



**FEDERAL MINISTRY OF EDUCATION**

**REPORT OF THE VISITATION TO  
BAYERO UNIVERSITY, KANO**

**2011 - 2015**

**VOLUME I  
MAIN REPORT**

**JUNE 2021**

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## EXECUTIVE SUMMARY

In the exercise of the powers of the President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, as the Visitor to Federal Universities, President Muhammadu Buhari, GCFR, appointed a 7-member Visitation Panel to Bayero University, Kano, to undertake a comprehensive review of the activities of the University, for the ten (10) year period 2011-2015 and 2016-2020. The Panel was inaugurated on 13<sup>th</sup> April, 2021.

The Visitation Panel's activities involved call for memoranda, courtesy visits, interactive meetings, inspection of facilities as well as review of records and submissions. Some of the salient findings of the Panel include:

- i) The University implemented most of the accepted recommendations of the White Paper on the last Visitation Report for the period 2004-2010.
- ii) The University enjoyed effective and responsible leadership during the period 2011-2015 which raised its profile as an academic institution of repute. Its excellent relationship with friends and partners attracted large donations for projects and human capacity building.
- iii) The University successfully implemented projects funded by Government through appropriation, TETFund interventions and/or donor agencies.
- iv) The number of academic staff in the University was found to be adequate for the student population.
- v) The lack of perimeter fence led to encroachment on about half of the University land.
- vi) Overhead grants to the University were grossly inadequate.

Consequently, the Panel recommends as follows:

- i. Government should provide funding for the fencing of the University land while efforts are made to resettle those, illegally, occupying University land;
- ii. There is an urgent need to provide funding for the periodic maintenance of the University infrastructure and facilities, including students hostels;
- iii. More efforts should be made to finalise the review of the University Academic Brief and Master Plan to allow for the allocation of land for places of worship to Christian groups;
- iv. Funding for overhead costs should be increased; and

- v. The Bayero University model of democratic management, through regular consultation and the appointment of principal officers, based on community acceptability should be encouraged and sustained.

## **KEY CHALLENGES**

With its impressive research and teaching infrastructure, robust staff development programmes, complex network of linkages and connections as well as a formidable array of sponsors and supporters, Bayero University, Kano is well on its way to actualising its Vision of being a World Centre of learning and research.

To translate its immense potentials to the reality of a great citadel of learning, however, the University must be assisted to overcome the critical challenges which have continued to slow down its progress.

### **1. ENCROACHMENT ON UNIVERSITY LAND**

The land acquired for the new site of the University had been continuously encroached upon over the years. Apart from some of the original settlers who have refused to move out despite collecting compensation many years ago, there has been additional encroachment with many permanent structures put up on University land. Furthermore part of the land had been partitioned and sold to individuals who now claim ownership. If this goes on unabated, the University will lose a large portion of its land. At the moment, the University land is in a very porous stage with only the front side being secured. This situation poses a serious security challenge to the University.

### **2. STUDENTS HOSTELS**

The Student accommodation on campus is grossly inadequate. In 2020, only about 8,000 bed spaces were available for a student population of 49,000 while a number of existing hostels require urgent rehabilitation.

### **3. FUNDING**

The University has been battling with funding in all aspects of its operation. While substantial funding comes from external intervention and aid agencies, this is mainly for projects. The overhead grants used for funding maintenance and day to day running of the University are grossly inadequate. The IGR, which are mainly generated at the beginning of the session, are usually not enough to cover the services of the University for a whole session.

### **4. POWER SUPPLY**

The University is powered by both public supply as well as a Hybrid solar/Generator system. There is a 3.0MW solar plant at new campus but the current requirement is

4.5MW. In the old campus, the solar power provides 1MW while current requirement is 1.4MW. Furthermore the existing 11kv distribution network needs upgrade and reconfiguration to meet today's demand.

## **5. WATER SUPPLY**

The University has not been receiving supply from state Water Board and has been relying on boreholes. The boreholes in the new campus supply between 850,000 to 1,000,000 litres per day while the demand is about 3.2 million litres per day. There is a limitation of areas for underground water exploration. All boreholes are currently located in one area.

## **RECOMMENDATIONS**

- i. As a matter of urgency the original settlers should be resettled elsewhere while the structures built on illegally purchased land be demolished.
- ii. Government needs to intervene by providing special funds for rehabilitating the existing hostels while the University should vigorously pursue PPP and/or BoT arrangement.
- iii. Funding needs to be improved upon by Government.
- iv. FGN Energising Education Programme (EEP) should further assist by upgrading the solar systems in old and new campuses. The University should embark on rehabilitation of the existing 11kv distribution network.
- v. A permanent solution at new campus should be to construct a dam on the nearby river and complement it with the boreholes.

## **1.0 INTRODUCTION**

### **1.1 Inauguration and Pre-Visitation Briefing**

The President of the Federal Republic of Nigeria, who is the Visitor to all Federal Universities and Inter-University Centres, appoints Visitation Panels to such Institutions every five years. However, the exercise was not carried out in the last ten years. At the beginning of 2021 the President, in exercising his powers, appointed Visitation Panels to thirty-four (34) Universities and four (4) Inter University Centres, for the periods of 2011 to 2015 and 2016 to 2020.

The Visitation Panels were inaugurated by the Hon. Minister of Education, Malam Adamu Adamu, represented by the Permanent Secretary, Arc. Sunny S. T. Echono on Monday, 13th April, 2021, at the Professor Idris Abdulkadir Auditorium, of the National Universities Commission, Abuja with Chairmen and Secretaries of the panels in attendance. Other members joined virtually, due to Covid-19 protocols. This report covers the period of 2011 to 2015.

## 1.2 Composition of the Panel

The Federal Government Visitation Panel to Bayero University, Kano comprised the following members:

Professor Femi Otubanjo	-	Chairman
Professor Mohammed Isa Kida	-	Member
Barrister Isaac Ada Idota	-	Member
Arc. Mansur Kurfi	-	Member
Dr Ezinne Nwadinobi	-	Member
Mrs. Essien Otu Usendiah	-	Member
Mr. John Mairafi Ahmadu	-	Secretary

## 1.3 Terms of Reference

The Terms of Reference of the Panel are as follows:-

- i. To inquire into the level of implementation of the white paper on the last visitation report;
- ii. To look into the leadership quality of the University in terms of the roles of Governing Council, the Vice-Chancellors and other Principal Officers;
- iii. 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;
- iv. To investigate the application of funds, particularly the special grants, loans, meant for specific projects in order to determine the status of such projects, and their relevance for further funding;
- v. To examine the adequacy of the staff and staff development programmes of the University;
- vi. 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 the University may have in dealing with the said bodies, including the University Governing Council, the National Universities Commission and the Federal Ministry of Education as well as the Visitor;
- vii. To examine the Law establishing the University including the relation 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 considered necessary or desirable to enable the University to better achieve its objectives;

- viii. To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and sense of direction and advise on what fundamental or expedient corrections are needed to enable the University to better achieve the objectives set for it;
- ix. To examine the general security in the University, how the University has dealt with it and recommend appropriate measures to deal with it;
- x. To examine the processes and structures of the mechanisms for the discipline of students in the University in order to ascertain compliance with due process of the rule of law.

## **2.0 MODUS OPERANDI**

### **2.1 Preamble**

After the inauguration the Panel held virtual meetings on Thursday, 15<sup>th</sup> April, 2021 as well as 22<sup>nd</sup> April, 2021 during which they familiarized themselves with each other and agreed on timelines for the assignment.

The Panel convened in Kano on 25<sup>th</sup> of April 2021 and commenced its assignment on 26<sup>th</sup> April 2021. The Panel had a preliminary meeting with the Vice-Chancellor and briefed him, along with other Principal Officers, on its modus operandi. Thereafter letters of invitation and call for memoranda from key stakeholders were distributed and placed on relevant notice boards, in the University. The letters advertised the Terms of Reference for the exercise.

The Panel was allocated a working space at the Council Chambers, including some support staff.

### **2.2 Courtesy Calls**

On arrival at the Bayero University, Kano, the Panel paid a courtesy visit to the Vice-Chancellor, Professor Sagir Adamu Abbas, who was joined by other Principal Officers and some Management staff. In attendance were: Professor Sani Muhammed Gumel, DVC (Academic); Professor Mahmoud Umar Sani, DVC (Management Services); Professor Abdullahi Sule-Kano DVC (Research and Development); Jamil A. Salim, Ag. Registrar, Dr. Suleiman M. Bello, Bursar, Dr. Musa A. Auyo, University Librarian, QS Muhammad G. Munnir, Director of Physical Planning Unit, Abdulmalik Dikko, Director Maintenance Services Department; Mohammed Sani Aminu, Deputy Registrar, Mustapha Zahradeen, Principal Assistant Registrar, Public relations and Protocol.

The Chairman seized the opportunity to explain the mandate of the Panel to the University management and asked for their support and cooperation. He also

intimated the management of the need to forward its views on the terms of reference.

The Panel also paid courtesy calls on the State Director of Security, the Department of State Services (DSS), the State Police Commissioner, His Royal Highness, the Emir of Kano, Alhaji Aminu Ado Bayero , and the Governor of Kano State, Dr Abdullahi Umar Ganduje and the Chief Medical Director (CMD) of the Aminu Kano Teaching Hospital.

### **2.3 Call for Memoranda from the University and Host Communities**

Notices for written and oral submissions were made to the following:-

1. University Governing Council;
2. Members University Senate;
3. Members of University Congregation;
4. University Management;
5. Provosts of Colleges;
6. Deans of Faculties and Schools;
7. Directors of Centres;
8. University-based staff Unions, i.e., ASUU, SSANU, NAAT and NASU;
9. Students' Union Government (SUG)
10. University Muslim Forum;
11. University Christian Community;
12. General University Community.

### **2.4 Interactions**

The Panel spent about three weeks on interactions with officials of the University as well as other stakeholders, especially, those that submitted memoranda. These included:-

1. The Governing Council,
2. The Vice-Chancellor,
3. Principal Officers ,
4. Provosts, Directors, Deans, Heads of Department,
5. Leadership of Unions,
6. Director of Security,
7. Director, PPU as well as Director MSD, Director Procurement,
8. Dean of Student Affairs,
9. Christian Community Council of the University,
10. Muslim Forum of the University,



The Panel also attended and observed meetings of the following organs:-

1. University Senate
2. Congregation
3. Special Congregation on Security
4. Committee of Principal Officers
5. University Management Committee

## **2.5 Facility Tour of the University**

The Panel inspected the facilities (offices, lecture theatres and halls, laboratories, studios workshops, museum, female and male hostels, electric power station generator houses, water tanks, boreholes, etc) and projects at the various Campuses, Centres and the Aminu Kano Teaching Hospital.

## **2.6 Synthesis**

The memoranda and oral presentation received from the various stakeholders of the University including Members of the Governing Council, the Management, Provosts of Colleges, Deans of Faculty, Heads of Department, Directors of Centres, Dean of Students, Unions, the Director of Security, some members of Staff, Muslim Forum and the Christian Community; Minutes of meetings of Governing Council's Finance and General Purposes Committee, Senate, Tenders Board.

The results of interactions and observations from the facility tour were analysed and synthesised to develop the Panel's findings, observation and recommendations.

