

REPORT OF THE

PRESIDENTIAL VISITATION PANEL

TO THE

FEDERAL UNIVERSITY LOKOJA,

KOGI STATE

FROM 2016 - 2020

JUNE, 2021

EXECUTIVE SUMMARY (2016-2020)

Interactions

- ❖ The Presidential Visitation Panels were constituted and inaugurated on 13th April, 2021 by the Honourable Minister of Education on behalf of the Visitor to the 38 Federal Universities, His Excellency Muhammadu Buhari, GCFR, President of the Federal Republic of Nigeria. Each of the Panel, as was the case with Federal University Lokoja (FUL), comprised of a Chairman, five other members and a staff from the Federal Ministry of Education (FME) or its Parastatal/Agencies who served as Secretary. The Panel's work covered the period 2016-2020.
- ❖ The Panel to the Federal University, Lokoja had Ambassador Godknows B. Igali, *OON* as Chairman, Engr. Prof. Aribisala J. Olugbenga, *FNSE, FIPA*, Barr. Ngozi Mathar Udodi, Mr. Bitrus Hudson Usmana *FCNA*, Barr. John Benson Umoren, Prof. Christopher C. Eze as members. Mrs. Claris N. Ujam of the Federal Ministry of Education served as Secretary.
- ❖ The Panel's work comprised of various methodologies which included series of online meetings, physical visitations to the university which were conducted on two occasions of at least 6 working days each and interface with other stakeholders related to the university system and the local community. Accordingly, meetings were held with the Kogi State Governor (represented by the Deputy Governor), Council of Traditional Rulers (represented by the Maigari of Lokoja), Commissioner of Police, State Director of Department of State Services (DSS).
- ❖ The interactions with the university community were with the former Pro-Chancellors, Hon. Innocent Ugo Chima, Prof. Nimi Briggs, the current Pro-Chancellor, Senator Chris Iheanyichukwu Adighije, the pioneer Vice Chancellor, Prof. Abdulmumini Hassan Rafindadi, the immediate past Vice Chancellor, Prof. Angela Freeman Miri, management staff of the university, and senior staff of the university (all Deans of Faculties, senior Professors and Directors). Other members of the university that the PVP had conversations with were the Academic Staff Union of Universities (ASUU), Senior Staff Association of Nigerian Universities

(SSANU), Non-Academic Staff Union (NASU), National Association of Academic Technologists (NAAT), Alumni Association and Students Union. The Panel also spent ample time to interact with the students and other levels of staff of the university.

Quality of Leadership

- ❖ On the overall, the Panel was able to determine that the university had a solid quality of leadership, both from the Governing Council and management during the period under review. These contributed to the proper take-off and subsequent exponential expansion of the university in terms of academic programmes from two to nine Faculties as well as the Post graduate programmes and the Remedial programmes. The university which was ensconced during the 2011-2015 period within a take-off site at Adankolo in the heart of Lokoja town was also able to see the fast growth of its permanent site at Felele between 2016-2020. The fact that the management of the university was able to build a good synergy with the TETFund and thereby attracted a lot of projects in helping it develop its permanent site is quite commendable and a demonstration of the quality of leadership that existed within the period. Majority of the staff and adjoining community members and stakeholders applauded the calibre of University Council and Vice Chancellor who steered the ship of the university during the period under review.
- ❖ This notwithstanding, some members of ASUU in the university averred that the VC from 2016-2020 was aloof and inaccessible. Some others brought up reports of suspected improprieties, especially on financial matters and procurements.
- ❖ The Panel went to great lengths to ascertain these but could not easily determine as there were no documentary evidence to support this position and therefore unable to pursue the matter further. From rigorous review of the books, no acts of impropriety existed anywhere and these were like the "old wife's tales".

Crisis Management in FUL and Nigerian Universities

- ❖ During the 2016-2020 period, a number of crises ensued, with a number of problems ending in courts of law. These created much bad blood and tension

between the Vice Chancellor and some senior Lecturers. Efforts by the Council to mediate proved abortive and resort was made to Law Courts. Going forward, we consider it apt to suggest:

- That universities be made to have Alternative Dispute Resolution Mechanism, to help mediate and bridge parties to dispute as Governing Councils could easily be seen as biased.
- Where such internecine conflicts at FUL or any university seem to seriously affect the academic work and progress of the university, the law should be amended to enable the Visitor invoke his/her constitutional power, through the Hon. Minister of Education to restore normalcy.

Appointment of Governing Council and Vice Chancellor

- ❖ There is tendency, as was the case of FUL, for internal state politics to creep into a Federal University. Going forward, the Panel holds the view that these could be reduced to the minimum.
- ❖ The panel also recommends that Pro-Chancellors and members of Governing Council should be selected from the cream of Nigerians with requisite experience, professionalism and character. This is to ensure that the roles which they play in the development of universities in the country are of highest standards.
- ❖ With respect to the appointment of Vice Chancellors, the panel recommends that this should be chosen from amongst candidates who have at least ten (10) years of experience as Professors, amongst other criteria.

Academic and Physical Development of the University

- ❖ As stated earlier, the university grew quite remarkably during the five years under review. From two Faculties of Arts and Social Sciences and Sciences which existed during the 2011-2015 period, seven new programmes were added, bringing the total courses from 11 to 41.
- ❖ With respect to physical development, the Kogi State Government gave the university the Adankolo Campus which was hitherto a Science School for its take-off.

- ❖ The Adankolo Campus is at present well developed, efforts made by the pioneer VC (2011-2015) and the second VC (2016-2020) brought about expansion to Felele Campus. The expansion to Felele became necessitated because Adankolo Campus can no longer be helpful as the university has expanded its academic programmes to a level that has attracted interest from both faculties and students.
- ❖ The aggressive steps which the 2nd VC (Prof. Mrs. Miri) had taken to develop the permanent site at Felele which hitherto was a piece of inaccessible land given by the Kogi State Government has created a vista of hope for this university to grow to its full potentials. Accordingly, with the help of TETFund, several new structures for Felele including hostels for male and female students had been built. However, these structures are still totally inadequate for a Federal university that is beginning to attract tremendous attention around the country.

Suggested Focus of the University

- ❖ Globally, universities are tending to go into specialisations based on a number of factors. These may include location and the circumstances under which the universities were established, i.e. the needs which any particular university was established to meet. The present administration under the leadership of H.E. President Muhammadu Buhari, GCFR, through the National Universities Commission has itself directed that universities in Nigeria should focus towards certain areas of specialisation to meet the needs of the country.
- ❖ The Federal University, Lokoja has a number of peculiarities which future management of the university beyond the period under review, could look into and pay attention to. FUL is located at a major confluence of two of Nigeria's or rather two of Africa's leading rivers, i.e. Rivers Niger and Benue. This is a pointer to the fact that the university could show strength in the Sciences, Hydrological, and Hydrobiological studies. Even more pertinent is the fact that the university is just few kilometres from one of the largest mineral belts of the country and the African continent. It could be said to be adjacent to the Ajaokuta Steel Complex, the Itakpe Iron Ore Project, even the Obajana Cement Complex, and the country's

largest coal fields at Ankpa. This is a pointer to the fact that the university can create a niche for itself in Geology, Engineering, Agriculture and Earth Sciences. This could also enable it attract partnerships from some of these concerns when some of these Specialised Departments are created. Also, unlike other universities in the country, FUL's proximity to Abuja and the fact that it is in the main meeting point in Nigeria could also enable it establish a strong School of Law, Social Sciences especially as it pertains to Political Science, Business Management and Entrepreneurship.

Needs of the University

- ❖ Much of the work of the Panel focused on what would enable this university to flourish the more to its full capacity. This is particularly in view of the fact that an academic institution of its standard, in a place such as Lokoja which is the most outstanding intersection in Nigeria, bringing together the east and the west, the north and the south for the past 100 years and sharing boundaries with 9 states could become a centre of academic excellence and national integration. This is besides the fact that Lokoja town, where this university is sited is the nearest state capital to the FCT and therefore capable of providing additional facilities for learning for its residents, including the international community.

Arising from the above, the Federal University, Lokoja needs to be given copious assistance in its further efforts for expansion and development. Some of the main areas that need urgent attention include:

- ❖ Extensive development of the Permanent site at Felele to accommodate more student hostels and facilities for learning.
- ❖ Urgent repairs of vandalised and dilapidated academic facilities, laboratories and library which were built by the Federal Ministry of Education at the inception of the institution.
- ❖ Urgent perimeter fencing of the institution's permanent site, Felele in view of its location on an inter-state highway and the security situation in the country.

- ❖ Supply of vehicles and buses to commute students and lecturers from the Adankolo Campus where academic activities would still continue to the Permanent Site at Felele.
- ❖ Clear directive to be given to security services to help secure the campuses of the university in view of the fact that it is on a major inter-state highway and could become vulnerable to criminal elements.
- ❖ Prevail on the Kogi State Government to issue the Certificates of Occupancy for both the Temporary Site at Adankolo which the School intends to convert into a College of Health Sciences and the Permanent Site at Felele. Without the legal instrument of ownership, it would be difficult for the school to raise funds outside government sources or even go into some forms of partnership with relevant institutions.

CURBING DISRUPTIONS IN THE UNIVERSITY SYSTEM

One of the greatest concerns in the Tertiary Education System in Nigeria is the continuous disruptions in the school calendar due to unending strikes. In the past, strikes were instigated by Student Union due to welfare issues. In recent times this has changed to labor disputes and disruptions caused by Academic Staff, Non-Academics Staff, Technical Staff, Technologist, etc.

The concerns of the labor unions center on:

- 1) Poor working environment
- 2) Lack of equipment for effective research and teaching
- 3) Lack of opportunities
- 4) Career fulfilment, such as research grants, opportunities to attend conferences within and abroad
- 5) Lack of opportunities for further studies including post graduate and PhD
- 6) Non fulfillment of Federal Government to it's commitment e.g as agreed with ASUU in 2009
- 7) Need to review 2009 agreement after 11 years of little implementation

8) Myriad of problems introduced by the implementation of IPPS into the University system

9) E.T.C

It is important for the Federal Government to address these and related issues on a continuous basis to avoid these disruptions.

It may be useful to put in place a working team or adhoc committees of seasoned administrators e.g retired Heads of Service or Permanent Secretary and Former University Administrators to continuously dialogue with the main labor union in the University system or the entire Tertiary Education System and Management with a view to solve problems as they arise.

Conclusion

- The Presidential Visitation Panel to the Federal University, Lokoja found its work at FUL for the period (2016-2020) quite worthwhile. For the fact that it is a new university, some of the lessons learnt there would be useful as contained in the main report in the further development of university system in Nigeria. It is important to restate once more, that the location of the Federal University, Lokoja which is fortuitous but quite significant places it at the vortex of efforts at national unity.
- While it is important to assure of the proper development of the entire tertiary education setting, we make bold to advise that special attention should be paid to this institution. As its future growth will go beyond academic formation of our youth to building a new set of Nigerians who will see the entire country as their home.

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CHAPTER 1

1.0 INTRODUCTION

1.1 The inauguration of 34 Presidential Visitation Panels (PVPs) to Federal Universities and 4 Inter-University Centres in Nigeria by the Honourable Minister of Education held on Tuesday, 13th April, 2021, at the National Universities Commission (NUC) Abuja.

1.2 This exercise was in line with the laws of the Federal Republic of Nigeria guiding the establishment of federal universities and inter-university centres in the country. The law requires constant stock taking of the activities of those institutions by panels of knowledgeable individuals for the purposes of improving their efficiency and effectiveness.

1.3 The (PVP) is the highest level of engagement between the Visitor, President Muhammadu Buhari, *GCFR* and the institutions. The panel was assured of Government's commitment to fully implement all accepted recommendations arising from its report.

1.4 This Panel, similar to others, was given full powers and authority to visit the Federal University, Lokoja, Kogi State, to see what has transpired in the institution in the past, what is happening now and to recommend plans towards a better future for improved quality education and service delivery by the University. The visitation covered the period 2016 to 2020 and had 60 days to complete the assignment.

1.5 Objectives of the exercise

The main objectives of the Presidential Visitation Panel were:

- i. To appraise the performance of the institutions, in terms of the leadership qualities of the Vice-Chancellors, Principal Officers and the Governing Councils,
- ii. To ascertain the extent to which they have fulfilled their mandate for public good during the period under review.
- iii. To look closely into financial management, administration and the overall conditions for teaching, learning and research in the institution.
- iv. To make appropriate recommendations to the Federal Government.

1.6 Period under review

The span of this review is from 2016 to 2020, a period of five years covering the administration of Professor Angela Freeman Miri as the Vice Chancellor.

