surgery;
- Faculty of Pharmaceutical Sciences;
- Faculty of Veterinary Medicine;
- Department of Biomedical Engineering (B.Eng. Biomedical Engineering);
- Department of Meteorology (B. Tech. Meteorology).

Furthermore, the University is actively making plans to transform the solar-hybrid power plant and its training facilities into a Centre of Excellence in Green and Renewable Energy Training / Research.

Finding/Observation

- a. The Gubi Campus of the University, with the large area of land can accommodate the planned introduction of the new Faculties, Departments and Programmes.

Panel's Recommendations

- a. The University must ensure that the resources to run the new programmes are available before establishing such programmes;
- b. The University must apply for the necessary approvals from the NUC before the establishment of any new programme.

10.29 RELATIONSHIP WITH HOST COMMUNITY

The Abubakar Tafawa Balewa University (ATBU), Bauchi has two campuses located in Yelwa and Gubi respectively and a third campus, the Centre for Science, Technology and Entrepreneurship Development located in Tafawa Balewa town. But the first home of the ATBU was and still is Yelwa, and the neighbouring communities include are Yelwa, Sabon Kaura and Lushi. It is expected that the location of the ATBU in Yelwa should contribute to the development and change in the livelihood of Yelwa and the neighbouring communities over the years through the exercise of the University's Corporate Social Responsibilities (CSR). This relationship still exists but not as cordial as it should be.

As at the 2020 Visitation period (2016-2020), the Neighbouring Communities still felt neglected by the University in terms of employment, education, healthcare and economic empowerment, claiming that they don't feel the impact of the University. The Visitation Panel received a memorandum from the representatives of the neighbouring communities and also held oral interaction with them.

Findings/Observations

- a. The neighbouring communities feel neglected by the University;
- b. The neighbouring community feel marginalized in employment, even when the indigenes are qualified;
- c. The neighbouring community feel marginalized in the admission process into the University;
- d. The neighbouring communities assist in the provision of security and accommodation to the students of the University;
- e. The neighbouring communities do not benefit from the medical services of the University.

Panel's Recommendations

- a. The University must endeavour to maintain cordial relationship with the host communities;
- b. The University should consider giving admission quota to the host communities;
- c. The University should also consider employment quota to the host communities at both senior and junior levels;
- d. The University should engage and involve the host communities more in planning the University security network;
- e. The University should carry out more of its Corporate Social Responsibility (CSR) particularly in the area of access to health services, water supply, provision of market spaces and training.

10.30 NET ACHIEVEMENTS

The following achievements were made during the period under review:

- a. Establishment of College of Medical Sciences;
- b. Construction of Road linking the Gubi Campus with the Bauchi-Ningi main road;
- c. Fencing of the University perimeter with two Gates;
- d. Establishment of new courses in the University as well as remedial courses;
- e. Establishment of the World Bank/FGN/NUC Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) Project, Centre of Excellence.;
- f. Establishment of the TETFund Centre of Excellence on Food Security (with specialization in Dairy Research and Development);
- g. Preparation of the University accounts in good time and fully audited up to 2019. The 2020 is ready for Auditing;
- h. The Financial year of the University has been changed from January to December every year with effect from July 2012 as against July to June of previous years;
- i. Good understanding between Department and Units of the University with the Bursary Department;
- j. Each Faculty, Departments, Units of the University are involved in preparation and defending of the University Budget;
- k. Additional facilities like classrooms, laboratories, Hostel has been constructed to check overcrowding of student at Lecture Halls, Laboratories and Hostels;
- l. The University was ready to implement collegiate system whereby management of finances will be decentralized. However, with the introduction of the Single Treasury Accounts the Collegiate system was suspended;

- m. The Medical Centre is undergoing expansion so as to attend to staff and students in respect of their health problems;
- n. Most of the funds received for special and specific projects were applied to the projects and were fully completed;
- o. Due process was followed in approving contracts.