## **TERM OF REFERENCE I**

### ***To inquire into the level of implementation of the white paper on the last visitation report***

#### **3.0 Background**

The last visitation into the management of the Bayero University, Kano covered the period 2004-2010. During this period, Professor Attahiru M. Jega was the Vice-Chancellor.

The White Paper issued following the Report of the Visitation Panel, dated June 2011, contained specific directives for implementation by the University. The Visitation Panel took every care to inquire into the level of implementation of the White Paper. Records of Council, Senate and Congregation meetings were also carefully reviewed.

The Bayero University, Kano, during the succeeding period took steps to implement most of the issues raised while action is on-going in a few areas as detailed below.

#### **3.1 Vice-Chancellor/University Administration**

The appointment of the Vice-Chancellor for the period 2011-2015 was made timely and without rancor. The transition between the outgoing (Prof. Attahiru M. Jega) and incoming Vice-Chancellor (Prof. Abubakar Adamu Rasheed) was effective and efficient.

The various organs of the University administration were functional, with regular meetings of Principal Officers, Management, Senate, Congregation, among others. These periodic meetings allowed for proper interaction and exchange of ideas between management and other critical stakeholders resulting in the cordial relationship which has enabled positive growth and development in the University.

Various categories of staff were sponsored for seminars, workshops as well as other short and long term courses. There were also intensive in-house courses for staff in specific identified areas to build capacity and enhance efficiency.

**3.1.1 Recommendations:**

- i. The University Management should be commended for sustaining the harmonious relationship and urged to continue with the administrative model which allowed for the appointment of Vice-Chancellors and principal officers without rancor; and
- ii. The University should continue to sponsor staff for relevant courses to boost their productivity and motivate others for greater efficiency. The use of the Committee of Deans and Directors in the selection of beneficiaries has ensured transparency and fairness in the process and should be sustained.

**3.2 Computerisation of Accounting System**

The computerization of the University accounting system has been concluded with the provision of relevant hardware, software. Relevant experts were also engaged to train and re-train staff for effective and efficient utilisation of the resources.

**3.2.1 Recommendations:**

- i. The University Management should be commended for embarking on the computerisation of the account system; and
- ii. A backup Server should be provided for the online services in the Bursary.

**3.3 University Facilities: Maintenance and Cleanliness**

The facilities of the University were well maintained while the environment is very clean. Adequate effort has been made to ensure proper landscaping and tree planting in the new campus. Some of the staff houses and student hostels were rehabilitated. There was significant improvement in the provision of offices for staff.

A new female hostel had been provided at the Aminu Kano Teaching Hospital (AKTH).

**3.3.1 Recommendations:**

- i. The University should strengthen its programme for the periodic rehabilitation of students' hostels;
- ii. The University should pay more attention to the issues of safety, particularly in respect of facilities in students hostels; and
- iii. More efforts are still required to ensure regular water supply in the Hostels.

### **3.4 Students Hostels**

The University provides accommodation for about eight thousand (8,000) students, which is less than 20% of the student population. The hostels are congested with more than eight (8) persons in a room that should cater for four (4), contrary to health and safety standards.

The University received proposals for Build, Operate and Transfer (BOT) and Public-Private Partnership (PPP) from some companies and interested persons.

#### **3.4.1 Recommendations:**

- i. The University should finalise agreements on the various proposals for Build, Operate and Transfer (BOT) or Public-Private Partnership (PPP) in the provision of student Hostels; and
- ii. The Federal Government should, through the Federal Ministry of Works and Housing, re-affirm the relevant guidelines on BOT and PPP.

### **3.5 ICT and e-Library Services**

The University Library provides services to staff and students, including e-library services.

The University Library had e-resources with millions of subscribed journals and books for use by students and staff, at both the old and new campuses.

The provision of Information and Communications Technology (ICT) services was boosted through the reorganisation of the Centre for Information Technology (CIT) and the establishment of a Faculty of Computer Science and Information Technology (CIT).

#### **3.5.1 Recommendation:**

Internet services in both campuses, including the provision of WiFi facilities should be boosted to cater for staff and students.

### **3.6 University Municipal Services (Electricity and Water)**

There is a deficiency in public electricity and water supply to both campuses of Bayero University, Kano. The University has had to rely on electricity generators, about ninety-seven (97), with the attendant high costs of diesel and maintenance, to provide electricity to academic and non-academic areas. The University, similarly relies on boreholes, and has built a one million litre underground water tank, to address the challenge. The Panel also noted that

discussions were on with the Kano State Water Board on the provision of a direct water supply line to the new campus.

The Panel noted that one solar plant had been established at the old campus to improve electricity supply. However, the power generated by the solar plant is still inadequate resulting in the continuous use of generators at significant fuelling and maintenance costs.

3.6.1 **Recommendations:**

- i. The Panel commends the provision of a solar plant at the old campus of the university by the United Kingdom Department for International Development (DFID). However, effort should be made to improve electricity supply to the University from the national grid as well as solar plants, to reduce cost; and
- ii. Water supply to the University should be fully addressed through a direct water line from the Kano State Water Board or the provision of a Dam by the Federal Government.

3.7 **Allocation of Land to the Christian Community**

The issue of the allocation of land to Christian groups has lingered since the establishment of the University. The University Management's position on the potential danger of attack on Christian places of worship by extremists was a cause for caution.

The Panel noted the update by the University that the on-going review of the Master Plan will include land for the Christian community. Meanwhile, the Panel confirmed during its interactions with both the Muslim Forum and the Christian Community Forum of the University that places of worship have been provided to all Christian groups in existing classrooms and lecture theatres.

The Panel noted that the University had established a Centre for Interfaith Dialogue to foster tolerance between religious adherents.

3.7.1 **Recommendations:**

- i. The University Management should fast track the review of the Academic Brief and Master Plan and allocate land to the Christian community, in compliance with the directives of the Visitor;
- ii. The University Management should continue to engage with the Christian community on the progress being made on the matter; and

- iii. The tolerance and cordial relationship between the Muslim and Christian adherents in the University should be encouraged and sustained.

### 3.8 **University Academic Brief**

The Panel noted that work on the review of the Academic Brief, which started in 2009, and was delayed to accommodate modifications, arising from the addition of new academic programmes, has made significant progress. The current revised draft, produced in March 2021, was being finalised for approval by Senate and the University Governing Council.

#### **3.8.1 Recommendation:**

The University should fast track efforts towards finalising the Academic Brief to allow for the conclusion of the review of the Master Plan.

### 3.9 **Uniform Accounting Year**

The University, in January 2013, changed its accounting year to be co-terminus with the Federal Government. The January to December financial year was also operational in the University.

The University also adopted the uniform accounting system approved for all Federal Universities in Nigeria. All relevant staff were, periodically, trained on the use of the accounting software.

#### 3.9.1 **Recommendation:**

The University should be commended for its compliance with the review of the accounting year as well as implementation of the accounting software approved for Federal universities.

### 3.10 **Internal Audit**

The Internal Audit had been reorganised and was headed by a Director who reported to the Vice-Chancellor. It had been strengthened with additional staff and its functions extended to cover all Units/Departments of the University.

The University Fixed Assets Register was updated.

#### 3.10.1 **Recommendation:**

The University should locate the Fixed Assets Register Unit in the Bursary, to allow for regular updates.

### **3.11 Investment in Shares**

The University has put on hold any investments in shares. Management also closely monitored the performance of the stocks, in which the University had shares.

#### **3.11.1 Recommendation:**

The University should only invest in shares on short term basis.

### **3.12 Internally Generated Revenue**

The University made efforts to increase and sustain its internally generated revenue base, which was less than 20% of total income receipts. The Consultancy Services and other revenue generating units were charged to improve on revenue generation.

The Panel noted that plans were on-going to float a Bayero University Investment Company, Kano (BUICK), to improve its Internally Generated Revenue (IGR). In this regard the BUK Microfinance Bank was established, following the approval of the Central Bank of Nigeria. Other subsidiaries of BUICK, to be charged with specific types of investments would be established, when the Company becomes operational.

#### **3.12.1 Recommendation:**

The University should finalise the process for the establishment of the Investment Company, which should be managed as a private entity.

### **3.13 Application of Funds**

The three billion Naira (N3b) TETFund Special Grant has been released and all the projects completed and put to use. The University has been commended by TETFund for the high level of project implementation.

The reports on the West African University Games (WAUG) has been submitted to TETFund and the retention of One Hundred Million Naira (N100,000,000) released. The University strictly adhered to the 'retention' policy which is discharged only when the warrantee period has elapsed. Contractors who failed in their contract obligations were sanctioned.

The Panel noted that the University sustained the momentum of efficient projects implementation and secured additional grants from the MacArthur Foundation and other sources. The third main grant from the Foundation was

fully utilised, including the construction of two complexes for the Centre for Dryland Agriculture (CDA).

The University was also able to secure funding from the Sasakawa Africa Fund for Extension Education (SAFE), a Japanese NGO, aimed at strengthening the capacity of agricultural higher education institutions, in sub-Saharan Africa to develop responsive formal continuing education programmes for mid-career agricultural and rural development workers. The One hundred and seventy thousand dollars (\$170,000) grant was fully utilised.

Bayero University, Kano established a Centre for African Entrepreneurship Research and Training (CAERT) and introduced courses in Entrepreneurship. The CAERT is part of the Dangote Business School.

**3.13.1 Recommendations:**

- i. The University should be commended for the high level of projects implementation which has ensured the successful completion of projects; and
- ii. The University should sustain the practice of sanctioning non-performing contractors in line with the terms and conditions of the contracts.



## **TERM OF REFERENCE II**

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

### **4.0 Role of the Governing Councils**

During the period 2010-2015, the University had two Governing Councils. The tenure of the Council, led by Ambassador Muhammadu Adamu Jumba extended to the first half of the period covered by this visitation. The Council, which was constituted in 2013, had Alhaji Ahmadu Adamu Muazu as the Pro-Chancellor/Chairman. It served between 2013 and 2014 when he left to take up the position of National Chairman of People's Democratic Party. He was succeeded as Pro-Chancellor/Chairman by Alhaji Mahmud Yayale Ahmed, CFR.

All the three Pro-Chancellors, during this period, were men with vast administrative and governance experience, which they put to the service of the University, in ensuring efficient management, as well as facilitating access to external agencies and institutions with policy and funding powers.

The two Councils met every quarter and, occasionally, held special meetings to take decisions on urgent matters.

The Councils provided the necessary guidance to the University and worked, harmoniously, with management to advance the progress of the University.

#### **4.1 Recommendations:**

- i. The Council of 2011-2015 should be commended for providing guidance to the University;
- ii. The Council should be commended for working, harmoniously, with the University management to enable the tremendous growth of the University, during this period; and
- iii. Government should always appoint men and women, of considerable experience and knowledge, into Governing Councils.