1.7 Terms of Reference (ToR)

To guide its work, deliberations and report its findings, the panel like similar others is expected to work with the following Terms of Reference:

- 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 each university in terms of the roles of governing council, the vice chancellors and other principal officers;*
- iii. To look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations;*
- iv. To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;*
- v. To examine the adequacy of the staff and staff development programmes of each 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 (i.e. Governing council, NUC, and the Federal Ministry of Education (FME));*
- 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;*
- viii. To trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction;*
- ix. To examine the general security in the university and how the university has dealt with it and recommend appropriate measures; and*
- x. To examine the processes and structures of discipline of students in each university in line with the due process of the rule of law.*

The work of this panel and the recommendations contained herein are therefore closely guided by these ToR.

1.8 Composition of Membership

The members of the Presidential Visitation Panel to Federal University Lokoja are as follows:

S/N	Name	Position	Address
1	Ambassador Dr. Godknows B. Igali, <i>OOV</i>	Chairman	Former Ambassador and Retired Federal Permanent Secretary, Abuja
2	Prof. Aribisala J. Olugbenga FNSE, R.ENG	Member	Department of Civil Engineering, Ekiti State University, Ado Ekiti, Ekiti State
3	Barr. Ngozi Udodi	Member	Legal Practitioner, Anambra State
4	Mr. Bitrus Hudson Usmana (FCNA)	Member	Chartered Accountant, University of Maiduguri
5	Barr. John Benson Umoren	Member	Legal Practitioner, Akwa Ibom State
6	Prof. Christopher C. Eze	Member	Dean, Post Graduate School, Federal University of Technology, Owerri, Imo State
7	Mrs. Claris N. Ujam	Secretary	Deputy Director, Department of Educational Planning, Research and Development, FME, Abuja

CHAPTER 2

2.0 METHODOLOGY OF THE PRESIDENTIAL VISITATION PANEL

2.1 The panel commenced its preliminary interaction and meetings via the social media, teleconferencing and webinar. These focused on:

- i. Creating personal contacts among members of the Panel;
- ii. Sharing thoughts on the job content;
- iii. Creating content and agreeing on a work plan;
- iv. First visitation to the university;
- v. Commencement of initial writing of report;
- vi. Second visit to the university; and
- vii. Interactions with other stakeholders (former Pro-Chancellors, former Vice Chancellors, Executive Secretary, TETFund, etc).

2.2 Visits to Federal University Lokoja

The other method adopted by the panel was to make two physical visits, each lasting one week, to the University and the environment in which it operates.

2.3 For the first visit, members arrived Lokoja on Monday, 26th April 2021. A familiarization meeting was held among members during which the Chairman, Dr. Godknows Igali, welcomed the entire team to Lokoja and congratulated them for being found worthy of the assignment. He implored all the members to be open minded in carrying out this assignment.

2.4 Furthermore, the Chairman informed the members that the task ahead is a very important national assignment which requires commitment, critical and comprehensive attention to every aspect of life in the institution, Federal University Lokoja (F.U.L). That the members' ability to harness, collect and collate this vital information will aid a comprehensive, reliable and timely panel report.

2.5 Meeting with the University's Management

The Panel paid a courtesy visit to the new Vice Chancellor (VC), Prof. Olayemi Durotimi Akinwumi during which the Chairman informed him of the purpose of the visit and the Terms of Reference (ToR). In his response, the VC welcomed and thanked all the members for coming and expressed hope that the outcome of the visit to the institution will be impactful and of great value to all the stakeholders.

2.6 Meeting with the Management and Principal Officers commenced with a general introduction of the Principal Officers and PVP members. In his welcome remarks, the VC expressed joy at seeing the members and informed the house that he believes and trusts that with the calibre of the membership of the PVP, the institution will receive the much-needed attention from the government. He further informed the gathering that he is the third VC of the institution which is eleven years old.

2.7 The VC informed the panel that the institution plans to move fully to its permanent site by October, 2021 and that necessary infrastructure needs to be put in place before the movement. Also, that the school has a lot of challenges and in dire need of perimeter fencing, water supply, electricity etc. He promised to cooperate and support the PVP to succeed in its assignment.

2.8 The Chairman thanked the VC and other Principal Officers for a warm welcome. He informed all that the PVP was set up to visit some of the universities in the country in order to ascertain their current situations, needs and challenges for proper government intervention. He further emphasized that Kogi State and FUL being a gateway to many States and occupying a geo-strategic position in Nigeria must operate overboard for better, qualitative and functional teaching and learning, and that students must be moulded in character and learning. He also informed the house that the PVP will be meeting and interacting with all the stakeholders in the institution in due course.

2.9 The Chairman requested the Secretary of the PVP to read out the ToR as well as the required documents from the institution. The Chairman further informed the house that the PVP has 60 days to submit its report to government and that it is his wish to have the report submitted in less than 60 days. He therefore appealed to all officers concerned to commence work immediately so as to provide all the necessary documents.

2.10 Meeting with Labour Unions

The panel also met with labour unions in Federal University Lokoja, such as Academic Staff Union of Universities (ASUU), Senior Staff Association of Nigerian Universities (SSANU), Non-Academic Staff Union (NASU), National Association of Academic Technologists (NAAT), Alumni Association and Students Union. In his speech, the Chairman appreciated the efforts of the various unions and informed the meeting that the exercise is carried out for the good of the institution. He also informed the unions that the PVP will listen to everybody's opinion, observations, comments, suggestions and that recommendations will be made to the Federal Government.

2.11 Visits to the Campuses

The PVP led by the Vice Chancellor and his management team inspected the two campuses, Adankolo campus and the Felele campus of the University. The places inspected were:

- Lecture rooms
- Lecture halls
- Health Services Centre (Clinic)
- Male hostels
- Female hostels
- Administrative offices
- Library
- Laboratories
- Information Communication Technology Centre (ICT)
- Faculty buildings
- General environment of the University

2.12 Visits to other Dignitaries

The PVP also paid courtesy visits on Chief Dr. Edward Onoja, the Deputy Governor of Kogi State; Mr. Tosin Ajayi, Director, Department of State Security; CP. Ede Ayuba Ekpeji, Commissioner of Police; Commander P.S. Maigari, Commandant of NSCDC and His Royal Highness, Alhaji (Dr.) Muhammadu Kair Maikarfi (III) OON, the Maigari of Lokoja Confluence City, traditional ruler of Lokoja. The Chairman solicited the support, assistance and cooperation of all the personalities visited. The issues raised and discussed included:

- Their impressions on the operations and impact of the University.
- Suggestions on improvements, where necessary.
- Cooperation on such matters as security, movement to permanent site.
- Perimeter fencing.
- Securing of Certificate of Occupancy.

2.13 Individual interaction with Deans and Directors

The Panel had individual interactions with the following:

- i. Dean of Post Graduate Studies.
- ii. Dean of Arts.
- iii. Dean of Education
- iv. Dean of Management Sciences
- v. Dean of Science.
- vi. Dean of Social Sciences

- vii. Director, Quality Assurance.
- viii. Director, Research and Development
- ix. Director, Audit.
- x. Director, Physical Planning
- xi. Head, Procurement.
- xii. Students in different Departments and Faculties.
- xiii. And closing meeting with some Principal Officers: VC, DVC, Bursar and the University Librarian.

2.14 Second Visit to Federal University, Lokoja

Members of the Panel undertook a second visit to the university and its environs from 30th May to 4th June, 2021.

2.15 During the visit, members of the Panel had fresh opportunity to interact with the Vice Chancellor, Deputy Vice Chancellor, the Registrar and other members of the management. These include:

- i. All Deans of Faculties;
- ii. All Senior Professors;
- iii. All Heads of Departments such as the Librarian, Bursar, Director of Works, Head of Procurement, etc.

2.15.1 The panel used this as further opportunity to get deeper insights into the work of the university and also sorting out various issues pertaining to the style of leadership of the former VC and Council and measure their overall performance. In summary, about 80% of them observed that the tenure of the former Council as well as that of the former VC were remarkable. This is due to the fact that much infrastructural development was achieved and the academic programmes in the university were expanded beyond two Faculties which had existed to nine. They also commended the immediate past leadership for the addition of the Postgraduate School and the School for Remedial Studies. Finally, they all noted that the steady movement to the Permanent Site, particularly involving the management, heralded the ultimate relocation of the university from Adankolo to the Felele site.

2.15.2 However, a few senior staff who had reservations focused on the VC as being high-handed and inaccessible. They also indicated that there were acts of impropriety but no specific case was cited and no documentary evidence was presented to support their claim.

2.16 During this second visit, members of the Panel also had opportunity to attend a Special Session of the Senate of the university which held on 2nd June, 2021. The Chairman of the Panel was given the opportunity to address the Senate, during which he emphasized the fact that the panel was still ready to receive any information, both on the past and on what to make the university better in the future. He also enjoined the Senate which comprises the most senior academic staff of the university on unity and common purpose in moving the university forward.

Arrangement of Work

2.17 The details of membership is stated in both the executive summary and chapter one of the report.

2.18 We have inserted an executive summary as well as a chapter (Chapter Two) which deals with our methodology. This outlines the modus operandi of the committee, which included series of visits to the University, very close engagement with members of the University community and other stakeholders as well as other activities that were taken to ensure a fruitful outcome.

2.19 From Chapter Three, the report has been written following the outline of the ToR as given to the PVP. It is worthy of note, that in each Chapter, after stating the specific ToR the report goes on to describe what was observed and ends up with a recommendation. The recommendation tries to capture what the committee considers as best standards and irreducible minimums for the building of the World Class University.

2.20 The final chapter i.e Chapter 14, is a global definition of the main problems and what we term "General Recommendations". At the end of the work, some photographs and appendices are attached.

CHAPTER 3

3.0 HISTORICAL BACKGROUND OF FEDERAL UNIVERSITY LOKOJA

3.1 The establishment of the Federal University Lokoja (FUL) began with a memorandum presented by the then Minister of State for Education, Olorogun Kenneth O. Gbagi to the Federal Executive Council at its 39th meeting held on Wednesday, 10th November 2010. This was during the administration of His Excellency, Dr. Goodluck Ebele Jonathan, GCFR. The memo in question requested for the establishment of 44 additional tertiary institutions nationwide to address the twin challenges of access and equitable educational development of States in the Federation.

3.2 Council in its wisdom, however, approved the establishment of twelve new universities on the basis of equity, fair spread and access. Nine universities, one of which was Federal University, Lokoja were approved for immediate take-off under phase 1 of the initiative.

3.3 Sequel to the above approval, a twelve-member committee under the chairmanship of Prof. Julius A. Okojie, then Executive Secretary, National Universities Commission was inaugurated by the Honourable Minister of State for Education, on Thursday, 11th November, 2010 to among other assignments develop the modalities for the location and take-off of these Universities. The Committee visited the identified states and with the support of the respective State Governments, permanent as well as take-off sites were identified.

3.4 Location of Federal University, Lokoja

The University is sited at Lokoja, the capital city of Kogi State of Nigeria in the North Central political zone. The Federal Executive Council also approved the sum of ₦2 billion for each University to be sourced from the then Education Trust Fund (ETF). The establishment of the university was backed up by a gazetted Establishment Act of 2015, Federal Government Gazette No. 57 Vol.103 – PPA 129-A159 of 5th April, 2016.

3.5 Subsequently, a Pioneer Vice-Chancellor and Registrar in the persons of Professor Abdulmumini Hassan Rafindadi and Mrs. Habiba Anavoza Adeiza were appointed. On completion of their tenure, Professor Angela Freeman Miri, *mni* was appointed 2nd Vice Chancellor of Federal University Lokoja on 11th February, 2016.

3.6 Permanent Site of Federal University, Lokoja

The Federal University Lokoja is therefore located in Lokoja, the capital city of Kogi State. At present, the University operates from Adankolo, the take-off Campus, behind Specialist Hospital, Lokoja while its permanent site is located along Lokoja-Okene Road, Felele, Lokoja.

3.7 Commencement

F.U.L. commenced its academic programmes in 2012 with two Faculties, viz: Faculty of Arts and Social Sciences; and Faculty of Sciences. The total population of students was 446 spread across eleven (11) Departments. Presently the University has five Faculties: Arts; Education; Management Sciences; Science; and Social Sciences with over 7500 students and a total of 1241 academic and non-academic staff. Furthermore, FUL has graduated its first, second, third and fourth sets of students and runs 11 Post-graduate programmes.

3.8 Following the increase in students' enrolment (from 7,500 to 7,800), number of academic programmes (from 11 to 41) and staff, the Adankolo campus became inadequate and choked up to accommodate everybody. This led to the gradual movement to the permanent site at Felele, which had systematically been developed during the period under report, 2016-2020.