10.31 CHALLENGES

The following are the major challenges of the University in the period under review:

- a. Allocations as appropriation from the Government particularly Capital and Overhead grants were most inadequately appropriated and the releases were not done timely;
- b. The amounts appropriated were mostly not released fully;
- c. More Security Staff are needed to face the nationwide security challenges;
- d. More funds needed for additional facilities so as to increase the admission quarter of the University in all fields;
- e. The University to expedite action toward increasing the Internally Generated Revenue of the University;
- f. TETFund to release trenches of funds as at when due so as to forestall inflationary cost of labour and materials;
- g. Failure from Federal Government of Nigeria to redeem pledges with Unions on Staff claims and allowances;
- h. Inconsistency of Academic Calendar due to Union Strikes.

10.32 Conclusion

The Abubakar Tafawa Balewa University, Bauchi has certainly witnessed tremendous growth from inception in 1988 and particularly within the period under review. It is noted however, rather sadly, that some facilities in the University are not put to use, e.g., The rehabilitated Academic Staff Office Building with 22 Nos Offices and Toilets, (10 furnished and 12 unfurnished Offices) in Yelwa Campus. There is no doubt that the University has grown over time, but the University Management is making good effort to decongest the Yelwa Campus by moving more faculties to the Gubi Campus.

Chapter Eleven

Term of Reference 9

To examine the general security in the University and how the University has dealt with it and recommend appropriate measures.

11.0 General Security in the University

11.1 Introduction

In general, information provided to the Panel shows that the two campuses of ATBU (Yelwa & Gubi) are relatively safe, however, as human environment, they are not immune from occasional day-to-day problems and crimes. Thus stealing, assault, criminal trespass, criminal breach of trust etc. occur from time-to-time.

11.2 Method of Operation

The security unit is made up of men and women who operate in a quasi-functional way. From our interactions it was clear that the Chief Security Officer is the only staff of the unit with a military background being a former naval officer himself. Based on interactions with the Assistant Chief Security Officer and the Chairman, Security Committee, the unit operates on three (3) to four (4) beats per security as against global best practices of one (1) beat per security. The aim of the beat system is to ensure adequate and effective coverage and by extension, real time protection of lives and properties on the campuses. Surveillance vehicles are veritable work equipment which helps ensure that large areas are covered within the shortest possible time. However, the security unit can only boast of three (3) Hilux trucks purchased solely for surveillance but has been turned to official vehicles for the Chairman of the Security Committee and the Chief Security Officer. It is virtually impossible, with the current security situation, for security units to operate without the assurances that firearms are provided. The school has recently been issued with firearm license and is hoping to expand the number in the future.

Findings/observations

- a. The functions of ATBU Security Unit which is under the Vice-Chancellor's Office include but not limited to the following:
 - i. Enforcement of campus rules and regulations;
 - ii. Patrol of the University facilities by security personnel on foot and in security vehicles (which is inadequate);
 - iii. Stationing of security personnel at access points of all building on campus during working hours and in the Halls of Residence 24 hours a day.

- b. Despite the rejection of earlier Visitation Panel's recommendation that ageing, illiterate and untrained security personnel should be replaced with young, virile, trainable, literate men and women by the Visitor on the basis of the Visitor's awareness that security is out-sourced, and the directive given to the Governing Councils to get the best bargain in selecting Security Service Providers (SSPs) has yet to be complied with;
- c. As part of its duties, and by way of its relationship with the community, the security unit coopts students and some members of the community willing to help as informants. Their motto of "see something say something", is in tandem with that of the student union government who are completely on board with the policy;
- d. The down side to this, as was pointed out by the Panel, is that students may be treated as snitches and may be in more danger than was envisaged. And so there is a need for the university to sustain and improve upon its relationships with the Police and the Military as well as the DSS in order to assure on students' protection;
- e. The school should get the community more involved with the issues of security. Since the immediate past Vice-Chancellor was of the opinion that the community wanted immediate employment and they were only qualified for low level jobs, they should be involved in the day-to-day security of the campuses;
- f. The Chairman of the Security Committee claimed that the menace of cultism had been reduced to the barest minimum. By way of its relationship with the Army and the Nigerian police, the school has always employed the services of the Nigerian Army and the Nigerian police almost on a non-formal basis;
- g. The soldiers parade the campuses at random intervals as the need ensures.