#### **4.2 Role of Vice-Chancellor**

Prof. Abubakar Adamu Rasheed was the Vice-Chancellor, during the period covered by this Visitation. His tenure was marked by innovations and radical transformation of the infrastructural and academic landscape of the University:

- ✓ Available physical facilities were quadrupled

- ✓ Many existing buildings in the Old and New Campuses were rehabilitated.
- ✓ The number of Faculties was increased from seven to (7) to thirteen (13).
- ✓ Many new undergraduate programmes (31) were introduced.
- ✓ Many new post-graduate programmes (23) were introduced.
- ✓ Sub-degree programmes were phased out.
- ✓ The number of research centres was increased from three (3) to twelve (12).
- ✓ Two (2) Schools were established.
- ✓ The Collegiate System was introduced, with the establishment of the College of Health Sciences.
- ✓ Part time degree programmes (24) were introduced.
- ✓ Award of Emeritus Professorship was established.
- ✓ Significant foreign and local grants were attracted to the University.
- ✓ Many building and infrastructural projects were commenced and or completed.

The consensus building approach, in decision making, was enhanced and regularised to make policies sensitive to the need of staff, students and the community. Meetings of the Principal Officers and the University Management Committee, made of the Principal Officer, Deans, Academic Directors, Non-Academic Directors helped to broaden the discussion of proposals and the acceptability of policy outcomes.

The period 2011-2015 witnessed profound modernisation and monumental growth in all sectors of the University. The Vice-Chancellor, during this period, Prof Abubakar Rasheed, truly, laid the foundation for attaining the vision of BUK becoming a world class University in Africa, renowned for its excellence in teaching and research....” It is not surprising that he is, generally, regarded as **“the architect of modern Bayero University”**.

#### **4.2.1 Recommendation:**

The Vice-Chancellor (2011-2015), Professor Abubakar Rasheed deserves a National Honour for his transformational leadership and legacy of consociational management.

#### **4.3 Role of the Principal Officers:**

The University had its full complement of principal officers – 2 deputy Vice-Chancellors, the Registrar, the Bursar and the Librarian. All the Principal officers were very experienced; the Deputy Vice-Chancellors were of the rank of full Professors:

- a) Prof. Muhammad Yahuza Bello, Deputy Vice-Chancellor, Academic (2010-2014)
- b) Prof. Hafiz Abubakar, Deputy Vice-Chancellor, Administration (2010-2014)
- c) Prof. Sagir Adamu Abbas, Deputy Vice-Chancellor, Academic (2014)
- d) Prof. Sadiq I. Radda, Deputy Vice-Chancellor, Administration (2014)
- e) Alhaji Sani Ibrahim Amin FNIM - Registrar
- f) Alhaji Buhari Musa – Bursar
- g) Prof. Lukman I. Disso – University Librarian

The Principals Officers played their roles, diligently, in the Management and worked harmoniously with the Vice-Chancellor.

4.3.1 **Recommendation:**

The Principal Officers deserve commendation for their diligence and support, for the Vice-Chancellor, in the effective and productive management of the University.

## **TERM OF REFERENCE III**

***To look into 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***

### **5.1 Financial Management System**

The University had a robust financial management system that followed the Financial Rules and Regulations of Government. The University had an up to date Financial Regulations and Accounting Manual that guided its financial management decisions. Statutory allocations received by the University were judiciously utilized and accounted for. Adequate and accurate records were kept and all information relating to financial transaction are freely accessible. The University Budgets, Accounts, Books, Records and Assets management were all conducted in accordance with the laid down Government Financial Procedures, Rules and Regulations. The University did remarkably well in the area of Internally Generated Revenue (IGR) and investment, which assisted, tremendously, in financing expenditures and many projects. The university had its financial record regularly audited by reputable Auditors.

#### **5.1.1 Observation:**

- a. Statutory allocations, receipts, grants and donations were received, with huge shortfalls, however, the University managed the resources judiciously and prudently.
- b. Financial records and information management were done in accordance with and University manuals and Government regulations.

#### **5.1.2 Recommendations:**

- i. The University should be commended for adhering to the public financial management system; and
- ii. The University should be commended for maintaining proper financial records in accordance with the financial regulation.

### **5.2 Budgetary Process and Control**

The University maintained the historical budgets system, with improved budgetary performance, every year, for the period under review. The annual estimates were prepared based on the templates provided by Government. After due diligence the budget goes to council committee of Finance and General-Purpose Committee (F and GPC) which in turn makes recommendations to the Governing Council. Finally, the budget is defended at the National Assembly.

Despite all this process, Government allocates an envelope budget at the end of the exercise. The Universities had always had to supplement the budget with Internally Generated Revenue (IGR). It is evident that the University, prudently, expended the funds through effective expenditure control. The University had an effective Budget Monitoring Committee comprising all Unions. They ensured that the budget was fully implemented. Table 5.1 depicts the budget performance of the University for the period under review.

**Table 5.1 Schedule of Budget Performance for 2011-2015**

YEAR	TOTAL STAT. ALLOCATION	IGR	TOTAL REVENUE	TOTAL EXPENDITURE	SURPLUS/ SHORTFALL
2011	6,500,335,595.63	881,465,463.00	7,381,801,058.63	5,892,558,352.00	1,489,242,706.63
2012	7,411,749,518.31	1,000,561,080.00	8,412,310,598.31	7,885,959,221.00	526,351,377.31
2013	10,055,310,885.02	1,727,413,507.00	11,782,724,392.02	11,878,451,169.00	(95,726,776.98)
2014	14,134,661,027.43	1,615,060,687.00	15,749,721,714.43	11,609,062,036.00	4,140,659,678.43
2015	10,922,637,807.00	2,445,516,193.00	13,368,154,000.00	18,672,089,368.00	(5,303,935,368.00)
<b>Total</b>	<b>49,024,694,833.39</b>	<b>7,670,016,930.00</b>	<b>56,694,711,763.39</b>	<b>55,938,120,146.00</b>	<b>756,591,617.39</b>

**Source: BUK Financial Statements**

Table 5.1 shows a total budgeted Statutory Allocation of N49,024,694,833.39 and a total Expenditure of N55,938,120,146, which was partly financed by IGR of N7,670,016,930.00.

### 5.2.1 Observation:

- i. Implementation of the budget on the part of the University was satisfactory. However, performance was always faced with deficit every year leaving the University with difficulties in financing its expenditure;
- ii. The University utilized its budget, prudently and strictly, adhered to the budgetary process, throughout the period under review;
- iii. The Government template was still in use despite previous visitation's observation about its inadequacies and recommendation that it be changed;
- iv. The University had an effective and efficient expenditure control system; and
- v. The Council Monitoring Committee was effective ensuring efficient implementation of the budget.

### 5.2.2 Recommendations:

- i. Government should fund budgets as proposed, for effective performance of University functions;

- ii. Government should consider a change of the budget templates to ensure effective performance; and
- iii. The University should be commended for implementing and complying with budget processes and rules.

### 5.3 Statutory Allocations

Statutory allocation consists of Capital, Overhead, Personnel Cost, Needs Assessment Funds and TETFund disbursements during the period under review. Non-statutory funds comprises of other monies received, that is, internally generated revenues, grants, and profits realized during the period under review as shown in table 5.1.

**Table 5.2 Schedule of Statutory Allocation for the Period Under Review**

YEAR	PERSONNEL COST	FG OVERHEAD	FG APPROPRIATION	CAPITAL TETFUND/NEED ASSM.	TOTAL
2011	4,358,438,332.00	161,186,377.00	136,051,207.00	1,844,659,679.63	6,500,335,595.63
2012	4,740,827,575.00	300,170,366.00	602,986,653.00	1,767,764,924.31	7,411,749,518.31
2013	7,591,177,974.00	156,849,223.00	466,036,963.00	1,841,244,712.02	10,055,310,885.02
2014	6,661,364,951.00	111,792,182.00	286,573,840.00	7,074,928,040.43	14,134,661,027.43
2015	7,050,714,673.00	230,084,483.00	544,478,651.00	3,097,360,000.00	10,922,637,807.00
<b>Total</b>	<b>30,402,523,505.00</b>	<b>960,082,631.00</b>	<b>2,036,127,314.00</b>	<b>15,625,957,356.39</b>	<b>49,024,694,833.39</b>

*Source: BUK Financial Statements*

Table 5.2 shows the statutory allocations received by the University. It reveals that the University received a total of N49,024,694,833.39, out of which personnel cost of N30,402,523,505.00, overhead cost of N960,082,631.00, capital appropriation of N2,036,127,314.00 and TETFund and Needs Assessment of N15,625,957,356.39 over the period under review.

#### 5.3.1 Observation:

- a. The University received government funds throughout the period, with huge shortfalls;
- b. There were also instances of shortfall in the personnel and overhead costs, which the University had to finance from statutory deductions; and
- c. The University often received those funds, late, making project execution difficult.

### **5.3.2 Recommendations:**

- i. Government should ensure adequate and prompt releases of statutory allocations to the University, to guarantee effective utilisation of the funds; and
- ii. The University should improve on its IGR, to augment government allocation in order to fully fund its expenditure.

### **5.4 Books of Accounts**

Books of accounts, which include Cash Books, Journals, Ledgers, Final Accounts Audit Reports are essential elements in record keeping of the University financial transactions. They should be kept, accurately, and maintained in accordance with University Financial Manual and Government regulations.

#### **5.4.1 Observation:**

- i. The Panel observed that the accounts were properly kept and financial statements were prepared, adequately, and followed the International Public Sector Accounting Standard (IPSAS) and Financial Reporting Standards (FRS). Books of Accounts and Records were also, accurately, maintained in accordance with the financial guidelines and memorandum of the University.
- ii. The issue of maintaining Fixed Assets Register was emphasized during the previous visitation but the university is yet to maintain and up to date Assets Register.
- iii. Accountants and clerks who maintained the books of accounts were also saddled with the responsibility of preparing the reconciliations.

#### **5.4.2 Recommendation:**

The Fixed Assets Register should be maintained, constantly updated, with an Accountant dedicated to keeping track of Assets Records.

### **5.5 Computerization of the Accounting System**

The University started the process of computerization and automation of the Bursary Department.

#### **5.5.1 Observation:**

- a) In spite of computerization and automation, the bulk of transactions were not carried out through the intranet system. The automation process is, however, in progress.
- b) There is no server room and enough hardware to assume full automation of the bursary; the equipment is currently, located in the Head of IT Unit.
- c) The manpower to carry out the computerization of the accounting record and operating the software was inadequate.

**5.5.2 Recommendations:**

- a) The University should procure adequate softwares for its automation programme; and
- b) A strong and dependable internet connectivity, dedicated to the Bursary to ensure full automation, should be installed.

**5.6 Investments Companies of the University**

The Profit Centres of the University include: Bayero University Press Limited; Bayero Guest House Limited; and Bayero University Micro-finance.

**5.6.1 Observation:**

The profit centres were under performing and need reorganisation to yield optimum returns.

**5.6.2 Recommendations:**

- i. The profit centres should be reorganised to yield better returns and contribute to the revenue of the University; and
- ii. Foreign investments that are moribund should be recovered.
- iv. Effort should be made to recover all monies in foreign investments

**5.7 Internally Generated Revenue (IGR)**

The Mission of the Consultancy Unit is to generate internal revenue to augment the University's Statutory Allocations. Over the year the units, steadily improved its generation as shown in table 5.3. A significant proportion of the IGR was generated from the University research centers proceeds.