3.9 The first and current Chancellor for the institution is Alhaji (Dr.) Muhammadu Abali Ibn Muhammadu Idriss, CON, the Emir of Fika and Chairman, Yobe State Council of Chiefs. Chief Hon. Innocent Ugo Chima, OON was the 1st Pro-Chancellor and Chairman of the Governing Council, while Professor Emeritus Nimi Dimkpa Briggs was the 2nd Pro-Chancellor and Chairman of Governing Council, i.e. for much of the period under report. The current Pro-Chancellor and Chairman of Council is Senator Chris Iheanyichukwu Adighije.

MAP OF KOGI STATE

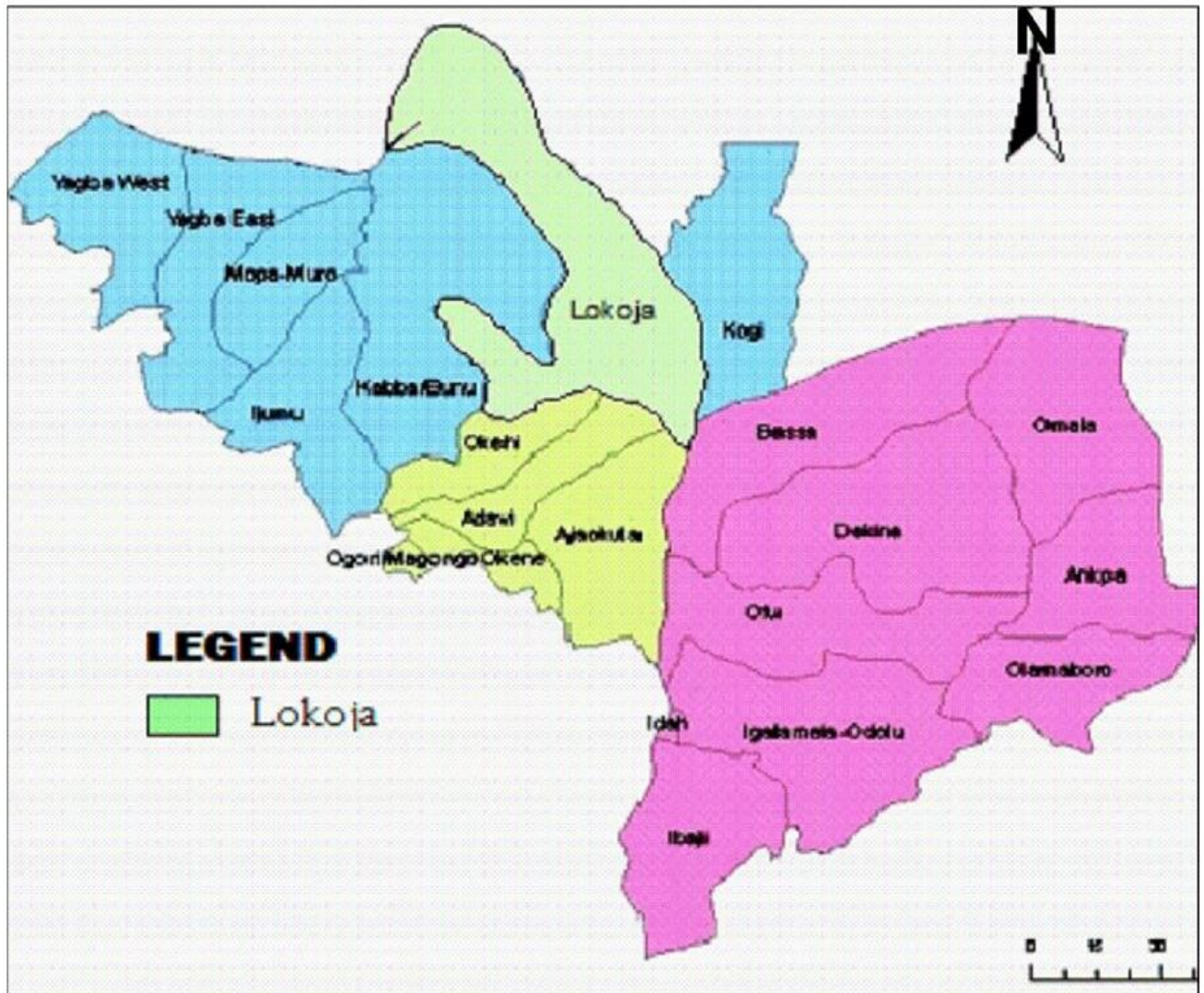


Figure 2: Map of Kogi State showing Lokoja.

3.10 The Catchment Area

The Kogi State itself came into existence on 27th August, 1991 during another state creation exercise under the Administration of General Ibrahim Badamosi Babangida Military Government. The separate parts of the defunct Kabba province in Kwara State and Benue State were brought back and merged to form what is now Kogi State. Lokoja, the River Niger and River Benue confluence city is the capital of the state.

3.11 Kogi state is currently divided into 21 Local Government Areas and three senatorial zones. The State is bordered unusually by nine (9) states, i.e. to the south-east by Enugu State, to the east by Benue and Edo States, to the north-east by Nasarawa state, to the north by Niger state and FCT, to the north-west by Kwara, to the south-west by Ondo and Ekiti states and to the south by Anambra state. The state has a total land area of about 30,354.74 square kilometres and an average height of about 1,400 metres above the sea level. The confluence of the rivers Niger and Benue create alluvial fertile soil which is very good for crop production.

3.12 Ethnically, the state is heterogeneous with Igala, Ebira, and the Okun forming the major groups. There are also small ethnic groups like the Bassa Kiwomus, Bassa-Nge, Nupe, Oworos, Kakandas, Ebira-koto and Ogori-Magongo. The 21 local government areas of Kogi State are: Adavi, Ajeokuta, Ankpa, Bassa, Dekina, Ibaji, Idah, Igalamela-Odolu, Ijumu, Kabba/Bunu, Kogi, Lokoja, Mopa-Muro, Ofu, Ogori/Magongo, Okehi, Okene, Olamaboro, Omala, Yagba East and Yagba West.

3.13 Bearing its peculiar location at the intersection and crossroad of Nigeria, since the founding of the country in 1914 by Lord Lugard, Lokoja which was a national capital at a time, is also very important to several other Nigerian ethnic groups who have settled there during the last 100 years.

3.14 Mission and Vision of FUL

The Vision of the Federal University Lokoja is to be the best among the nine newly established Federal universities in Nigeria in 2011 and one of the top ten ranking universities in Africa.

3.15 The Mission of the Federal University Lokoja is to train employable graduates through competence-based teaching, applied research and practical community service to the catchment area, Africa and the world.

3.16 The philosophical inclinations of the Federal University, Lokoja are anchored on the following pillars:

- i. Promotion of knowledge in contra-distinction to ignorance
- ii. Sensitization to the differences between good and evil
- iii. Comparing creativity and imagination, and
- iv. Weighing intelligence and dumbness.

3.17 Core Values of FUL

From the time of its take-off, the core values of the University were enumerated to include:

- i. The university will not tolerate any form of discrimination on the basis of race, religion, language, ethnicity or social status;
- ii. As a strong believer of the sanctity of life, the university demands unequivocal respect for and protection of every human life within the campus;
- iii. The university abhors the existence of and membership in any anti-social societies be they in the form of cults or other unwholesome groups;
- iv. As an institution intent on promoting excellence in academic work, research and extension services, paramount attention shall be given to all those who demonstrate enthusiasm in that direction;
- v. Members of the university community shall uphold the highest level of self-discipline, altruism and respect for others in the conduct of affairs;
- vi. The university shall promote climate of freedom, peace and serenity required for the successful pursuit of learning;
- vii. The university shall place strong emphasis on team work and shall therefore expect every member of the university to complement the efforts of the university management;
- viii. The lecturers shall be expected to treat their students with patience, respect and understanding showing empathy and restraint when and where necessary;
- ix. Members of the university community shall be accorded the recognition of their individuality and the university shall be guided by the philosophy of differences when necessary, similarity when possible;
- x. As an upholder of the highest level of ethics, the university frowns at plagiarism at all level (involving student or staff) coercion, bullying, malpractices, alterations and obscenity;
- xi. The university expects the highest level of honesty and integrity from all its members. It is therefore incumbent on everybody in the university to respect and protect university and other people's property. Any member of the university community behaving to the contrary shall receive the severest of punishments;
- xii. Individuals who have temporary residency such as food vendors, news-agents, sellers of recharge cards, and those providing vehicular facilities, etc shall be expected to conduct themselves within the ambits of the university laws, regulations and core values; and
- xiii. Since it is practically impossible for the university to monitor everybody's action every time and everywhere, it is expected that each member of the university shall be guided by that human attribute universally known as conscience or the fear of God.

3.18 Arising from its Mission statement as well as vision statement and core values, the Federal University Lokoja has set itself to pursue the following as its major objectives:

- i. Teach students the best in their chosen fields and encourage them to be creative in their thoughts;
 - ii. Promote quality research in the Sciences and Liberal Arts, which can be basic or applied;
 - iii. Provide relevant and up-to-date facilities for teaching and research;
 - iv. Contribute to the social, economic and cultural development of our immediate community, Nigeria and the generality of humanity;
 - v. Partner with the host community, research institutes, local and international organizations and relevant ministries to carryout specialized programmes that could change the lives of people;
 - vi. Activate budding talents such that they in turn can be front runners in catalysing innovations that could be systematically employed to usher realistic changes beneficial to mankind;
 - vii. Build a neighbourhood consciousness that will harmonize the relationship between the university members and all those who live within the immediate vicinity of the university.
- ❖ Seen against the backdrop of the *raison d'être* behind its establishment by the Federal Government, the Mission, Vision, Core Values and Objectives which the University has set to itself were found by the panel to be germane. However, it remains to be seen, to what extent these have been put to work and achieved in the actual day-to-day functioning of the university.

CHAPTER 4

4.0 TERMS OF REFERENCE 1: THE LEVEL OF IMPLEMENTATION OF THE WHITE PAPER ON THE LAST VISITATION REPORT

4.1 Since its establishment in 2011, the Federal University, Lokoja (FUL) has never received a visitation panel. Accordingly no report or white paper exists on visitation exercise. This ToR is therefore **NOT APPLICABLE.**

CHAPTER 5

5.0 TERMS OF REFERENCE 2: THE LEADERSHIP QUALITY OF THE FEDERAL UNIVERSITY, LOKOJA IN TERMS OF THE ROLES OF THE GOVERNING COUNCIL, THE VICE CHANCELLORS AND OTHER PRINCIPAL OFFICERS

Considering that FUL is a relatively new university, members of the Panel devoted close attention to the quality of leadership which existed during the period under review. This is more so as it coincided with the second Council of the University as well as the second Vice Chancellor. The Panel therefore notes as follows:

5.1 Governing Council

S/N	NAME	GENDER	STATE OF ORIGIN	THE ROLES OF THE GOVERNING COUNCIL
1.	Prof. Nimi Dimkpa Briggs KSC, JP, OON, MBBS, MD, FRCOG, FWACS, FAC, FIPS Pro-Chancellor from March 2016 – February 2020	Male	Rivers	The Governing Council is charged with the general control and superintendence of the policy, finances and property of the University, including its public relations.
2	Sen. Chris Iheanyichukwu Adighije PHD, FNMGS Pro-Chancellor from July 2020 till date	Male	Abia	The Pro-Chancellor, appointed by the Visitor is the Chairman of the Governing Council and presides over the functions of the Council.
				Being a seasoned university administrator, Prof. Nimi Briggs steered the ship of his Governing Council with much professionalism and gave the university the guidance which it needed during a very difficult time when there were a lot of internal rifts. The Pro Chancellor carried out his duties with great professionalism and exhibited the leadership expected of him and his Governing Council in a new university.
				Similarly, Senator Chris Adighije who came as Pro-Chancellor for eight month under the period of

				review equally being an academic and a seasoned politician, showed the needed leadership.
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5.2 Vice-Chancellor

S/N	Name/Details	Gender	State of Origin	Specialization	Tenure	The roles of the Vice-Chancellor
5.	<p>Prof. Angela Freeman Miri</p> <p>Feb. 2016 – Feb. 2021</p>	Female	Plateau	English Literature	Feb. 2016 – Feb. 2021	<p>The Vice-Chancellor is the Chief Executive Officer and the chief policy implementer of the University. The Vice-Chancellor's appointment is by the Governing Council. She is the Chairman of Senate and presides over its functions. She is assisted by the Deputy Vice Chancellor(s)</p> <p>Prof. came to FUL as a previous Dean of Faculty from the University of Jos and with wide administrative experience as a Commissioner in Plateau State. She focused greatly on academic and physical expansion of the university. She achieved this in a spectacular way. Few members of the university community considered her high-handed and inapproachable but the majority greatly appreciated her service and integrity.</p>