11.3 The Environment

Finding/Observations

- a. The Gubi campus is extremely vast in terms of land mass and porous with regards to the security of the perimeter of the campus;
- b. The perimeter fence falls short of the required, globally acceptable standard for perimeter fencing as it has to do with securing the lives and properties of staffs and students;
- c. Student activities end by 10pm. This is a safety measure meant to safeguard the students;
- d. From the interactions with the various unions of the institution the panel found that the Yelwa campus has multiple entries, the rear of the school bordering Sabon Kaura village, the side entrance through the staff quarters which eases to the mosque access to a part of Yelwa town and the main gate.

Panel's Recommendations

- a. There is a need for added security features on the already constructed perimeter fence. This is to put the minds of students on campus at ease;
- b. There is a need for a more proactive technique in combating theft of books, students' items and general properties of staff and student;
- c. Solar powered internet protocol CCTV cameras, properly concealed and with and with large storage spaces should be deployed. This ensures that a single camera can cover a large area;
- d. As it relates to the multiple entrance and exit points at the Yelwa campus, While the panel understands the importance of these egress, it is of the view that proper surveillance should be deployed to these flash areas where items stolen are easily taken out from;
- e. The panel suggests that trained security operatives deploy best global practices for patrol and surveillance of the campuses.

11.4 Accommodation/infrastructure

- a. The security office currently at the Gubi campus is a makeshift structure which falls short of the actual requirement for security structures worldwide;
- b. There are currently no outposts for security men posted outside the main office. The main gate seems to be the only convenient other area where staff monitor vehicular traffic to and from the institution;
- c. A part of the perimeter fence at Yelwa, collapsed within the period of this report.

Panel's Recommendations

- a. There is a need for a comprehensive and detailed structure put in place to accommodate the security unit;
- b. The structure needs to be comprehensively designed to accommodate spaces for server and CCTV rooms to accommodate latest monitors and backups for latest surveillance equipment;
- c. Effective surveillance of the Yelwa and Gubi campuses can be done from one structure with the use of internet protocol (IP)cameras. This ensures that as cameras are mounted, they are linked via wi-fi to the source and effective monitoring can be achieved. The Panel strongly believes that this is a more sustainable solution to the current imbroglio;
- d. The Panel also suggests the use of solar powered IP cameras as against the use of normal powered ones. This sustainable solution ensures that cameras operate longer active hours without a break in recording;
- e. A purpose-built server room, dedicated to the storage of saved data be provided so as to ensure the efficacy of stored and reusable data. All equipment's within this room space be powered by renewable energy to ensure its sustainability and efficiency;

- f. Funding should be made available for the immediate repairs/erecting of the collapsed perimeter fence on campus;
- g. More staff are needed in the Security Unit for better performance to handle the increasing crimes;
- h. Modern security facilities and equipment such as wireless radio, walky-talkies, CCTV should be provided to the Unit for efficient and effective day-to-day operation to curtail loss of personal belongings;
- i. Patrol vehicles should be provided to the Unit for efficient surveillance of the campuses at Yelwa and Gubi;
- j. The University should provide the Unit with first reaction firefighting equipment for safety of life and property and forge effective liaison with the Metropolitan Fire Service, Bauchi Town, to tackle bigger fire incidents;
- k. Security lights must be installed in the Yelwa and Gubi Campuses with back-up electricity;
- l. The culture of the University in assisting its immediate community should be maintained and improved upon in all its ramifications. The University should continue to give serious attention to security matters for cordial and peaceful co-existence of the University with the host community;
- m. Staff of the Unit must be re-trained to match the increasingly sophisticated crimes being committed in the society;
- n. The University Security Committee (USC) should improve on intelligence gathering as a means of enhancing proactive measures against security threats;
- o. USC should liaise with the Dean of Student Affairs to produce a pamphlet on literature of security tips on a variety of crime prevention measures and distribute same to students during orientation programme and upon request to old students and staff;
- p. Patrol vehicles and motorcycles should be provided to the Unit for efficient performance at Yelwa and Gubi campuses of the University;
- q. The University community should have representation in the Security Committee to enhance its performance;
- r. The University Management should improve its relationship with the University Communities to enhance security of lives and property in the University;
- s. All activities of registered clubs, societies, associations should be closely monitored to prevent them from degenerating into cultism;
- t. The University Management's collaboration with the State Police Command, the Department of State Services, the Nigeria Army, the Nigeria Air Force should be maintained and improved upon;
- u. The University's Governing Council and Management should set machinery in motion for prompt compliance with the Visitor's directive in selecting and engaging under best bargain terms, a Security Service Provider for the University.