**Table 5.3 Schedule of Internally Generated Revenue (IGR) for 2011-2016**

YEAR	IGR - REVENUE	IGR EXPENDITURE	OVERHEAD EXPENDITURE	CAPITAL EXPENDITURE
2011	881,465,463.00	748,411,061.00		175,271,985.00
2012	1,000,561,080.00	661,053,080.00		88,977,875.00
2013	1,727,413,507.00	1,161,030,888.00		385,174,699.00
2014	1,615,060,687.00	1,569,828,286.00		904,284,528.00
2015	2,445,516,193.00	2,450,188,165.00		40,643,738.00
<b>Total</b>	<b>7,670,016,930.00</b>	<b>6,590,511,480.00</b>		<b>1,594,352,825.00</b>

*Source: BUK Financial Statements*



Table 5.3 shows that the total IGR generated for the period under review was N7,670,016,930.00 and was used in financing the University expenditure.

#### **5.7.1 Observation:**

- a. Heeding the recommendation of the last visitation, the University had diversified and strengthened the Consultancy Unit. The Unit, over this period, improved the IGR from 18% to about 28%.
- b. From the expenditure schedule, it is evident the revenue generated was prudently utilized.

#### **5.7.2 Recommendation:**

The University should be commended for the judicious utilisation of its IGR and urged to continue to seek ways of improvement.

### **5.8 Internal Control Process**

Bayero University's Internal controls system was strong and effective. There were well designed procedures in place, to help achieve the objectives of the University relating to financial, strategic, administrative and academic initiatives. It was a robust internal control system aimed at encouraging efficiency, compliance with laws, regulations and University policies, and eliminate fraud and abuse. There was proper separation of duties for cash handling, by assigning different individuals to duties such as collecting cash, maintaining documentation, preparing deposits and reconciling records.

#### **5.8.1 Observation:**

- i. There is a synergy between audit and bursary which ensured effective implementation of internal controls;
- ii. The practice of comparing validated cash receipt vouchers to monthly account detail is not very efficient; and
- iii. Payments without completing procedures is a major violation of internal control mechanism.

#### **5.8.2 Recommendations:**

- i. University should be commended for maintaining an effective internal control mechanism; and
- ii. The Bursary must ensure internal process of transaction is completed before making payments.

### **5.9 Internal and External Audit**

The Internal Audit of the University examines the adequacy and effectiveness of the internal controls and makes recommendations. In order to objectively

evaluate controls, Internal Auditors strive to maintain independence from daily operations. The external audit is a statutory annual requirement, which was fully complied with and the auditing was promptly conducted by a firm of reputable Auditors.

### **5.9.1 Observation**

- a) The staff strength of the Internal Audit was inadequate;
- b) Internal Audit reports were limited to only a few items, over the years;
- c) The Internal auditor did not have access to External Auditor's report and was not a member of the Budget Implementation Committee;
- d) The audit unit had not yet begun to computerize its operations;
- e) The External Auditors issued clean report throughout the period under review; and
- f) The Management always complied and implemented the Auditor's Reports.

### **5.9.2 Recommendations:**

- i. The Internal Audit should diversify areas of operations in its report;
- ii. The Internal Auditor should have access to External Auditors Report and should be a member of the Budget Implementation Committee;
- iii. The Audit Unit should computerise its operations to effectively monitor and audit the Bursary; and
- iv. Management should be commended for implementing External Auditor's Reports.

## **5.10 Taxation and Statutory Deductions**

### **5.10.1 Observation**

- i. The University was not, regularly, remitting PAYE to Kano State, as was the case with Industrial Training Fund (ITF), Value Added Tax (VAT), National Health Insurance Scheme (NHIS) Fund, Pension Fund, National Social Insurance Trust Fund (NSITF) and the Social Health Insurance for Tertiary Institutions (SHITF).
- ii. The University, in some cases, delayed in prompt remittances of taxes to relevant agencies.

### **5.10.2 Recommendation:**

The University should ensure prompt remittance of taxes such as PAYE, VAT, ITF, NSITF to the relevant agencies to avoid penalties.

### **5.11 University Bank Account**

The University had 29 bank accounts. However, all the accounts were transferred to Federal Government Treasury Single Account (TSA) in 2015, as directed by Government.

#### **5.11.1 Observation:**

- i. The University maintains accounts with some commercial banks, specifically, for investment companies and special funds.
- ii. The University complied with the closure of all accounts and migrated to TSA.

#### **5.11.2 Recommendation:**

The accounts should be monitored and reconciled with the University cashbooks.

### **5.12 Stores and Stock Control Process**

The University maintains both 'allocated and un-allocated store', however due to the nature of demand of inventory couple with the paucity of funds, stocks were procured by user department directly.

#### **5.12.1 Observation:**

- a. The just in time purchases of stock circumvented store procedures with the danger of fraudulent practices.
- b. The store was not, properly, organized and records were not, efficiently, maintained.

#### **5.12.2 Recommendation:**

In view of the rapid expansion of the University, provision should be made to properly organise the Store to cope with the corresponding increase in consumables.

## **TERM OF REFERENCE IV**

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

### **6.0 Background**

During the period under review (2011-2015), the University made tremendous efforts and was successful in attracting many special grants, from various local and international agencies. The University built the foundation for successfully completing many infrastructural projects. The University established The Advancement Office (which maintains an enduring relationship with outside individuals, corporations and foundations) as well as a Special Funds Unit within the Bursary Department, which coordinates management of donor funds. This contributed towards judicious management of donor funds. The processes applied, in this unit, ensured that funds were utilised, according to the dictates of the donor agencies while complying with Federal Government of Nigeria Financial Regulations. While some of the funds for projects were given to the University for execution, other donors directly executed their sponsored projects.

The interventions carried out by external agencies within the period were as follows:-

### **6.1 TERTIARY EDUCATION TRUST FUND (TETFUND)**

#### **6.1.1 Observation:**

- i. The University, within the period received a total sum of 10.12 Billion Naira for various infrastructural projects in respect of Normal annual intervention, Needs Assessment, Zonal Intervention, Special Intervention and High Impact Intervention. All the projects were completed within stipulated period which allowed for access to subsequent grant.
- ii. An indication of successful, timely completion of TETFUND projects was being able to access subsequent funding, as TETFUND does not release subsequent funds, until pending projects were completed. The University was found to be up to date in utilising funds for each year.
- iii. No abandoned TETFUND project was identified.

#### **6.1.2 Recommendations:**

- i. The University should be encouraged to continue and improve on their success by rewarding it with extra funds whenever projects are completed, as scheduled; and

- ii. The University should strengthen enforcement of sanctions against erring Contractors.

## **6.2 WORLD BANK**

### **6.2.1 Observation:**

- i. The University received a total grant of \$7.3 million dollars for CDA activities for the period 2011 to 2020 of which the first trench of 741,422 dollars was drawn in 2015 for Centre for Dryland Agriculture activities and equipment. This was fully utilised activities and equipment, enabling the University to continue to enjoy the funding in subsequent years.
- ii. The University also received grants in Naira for STEP-B project, Kano APPEALS project, Kogi APPEALS project and Kaduna APPEALS project. Copies of Reports of utilisation and audited accounts which were submitted to the World Bank, through the National Universities Commission (NUC) were presented to the panel and examined and found to reflect proper utilisation.
- iii. The University received more funding from the World Bank in the period. This is a proof of the World Bank's satisfaction with the utilisation of earlier grants.

### **6.2.2 Recommendations:**

- i. The University should be commended for continuously attracting substantial and regular grant from the World Bank.
- ii. The support of the World Bank to the University should be appreciated;
- iii. The University should continue to, judiciously, utilise the funds and be creative in attracting more grants.

## **6.3 MacArthur Foundation Grant**

### **6.3.1. Observation**

- i. The University received a total grant of eight hundred and forty three thousand dollars (\$843,000) from MacArthur Foundation for the following projects: CDA activities; Staff Development (academic and non-academic); challenge grant and planning grant. The fund was received in full and expended on the various projects;
- ii. McArthur Foundation grants have continued to, positively, impact the University in various sectors.

### **6.3.2. Recommendations:**

- i. The University should be commended for continuing to attract grants from foreign development partners;
- ii. MacArthur Foundation should be commended for continuing to provide grants to the University; and
- iii. The university should not become complacent and should utilize the grant, expeditiously, in order to sustain the confidence of the donor.

## **6.4. OTHER INTERNATIONAL DEVELOPMENT PARTNERS**

### **6.4.1 Observations**

- i. The University, within the period under review attracted grants from International Institute of Tropical Agriculture (IITA), International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), United States Agency for International Development (USAID), and Sasakawa Fund for Extension Education (SAFE). Records made available to the panel indicate good and proper utilisation of the grants.
- ii. While most of these grants are for research and capacity building, some are for supply of equipment as well as development of infrastructure.
- iii. Within the period there has been effective utilisation of these grants.

### **6.4.2. Recommendations:**

- i. Sasakawa Africa Fund for Extension Education (SAFE) should be commended for providing the University with the grant; and
- ii. The University should continue to partner with international organisations, such as ICRISAT and IITA.

## **6.5 OTHER LOCAL INTERVENTION AGENCIES**

### **6.5.1 Observation:**

- i. The University, within the period under review attracted projects from intervention agencies. Building projects were executed by Petroleum Technology Development Fund (PTDF), Central Bank of Nigeria (CBN), Nigerian National Petroleum Corporation (NNPC) and Dangote Group;
- ii. Many of the projects executed by these agencies were completed and handed over to the University, within the period under review;
- iii. Within the period there has been successful attraction of both corporate and individual philanthropists who assisted the University.

### **6.5.2. Recommendation:**

The University should continue to solicit for both funds and projects from corporate and private donors and intervention agencies.

## **6.6 CAPITAL FUNDS AND UNIVERSITY INTERNALLY GENERATED REVENUE**

### **6.6.1. Observation:**

The University, effectively, used its capital funds and internally generated revenues for a number of projects. Records indicate that most of the projects were successfully executed.

### **6.6.2. Recommendation:**

The University should strengthen its IGR capacity in order to continue to support its capital funds.

## **6.7. PROJECT PROCUREMENT**

### **6.7.1 Observation**

- i. Within this period, the University carried out its procurement activities without a Procurement Unit. Projects were procured through the Department of Physical Planning, Development and Maintenance Services.
- ii. The Physical Planning, Development and Maintenance Services Department was used to carry out procurement activities as well as project implementation and maintenance services.
- iii. Maintenance Service was moved out of Physical Planning Unit (PPU) and a Maintenance Services Department (MSD) created in 2012.

### **6.7.2. Recommendations:**

- i. The University should establish a Procurement Unit in line with the Procurement Act;
- ii. The University should strengthen internal control mechanisms, for effective management of capital projects; and
- iii. Adequate funds should be allocated for maintenance especially for hostels, so that annual maintenance of buildings can be carried out before any building gets seriously run down.

## **6.8 MAINTENANCE SERVICES DEPARTMENT**

### **6.8.1. Observation**

- i. Management Services Department (MSD) was established in 2012, with responsibility for maintenance of buildings, utilities, roads and the environment in all campuses of the University.
- ii. The University utilised part of its Capital and IGR funds for maintenance. It was found that the funds allocated to maintenance were grossly inadequate. As a result many older buildings, especially the students' hostels, were in very bad condition.
- iii. Of all the physical facilities that required rehabilitation and upgrade, students hostels were in the worst state.
- iv. Although a number of hostels were constructed (some by PPP arrangements) the number is still inadequate and the older ones are in a terrible condition.