5.3 Registrar

S/N	Name/Details	Gender	State of Origin	Specialization	Tenure	The roles of the Registrar
6	Usman Suleman Obansa Feb. 17, 2017 – Date	Male	Kogi	Public Admin.	Feb. 17 2017 – Date	The Registrar is the Chief Scribe and Chief Administrative Officer of the University and directly responsible to the Vice-Chancellor. She is Secretary to: 1. The Governing Council 2. The Senate 3. The Congregation 4. The Convocation 5. The forum where applicable and other University Committees

5.4 Bursar

S/N	Name/Details	Gender	State of Origin	Specialization	Tenure	The roles of the Bursar
7.	Alhassan Sheikh Ibrahim May 4, 2015 – May 4, 2020	Male	Niger	Accountancy	May 4, 2015 – May 4, 2020	The Bursar handles all financial matters of the University, being the custodian of the University's purse. The Bursar also handles purchases or procurement (in conjunction with the Procurement Officer) and store up goods for the University and keep records of the University's accounts. The Bursar is directly answerable to the Vice-Chancellor.
.	Mr. John Shilo Sule 2/11/2020 - Date	Male	Nasara wa	Accounting and Finance	Nov. 2, 2020 – Date	

5.5 University Librarian

S/N	Name/Details	Gender	State of Origin	Specialization	Tenure	The roles of the University Librarian
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9.	Dr. Ezra Shiloba Gbaje May 4, 2015 – May 4, 2020	Male	Kogi	Information Science	May 4, 2015 – May 4, 2020	The University Librarian is in charge of the University Library, heading a team of qualified professional staff in a number of operational divisions in the Library. The University Librarian is responsible to the Vice-Chancellor for the well-being and progress of the Library.
10.	Dr. Sarah Dauda Yani 27/10/2020 – Date	Female	Kaduna	Library and Information Science	October 27, 2020 – Date	

5.1 The Chancellor: The Chancellor, who is a traditional ruler was appointed by the Visitor and functions as ceremonial Head of the University, presiding over Convocation Ceremony and may liaise with the Visitor on behalf of the University when and if the need arises to do so. The Chancellor performed his duties creditably and remained a father figure to the university during the period under review and since its foundation. The Chancellor also expressed satisfaction with the way the Council and management of the university carried out their duties.

5.2 Governing Council: The Pro-Chancellor, appointed by the Visitor is the Chairman of the Governing Council and presides over the functions of the Council. The Governing Council is charged with the general control and superintendence of the policy, finances and property of the University, including its public relations.

5.2.1 The University Council makes statutes for the organization, policy, structure, powers, development, financing, responsibilities and general management of the University. The Council acquire landed and other forms of properties for the use of the University, controls and superintends the affairs of the university, determines the procedure for financing the university, determines the terms and conditions of appointment, appoint, promotes and discipline staff. The Council also consider and approve annual budgets, short term, medium and long term development proposals of the university, the university's annual report and auditors reports at the end of each academic year

5.3 Vice Chancellor: The Vice-Chancellor is the Chief Executive Officer and the chief policy implementer of the University. The Vice-Chancellor's appointment is by the

Governing Council. She is the Chairman of Senate and presides over management meetings and provides overall leadership. She is assisted by the Deputy Vice Chancellor.

5.3.1 The leadership quality of the Vice Chancellor, Prof. Angela Freeman Miri was seen in the following academic and administrative achievements:

5.3.2 Staff verification and proper placement, re-accreditation of all the programmes in the faculty of science, resource verification of post graduate programmes, creation of additional faculties from 2 to 5, creation of more academic programmes from 11 to 41.

5.3.3 Election and appointment of Deans to oversee the faculties, establishment and commencement of remedial science programmes, installation of the first Chancellor of the University and strategic meeting with illustrious sons and daughters of Kogi state.

5.3.4 Others were successful conduct of 4 convocation ceremonies, capacity building of staff both in Nigeria and abroad, promotion of staff, recruitment of more academic staff, processing of land title for the university land at Felele and Adankolo campuses and frantic efforts to move the university to its permanent site at Felele.

5.3.5 Monumental infrastructural development with the support of Tertiary Education Trust Fund (TETFund), Federal Government Capital Projects Intervention and NEEDs Assessment of Nigerian Public Universities (NANPU) Presidential intervention at both Adankolo and Felele campuses.

5.3.6 Complaints of high handedness and indiscretion were made against the Vice Chancellor by a few of the staff. However, this could not be ascertained because majority of the workforce, including the most senior academic staff, members of Senate, commended her diligence, creativity and hard work. This is especially so, as no documents proving any such complaints were submitted to the PVP.

5.4 Deputy Vice Chancellor: Professor Makanjuola Olayemisi Osagbemi, the Deputy Vice Chancellor assists the VC to ensure that the University achieves its strategic academic goals, vision and Missions and in the day to day running of the university administration. The office ensures academic leadership, programme excellence and innovation for on-going and new programmes in the university.

- ❖ The DVC was considered effective and diligent.

5.5 Registrar: The Registrar, Mr. Usman Suleman Obansa is the Chief Scribe and Chief Administrative Officer of the University and directly responsible to the Vice-Chancellor. His office is the nerve-centre and the point of all administrative activities. The Registrar's office is the warehouse of school academic records. He is Secretary to the following statutory bodies in the university:

1. The Governing Council
2. The Senate
3. The Congregation
4. The Convocation
5. Administrative and management Committees of the University as well as other service Departments and Units as enshrined in the Act establishing the University.

5.5.1 F.U.L. Registry is made up of the following divisions: Council Affairs, Human Resources, and Academic Affairs. The Registrar is assisted by the Deputy Registrars, Principal Assistants Registrars, Senior Assistant Registrars and other staff.

5.5.2 The Registrar is also the liaison between the university and the external bodies that relate with the university such as the Federal Ministry of Education, National Universities Commission. The Registrar ensures that the university through its activities, projects and programmes achieves its set goals, objectives, vision, mission and mandates.

5.5.3 In addition, the Registrar plays the role of overseeing staff recruitment, determines remuneration and rewards, retirement and other exit procedure for and on behalf of the University. He keeps, upholds and initiates revisions of conditions of service of the university and government circulars to avoid conflicts. He is the custodian of Federal Government circulars, memoranda, staff condition of service and staff and students records.

- The University's Registrar was found to be a dutiful and effective public servant.

5.6 The Bursar: the Bursar is responsible for the provision of financial guide to management. He is the custodian of financial records and handles all financial matters of the University. The Bursar also handles purchases or procurement (in conjunction with the Procurement Officer) and store up goods for the University and keep records of the University's accounts. The Bursar is directly answerable to the Vice-Chancellor.

- The Bursar has maintained high level of professionalism and conduct.

5.7 University Librarian: The University Librarian is in charge of the University Library, heading a team of qualified professional staff in a number of operational divisions in the Library. The University Librarian is responsible to the Vice-Chancellor for the well-being and progress of the Library.

5.7.1 The university Library is at the heart of the University's academic operations and it supports and contributes to the attainment of the University's goals and objectives through the provision of current and relevant information resources and data.

5.7.2 The Librarian focused on accomplishing and complying with best practices and international standards. The Library provided a digital workspace, installed a virtual library website, developed an online catalogue to check availability and provide quick access to resources, online information services, multimedia, digital literacy skills and deployed FUL institutional repository and e-book management system.

5.7.3 The University library operates under the following units: Customer service unit, Reference unit, Reserve unit, Serial Unit, Cataloguing and classification unit, E-Library unit, Multimedia unit, Bindery unit, ICT unit, and Administrative unit.

- Under difficult operational circumstances, plagued by shortages, the Librarian has ensured that the Library has continued to be the epicentre of academic work in the university.

5.8 Other Relevant Findings

These general observations notwithstanding, there were some specific observations that need mention. There appeared to have been an extension of inter-group politics into events in the university. The subsequent management of the university should work strenuously to reverse this trait.

1. The Governing Council met regularly as prescribed in the university Law.
2. There is evidence that Council discussed requests from the Academic Staff Union of Universities, Lokoja branch (ASUU).
3. Council also met with stakeholders
4. The University Management placed advertisement as stipulated in the University conditions of service before appointment.
5. It was however, abnormal not to allow Heads of relevant Departments to shortlist candidates but rather giving the function to a committee.
6. The Senate meetings did not meet regularly due to discord between the Vice Chancellor and members of Senate.

7. The Tenders Board met regularly
8. The Annual Audit report that should come to Council did not come. The meeting of Council of 5th July, 2018, raised this critical issue and directed the Bursar to ensure it was ready.
9. The Council conducted all its meetings at the temporary campus at Adankolo. This was not good enough as it did not encourage the development of the permanent site at Felele.
10. It was obvious that both the council and the management had great challenge to manage the staff and unions as evidenced in some of the submissions, litigations and dispute. There were sharp divisions especially at ASUU level.
11. Records of Senate meetings showed that Senate meetings were not regular. The Vice Chancellor apologised at the 48th meeting of Senate on 8th August, 2018 for not holding senate meetings regularly. This is in addition to several senate meetings that did not hold due to national strike actions from different unions.
12. Most decisions in the first meeting of the second Council were not carried out by management as it concern IGR generation. This needs to be averted.
13. It is wrong for the Bursar to present the financial position of the university without passing through the Finance and General Purposes Committee (F&GPC) of Council.
14. Bursar continued doing the work of F&GPC. It is the Chairman that presents financial matters to Council and never the Bursar.
15. Disciplining of students is a senate matter. Council has no hand in the disciplining of students, therefore a council committee is immaterial.
16. The staff who took the university to court should have been called to order as there was nowhere in the report where it was indicated that they notified the university before going to court or complained/petitioned the Council or followed due process before engaging in the litigation. This case brings to bear the need for training and retraining of staff on the operations of the system and how to achieve their right when infringed upon by management/Council.
17. Hence, it is disheartening that the University lost some cases in court. These are cases that could have been avoided if proper dispute resolution mechanisms were in place.

5.9 Recommendations

1. The current Governing Council and Management should do all to ensure peace and harmony with staff, unions and students by running an inclusive administration

2. The Governing Council and the Vice Chancellor should take special interest in ensuring that local inter-ethnic politics within the area of the location of the university, i.e. Kogi State, do not filter into the institution.
3. As a matter of urgency, Council and Management should ensure movement to the permanent site in phases from 2021 (beginning of 2021/2022 session) and movement completed before the end of 2022 (end of 2021/2022 session).
4. Henceforth, all project allocations should be expended on the Permanent site only.
5. The university is ripe for two deputy Vice-Chancellors rather than having one as the case is at the moment. The Vice Chancellor should through Senate appoint a Deputy Vice-Chancellor (Administration) to facilitate sustained movement to the permanent site.
6. The Vice Chancellor should ensure that Senate meetings hold regularly and should work more assertedly to ensure harmony with the existing unions in the university.
7. All staff in the university, especially the senior staff, should ensure that they play positive roles in building unity and harmony in the university and desist from taking actions that may bring about disaffection against the management of the university.

CHAPTER 6

6.0 TERMS OF REFERENCE 3: THE FINANCIAL MANAGEMENT OF FEDERAL UNIVERSITY LOKOJA INCLUDING STATUTORY ALLOCATIONS AND INTERNALLY GENERATED REVENUE OVER THE RECOMMENDED PERIOD AND DETERMINE WHETHER IT WAS IN COMPLIANCE WITH APPROPRIATE REGULATIONS

6.1 FINANCIAL STATUS OF THE UNIVERSITY

The University has two major Accounts with the Central Bank, namely:

1. GIFMIS/CBN
 - i. Personnel/IPPIS
 - ii. Capital Budget
 - iii. Overhead cost
 - iv. NEEDS Assessment
2. Remita/CBN
 - i. TETFund

6.2 BANK BALANCES AS AT 12TH FEBRUARY, 2021

S/N	ACCOUNT NAME	ACCOUNT NUMBER	BALANCE
	Remita Platform		₦
1	General Revenue (IGR)		1,251,860.00
2	NEEDS Assessment		168,303,564.18
3	TETFund		123,322,951.44
4	Endowment Fund		6,004,259.31
	Sub-Total (Remita)		298,882,634.93
	GIFMIS Platform		
5	Personnel	0517021036	0.00
6	Overhead	0517021036	0.00
7	Capital	0517021036	34,643,303.13
	Sub-Total (GIFMIS)		34,643,303.13
	Grand Total		333,525,938.06

6.3 Findings:

From the financial documents submitted to the panel by the Bursar and interaction with relevant staff of the University, its sources of finances during the period under review can broadly be classified into the following categories:-

1. Normal Annual Subventions; This includes Capital, Recurrent and Overhead costs
2. TETFund; which includes Normal, Special interventions and Research/Training grants.
3. Internally Generated Revenues from fees/charges and business venture/consulting services.

6.4 Comments:

6.4.1 The first and second categories of the sources of finance are from the Federal Government/TETFund and the third category is solely generated by the University.