Chapter Twelve

Term of Reference Ten

To Examine the processes and structures of discipline of students in each University in line with due process of the rule of law

12.1 Introduction

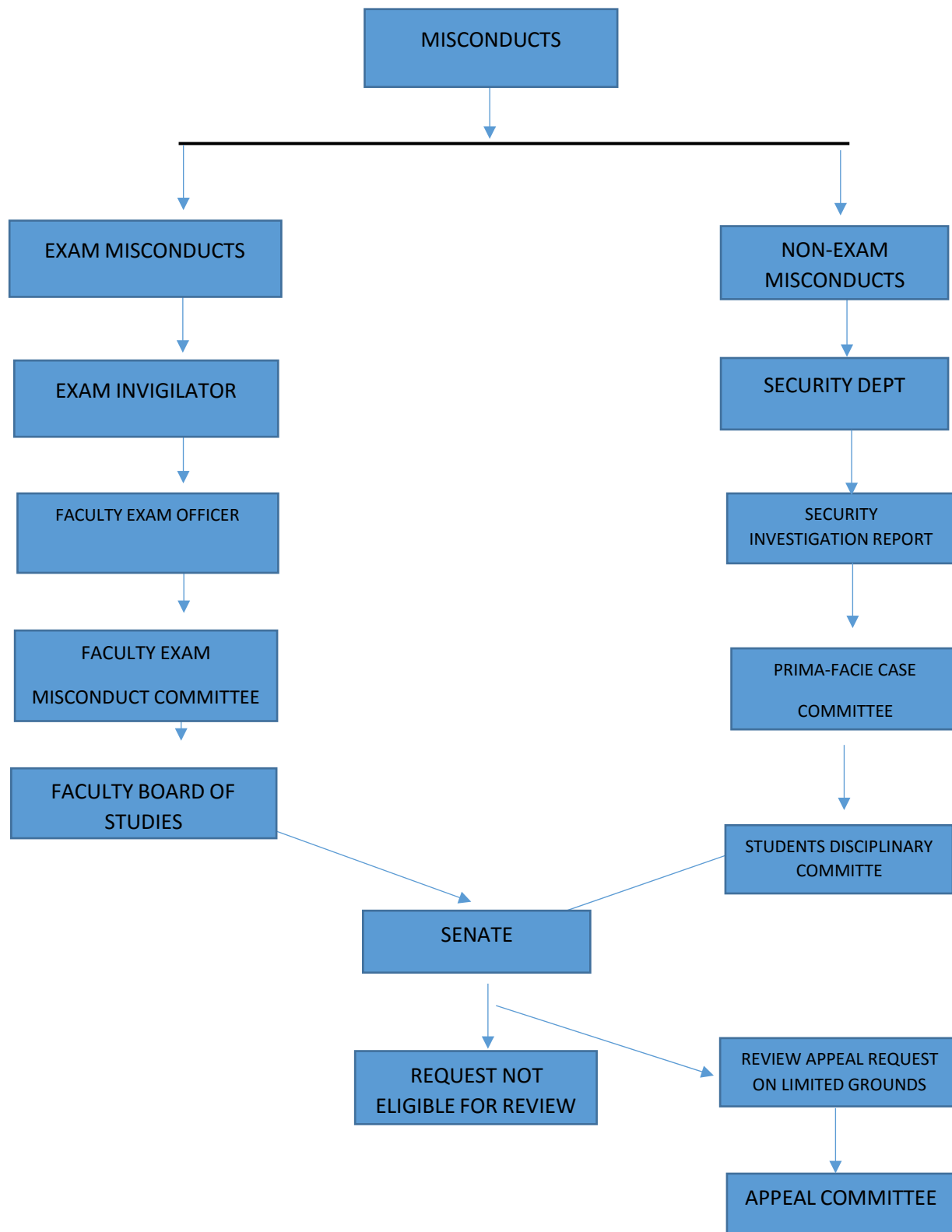
One of the objectives of Abubakar Tafawa Balewa University, (ATBU), Bauchi, as specified in the enabling Act, is to encourage the advancement of teaching and learning in a conducive learning environment, and to produce matured men and women equipped with relevant knowledge and skills. Implicit in this objective, is discipline among the various stakeholders, because the atmosphere in any academic institution is largely dependent on the disciplinary standard of the various stakeholders. Since students are major stakeholders, the managing of their disciplinary conducts becomes critical. Therefore, in order to ascertain the processes and structures for student discipline, in line with legal due process, the Panel sought for memoranda from Dean Student Affairs, Alumni Association Executives, Students' Union Government (SUG) Representatives and Secretary, Senate Business Committee. The Panel also interacted with the aforementioned groups, as well as the incumbent Vice Chancellor and two past Vice Chancellors. Issues about the Processes and Structure for student discipline, arising from the interactions are highlighted in subsequent sections.