### **6.8.2. Recommendations:**

- i. The University should allocate some of its capital funds to major building maintenance/renovations;
- ii. Some of the intervention funds (e.g. TETFUND, annual or special) should be used for major renovations/repairs; and
- iii. The University should embark on renovation and rehabilitation of existing hostels especially El-kanemi and Idris Garba. Spaces for cooking should be provided on all floors. As an emergency remedy some rooms on each block should be converted to kitchenettes.

## **6.9. ALLOCATION OF RESOURCES**

### **6.9.1. Observation**

- i. The University performed reasonably well in the efficient allocation of resources within the period 2011-2015. However, the balance in the funding of new projects and maintenance of old ones was skewed.
- ii. The Special Funds office in the Bursary was effective in the management of grants. Separate accounts were opened for each project to ensure proper housing of income and expenses relating to the specific project.

### **6.9.2 Recommendations:**

- i. The Internal Audit should continue to ensure strict compliance with regulations on efficient utilisation of resources;
- ii. The Bursary Department should ensure a prompt reconciliation of each project accounts and timely reports to funding agencies; and



- iii. There should be a more effective balance between new projects and maintenance of existing ones.

## **6.10 ADHERENCE TO STANDARD NORMS IN DISBURSEMENT & UTILIZATION**

### **6.10.1 Observation:**

- i. From the records reviewed, there were no material deviations from the standard norms in distribution and utilization of funds. The Special Funds office ensured timely reports on utilisation to donors.
- ii. The University adhered to Financial Regulations in managing project funds.

### **6.10.2 Recommendation:**

The University should be commended for efficient management of donor funds and adhering to the stipulated required standards of the donors.

## **6.11 RESOURCE MANAGEMENT AND DEVELOPMENT OF PHYSICAL FACILITIES**

### **6.11.1 Observation:**

- i. The University, successfully, completed many physical projects within the period. Thirty two (32) academic buildings (including new full faculties, many departments), twelve (12) Lecture theaters as well as some road projects were completed.
- ii. The only delayed project in the period was the new Senate Building which started in 2012.
- iii. Students cook and keep gas stoves in the hostel rooms because there were no provisions for kitchens in the hostels. This poses serious danger to lives and properties.
- iv. The University land was not fenced, for the most part. This led to large scale encroachment. This issue is a serious security challenge.

### **6.11.2. Recommendations:**

- i. The University should be commended for successful implementation of majority of projects it initiated;
- ii. The University should, vigorously, pursue Hostel development through PPP and BOT arrangements. All future hostel development should make provision for cooking facilities;

- iii. The University should, as a matter of urgency, make all efforts to protect the sanctity of its land; and
- iv. Government should provide special funds to provide a perimeter fence for the University land.

## **TERM OF REFERENCE V**

### ***To examine the adequacy of staff and staff development programs in the University***

#### **7.0 Adequacy of staff between 2011 and 2015**

The number of Academic staff peaked around 1,541; 282 were in the Professorial Rank (18%), 149 were in the Senior Lecturer Rank (16%) while 1,016 were in the other ranks (66%). Although the structure of staff, reasonably, conforms to the National Universities Commission's prescription of 20-35-45, a few departments, particularly, the professional ones fall short of this structure.

#### **7.1 STAFF STRUCTURE 2014-2015**

Professors	Associate Professors	Senior Lecturer	Others
178	104	243	1,016

The Academic staff strength was also quite adequate in the context of staff-Students ratio. The population of students in the 2014-2015 stood at 33,776, made up of 26,343 undergraduates, 1298 part-time students and 6135 postgraduate students. This translates to a general staff-student ratio of 1:23. This ratio was compatible with the NUC prescribed ratio, for most programmes in the University. The shortage of qualified academic staff, however, the professional courses fell far short of the prescribed ratio of 1:10 - 1:15, the staff strength was inadequate.

#### **7.2 STUDENT POPULATION 2014-2015**

Undergraduate	Part-time Undergraduate	Post Graduate	Total
26,343	1,298	6135	34,776

#### **7.3 Non Academic Staff**

During the 2011-2015 period, the University had a total of 2,637 non-academic staff made up of 280 Senior Technical, 688 Senior Non-Teaching and 1,669 Junior Staff. This translates into a ratio of 1 Academic staff to 1.7 Non Academic staff.

## 7.4 STAFF CAPACITY DEVELOPMENT

The University had a comprehensive and robust capacity development schemes for all categories of staff. For academic staff priority was given to the development of young academic staff. Almost all young Academic had access and were sponsored to Masters and Ph.D programmes:

### 7.4.1 Academic Staff on Study Fellowship by Faculty 2011-2015

Faculty/ Centre/Inst	BUK		Other Nigerian University		Abroad		Total		Grand
	PhD	Master's	PhD	Master's	PhD	Master's	PhD	Master's	
Agriculture	13	10	4	8	7	2	24	20	44
FAIS	22	23	8		4	2	34	25	59
FCSIT	2	7			5	2	7	9	16
Education	27	19	5	2	1	2	33	23	56
Engineering	10	8	3	1	29	15	42	24	66
FEES	4	4	1		2	2	7	6	13
Law	1	8			6		7	8	15
Biomedical Sci.	2	10	7	2	7	2	16	14	30
Allied Health Sci	0	0	5	7	5	7	10	14	24
Dentistry						1	0	1	1
Clinical Sciences	3	6		1	6	7	9	14	23
Science	19	35	2		11	14	32	49	81
SMS	38	25	4	1	11	4	53	30	83
Pharm. Sci			1	2		6	1	8	9
CRNLF	1			1			1	1	2
SCE	2	18			1		3	21	24
CAERT		4					0	4	4
CDA	1				2		3	0	3
IIIBF		3			2		2	3	5
Library	4	20			1		5	20	25
Totals	148	200	39	23	100	63	287	286	583

The staff development programme for Academic staff, was intended to increase the percentage of academic staff with Ph.D from 20% to 70%, over a period of ten years.

The Non-Teaching Staff were also beneficiaries of the staff development programmes of the University. Training for staff in this category were, regularly, approved by the Non-Teaching Staff Training Committee. Salaries and allowances of staff on Study leave were routinely paid.

### 7.4.2 Non-Academic Staff Pursuing Higher Qualifications

Year	Full Sponsorship	Study Leave	Total
2011	37	16	53
2012	47	18	65
2013	42	22	64
2014	22	30	52
2015	24	13	37
Total	172	99	271

### 7.4.3 Conference Attendance

Sponsorship to conferences Seminars and workshop was a major instrument of staff development, for all categories of staff, the University was liberal in providing funds to both senior academic and senior non-academic staff to attend one local conference per year and one international conference, once every two years.

#### 2011 Conference Attendance Sponsorship (Monthly)

MONTHLY CONFERENCE ATTENDANCE SPONSORSHIP STATISTICS				
2011-Month	Nigeria	Abroad	Total	Total cost (N)
January	-	4	4	1831600
February	4	6	10	3569515
March	10	9	19	5087744
April	2	8	10	5166126
May	3	5	8	2902400
June	6	3	9	2233059
July	14	7	21	5296365
August	14	-	14	1469540
September	23	5	28	4557240
October	23	5	28	4959248
November	11	6	17	4177560
December	-	-	-	-
Total	110	58	168	N41,250,397.00

#### 2012 Conference Attendance Sponsorship (Monthly)

MONTHLY CONFERENCE ATTENDANCE SPONSORSHIP STATISTICS				
2012-Month	Nigeria	Abroad	Total	Total cost (N)
January	-	-	-	-
February	1	4	5	2429164
March	1	9	10	5378348

MONTHLY CONFERENCE ATTENDANCE SPONSORSHIP STATISTICS				
2012-Month	Nigeria	Abroad	Total	Total cost (N)
April	9	4	13	3115020
May	3	2	5	1335720
June	12	2	14	2296600
July	6	8	14	4496180
August	20	5	25	8105630
September	40	2	42	5664040
October	-	-	-	-
November	18	7	25	5929899
December	3	14	7	2472180
Total	113	57		41222781

### 2013 Conference Attendance Sponsorship (Monthly)

MONTHLY CONFERENCE ATTENDANCE SPONSORSHIP STATISTICS				
2013-Month	Nigeria	Abroad	Total	Total cost (N)
January	1	6	7	3833294
February	5	8	13	4573000
March	15	8	23	5486280
April	17	7	23	6332600
May	8	14	22	9239226
June	-	-	-	-
July	-	-	-	-
August	-	-	-	-
September	-	-	-	-
October	-	-	-	-
November	-	-	-	-
December	-	-	-	-
Total	46	43	88	29463400

### 2014 Conference Attendance Sponsorship (Monthly)

MONTHLY CONFERENCE ATTENDANCE SPONSORSHIP STATISTICS				
2014-Month	Nigeria	Abroad	Total	Total cost (N)
January	-			
February	12	16	28	10040350
March	4	6	10	3540040
April	7	3	10	2636752
May	4	7	11	3970608

MONTHLY CONFERENCE ATTENDANCE SPONSORSHIP STATISTICS				
2014-Month	Nigeria	Abroad	Total	Total cost (N)
June	10	3	13	2623791
July	6	8	14	4404059
August	14	6	20	4570220
September	15	8	23	6049466
October	20	14	34	10330450
November	23	4	27	4560753
December	6	8	14	4031350
Total		83	204	56757839

### 2015 Conference Attendance Sponsorship (Monthly)

MONTHLY CONFERENCE ATTENDANCE SPONSORSHIP STATISTICS				
2015-Month	Nigeria	Abroad	Total	Total cost (N)
January		13	13	6354250
February		9	9	4372200
March	1	7	8	3166230
April	3	12	15	6236280
May	2	14	16	7200450
June	8	9	17	4922873
July	5	8	13	4284220
August	13	7	20	4992240
September	16	11	27	6046960
October	21	8	29	6230450
November				
December				
Total		98	167	53806153

### 7.5 Staff Promotion

The University was very up-to-date in the area of promotion of both academic and non-academic staff, as part of its commitment to the welfare of staff.

**7.5.1 Academic staff promotions by year and rank**

Year	Professors	Associate Professors	Senior Lecturer	Others	Total
2010	26	26	30	62	114
2011	24	27	28	55	134
2012	12	22	27	49	110
2013	19	22	27	65	133
2014	20	21	26	71	138
Total	101	118	138	302	659

**7.5.2 Non-Academic Staff Promotions by Year and Category**

Year	Professors	Associate Professors	Senior Lecturer	Others	Total
2010	29	0	105	30	164
2011	60	33	91	65	249
2012	33	1	90	90	214
2013	39	4	117	88	248
2014	58	16	88	70	232
Total	219	54	491	343	1,107

**7.6 Recommendations:**

- i. The University deserves commendation for its focus on staff development programmes, for both academic and non-teaching staff;
- ii. The goal of increasing the percentage of PhD holders in most departments of the University from 20% to around 70% is laudable and deserves to be commended;
- iii. The University must strive to keep its staff structure within prescribed ratios; and
- iv. The University must limit the growth of non-teaching staff to avoid, being, bottom-heavy.