6.4.2 The Visitation Panel, having gone through the relevant records submitted by the university, is of the opinion that all the funds/finances received during the period under review complied with the appropriate regulations and rules guiding the applications of funds, except for the following observed lapses:-

6.4.3 Lack of timely preparation of the Annual Financial Statements for External Auditing. Currently, the University has only 2018 Audited Financial Statement as at May 2021. This shows 2019 and 2020 Financial Statements are yet to be audited.

Delays in disposal of observed lapses by External Auditors as contained in the Management letters/ Domestic Reports to the Financial Statements.

6.4.4 Lack of submission of Financial Statements to Statutory Authorities such as:-
a) National Universities Commission (NUC)
b) Federal Ministry of Education (FME)
c) Office of the Accountant General of the Federation (OAGF)
d) Office of the Auditor General of the Federation (OAuGF)
e) National Assembly.

6.4.5 Violation of 5 year maximum period of engagement of a particular External Auditing company as provided by law. The current External Auditors to the University have served for eight (8) years. This is in excess of three years as expected.

6.4.6 Maintenance and updating of the University's FIXED ASSET REGISTER; as the Visitation Panel was not presented with any such Register.

6.4.7 Lack of periodic and timely preparation of Bank Reconciliation Statements for all the University's Bank Accounts.

6.4.8 From the documents presented to the Panel by all parties and responded to by the university authorities, there is no evidence of financial fraud.

6.4.9 There is delay in auditing of financial records by external auditors ranging from 2 to 3 years in some situations.

6.5 Recommendations:

6.5.1 The Revenues received by the University from both the Federal Government/TETFund and the Internally Generated Revenues over the reporting period were inadequate for the expansion and growth of the University. Accordingly,

- i. the University should be encouraged to explore more avenues for generation of Internal Revenues;
- ii. The Governing Council should set targets for the Management of the university on this question of IGR;
- iii. The Governing Council and Management of the University should explore alternative and innovative strategy for boosting its revenue profile by raising revenue from other sources such as state government, local government, private sector (corporate entities), charities and even offshore partnerships;
- iv. In this respect, the university management and Board should be encouraged to explore possibilities of establishing linkages with other global academic institutions for the purposes of academic linkages and the raising of funds for some of its programmes and activities.
- v. The Governing Council and management should be encouraged to seek help from multilateral institutions, even bilateral partnerships to shore up their financial status to enable them carry out some of their programmes.
- vi. The Governing Council of the University should be requested to task the management of the University to look into the observations made in 6.4.0 to 6.4.10 and ensure strict compliance with laid down guidelines on financial regulations; and
- vii. The Federal Government should increase both Capital/Recurrent subventions and to make special intervention/grants to the University to enable the young University expand and grow and be at par with its counterparts.

6.5.2 Financial records should be audited yearly.

6.5.3 The law on appointment of external auditor should not be violated.

CHAPTER 7

7.0 TERMS OF REFERENCE 4: THE APPLICATION OF FUNDS, PARTICULARLY THE SPECIAL GRANTS AND LOANS MEANT FOR SPECIFIC PROJECTS IN ORDER TO DETERMINE THE STATUS OF SUCH PROJECTS AND THEIR RELEVANCE FOR FURTHER FUNDING

7.1 The records available to the panel shows that the university judiciously utilized the funds given to it for relevant projects during the period under review. This was seen in the under-listed projects itemized in 7.2 (A).

7.2 Physical Infrastructural Development in the University

In general, infrastructural development with the support of the Executive Secretary of Tertiary Education Trust Fund (TETFund), Federal Government Capital Projects Intervention and NEEDS Assessment of Nigerian Public Universities (NANPU) – Special Presidential Intervention at both Adankolo and Felele Campuses as shown hereunder:

A	2015 – 2016 (MERGED) TETFund MAINTENANCE/REHABILITATION INTERVENTION PROJECTS			
Year	2019			
PROJECT TITLE	PROJECT LOCATION	STATUS OF PROJECT (%)	REMARKS	
1	Re-roofing & Renovation of Senate Building and Council Chambers	Adankolo Campus	100%	Completed and in use
2017 TETFund ZONAL INTERVENTION PROJECTS				
Year	2019			
PROJECT TITLE	PROJECT LOCATION	STATUS OF PROJECT (%)	REMARKS	
2	Construction of Three (3) Blocks of Eight (8) Units Lavatory (Lot A)	Felele Campus	100%	Completed
3	Construction of Two (2) Blocks of Eight (8) Units Lavatory (Lot B)	Felele Campus	100%	Completed
4	Supply of One (1) Unit of Brand New 2017 Model 33-Seaters Yutong Coaster Bus (Diesel Engine)	Felele Campus	100%	Completed and in use
2018 TETFund ZONAL INTERVENTION PROJECTS				
Year	2019			

	PROJECT TITLE	PROJECT LOCATION	STATUS OF PROJECT (%)	REMARKS
5	Construction and Furnishing of Computer Based Test (CBT) Centre – 250 Seating capacity	Felele Campus	65%	On-Going: Considering Covid-19 delay, progress of work is in order. However, there is need to follow up more aggressively.

2019 TETFund ZONAL INTERVENTION PROJECTS				
	Year	2020		
	PROJECT TITLE	PROJECT LOCATION	STATUS OF PROJECT (%)	REMARKS
6	Procurement, Installation, Testing & Commissioning of Office Equipment; 157Nrs HP Pro Desktop Computer	Adankolo Campus	100%	Completed and in use
7	Procurement, Installation, Testing & Commissioning of Office Equipment; 157 Nrs 650 VA UPS, 30 Nrs HP Laserjet P2035D Printers, 20 Nrs Sharp Digital Photocopiers AR6020 with Motorized Projector Screens, 9 Nrs HP Omen 15 Gaming Intel Core i7.770hq, 2TB HDD, 16GB RAM backlit.	Adankolo Campus	100%	Completed and in use
8	Procurement, Installation, Testing & Commissioning of; 100Nrs Solar Street Light	Adankolo/ Felele Campus	100%	Completed and in use

TETFUND 2016 – HIGH IMPACT INTERVENTION PROJECTS DETAILS				
S/N	PROJECT TITLE	LOCATION	% OF COMPLETION	REMARKS
9	Twin Lecture Theatres – 250 Seating Capacity – Lot 1	Felele Campus	100%	Completed and in use
10	Departmental Office Building – Lot 2	Felele Campus	100%	Completed and in use
11	Faculty of Management Sciences – Lot 3	Felele Campus	100%	Completed and in use
12	Students Multi-Purpose Centre – Lot 4	Felele Campus	100%	Completed and in use
13	Faculty of Education – Lot 5	Felele Campus	100%	Completed and in use
14	Block of Classrooms/Laboratories – Lot 6	Felele Campus	100%	Completed and in use
TETFUND 2015–2018 Merged LIBRARY INTERVENTION PROJECT DETAILS				

S/N	PROJECT TITLE	LOCATION	STATUS OF PROJECT (%)	REMARKS
15	Procurement of Sharp AR-6031 NV Sharp Photocopier	Adankolo Campus	100%	Completed and in use
16	Procurement of Additional Books	Adankolo Campus	100%	Completed and in use
17	Procurement of Assorted Books	Adankolo Campus	80%	On-going

2016 CAPITAL PROJECT DETAILS				
	Year	2017		
S/N	NAME OF PROJECT	LOCATION OF PROJECT	STATUS OF PROJECT (%)	REMARKS
18	Construction of University Drama Village	Felele Campus	85%	On-going: progress is in order

2017 CAPITAL PROJECTS DETAILS				
	Year	2018		
S/N	NAME OF PROJECT	LOCATION OF PROJECT	STATUS OF PROJECT (%)	REMARKS
19	Site Clearing, Construction of Drainages, Culverts and Fumigation Works (Lot A&B Merged)	Felele Campus	100%	Completed and in use

2018 CAPITAL INTERVENTION PROJECTS DETAILS				
	Year	2019		
S/N	PROJECT TITLE	LOCATION	% OF COMPLETION	REMARKS
20	Dual Carriage Road, Backfilling, Drainages and Culvert	Felele Campus	80%	On-going: progress is in order
	DITTO: Additional Work	Felele Campus	80%	On-going: progress is in order

2018 CAPITAL INTERVENTION PROJECTS DETAILS				
	Year	2018		
S/N	NAME OF PROJECT	LOCATION OF PROJECT	% OF COMPLETION	REMARKS
21	Construction of University Gate, Gate House, Frontal and Mini Perimeter Fence	Felele Campus	100%	Completed and in use
	DITTO: Additional Work	Felele Campus	100%	Completed and in use

2018 CAPITAL INTERVENTION PROJECTS DETAILS				
	Year	2018		

S/N	NAME OF PROJECT	LOCATION OF PROJECT	% OF COMPLETION	REMARKS
22	Procurement of Official Vehicles for Principal Officers of the University: Supply of 5Nos of Toyota Camry and 1No Toyota Prado Jeep	-	100%	Supplied
23	Expansion/Remodelling of the University Health Services	Adankolo Campus	100%	Completed and in use
24	Construction of One (1) Block of Four (4) Classrooms	Felele Campus	100%	Completed and in use

**UNIVERSITY REVITALIZATION INTERVENTION FUND – NEEDS ASSESSMENT PROJECTS
(Equipping and Furnishing)**

Year		2019		
S/N	PROJECT TITLE	PROJECT LOCATION	STATUS OF PROJECT (%)	REMARKS
26	Equipping of Chemistry, Physics and Biology Laboratories (Lot 1)	Adankolo Campus	100%	Completed and in use
27	Supply and Equipping of Geology, mathematics Computer Science and Geography Laboratories (Lot II)	Adankolo Campus	100%	Completed and in use
28	Procurement of Furniture for 12 Nos. of Classrooms (Lot III)	Adankolo Campus	100%	Completed and in use

**2017 MJ / OVER HEADs
PROJECT DETAILS**

Year		2017		
S/N	NAME OF PROJECT	LOCATION OF PROJECT	STATUS OF PROJECT (%)	REMARKS
29	Overhauling and Repair of Generators, No. 2 (270 KVA) and NO.3 (220 KVA)	Adankolo Campus	100%	Completed and in use

**2019 MJ / OVER HEADs
PROJECT DETAILS**

Year		2019		
S/N	NAME OF PROJECT	LOCATION OF PROJECT	STATUS OF PROJECT (%)	REMARKS
30	Landscaping/Construction of Galvanized Chain Linked Fence at the Administrative Block of the University Permanent Site, Felele Campus	Felele Campus	85%	On-going: progress is in order
31	2 Nos. Block of Police Posts	Felele Campus	100%	Completed: Not yet in use

OTHER INTERVENTIONS

B. There are several other on-going projects, initiated as a result of partnerships with other agencies, including the Alumni Association and the Local Government. Work completion is at various stages. Since the funds are deployed directly by the donating agencies, the university has not been able to have full control over performance. However, the university is expected to put more pressure to ensure completion.

	INTERVENTION	STUDENTS UNION
1	2018	Construction of Student Centre, Adankolo Campus

	INTERVENTION	FEDERAL MINISTRY OF POWER, WORKS & HOUSING ABUJA (WORK SECTOR) – INTERVENTION PROJECT
2	2018	Rehabilitation of Internal Roads at Adankolo Campus, Federal University Lokoja

	INTERVENTION	LOKOJA LOCAL GOVERNMENT – INTERVENTION
3	2018	Opening up of Road Networks at the Felele Campus, Federal University, Lokoja

	INTERVENTION	FEDERAL MINISTRY OF WATER RESOURCES INTERVENTION PROJECT
4	2020	Construction of Water Supply Scheme (Solar Power Boreholes with 100M ³ Tank) at the Felele campus Federal University Lokoja

	INTERVENTION	ENERGIZING EDUCATION PROGRAMME (PHASE III) NIGERIAN ELECTRIFICATION PROGRAMME (NEP-AFDB): REA/AFDB ELECTRIFICATION INTERVENTION
5		REA/AFDB Electrification Intervention at the Felele campus of Federal University Lokoja.