12.2 Student Disciplinary Process

The main essence of this process is to ensure fairness and orderliness in proceedings on questions of students' misconducts, devoid of adversaries.

Two disciplinary processes within the period of report (2016 – 2020) were identified in relation to (a) Examination Misconducts and (b) Non-Examination Misconducts (see figure 15)

Figure 15: Disciplinary processes for Examination and Non-Examination Misconduct



12.3 Examination Misconduct Process.

- I. Offenders are apprehended at Examination halls during conduct of examinations. Once detected, Examination Scripts and implicating materials are collected, while alleged offender fills Examination Misconduct form. Examination Invigilator fills another form stating nature of offence and passing it on to the Faculty Examination Officer, together with Examination Misconduct Forms and incriminating materials, who subsequently make them available to the Chairman Faculty Examination Misconduct Committees.
- II. Faculty Exam Misconduct Committees, with membership drawn from respective academic departments and varying from 5-10, has the mandate of establishing prima-facie case for the offence and making recommendations to the faculty Board of Studies for verification and submission to the Senate.
- III. The University Senate passes its verdict on the reported cases making allowances for appeals which will be considered through constituted Ad-hoc Appeal Committees for amended recommendation if applicable.

12.4 Non- Examination Misconduct Process.

- I. Non-Examination Misconduct cases from all sections of the University Community are first reported and channeled to the University Security Department for investigation and building a case diary.
- II. Security investigation reports are made available to the prima-facie case Committee to establish the viability or otherwise of the investigated cases, and make appropriate recommendations to the students' disciplinary, Committee (SDC) for verification and making appropriate recommendation to University Senate.
- III. The University Senate as in 10.1.2iii, passes its verdict on the recommended case, making allowances for appeals which are considered by constituted Ad-hoc Appeal Committees for amended recommendations

Findings/Observations

Based on the analysis of memoranda received and responses from the interactions with the incumbent Dean, Student Affairs, some Dean of Faculties, Security Unit, SUG representatives, incumbent Vice Chancellor, and some Alumni Association Executive Members, as well as the interactions obtained from the Senate meeting minutes, the Panel made the following observations/findings:

- a. That there is evidence of due process in handling Students' disciplinary cases;
- b. That the University has processes for disposing Students', disciplinary cases involving both examination and non-examination misconducts;
- c. That there are provisions for "no case to answer" at all stages, depending on findings;
- d. That in both processes in (b) above, cases pass through relevant stages, incorporating standing and ad-hoc Committees of the University to reach conclusions;
- e. That based on the analysis and verification of records from the Senate Business Committee; there was high level of reported and processed cases of students' misconducts over 200 of such cases were recorded within the report period;
- f. That there were dominant cases of examination malpractice (55%) thefts (29%) and others (16%), incorporating possession and taking hard drugs, homosexuality, food poisoning, improper dressing and fighting;
- g. That from interactions with Deans of Faculties and SUG executives, the dominance of examination malpractice cases is attributable to students' entering examination halls with foreign materials especially, electronic devices;
- h. That there were disturbing delays in processing misconduct cases. Panel noted from submitted memoranda and records that 15 (47%) out of the 32 reported cases on non-examination misconducts, were yet "under consideration" within the period of report;
- i. That there is record evidence that some students' accused of disciplinary misconducts graduated without disposing of their cases;
- j. There is no timeframe or stipulated deadlines for resolving disciplinary cases, making some cases to linger for 2 or 3 years;
- k. There is no clear provision along the disciplinary process for handling emergency cases, especially those involving immediate risks;
- l. That some members of Faculty Examination Misconducts Committees who establish prima-facie cases for reported examination misconducts, are also member of the University Senate that passes final verdicts on reported cases;
- m. That the University Chief Security Officer (CSO) as well as the Chairman of Security Committee, who pilot security investigations on reported non-examination misconducts, are also members of students' Disciplinary Committee (SDC), responsible for adjudicating over submitted security investigation reports, before reporting to the Senate; and
- n. That the students are adequately represented in the students' disciplinary process, especially in examination- misconduct process component.