## **TERM OF REFERENCE VI**

***To determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purpose of supervision, planning, finance, discipline, guidance and any other relationship the university may have in dealing with the said bodies including the University Governing Council, the National Universities Commission, and the Federal Ministry of Education as well as the visitor.***

### **8.1 Background**

Bayero University maintained a cordial relationship with the various statutory, Institutions, individuals and University organs which are the nucleus of policy formulation in every Nigerian University.

### **8.2 The Visitor**

#### **8.2.1 Observation**

The University maintained a cordial relationship with the Visitor who attended the convocation ceremonies of the university throughout the period. The Visitor also sent visitation Panel to the University.

#### **8.2.2 Recommendation:**

The cordial relationship should be encouraged and maintained.

### **8.4 The University Governing Council**

#### **8.4.1 Observation**

The Governing Councils played important roles in the achievements recorded within the period under review. The University was lucky to have three extraordinary personalities as Pro-Chancellors and Council Chairmen in the period 2011 to 2015. These Council Chairmen and their Councils were valuable counselors for the Governing Council, the Vice Chancellor and the Management. The Pro-Chancellors Ambassador Muhammadu Adamu Jumba, Alhaji Ahmadu Adamu Mu'azu (CFR) and Alhaji Mamud Yayale Ahmed (CFR) assisted in sourcing for funds for the University and provision of funds for Indigent Students' Scholarship Scheme. They used their wisdom to keep the council united and focused, working harmoniously with Management and all Unions.

#### **8.4.2 Recommendation:**

The performance of the Councils should be commended. Government should continue to appoint men of integrity, experience, and knowledge into the Governing Councils.



## **8.6 National Universities Commission**

### **8.6.1 Observation**

The University enjoyed a very good relationship with the National Universities Commission. It accorded maximum cooperation to National Universities Commission to carry out its statutory functions. It also complied with NUC operational guidelines regarding Accreditation, Resource Verification etc.

### **8.6.2 Recommendation:**

The good relationship between the University and the National Universities Commission should be commended and sustained.

## **8.7 Federal Ministry of Education**

### **8.7.1 Observation**

The University diligently implemented circulars and directives from the Federal Ministry of Education. The University also enjoyed good relationship with the Minister of Education who often represented the Visitor at the Convocation ceremonies of the University.

### **8.7.2 Recommendation:**

The cordial relationship between the University and the Ministry of Education should be sustained.

## **8.8 Other Arms of Government/Professional Bodies/Associations**

### **8.8.1 Observation:**

- i. The University had cordial and functional relationship with other statutory bodies such as Federal Ministry of Finance, Tertiary Education trust fund (TETFUND), Petroleum Training Development Fund (PTDF), Industrial Training Fund (ITF), Bureau of Public Procurement (BPP), Joint Admissions and Matriculations Board (JAMB) etc.
- ii. The University also maintained a strong relationship with Professional Bodies and Associations who also accredited professional programmes in the University. Some of these are the Council on Regulation of Engineering in Nigeria (COREN), Council on Legal Education, Nigerian Medical and Dental Council of Nigeria, Institute of Chartered Accountants of Nigeria (ICAN) etc.

### **8.8.2 Recommendation:**

The cordial working relationship between the university and these other Arms of Government, Professional Bodies and Associations should be commended and sustained.

## **8.9 The Government and people of Kano State**

### **8.9.1 Observation**

- i. The understanding, support and encouragement shown by the immediate community helped the University in realizing the achievements witnessed during the period.
- ii. The Government of Governor Engr. Rabiu Musa Kwankwaso during the period showed a lot of understanding, support and encouragement; so did the government and people of Kano State with material and other forms of support. Among many other things, the Government constructed and donated a block of eight classrooms and twenty-four offices to facilitate the take-off of pre-degree programmes. The Government also modernized the road networks leading to all campuses as well as the dual carriage way linking the two campuses.
- iii. On its part the University continued to serve the Kano Community while maintaining its federal mandate. Kano state is the direct beneficiary of some of the services provided by the university.

### **8.9.2 Recommendation:**

The cordial relationship between the university and the Government and people of Kano state should be commended and sustained.

## **8.10 Traditional Rulers and Opinion Leaders**

### **8.10.1 Observations**

- i. Bayero University maintained a very good relationship with traditional rulers at all levels and opinion leaders. The two Emirs during the period under review, Alhaji Ado Bayero and Mallam Muhammad Sanusi II, were very supportive; their fatherly guidance and advice helped the University administration, staff and students and were instrumental to the support received from the communities in general.
- ii. The relationship between the University and the traditional institutions extended to the village heads of the communities and villages neighboring the University. The views of opinion leaders were sought wherever appropriate.
- iii. The University placed much premium on the relationship with its neighboring communities, through award of scholarships, employment, and allocation of

shops and spaces for trading. There were representatives of the wider communities on various board and committees of the University.

#### **8.10.2 Recommendation:**

This very cordial relationship between the University and Traditional Rulers and Opinions Leaders should be commended and sustained.

### **8.11 Affiliation and Linkages/Collaborations**

#### **8.11.1 Observation**

The University maintained cordial relationship with a number of Affiliate Institutions in Nigeria (three Colleges of Education and one College of Arabic and Islamic Studies). The University supervised, moderated their examinations and issued degrees to the students of these Affiliate Institutions. The University also had over thirty foreign linkages/collaborations on agriculture, research, students exchange programs etc. Some of these Institutions/Organisations are: Bill & Melinda gates Foundation, Rockefeller Foundation, Alliance for a Green Revolution in Africa (AGRA), Beijing Foreign Studies University etc.

#### **8.11.2 Recommendation:**

The Linkages and Collaborations should be commended and sustained. The University should also strive to collaborate with local industries to provide avenues for staff and students industrial exposure.

## **TERMS OF REFERENCE VII**

***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.***

### **9.0 The Bayero University Act**

The principal law establishing the Bayero University, Kano is the Bayero University, Decree No. 79) of 1979. This law clothed the University, which came into existence in 1977, with a legal personality. Sequel, to the principal law establishing the University, the University (Miscellaneous Provisions) Act No. 11 was enacted in 1993 to supplement and cure the lacunae in the 1979 law. This law has been amended two times; in 2003 and 2012 respectively. Each amendment was intended to facilitate a more efficient system of University administration.

The Act, of 1993, reconstituted the composition of Council and, among other things, set out a uniform procedure for the appointment of Vice Chancellors and other principal officers of Federal Universities. This Act reduced the number of persons representing a variety of interests and representatives, of the whole Federation from nine to four and prescribed that external members must be persons of integrity, with knowledge and familiar with the affairs and traditions of a University. Instead of the appointments to the Council to be made by the President, in the Bayero University Act, such appointments were vested in the National Council of Ministers.

The amendment of 2003 (known as the University Autonomy Act No. 1 of 2007) increased the autonomy the University. This amendment empowered the Governing Council to discharge its functions without, undue external interference or influence. In this amendment, the power to appoint Vice-Chancellors was vested in the Governing Councils. This amendment also provides that the Acting Vice-chancellor cannot hold office for more than a single six months term, thus precluding any probability of tenure elongation. Another important amendment was the provision for the participation of students as stakeholders in the university system.

The 2003 Act was further amended in 2012, increasing the retirement age of academic staff in the professorial cadre, from 65 to 70, and non – academic staff from 60 – to 65.

### **9.1 Internal Organs, Units and Offices of the University**

- i. The Governing Council is the highest policy making body of the University. It functions through its various Committees – Finance and General Purpose

- Committee (F & GPC), Budget Monitoring Committee (BMC), Senior Staff Disciplinary Committee (SSDC), Appointments and Promotions Committee (A & PC) and Honorary Awards Committee.
- ii. The University Senate, through its various Committees, principally deals with all academic matters in the University.
  - iii. Principal Officers, are responsible for the daily administration of the University. They coordinate and harmonise decisions and directives of all other consultative and decision making for the University, such as the Governing Council, the Senate, the University Management Committee, the Committee of Deans and Directors as well as the Congregation.
  - iv. The University Management Committee is a forum for inputs from a wider spectrum of decision makers of the University. This consists of all Principal officers, Provosts, Deans, Academic Directors, Non-Academic Directors and representatives of the Congregation.
  - v. The Congregation is the largest Community forum that brings together both teaching and non – teaching staff who possess University degree (s), to exchange ideas and brainstorm with the University Management on policy proposals.
  - vi. The Committee of Deans and Directors (CDD) is a forum that brings together Deans and Directors of both academic and non – academic units for policy review, staff development and coordination.
  - vii. The Staff Unions – The University had four Staff Unions that represented varying categories of staff: Association of Staff Union of Universities (ASUU), Senior Staff Union of Universities (SSANU), National Association of Academic Technicians (NAAT) and Non – Academic Staff Union of Universities (NASU).
  - viii. The Student Union is the platform for student representation in the affairs and issues that affect students.

## **9.2 Observation**

The University largely operated within the ambit of the law, resulting in very limited number of litigations against the University. This was due to the harmonious relationship between the various internal organs, units and offices.

## **9.3 Relationship Between the Various Organs, Units and Offices**

### **9.3.1 Observation**

The relationship between the various internal organs, units and offices was cordial. It was a teamwork resulting in a purposeful, result – oriented and humane administration, thus eliminating any form of rancor. The cooperation and support from the internal

organs, units and offices created an atmosphere conducive for the University to thrive in its mandate.

The University witnessed industrial harmony; the relationships between the University Management and the four Staff Unions and the Student Union was cordial. Staff and Student Unions were not seen and did not pose themselves as adversaries but partners with the Management for the progress of the University. Disputes were resolved, through dialogue, leading to relative peace.

The University witnessed an era of transparency and accountability. The harmonious working relationship enhanced the University's stability and created a conducive atmosphere. This period saw the creation of a Staff Training and Capacity building Committee which administered local, international conferences and study fellowship, non – teaching staff.

### **9.3.2 Recommendation:**

The University should be commended for the harmonious relationship with the different internal organs, units, offices, and students to wit: the Governing Council, the University Senate, Principal Officers, the University Management, the Congregation, the Committee of Deans and Directors, the Staff Unions and the Student Union.

## **9.4 Issues In The Law Establishing The University**

### **9.4.1 Observation**

#### **9.4.1.1 Appointment of Vice-Chancellors and Acting Vice-Chancellor**

The aftermath of the University (Miscellaneous Provision) (Amendment) Act, 2003 saw the Governing Council utilise and apply the relevant provision for the appointment of the Vice – Chancellor, in total compliance with this law. This resulted in the peaceful process of the appointment of the 9<sup>th</sup> Vice – Chancellor of the University.

The appointment of the 9<sup>th</sup> Vice – Chancellor saw a process of participatory democracy where all concerned parties were involved.

### **9.4.2 Recommendation:**

The University should be commended for appointing the 9<sup>th</sup> Vice-Chancellor in accordance with the enabling law.

## **9.5 Student Participation**

### **9.5.1 Observation**

In compliance with the law, particularly with Section 7AAA of the 2003 Act, the University has a Committee on students' welfare which has a student representative in the Committee. At present, the law allows for one student representative; this is inadequate.

### **9.5.2 Recommendation:**

The provision of the law on student participation in the Committee that deals with students welfare, should be broadened to allow for more student participation.