7.3 Sources of Fund: Capital project

S/N	Sources of Fund	Project done	Amount
	2015 capital project	a) Constr. of Overhead tank at new Admin Block b) Landscape of university auditorium c) Provision of drives and parking at new Admin Block d) Furnishing of Classroom & Physics Lab. Faculty of Science	a) ₦3,948,861.00 b) ₦5,216,799.40 c) ₦7,655,434.50 d) ₦8,884,575.00
	2016 capital project	a) Drama village constr., Felele b) Consultancy	a) ₦110,578,513.20 b) ₦9,828,771.63
	2017 capital project	a) Site clearing, drainage constr., culverts & fumigation-Felele b) Consultancy	a) ₦71,886,931.91 b) ₦8,776,892.00

2018 cap intervention project		a) Dual carriage road, backfilling, drainages and culvert- Felele b) Additional work - Felele c) Construction of University gate, gate house, frontal and mini perimeter fence d) Additional work - Felele e) Design consultancy f) 5 nos Toyota Camry and 1 no Toyota Prado jeep g) Extension/renovation of health service h) Constr. One block of 4 classrooms i) Design consultancy (PP&D) j) Purchase of VC's lodge	a) ₦97,792,471.37 b) ₦48,471,927.00 c) ₦99,457,303.21 d) ₦25,000,000.00 e) ₦10,700,528.97 f) ₦193,111,111.00 g) ₦42,435,259.87 h) ₦60,323,214.00 i) Nil charge j) ₦99,051,750.00
2020 capital intervention proj		a) Formation to asphaltting (express road to entrance gate) including kerbs and landscaping b) Constr. Mega water project	a) ₦55,397,729.53 b) ₦34,641,083.75 (35%)

7.4 The TETFund has granted the request of the University Management for the procurement of some medical equipment and furnishing of the University Health Centre, ICT Equipment and furniture for Administrative, Library and ICT Buildings respectively at the Felele Campus under the years 2019/2020 Annual Intervention. The due process of accessing the Intervention has already begun.

7.5 Following the provision of the above infrastructure in the permanent site of the university, the Panel agrees with the decision of the management to move in phases to the permanent site (Felele Campus) with the prior movement of the office of the Vice-Chancellor and Deputy Vice-Chancellor on Monday 5th October, 2020.

7.6 It was observed that the Governing Council has also directed that other Administrative Units/Departments should do so immediately. With the completion and furnishing of the Faculty buildings constructed under the TETFund High Impact Intervention as well as existing Faculty Buildings at the Felele Campus, the Faculties of Arts, Social Sciences, Education and Management Sciences should move to the Felele Campus. Panel notes that during its visits to the university, movement of additional units has commenced and this needs to be sustained.

7.7 The Kogi State Governor and all the security Agencies in the State have been officially informed about the movement to the Felele Campus (permanent site). Police posts have also been constructed at the entrance to and at the rear of the University.

7.8 Observations

1. The University has a master plan. The master plan is for the permanent site at Felele and this is being followed up to the time of the visit.
2. Previously, the temporary site at Adankolo had attention/concentration of infrastructure that should have been sited at permanent site at Felele
3. Major equipment and machinery and vehicles were purchased and well maintained.
4. Most of the boreholes are functional. There are 15 boreholes at Felele and 6 at Adankolo.
5. There is need to put the boreholes at Felele to use to avoid losing the boreholes. Hopefully, this will be done with the steady movements to Felele.
6. The sources of funding for the projects are
 - Capital projects
 - Normal TETFUND
 - Special TETFUND intervention
 - TETFUND Special high impact
7. Only 19.8m of the roads at the permanent site at Felele are tarred out of a requirement of 19.8km translating to only 0.1%. This is abysmally low and will impede proper human habitation at Felele.
8. Most of the projects at the permanent site are completed and in good shape except some needed repairs at the ICT building and the library.
9. The following projects have problems considering date of award and project duration.

S/N	Source of Funding	Name of project	Location	Date of award	Project Duration	% completion
1	2016 capital projects	Construction of University Drama Village	Felele Campus	26/6/2017	6 weeks	85%
2	2018 TETFUND Zumal Intervention Projects	Construction and furnishing of CBT centre	Felele Campus	30/10/2019	16 weeks	75%

10. The funds for the projects were well utilized going by the number of projects completed.
11. The ICT and Library buildings at Felele are without furniture and thereby unsuitable for use.

7.9 Endowment Funds

Following the strategic meeting with the Friends of the University and illustrious Sons and Daughters of Kogi State and successful conduct of the maiden Convocation that witnessed the installation of the first Chancellor of the University, Alhaji (Dr) Muhammadu Abali Ibn Muhammadu Idriss, CON, the Emir of Fika and Chairman, Yobe State Council of Chiefs, an Endowment Fund was launched with the account domiciled in Central Bank of Nigeria. This Fund should be sustained for the development of the University and needs to be given proper effect.

7.10 Recommendations

1. The new Governing Council and the new Vice-Chancellor are to ensure the movement of other Faculties/Departments/Units to the Felele Campus for academic and infrastructural expansion and development of the University.
2. There is a need for the new management to maintain both campuses with the Faculty/College of Health Sciences remaining at the Adankolo Campus because of the availability of modern Laboratories there.
3. The other Faculties with less need of Laboratories should sustain the move to and effective occupation of the Felele Campus.
4. As the Felele Campus is located on a major inter-state highway, there is also need to construct speed bumps, U-Turns and Pedestrian Bridge on the Highway to the University. The management should liaise with the necessary agencies.
5. Management and Council should make more efforts to complete outstanding projects that have exceeded project duration.
6. Federal Ministry of Education, TETFund and other funding agencies should concentrate their efforts at the permanent site at Felele henceforth.
7. All buildings which are being funded should be equipped with requisite furniture and materials for teaching.
8. Priority should be given to the funding of the perimeter fencing of the Felele Campus to obviate further encroachment by locals and vandalization of university assets and above all, guarantee the safety and welfare of the university community.
9. Finally and above all, steps should be taken by the university management and the Federal Government to guarantee the safety and welfare of members of the university community, especially the students and their lecturers.

CHAPTER 8

8.0 TERMS OF REFERENCE 5: THE ADEQUACY OF THE STAFF AND STAFF DEVELOPMENT PROGRAMS OF THE UNIVERSITY

8.1 Like in all new universities, the recruitment of adequately qualified staff had been taken as a priority by the Federal University, Lokoja. During the previous period under report, i.e. 2011 – 2015, some level of staff recruitment took place to cover the two Faculties that existed. However, as the university experienced exponential growth, both in terms of academic and non-academic staff, the level of engagement of staff increased as well. This is shown in the chart hereunder.

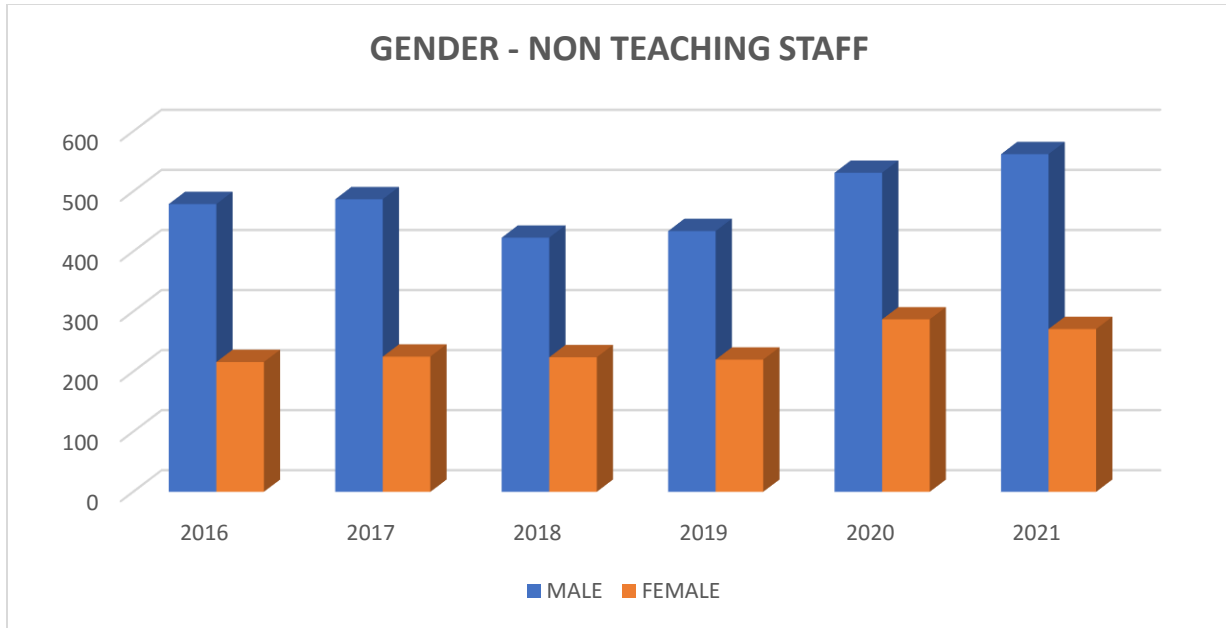
STATISTICAL ANALYSIS OF RATE OF GROWTH OF NON TEACHING STAFF IN FEDERAL UNIVERSITY LOKOJA				
GENDER				
S/N	YEAR	MALE	FEMALE	TOTAL
1	2011	3	1	4
2	2012	197	68	265
3	2013	447	212	689
4	2014	481	219	700
5	2015	481	219	700

STATISTICAL ANALYSIS OF RATE OF GROWTH OF NON TEACHING STAFF IN FEDERAL UNIVERSITY LOKOJA				
GENDER				
S/N	YEAR	MALE	FEMALE	TOTAL
1	2016	479	216	695
2	2017	487	225	712
3	2018	423	224	645
4	2019	434	220	634
5	2020	531	287	818
6	2021	562	271	833