Panel's Recommendations

The foregoing findings and observations inform the Panel's recommendations as follows:

- a. Disposal of student disciplinary cases should continue to follow due process;
- b. That the processes for disposing of cases involving examination and non-examination dimensions should continue;

- c. That both standing and Ad-hoc University Committees should continue to be used in processing cases;
- d. University administration should put adequate machineries in place to reduce high level of students' disciplinary cases to minimize congestion of disciplinary process;
- e. University administration should particularly take proactive measures in reducing examination malpractice cases;
- f. University administration should develop processing timeframe, to ensure that cases are handled as speedily as possible, normally within 90 days, without compromising University's disciplinary process, but also to ensure that accused students do not graduate with alleged offences. In cases, where for good reason (s), delay is inevitable, timeframe may be adjusted;
- g. University administration should introduce electronic facilities in the processing of disciplinary cases at all stages, in order to avoid delays associated with data collection, analysis and presentation;
- h. Chief Security Officer and Chairman Security Committee should not be members of Students' Disciplinary Committee, to avoid bias, and also being "judges in their own courts";
- i. Students should be adequately represented in the students' disciplinary process, especially in examination misconduct process. Their non-inclusion in the Faculty Examination Misconduct Committee is a gap to be filled;
- j. Members of Faculty Examination Misconduct Committee, who make prima-facie cases for alleged offences, should not be members of the University Senate, responsible for passing verdicts on the offences and;
- k. University administration should create emergency processing services and appropriate links (for example, e-link) in the disciplinary process, where disciplinary cases which may constitute immediate threats, should be reported and processed.

12.5 Structures for Discipline of Students

Introduction

Abubakar Tafawa Balewa University (ATBU), Bauchi has expectations of the behavior of its students and will take necessary actions to address inappropriate behaviors or misconduct which do not meet the expected standards, including having a disciplinary structure to check it. Structure depicts the framework for organizing the achievement of set institutional goals. Although the University does not seem to have a clearly articulated student disciplinary structure, available records of its being in place, as reflected in University Extant Laws, as well as some internal astute structural arrangements, reflected in the establishments of Directorate of Students' Affairs, University ad-hoc Committees and instructional publications. Based on discussions and interactions with the incumbent Vice Chancellor, Dean Student Affairs and SUG officials, as well as examination of available documents and publications highlighted in subsequent sections, the Panel

noted that the University has a structure for discipline of students, although not properly and comprehensively articulated and streamlined.

12.6 On Extant Laws

Various University Extant laws exist as structures and to breathe life into student discipline, as represented by ATBU, Bauchi Act of 1992 and Universities (Miscellaneous Provisions) (Amendment) Act, No.11 of 2003.

12.7 Abubakar Tafawa Balewa University (ATBU), Bauchi, Act of 1992

According to section 20, paragraph 1-9 of this Act as contained in the Laws of the Federation of Nigeria Vol. 1 of 2002, some of the Provisions made in respect of Discipline of Students, include:

1. That where it appears to the Vice Chancellor that any student of the University had been guilty of misconduct, the Vice Chancellor may in consultation with the Senate and without Prejudice to any other disciplinary power conferred on him by the statute or regulations, direct:
 - a. that the student shall not during such period, participate in such activities of the University as may be specified, or
 - b. that the student be rusticated for such period as may be specified, or
 - c. that the student be expelled from the University.
2. The Vice Chancellor may delegate his powers under this section to a Disciplinary Board consisting of such members of the University as he may nominate; and
3. Without prejudice to the provisions of Subsection 1 of this section, nothing shall prevent the Vice Chancellor from taking an immediate disciplinary action against a student in a serious or emergency situation where he deems fit and later report to Senate.