## **9.6 Provision of Learning and Teaching Facilities**

### **9.6.1 Observation**

In line with the enabling law and in its mandate of providing courses of instructions and facilities of learning; 33 new undergraduate programmes, 23 new postgraduate programmes and 24 part – time undergraduate programmes were introduced with the approval of Senate and National Universities Commission. The result of keeping up with the mandate of the University resulted in breakthroughs in the areas of teaching, learning and research. The University Senate approved the establishment of new programmes and academic units. In conducting research in different fields, the University has excelled in areas of teaching. In keeping up with its vision of being a major citadel of research, the University established various research centers.

The University Senate facilitated the efficiency of the system by making sure that semester examination results were processed and released within six weeks of writing the last examination paper. It also ensured that examination misconduct cases were heard and disposed of timely, so that justice was not delayed, not denied.

### **9.6.2 Recommendation:**

The University is commended for its efforts in providing learning, teaching facilities and ensuring that only qualified candidates should be promoted; it should sustain it.

## **9.7 General Discipline**

### **9.7.1 Observation**

The University has zero tolerance of indiscipline of staff and students; it employs all available means within the law to discipline staff and students.

### **9.7.2 Recommendations:**

- i. The University should be commended for its discipline of staff and students;
- ii. The University should be commended for its compliance with the regulations and procedures in the discipline of staff and students; and
- iii. Staff and student who undergo disciplinary procedure should have access to legal representative when desired.

## **9.8 PETITIONS**

### **9.8.1 Tijjanu Adamu Gaya and Hamisu Muhammad**

Tijjani Adamu Gaya and Hamisu Muhammad were staff in the service of Bayero University, Kano deployed to the Centre for Information Technology (CIT). They were disengaged from the services of the University in December 2016 because their 'services were no longer required'.

In their joint petition to the Visitation Panel, Tijjani and Hamisu complained of non-compliance with the provisions of the University Law and Conditions of Service in the termination of their appointments. They appealed to the Panel to intervene in the matter.

#### **9.8.1.1 Observation**

- i. The appointments of Tijjani and Hamisu were initially terminated in 2012 for misconduct bordering on the illegal sale of online registration cards. They were, however, reinstated in 2014 following a favourable judgement by the National Industrial Court of Nigeria (NICN);
- ii. They went to the NICN in 2017 when their appointments were again terminated in 2016. Even though the Court ruled in their favour in March 2017, they have not been reinstated because the University has appealed the judgement;
- iii. The University stated that the termination of their appointments was one of the outcomes of the reorganisation and closure of the Communications and Information Technology (CIT) Unit. The University stated that it appealed the judgement as it appeared to infringe on its right to appoint and discipline staff;
- iv. The Lawyer to Tijjani and Hamisu confirmed that the appeal by the University was still pending for preliminary hearing at the Court of Appeal; and
- v. The two staff indicated willingness for out of court settlement of the matter.

The Panel interacted with Tijjani and Hamisu and got responses from the Registry as well as the former Vice-Chancellor, Prof. Muhammad Yahuza Bello.



### **9.8.1.2 Recommendations:**

- i. The University should consider an out of court settlement of the case without prejudice to the pendency of its appeal; and
- ii. The University should strengthen its internal processes for investigating disciplinary cases to avoid losing cases in Court on 'technical' grounds.

### **9.8.2 Engr. Habib Imam Ahmad**

- i. In his petition to the Visitation Panel, Engr. Ahmad complained of denial of promotion to the rank of Associate Professor effective 2007. He appealed to the Panel to 'administratively approve' his promotions to the ranks of Associate Professor and Professor with effect from 2007 and 2011 respectively.
- ii. The Panel interacted with Engr. Ahmad and got responses from the Registry as well as the former Vice-Chancellor, Prof. Muhammad Yahuza Bello.

#### **9.8.2.1 Observation**

- i. Engr. Ahmad was considered for promotion to Associate Professor in 2006 but was not recommended because he did not meet the minimum requirements in line with the Guidelines for the Appointment and Promotion of Academic Staff;
- ii. Engr. Ahmad does not have a Ph.D, one of the requirements for promotion beyond the rank of Lecturer I;
- iii. The University sponsored him for a Ph.D programme at the Ahmadu Bello University, Zaria in 2005. He is yet to complete the programme. The Registrar confirmed that he had been de-registered while Engr. Ahmad informed the Panel that he had appeared the Visitation Panel to Ahmadu Bello University, Zaria on the issue of his studentship as well as award of Ph.D;
- iv. The University also sponsored Engr. Ahmad on a MacArthur Foundation funded Ph.D Fellowship at University Putra Malaysia (UPM) in Malaysia in 2011. He is also yet to complete the programme; and
- v. The allusion to the promotion of Prof. Muhammad Kabir of the Department of Community Medicine does not help his case because the Guidelines exempt those with 'Medical Fellowships'.

#### **9.2.2 Recommendation:**

Engr. Habib Imam Ahmad does not possess a Ph.D, one of the key requirements for promotion to the rank of Associate Professor, and should be advised to finalise his Ph.D programmes to qualify.

## **TERM OF REFERENCE VIII**

***To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and sense of direction and advise on what fundamental or expedient corrections are needed to enable the University to better achieve the objectives set for it.***

### **10.1 BRIEF ON THE UNIVERSITY**

#### **10.1.1 Antecedents**

Bayero University has evolved over the years from a College to a world-class university. According to the University's publication "Bayero University, Kano: Consolidation and Repositioning", it started off as Ahmadu Bello College in October 1960, named after the then Premier of the Northern Region, Sir Ahmadu Bello, the Sardauna of Sokoto. It was a section of the School of Arabic Studies with the main objective of preparing candidates for the General Certificate of Education (GCE) Advanced Level Examination in Arabic, Islamic History, Islamic Studies, Hausa and English Literature. Shortly thereafter, in October 1962, the Ahmadu Bello University (ABU), Zaria was established and the name "Ahmadu Bello College" was changed to "Abdullahi Bayero College" to avoid confusion. It was renamed after the tenth Emir of Kano, Alhaji Abdullahi Bayero who reigned between 1926 and 1953.

In 1964 the College was affiliated to ABU and its post-secondary programmes became preliminary courses which prepared students for admission into degree programme of the new university. The College eventually became the Faculty of Arts and Islamic Studies of ABU. The first set of ten students enrolled for degree programmes graduated in 1966 with degrees of ABU, Zaria.

The College was renamed Bayero University College of ABU in 1975 with four faculties namely, Arts and Islamic Studies, Education, Science as well as Social and Management Sciences. Bayero University College became a full-fledged University in October 1977 with the establishment of new universities by the Federal Government. It was named Bayero University, Kano. The faculties of Law and Technology were established and lectures commenced in October 1978 and October 1979 respectively. The Faculty of Medicine was established in 1981 bringing the total number of faculties to seven.

#### **10.1.2 Vision and Mission**

The Vision and Mission of the University are as follows:

Vision: Bayero University shall be a world-class university in Africa, renowned for its excellence in teaching and research, and the quality of its products.

Mission: To provide world-class academic and professional training and community service; and to conduct research for the advancement of society. To produce high-level human resources with requisite skills for the development of the host community, the nation and humanity.

### **10.1.3 Progress**

Bayero University has maintained very high standards in line with its vision. It was the best in the comprehensive programme accreditation exercises conducted by the National Universities' Commission (NUC) in 2005 and 2007. It was also amongst eight universities that obtained the highest grades in the maiden institutional accreditation exercise conducted by the NUC in 2011. Furthermore, all programmes under the supervision of relevant professional bodies have been conferred full accreditation status. The professional bodies include the Council for the Regulation of Engineering in Nigeria (COREN), the Medical and Dental Council of Nigeria (MDCN), the Medical Therapists Registration Board (MTRB), the Council of Legal Education, the Institute of Chartered Accountants of Nigeria (ICAN) and the Association of National Accountants of Nigeria (ANAN).

Between 2010 and 2015, the number of faculties in the University increased from seven (7) to thirteen (13). They are faculties of Arts and Islamic Studies; Agriculture; Allied Health Sciences; Basic Medical Sciences; Clinical Sciences; Computer Sciences and Information Technology; Dentistry; Education; Engineering; Earth and Environmental Sciences; Law; Sciences; and Social & Management Sciences. Furthermore, the Senate and Governing Council of the University also approved the establishment of two more faculties, which was accepted and given clearance by the NUC, namely Faculty of Communications and Media Studies and Faculty of Pharmaceutical Sciences.

Three Schools, 12 Centres and an Institute, as follows, were established during this period:

#### **10.1.3.1 Schools:**

- The School of Postgraduate Studies which coordinates postgraduate studies and a Business School;
- The School of Continuing Education which supervises part-time, open and distance learning (ODL) programmes;
- The School of General and Entrepreneurial Studies supervises the general studies and entrepreneurship courses taken by undergraduate students at various levels;

#### **10.1.3.2 Centres:**

- Aminu Kano Centre for Democratic Studies (Mambayya House);
- Centre for African Entrepreneurship Research and training;

- Centre for Dryland Agriculture
- Centre for Biotechnology Research
- Centre for Information Technology
- Centre for Qur'anic Studies
- Centre for Research in Nigerian languages and Folklore
- Centre for Islamic Civilisation & Interfaith Dialogue
- Centre for Renewable Energy Research
- Centre for Advanced Medical Research & Training (CAMRAT [now ACEPHAP])
- Centre for Infectious Diseases Research
- International Institute of Islamic Banking & Finance
- Centre for Economic, Social & Population Research
- Centre for Gender Studies

The establishment of the various Centres by the University greatly enhanced the research capability and capacity available to students at all levels - undergraduate, graduate and, even, post-doctoral. The Centre for Dryland Agriculture (CDA), established in 2011, with funding from the MacArthur Foundation, has a wide range of programmes and attracts students from other African countries.

#### **10.1.3.3 Campuses and Locations of Others Facilities**

The University is made up of several campuses and locations. The main campus, known as New Campus is sited on the banks of a major river channel, River Watari. It is the location of the Office of the Vice-Chancellor and Central Administration as well as several other facilities. The faculties on the New Campus are Agriculture; Arts and Islamic Studies; Computer Sciences & Information Technology; Education; Engineering; Earth and Environmental Sciences; and Social and Management Sciences. The New Campus is also home to the School of Postgraduate Studies; the Centre for Dryland Agriculture; African Entrepreneurship Research and Training; Information Technology; Qur'anic Studies; and Research in Nigerian Languages and Folklore. Other facilities include the International Institute for Islamic Banking and Finance; the Physical Planning Unit; the Maintenance Services Department; and the Main and New Library Complex. There are also 220 senior staff houses, 20 houses for intermediate and junior staff as well as 1000 rooms in student hostels. There is a student's Centre, a mini stadium, commercial facilities and several banks. The New Campus has a land area of 1504.56 hectares, most of which is unfenced.

The Old Campus is located close to the ancient walls of Kano City. The facilities there include the Faculties of Science, Law, Biomedical Sciences, the General Studies Unit, and the Centre for Biotechnology Research. Others include an annex of the Centre for

Information Technology; the Central Laboratory Complex; sections of the Main Library; the University Health Services Department and the Consultancy Services Unit. Other facilities on the Old Campus include 18 blocks of students' hostels with 48 rooms each; 167 houses for senior staff and 47 houses for intermediate and junior staff. There are large lecture halls as well as sporting facilities. There are also commercial and banking services.