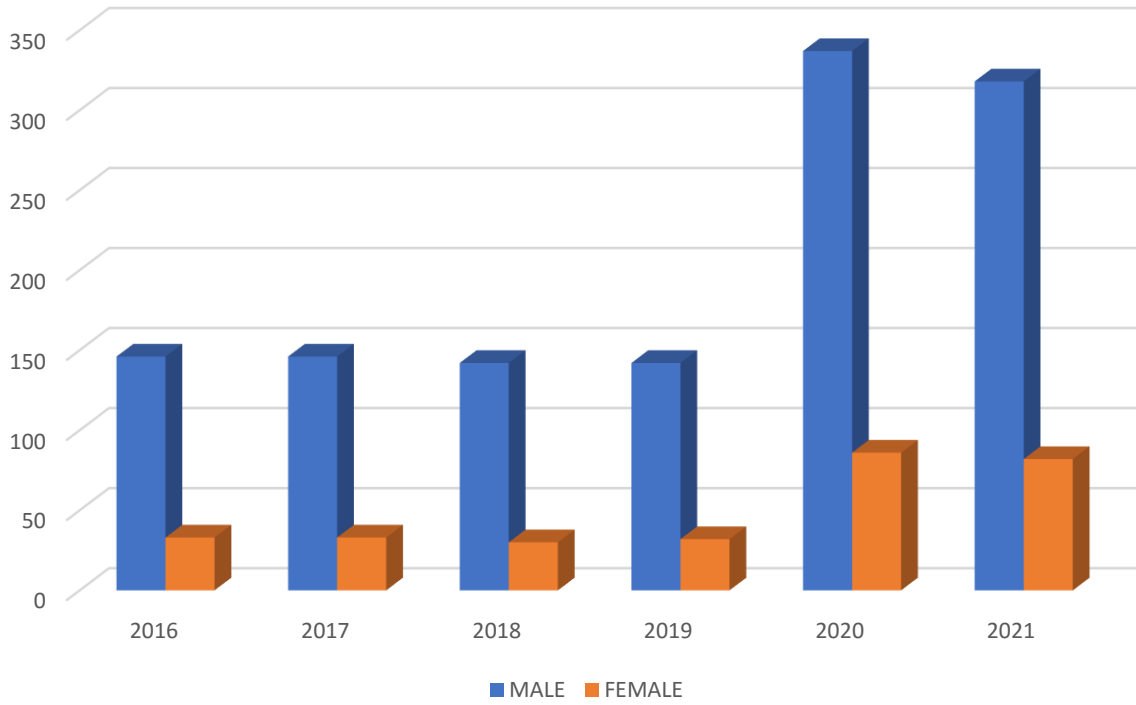
STATISTICAL ANALYSIS OF RATE OF GROWTH OF STAFF IN FEDERAL UNIVERSITY LOKOJA

	GENDER		YEARLY ANALYSIS OF STAFF
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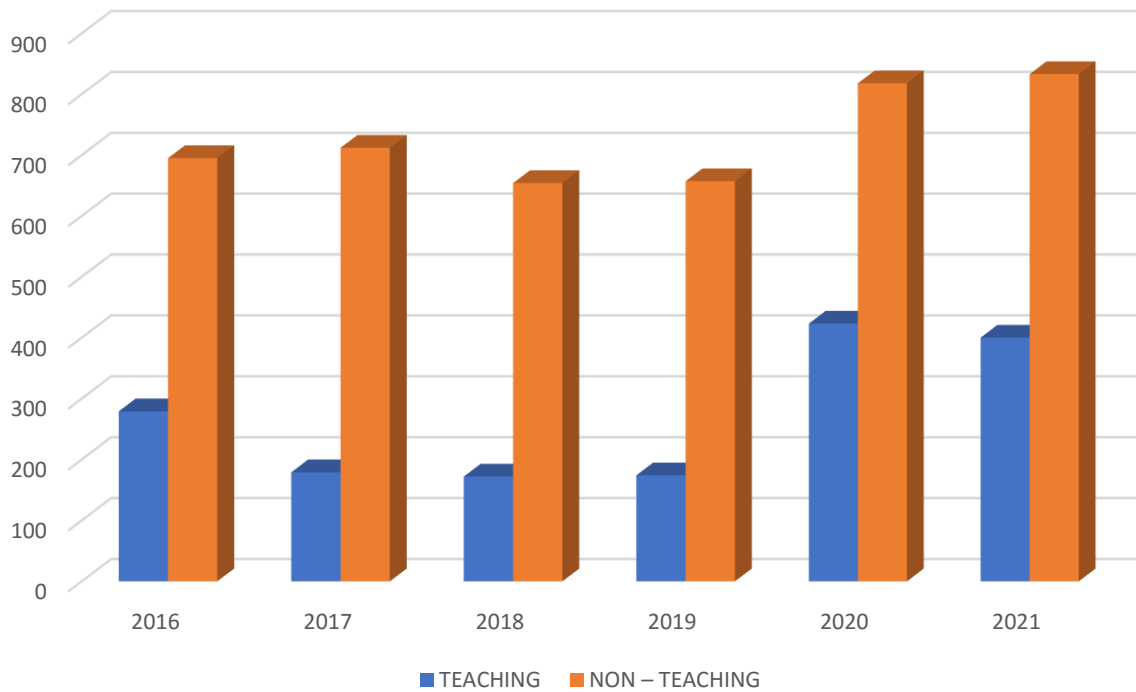
S/N	YEAR	MALE	FEMALE	TOTAL	S/N	YEAR	TEACHING	NON TEACHING	TOTAL
1	2016	146	33	179	1	2016	279	695	974
2	2017	146	33	279	2	2017	179	712	891
3	2018	142	30	172	3	2018	172	654	826
4	2019	142	32	174	4	2019	174	657	831
5	2020	337	86	423	5	2020	423	818	1241
6	2021	318	82	400	6	2021	400	833	1233



GENDER - TEACHING STAFF



ANALYSIS OF STAFF



- ❖ It is important to note however from the report made available to the Panel verbally, that majority of the staff, both academic and non-academic are from Kogi State. This pattern does not augur very well for a Federal University which should be a home for all. Government is advised to encourage a situation in all Federal Universities where staff presence should reflect the diversity of the country. Similarly, the recruitment of female staff has made a commendable increase but remains much below the expected numbers. There should be a conscious effort to increase the number of female staff, both teaching and non-teaching on appropriate inclusion and parity in line with existing national policy should be encouraged.

8.2 **Staff Training and Development:** Staff of the Federal University Lokoja enjoyed yearly TETFund Interventions for both local and international trainings during the period under review. A total number of 103 Academic staff were sponsored for training both locally and internationally. Four (4) Academic staff went to Benchwork abroad. Some staff have completed their studies and had returned to the University while some are still on.

8.3 The number of applicants for both local and international training from 2016 to 2020 were as below:

Number of applicants – 393

Number approved – 315

Number unapproved – 78

- ❖ It was observed that high percentage (80.15%) of applicants for training and capacity building were approved. However, there is the need for in- house training especially with lean resources to accommodate more staff for outside training. Hence, a recommendation for the establishment of a Centre for Human Resources Management and Development to accommodate more staff.

8.4 **Conditions of Service for Senior and Junior Staff and the Scheme of Service:** The Management drew up a Scheme of Service and the Conditions of Service through the Central Appointments and Promotions Committee (A&PC). Both documents which are in compliance with standard scheme in similar institutions were approved by the 2nd Governing Council for implementation.

8.4 **Staff Promotions:** The promotion of Academic and Non-Teaching staff served as a reward for hard work and a motivational tool to elicit superior performance from employees. The administration promoted all deserving Staff of the

Institution after having satisfied all the guidelines as specified in the Federal University Lokoja's Scheme of Service.

❖ However, the process for the 2020 Appraisal and Promotion Exercise for both academic and non-teaching staff is yet to be concluded. This should be accelerated.

8.5 In the case of Senior Academic Staff due for promotion to the position of Professors and Readers, their publications were forwarded to External Assessors after establishing a *prima facie* case for External assessment and based on favourable Assessments Reports received, such Academic Staff were promoted accordingly. It is to be noted that Reports from the External Assessors of some Academic Staff whose publications had been sent out for assessment for promotion to the positions of Readership and Professorship respectively are being awaited. These need to be followed up as appropriate.

8.6 **Staff Welfare:** The Administration prioritised Staff Welfare, hence, some kind of financial logistic and material support were provided for needy staff on compassionate grounds within the limits of available resources.

8.7 **Unionism on Campus:** There was a moratorium placed on Students' and Staff Unionism on Campus in the New Universities. However, during the period under review, the Vice-Chancellor of FUL, lifted the ban on the activities of Unions and all Staff Unions including ASUU, NASU, SSANU, NAAT and Students' Union to enable them operate legitimately without hindrances.

8.8 Internal disagreements and division within ASUU, led to its splitting into two (2) Academic Staff Unions. These are namely Academics Staff Union of Universities (ASUU) and Congress of Nigerian Universities Academics (CONNUA) or Progressive ASUU. This is inimical to proper growth of the university and should be corrected as soon as possible by the Governing Council and Management.

8.9 Academic Programmes and Development in the University

The administration under review, with the support of the 2nd and 3rd Governing Councils and through Senate improved on the number and contents of Academic Programmes in the University. The Administration focused on building the capacity of the faculties to deliver effectively on their mandate of teaching, research and community development.

8.10 The Academic Programmes of the University grew from eleven (11) programmes in two (2) Faculties in 2012 to 41 programmes in five (5) Faculties in 2020. The

expansion of the Academic Programmes created tremendous options and opportunities for many young Nigerians especially those within the catchment States to pursue their University education in Federal University Lokoja.

8.11 The breakdown of the Undergraduate Programmes in the University since inception are shown hereunder:

A. Undergraduate Programmes (Inherited from the previous period)

S/N	PROGRAMMES	
I.	FACULTY OF ARTS AND SOCIAL SCIENCES	
1	1	B.Sc Economics
2	2	B.A. English & Literary Studies
3	3	B.Sc Geography
4	4	B.A. History & International Studies
5	5	B.Sc Political Science
II	FACULTY OF SCIENCE	
6	1	B.Sc Biological Sciences
7	2	B.Sc Chemistry
8	3	B.Sc Computer Science
9	4	B.Sc Geology
10	5	B.Sc Mathematical Sciences
11	6	B.Sc Physics

B. Undergraduates Programmes (2016 – Date)

Under this administration, the existing Faculty of Arts and Social Sciences were split into Faculty of Arts and Faculty of Social Sciences in addition to the Faculty of Science. Additional two Faculties were introduced namely: Faculty of Management Sciences and Faculty of Education bringing the total Faculties to five (5) with twenty-nine (29) additional programmes which were approved by the National Universities Commission (NUC) to commence from 2019/2020 Academic Session. These are as follows:

S/N	PROGRAMMES	
A	FACULTY OF ARTS	
1	1	B.A Theatre Arts
2	2	B.A. Archaeology
B	FACULTY OF SOCIAL SCIENCE	
3	1	B.Sc Sociology
4	2	B.Sc Mass Communication
C	FACULTY OF SCIENCE	
5	1	B.Sc Statistics
6	2	B.Sc Botany
7	3	B.Sc Biochemistry

8	4	B.Sc Microbiology
9	5	B.Sc Zoology
10	6	B.Sc Biotechnology
11	7	B.Sc Industrial Chemistry
D	FACULTY OF MANAGEMENT SCIENCES	
12	1	B.Sc Accounting
13	2	B.Sc Banking and Finance
14	3	B.Sc Business Administration
15	4	B.Sc Public Administration
E	FACULTY OF EDUCATION	
16	1	B.A (Ed) English
17	2	B.A (Ed) History
18	3	B.Sc (Ed) Economics
19	4	B.Sc (Ed) Geography
20	5	B.Sc (Ed) Political Science
Education		
21	1	B.Ed. Guidance and Counselling
22	2	B.Ed. Integrated Science
23	3	B.Ed. Social Sciences
F	Library and Information Science	
24	1	BLIS. Library and Information Science
Science Education		
25	1	B.Sc (Ed) Biology
26	2	B.Sc (Ed) Chemistry
27	3	B.Sc(Ed) Computer Science
28	4	B.Sc (Ed) Mathematics
29	5	B.Sc (Ed) Physics
G.	Vocational and Technical Education	
30	1	B.(Ed) Business Education
Remedial Science		
1	1	Remedial Science

8.12 Admission of Students into Various Academic Programmes

There has been an increase in terms of students' intake and quota from the Joint Admissions and Matriculation Board (JAMB), into all programmes over the years under the current Administration. The statistics of the enrolment of students into Federal University Lokoja during the period under review are as shown below:

A. Admissions into the Various Faculties and Departments for 2016/2017 Academic Session

S/N	Department	No. of Students
-----	------------	-----------------

FACULTY OF ARTS AND SOCIAL SCIENCES		
1	Economics	145
2	English & Literary Studies	130
3	Geography	80
4	History & International Studies	146
5	Political Science	152
	Sub-Total	655
FACULTY OF SCIENCE		
1	Biological Sciences	159
2	Chemistry	109
3	Computer Science	156
4	Geology	114
5	Mathematical Sciences	103
6	Physics	75
	Sub-Total	716
	GRAND TOTAL (655 + 716)	1,371

B. Admissions into the various Faculties and Departments for 2017/2018 Academic Session

S/ N	Department	UTME			DE			Dept. Total
		M	F	Total	M	F	Total	
1	Economics	75	58	133	2	2	4	137
2	English & Literary Studies	33	125	158	2	2	4	162
3	Geography	90	27	117	0	0	0	117
4	History & International Studies	93	88	181	1	0	1	182
5	Political Science	110	39	149	4	1	5	154
6	Biological Sciences	75	112	187	0	0	0	187
7	Chemistry	64	80	144	0	0	0	144
8	Computer Science	124	28	152	5	3	8	160
9	Geology	80	49	129	1	0	1	130

10	Mathematical Sciences	140	38	178	1	0	0	179
11	Physics	81	17	98	0	0	0	98
		965	661	1,626	16	8	24	1,650

C. Admissions into the Various Faculties and Departments for 2018/2019 Academic Session

S/N	PROGRAMME	UTME	DE	TOTAL
FACULTY OF ARTS AND SOCIAL SCIENCES				
1	Economics	142	11	153
2	English & Literary Studies	170	9	179
3	Geography	77	0	77
4	History and International Studies	201	1	202
5	Political Science	167	4	171
	TOTAL	757	25	782
FACULTY OF SCIENCE				
6	Biological Sciences	180	5	185
7	Chemistry	140	10	150
8	Computer Science	166	14	180
9	Geology	121	1	122
10	Mathematical Sciences	145	2	147
11	Physics	84	0	84
	TOTAL	836	32	868
	GRAND-TOTAL	1,593	57	1,650

D. Admissions into the Various Faculties and Departments for 2019/2020 Academic Session

A total number of one thousand, eight hundred and seventy-nine (1,879) students were admitted into the various Faculties and Departments of the University for 2019/2020 Academic Session.

8.13 Students Enrolment

The current total population of students is estimated to be 7,800 with 53% enrolled in Science-based programmes while the remaining 47% of the students enrolled in Arts and Social Sciences (humanity)-based programmes. Of the total number of students enrolled; 52.5% are males and the remaining 47.5% are females. This is highly commendable as there is virtually a parity of male to female student ratio. In our interactions with the students, we also found the female students to be self-confident and proactive, underscoring the fact that the university operates an inclusive

atmosphere for appropriate growth and development. This situation should be replicated in other universities. FUL should be commended for this.