12.8 UNIVERSITIES (MISCELLANEOUS PROVISION) (AMENDMENT) ACT NO.11 OF 2003

According to the provision in section 7^{^^^} of this Act, in relation to autonomy of university and other related matters, students shall:

- a. Be represented in the University's Students Welfare Board and other Committees that deal with the affairs of students;
- b. Participate in the various aspects of Curriculum Development;
- c. Participate in the process of assessing academic staff in respect of teaching; and

- d. Be encouraged to be more self-assured as part of the national development process

Findings/Observations

- a. University has Extant Laws and their provisions, as a basic structure for managing Students' Disciplinary problems;
- b. Vice Chancellor has made noticeable progress in students' discipline by executing his mandate in constituting Students' Disciplinary Committees and other allied Disciplinary Ad-hoc Committees in line with Extant Law Provisions;
- c. Students are not adequately represented in some key decision-making structural bodies of the University, as reflected in the non-representation in curriculum development and academic staff related matters. From available documents, Panel found that students were represented only in 3, out of 18 existing Committees within the report period (2016 – 2020);
- d. Students are generally ignorant of the Extant Law provisions on their rights and privileges;
- e. Extant Laws are not properly identified and streamlined within the hierarchical structures for students' discipline.

Panel's Recommendations

- a. University Administration to continue to use and adhere to the Extant Law Provisions as a major structure for addressing students' disciplinary problem;
- b. Vice Chancellors should, in consultation with the Senate, continue to exercise his/her mandate on Discipline of Students in line with the provisions of the University Extant Laws;
- c. Provisions should be made for student representation in all relevant University structures addressing student and academic matters, including, but not limited to membership of the Committees on Students' Welfare, Curriculum Development and Academic Staff Assessment. This is in tandem with the Extant Law provision in the Universities (Miscellaneous) provision (Amendment) Act of 2003, that "Students shall be represented in the University Boards that deal with the affairs of Students". The general wrong notion that students are generally immature and inexperienced to participate in University Governance Structure, should be rejected;
- d. University Administration should initiate University-wide annual lectures for students on their legal rights and obligations in tandem with extant law provisions;
- e. Extant Laws should be properly identified and streamlined along other structures as a major structure in students' discipline.

12.9 INTERNAL STRUCTURE FOR DISCIPLINE OF STUDENTS.

INTRODUCTION

The Extant Laws highlighted in the foregoing Section, provide the structural basis for articulating other internal structural provisions for discipline of students. At ATBU, Bauchi, these are reflected in the establishment of Student Affairs Division, Ad-hoc Disciplinary Committees and institutional publications vis-à-vis Student's Handbook.

12.10 DIRECTORATE OF STUDENT AFFAIRS

This Division, as it was called within the report period (2011-2015), came with the establishment of the University in 1982, with the mandate to address the general welfare of students in relation to Accommodation, Sporting Activities, Discipline, Guidance and counselling, Regulation of Activities of Students' Associations, Clubs and Societies, Alumni Matters and NYSC Mobilization.

Findings/Observations

Based on some provisions in the University Extant Laws as well as oral interactions and memorandum from the incumbent Dean Students' Affairs, as well as physical siting of available records and documents, the Visitation Panel observed that:

- a. The directorate has provision in the University Extant Laws for its establishment;
- b. Directorate is not clearly articulated and streamlined along the hierarchical structure for discipline of students in the University;
- c. Directorate has good synergistic and communication links with the Students' Union and Associations, since there were no significant internal incidents of students' unrest within the report period, except for nationally-induced ones;
- d. Staffing position is inadequate particularly in the Guidance and Cancellation Unit, where only one staff is available;
- e. There is evidence of migration from manual to electronic operations in some of the Directorate's activities vis-à-vis bed space allocation and voting during student union elections – situations which exacerbate conflicts and students' disciplinary problems;
- f. There is inadequate hostel accommodation for students with an average of only 20 percent of the student population being accommodated in the hostels, contrary to the regulation of 60 percent. Discipline implication for student is obvious;
- g. Directorate is deficient in the provision of recreational facilities for students', particularly Students' Common Room and Students' Centre, to minimize inclinations to misconduct;
- h. There is existing arrangement for reach – out – programme for students on probation to mitigate the effects of their long absence from university;