The College of Health Sciences and the Faculties of Clinical Sciences, Dentistry and Allied Health Sciences are located at the Aminu Kano Teaching Hospital (AKTH) which is the University's Teaching Hospital. The Centres for Advanced Medical Research and Training; and the Centre for Infectious Diseases Research are also located at AKTH.

Mambayya House (Aminu Kano Centre for Democratic Studies) is located in Gwammaja Quarters within Kano City, at the former residence of Malam Aminu Kano. The School of Continuing Education (SCE) is located close to Mambayya House. The site was formerly a Federal School of Physiotherapy with many buildings including an administrative block, theatres, classrooms, students' hostels and staff quarters. Additional facilities were provided there, including a female students' hostel built by Bauchi State Government; a block of eight classrooms and 24 offices built by Kano State Government.

The University also owns an estate of 48 flats at Zoo Road within Metropolitan Kano, which is occupied by staff. There are two houses at Magajin Rumfa Road in GRA Kano and two blocks of buildings that served as its original site in early 1960 (the Old Kano Airport Hotel) on Tafawa Balewa Road. There is also a building in Abuja which is an annex of the ECOWAS Court.

## 10.2 Vice-Chancellors and Pro-Chancellors

The Vice-Chancellors of Bayero University, Kano since inception are as follows:

- |                                       |   |           |
|---------------------------------------|---|-----------|
| 1. Dr. Mahmud Tukur                   | - | 1975-1978 |
| 2. Professor J.O Ezeilo               | - | 1978-1979 |
| 3. Professor Ibrahim Umar             | - | 1979-1986 |
| 4. Professor Dandatti Abdulkadir      | - | 1986-1990 |
| 5. Professor Mustapha S. Zahraddeen   | - | 1990-1995 |
| 6. Professor Bello B. Dambatta        | - | 1995-1999 |
| 7. Professor Musa Abdullahi           | - | 1999-2004 |
| 8. Professor Danjuma Maiwada (Acting) | - | 2004-2005 |
| 9. Professor Attahiru M. Jega         | - | 2005-2010 |
| 10. Professor Abubakar A. Rasheed     | - | 2010-2015 |

The Pro-Chancellors of the University since its establishment are:

- |                                     |   |           |
|-------------------------------------|---|-----------|
| 1. Professor S.O Biobaku            | - | 1977-1980 |
| 2. Professor R.A. Akinola           | - | 1980-1983 |
| 3. Alhaji Danburan Jada             | - | 1983-1986 |
| 4. Malam Yahaya Gusau               | - | 1986-1993 |
| 5. Professor Umaru Shehu            | - | 1993-1997 |
| 6. Dr Abdulmunin Attah              | - | 1997-1999 |
| 7. Professor Ochapa Onazi           | - | 2000-2004 |
| 8. Ambassador Muhammad A. Jumba     | - | 2005-2013 |
| 9. Alhaji Ahmadu Adamu Mu'azu, CON  | - | 2013-2014 |
| 10. Alhaji Mahmud Yayale Ahmed, CFR | - | 2014-2016 |

### 10.3 **Faculties and Academic Programmes**

By 2015, there were 13 faculties which had 67 departments. There were 70 undergraduate and 122 postgraduate programmes. The postgraduate programmes comprised of 38 PhD and 59 Masters degrees and 25 postgraduate diplomas. The University introduced several new undergraduate and postgraduate programmes ranging from Bachelor of Forestry and Wildlife Management to B.Eng Mechatronic Engineering and Postgraduate Diploma in Irrigation Agronomy. The University has phased out all sub-degree programmes, the last set of sub-degree students were graduated in December 2014. The University Senate also decided to stop the affiliation of other institutions running sub-degree programmes. All such affiliations were terminated at the end of the 2013/2014 session.

The University Management and Senate, in consideration of those unable to afford full-time university education, decided to introduce part-time degree programmes. A proposal to introduce 24 part-time degree programmes was presented to the NUC and was approved. The duration for the part-time degree courses is five years, except for the Bachelor of Nursing Science which is six years.

### 10.4 **Trends in Undergraduate and Postgraduate Admission**

The trend in student enrolment in both undergraduate and postgraduate programmes has been fairly stable during the period under review, as shown in the table below.

**Undergraduate and Postgraduate Students Enrolment 2010-2015**

YEAR	REGULAR AND PART-TIME UNDERGRADUATE	POSTGRADUATE	TOTAL
2010/2011	26,104	5,132	31,236
2011/2012	23,144	3,274	26,418
2012/2013	21,518	5,411	26,929
2013/2014	27,036	5,351	32,387
2014/2015	27,641	6,135	33,776

The total student enrolment for the 2014/2015 session was 33,776. There were 26,343 regular undergraduate, 6,135 postgraduate and 1,298 part-time undergraduate students. According to the available records, there are students from every State of the Federation as well as foreign students.

**10.4.1 Observation**

The University has made tremendous progress during the period under review.

**10.4.2 Recommendation:**

The University should be commended for its achievements and progress during this period.

**10.5 Stocktaking of the University's Achievements****10.5.1 Observation**

- i. The University comprehensively expanded its academic programmes during the period under review.
- ii. The University was one of eight universities that obtained A grade in the institutional accreditation exercise conducted by the NUC in 2011.
- iii. All the programmes under the supervision of professional bodies have been conferred full accreditation status.
- iv. The research capabilities of the University has been greatly enhanced by the establishment of several research centres. The Centre for Dryland Agriculture, in particular, has made quite an impact with its training, attracting students from other African countries. The Centre for African Entrepreneurship Research has published four books; and the Centre for the Study of Nigerian Languages also publishes books and journals.
- v. The University has been able to attract funding from several agencies to support its wide range of activities. However, it requires additional support from

Government (Federal and State) to sustain and expand the on-going programmes.

### **10.5.2 Recommendations:**

- i. The University should be commended and encouraged for its focus on attaining excellence.
- ii. The University should continue to motivate the academic staff and students with appropriate incentives.

## **TERM OF REFERENCE IX**

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

### **11.0 Background**

It is a well-known fact that every University, including Bayero University, Kano, has a responsibility to protect its immediate community comprising of learners and teachers as well as other stakeholders, providing or requiring the services of the Institution. The safety and security of staff and students, as well as property, requires proactive plans to mitigate threats and disasters.

During the 2011-2015 period the Security Division was headed by a Director, who reported directly to the Vice-Chancellor, through daily briefings and weekly reports. The University also had a Security Committee, which submitted monthly reports to the Vice-Chancellor.

### **11.1 Observation**

- i. The Security Division, which was organised in four functional Units, was charged with addressing the cases of theft; sale and consumption of hard drugs; hawking, as well as the activities of scavengers and herders arising from the non-fencing of the land in the new site. Other security threats included the encroachment on university land by speculators/agents and criminally-minded neighbours and internet/cybercrime.
- ii. The measures adopted by the Security Division towards addressing these threats included improved intelligence gathering, increased collaboration with relevant security agencies, liaison with traditional/community leaders, as well as the use of cluster patrols by Guards in view of the shortfall in manpower.



- iii. The challenges of the Division during the period of 2011-2015 were inadequate manpower; short fence and/or porous unfenced area; inadequate training for security personnel; inadequate security facilities/equipment; poor lighting in some areas of the campuses; increased university population.
- iv. During the interactions with relevant security agencies, including the Nigeria Police Force (NPF) and the Department of State Services (DSS), the Panel noted the cordial relationship between these agencies and the University. The Panel particularly noted the assurances by both agencies to continuously support the University in sustaining peace and safety.
- v. There were no reported cases of cultism in the University, even when the issue was brought up during interactions with various stakeholders, including the Students Union Government (SUG) and staff Unions.
- vi. Water supply constitutes a recurring source of unrest and insecurity on the campus.

#### **11.1.1 Recommendations:**

- i. The restructuring of the Security Division is commendable. However, the manpower of the Unit should be further enhanced to cater for the increased number of staff and students;
- ii. The Security Unit of the University should be provided with adequate equipment for the effective discharge of its duties;
- iii. Government should provide funding for the urgent fencing of the University;
- iv. The University should step up efforts towards securing the Certificate of Occupancy (CoO) as well as the resettlement of the illegal occupants by the Kano State Government;
- v. The Council of the University should make available all the relevant documentation pertaining to the land to facilitate action by the Federal and State Governments; and
- vi. The University should sustain the existing cordial relationship with relevant security agencies for the provision of intelligence.

## **TERM OF REFERENCE X**

***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. Processes of Discipline of Students**

The first step in the process of discipline of students is identification of breach of the law guiding the conduct of students in the University. The aim of discipline is to deter deviant.

### **12.2. Observation**

- i. In the discipline of students of the University, the process is initiated by a complaint from a staff, student or from the security division to the Student Disciplinary Committee, which, on receipt of the complaint, invites the complainant and the alleged offender to appear before the Committee with any witness or evidence.
- ii. The Student Disciplinary Committee, in accordance with the principle of fair hearing accords all parties the opportunity to present their own side of the story.
- iii. The Student Disciplinary Committee uses the Student Handbook on the ingredients of the offence in consideration of the evidence before it, then makes a recommendation to the University Senate.
- iv. The Student Disciplinary Committee makes recommendations to the University Senate. The Senate either confirms the recommendation of the Student Disciplinary Committee, gives a lesser or a more severe punishment in accordance with Student Handbook. The decision of the Senate is communicated to the student involved through the Student Disciplinary Committee.
- v. The University through the Student Disciplinary Committee issues and publishes caution notice at Departments and Faculties on unacceptable behavior and the attendant consequences.
- vi. The Security Unit is the police of the University, prevents as much as possible students from causing violence in the University.
- vii. The Dean Student Affairs resolves civil disputes involving students.
- viii. The University has a robust anti – cultism campaign.
- ix. The University has zero tolerance for indiscipline.
- x. The disciplinary cases against student showing the University's zero tolerance for indiscipline are: theft, sexual harassment, unruly behavior, abusive language, smoking dried weed suspected to be Indian hemp, threatening utterance to University staff and examination misconducts.

**12.3. The structures used by the University in the discipline of students are:**

- i. Students Affairs Division
- ii. Student's Disciplinary Committee
- iii. Security Unit
- iv. Senate Committee on Examination Misconduct
- v. The Senate

**12.4. The Student's Disciplinary Committee, headed by a Chairman, is an eleven member Committee comprising of:**

- i. Deputy Vice – Chancellor, Administration (Chairman)
- ii. Representative of the legal unit.
- iii. Representative of the Congregation
- iv. Representative of Senate
- v. Student Union Government
- vi. Representative of Directorate of Exam and Admission and Records
- vii. Representative of Registrar
- viii. Representative of Student Affairs Division
- ix. A Counsellor

**12.5. Recommendations:**

- i. The University should be commended for its disciplinary efforts which have yielded results in the reduction of cases instituted by students against the University for not following due process in the discipline of students;
- ii. The University should be commended for its adherence to the principle of fair hearing in the handling of disciplinary cases involving students;
- iii. The University should also be commended for its speedy handling of the disciplinary cases;
- iv. Students undergoing disciplinary cases should have access to legal representation; and
- v. The University should be commended for its drive against cultism.