- i. Students' Welfare Scheme, supported by university staff as well as University grants and other interest groups is established in the Directorate to assist indigent students, in meeting their fee – paying and other personal obligations

Panel's Recommendations

Visitation Panel makes the following recommendations in line with the foregoing findings:

- a. Students' Affairs Directorate should be properly identified and streamlined along the University structural hierarchy for student discipline;
- b. The Dean Students' Affairs should sustain and improve on the existing synergistic and good communication links between the Directorate and Student Union to avert possible students' unrests;
- c. More staff should be recruited into the Directorate, particularly in the Guidance and Counseling Unit, where a qualified professional Counsellor must be made to be in charge, Staff whose appointments were terminated in the Directorate should be replaced with little delay;
- d. Migration from manual to electronic operations is commendable, but should be intensified to accommodate more operations;
- e. University Administration should construct more student hostels to meet the national standard of 60:40 in respect of on – campus to off-campus residency respectively;
- f. University Administration, as a matter of urgency should improve on students' recreational facilities by providing Students' Common Rooms and Students' Centres to minimize inclinations to misconducts. The few Available ones should be rehabilitated, while restaurants and businesses in those Centres should be evacuated;
- g. The arrangement for reach – out – programme for students on probation should be continued, but should be expanded to accommodate students' who may be recovering from drug addiction, since the Visitation Panel had earlier noted many recorded cases of drug –related offences;
- h. Existing Students' Welfare Scheme of the Directorate for indigent students is commendable, and should be sustained to minimize inclination to disciplinary misconducts.

12.11 Students' Handbook

Introduction

The purpose of the Students' Handbook is to give students and their parents/guardian guide and understanding of the general rules and guidelines for students attending and receiving education in an educational institution. It is therefore a resource and collection of important policy information most applicable to students at Abubakar Tafawa Balewa University (ATBU) Bauchi. The Handbook contains relevant information about the University codes, regulations, policies, procedures and academic programme as well as specific rules related to students'

conducts and discipline, use of hostels and facilities, conduct of examinations, union activities, dressing codes, etc.

This Visitation Panel therefore identified the Students' Handbook as a structural component in the management of Students' discipline

Findings/Observations

Based on careful document verifications as well as series of oral interactions and written memoranda from both the current Dean, Student Affairs and Panel made the following observations and findings:

- a. That the Students' Handbook (2017 Edition) is in place and is always available to fresh students during orientations;
- b. That the Handbook is not formally recognized as an astute structural provision and streamlined into the overall University Students' Discipline hierarchical structure;
- c. That although various offences are listed, there is no classification as per the ones to be handled by either the University or police/outside security agencies;
- d. That the Handbook has no information on the offences committed outside the physical boundaries of the University, since from records, about 80 percent of the students live off – campus;
- e. That the Handbook is silent on policies for emergency situations which may arise from lockdowns, Fire outbreaks bomb blast or emergency University closing which may require students' evacuation;
- f. That Matriculation Oath is conspicuously omitted in the Handbook. This oath obligates students to be faithful and loyal and aligned to established rules and regulations of the University.

Panel's Recommendations

In view of the foregoing observations/findings, the Panel makes the following recommendations

- a. Students' handbook should be properly recognized and integrated as an astute structural provision in the overall hierarchy of university structure on students' discipline;
- b. Handbook copies should be continuously made available to students;
- c. Handbook edition 2017 should be revised to incorporate missing gaps reflecting matriculation oath and re-classification of offences/misconducts as per the ones to be handled by police or outside security agencies;
- d. Policies for emergency situations should be incorporated in the Handbook providing emergency number and highlighting procedures for such emergency situations as lockdowns, fire outbreaks, bomb threats, disease outbreaks etc.