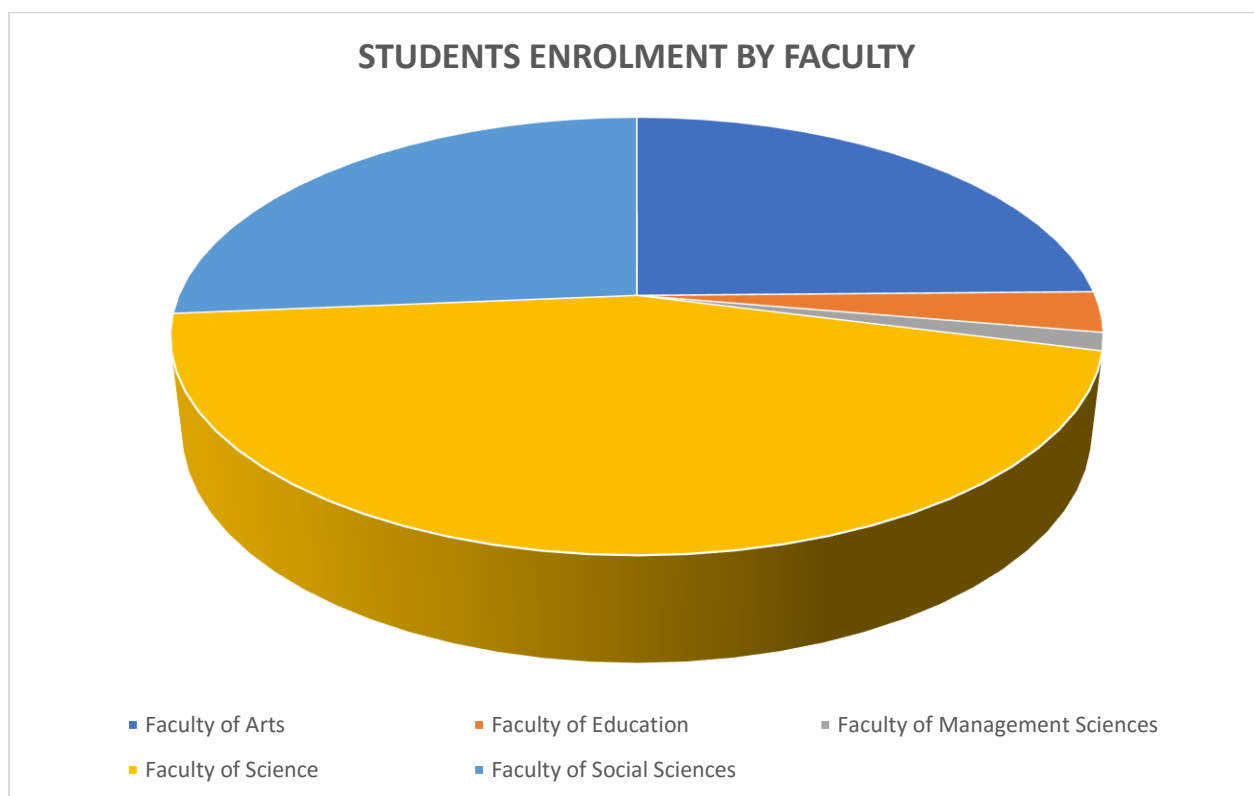


Table 1: Distribution of Students Enrolment by Faculty

FACULTY		STUDENT ENROLMENT	PERCENTAGE ENROLMENT
i.	Faculty of Arts	2,091	24.72%
ii.	Faculty of Education	254	3.00%
iii.	Faculty of Management Sciences	111	1.31%
iv.	Faculty of Science	3,776	44.63%
v.	Faculty of Social Sciences	2,228	26.34%
Total		8,460	100.00%

Total number of students matriculated into FUL between 2016 and 2020.

S/ N	FACULTY OF ARTS	FACULTY	GENDER		TOTAL
	DEPARTMENTS/ COURSE		MALE	FEMAL E	
1	ARCHEAOLGY	ARTS	18	15	33
2	ENGLISH LITERATURE STUDIES	ARTS	140	424	564

3	HISTORY AND INTERNATIONAL STUDIES	ARTS	307	326	633
4	THEATRE ARTS	ARTS	9	30	39
		TOTAL	474	795	1269
	FACULTY OF EDUCATION		GENDER		
	DEPARTMENT/ COURSE	FACULTY	MALE	FEMALE	TOTAL
5	ENGLISH	EDUCATION	8	18	26
6	HISTORY	EDUCATION	14	22	36
7	GUIDANCE AND COUNSELLING	EDUCATION	7	21	28
8	LIBRARY AND INFORMATION SCIENCE	EDUCATION	15	13	28
9	BIOLOGY	EDUCATION	2	6	8
10	CHEMISTRY	EDUCATION	5	3	8
11	COMPUTER SCIENCE	EDUCATION	10	2	12
12	INTEGRATED SCIENCE	EDUCATION	7	1	8
13	MATHEMATICS	EDUCATION	10	0	10
14	PHYSICS	EDUCATION	2	3	5
15	ECONOMICS	EDUCATION	10	11	21
16	GEOGRAPHY	EDUCATION	13	3	16
17	POLITICAL SCIENCE	EDUCATION	29	9	38
18	SOCIAL STUDIES	EDUCATION	3	3	6
19	BUSINESS EDUCATION	EDUCATION	2	2	4
		TOTAL	137	117	254
	FACULTY OF MANAGEMENT SCIENCE		GENDER		
	DEPARTMENT/ COURSE	FACULTY	MALE	FEMALE	TOTAL
20	ACCOUNTING	MANAGEMENT SCIENCE	13	15	28
21	BANKING & FINANCE	MANAGEMENT SCIENCE	14	11	25
22	BUSINESS ADMINISTRATION	MANAGEMENT SCIENCE	17	14	31
23	PUBLIC ADMINISTRATION	MANAGEMENT SCIENCE	12	15	27
		TOTAL	56	55	111

FACULTY OF SCIENCE			GENDER		
S/N	DEPARTMENT/COURSE	F ACULTY	MALE	FEMALE	TOTAL
24	BIOCHEMISTRY	SCIENCE	32	58	90
25	BIOLOGY	SCIENCE	226	390	616
26	BIO-TECHNOLOGY	SCIENCE	14	10	24
27	BOTANY	SCIENCE	12	16	28
28	CHEMISTRY	SCIENCE	193	278	471
29	COMPUTER SCIENCE	SCIENCE	482	120	602
30	GEOLOGY	SCIENCE	255	156	411
31	INDUSTRIAL CHEMSITRY	SCIENCE	13	9	22
32	MICROBIOLOGY	SCIENCE	34	61	95
33	MATHEMATICS	SCIENCE	399	100	499
34	PHYSICS	SCIENCE	235	48	283
35	STATISTICS	SCIENCE	53	11	64
36	ZOLOGY	SCIENCE	10	22	32
		TOTAL	1958	1279	3237
FACULTY OF SOCIAL SCIENCES			GENDER		
S/N	DEPARTMENT/COURSE	FACULTY	MALE	FEMALE	TOTAL
37	ECONOMICS	SOCIAL SCIENCES	284	230	514
38	GEOGRAPHY	SOCIAL SCIENCES	238	68	306
39	MASS COMMUNICATION	SOCIAL SCIENCES	20	31	51
40	POLITICAL SCIENCE	SOCIAL SCIENCES	376	189	565
41	SOCIOLOGY	SOCIAL SCIENCES	44	58	102
		TOTAL	962	576	1538
GRAND TOTAL			3587	2822	6409

8.14 Convocation (Graduation) Ceremonies

The Federal University Lokoja has conducted four (4) Convocation ceremonies for graduands. These are:

- i. Maiden Convocation Ceremony of the University took place at the Adankolo Campus on Saturday, 22nd October 2016; the maiden convocation also witnessed the installation of the first Chancellor of the University, Alhaji (Dr) Muhammadu

Abali Ibn Muhammadu Idriss CON, the Emir of Fika and the Chairman of the Yobe State Council of Chiefs;

- ii. The Second Convocation took place on 2nd November, 2017 at the Felele Campus (Permanent Site) of the University.
- iii. The 3rd and 4th combined Convocation Ceremony took place on Saturday, 14th December, 2019 at the Felele Campus of the University.

8.15 The University has successfully graduated one thousand one hundred and twenty seven **(1,127) graduands with 48 graduating with First Class degrees** in different programmes/disciplines in the last four Academic Sessions. The statistics of the four sets of graduands per year are as presented below:

A. 2015/2016 Graduands by Faculties, Departments and Class of Degrees

FACULTY OF ARTS AND SOCIAL SCIENCES							
S/N	DEPARTMENTS	1ST CLASS	2ND CLASS UPPER	2ND CLASS LOWER	3RD CLASS	PASS	TOTAL
1	Economics	2	14	8	-	-	24
2	English & Literary Studies	-	5	9	1	-	14
3	Geography	2	8	9	-	-	19
4	History & Int'l Studies	2	5	24	13	-	31
5	Political Science	2	13	20	6	-	35
	Sub-total	8	45	70	20	-	123

FACULTY OF SCIENCE							
S/N	DEPARTMENTS	1ST CLASS	2ND CLASS UPPER	2ND CLASS LOWER	3RD CLASS	PASS	TOTAL
6	Biological Sciences	2	6	7	-	-	15
7	Chemistry	2	12	1	-	-	15
8	Computer Science	1	4	3	-	-	8
9	Geology	-	2	2	-	-	4
10	Mathematical Sciences	1	5	3	-	-	9
11	Physics	1	4	2	-	-	7
	Sub-total	7	33	18	-	-	58
	Grand total	15	78	88	-	-	201

B. 2016/2017 Graduands by Faculties, Departments and Class of Degrees

FACULTY OF SCIENCE							
S/N	DEPARTMENTS	1 ST CLASS	2 ND CLASS UPPER	2 ND CLASS LOWER	3 RD CLASS	PASS	TOTAL
6	Biological Sciences	-	10	12	1	-	23
7	Chemistry	3	10	10	-	-	23
8	Computer Science	4	10	8	2	-	24
9	Geology	-	2	9	-	-	11
10	Mathematical Sciences	2	4	10	4	-	20
11	Physics	-	4	7	3	-	14
	Sub-total	9	40	56	10	-	115
	Grand total	11	79	148	44	2	284

C. 2017/2018 Graduands by Faculties, Departments and Class of Degrees

FACULTY OF ARTS AND SOCIAL SCIENCES							
S/N	DEPARTMENTS	1 ST CLASS	2 ND CLASS UPPER	2 ND CLASS LOWER	3 RD CLASS	PASS	TOTAL
1	Economics	2	14	8	0	0	24
2	English & Literary Studies	0	5	10	4	0	19
3	Geography	0	2	8	9	0	19
4	History & Int'l Studies	2	5	24	12	0	43
5	Political Science	2	13	20	8	0	43
	Sub-total	6	39	70	33	0	148

FACULTY OF SCIENCE							
S/N	DEPARTMENTS	1 ST CLASS	2 ND CLASS UPPER	2 ND CLASS LOWER	3 RD CLASS	PASS	TOTAL
6	Biological Sciences	2	5	9	1	0	17
7	Chemistry	2	11	1	0	0	14
8	Computer Science	1	4	3	0	0	8
9	Geology	0	2	2	0	0	4
10	Mathematical Sciences	1	5	3	0	0	9
11	Physics	1	4	2	0	0	7
	Sub-total	9	40	56	10	0	59
	Grand total	11	79	149	44	0	207

D. 2018/2019 Graduands by Faculties, Departments and Class of Degrees

FACULTY OF ARTS AND SOCIAL SCIENCES							
S/N	DEPARTMENTS	1 ST CLASS	2 ND CLASS UPPER	2 ND CLASS LOWER	3 RD CLASS	PASS	TOTAL
1	Economics	1	25	24	8	1	59
2	English & Literary Studies	0	5	35	3	1	44
3	Geography	0	7	26	2	0	35
4	History & Int'l Studies	0	13	45	1	0	59
5	Political Science	0	17	40	8	0	65
	Sub-total	1	67	174	24	2	262

FACULTY OF SCIENCE							
S/N	DEPARTMENT	1 ST CLASS	2 ND CLASS UPPER	2 ND CLASS LOWER	3 RD CLASS	PASS	TOTAL
6	Biological Sciences	4	21	16	4	0	45
7	Chemistry	1	12	11	2	0	26
8	Computer Science	3	31	12	3	1	50
9	Geology	0	7	8	1	0	16
10	Mathematical Sciences	2	8	8	5	1	24
11	Physics	0	4	4	3	1	12
	Sub-total	10	83	59	18	3	173
	Grand total	11	146	233	42	5	435

8.16 Issuance of Certificates to Graduates

Certificates have been issued to the 1st and 2nd sets of graduates of the University. The 3rd and 4th sets of graduates are yet to be issued with certificates, a situation that needs to be corrected immediately. The certificates were printed by the Nigerian Security Printing and Minting Company for security reasons.

8.17 Postgraduate Programmes

As part of the vision of the Administration, the School of Post-Graduate Studies (SPGS) was established following the Resource Verification and approval of the National Universities Commission in 2019. With the approval by the NUC, the University commenced full Postgraduates Programmes across the Faculties of Arts, Science and Social Sciences.

8.17.1 The University runs PGD, Masters and Ph.D programmes in Biological Sciences, Chemistry, Computer Science, English & Literary Studies, Geography, Geology, History & International Studies, Mathematical Sciences and Physics. All the approved postgraduate programmes have special options based on the areas of specializations of the Professors.

The summary of the Postgraduate Degree Programmes available are as presented in the table below:

S/No	Programmes
POSTGRADUATE DIPLOMA (PGD) 2018/2019 ACADEMIC SESSION	
1	PGD Economics
2	PGD Economic Planning and Development
3	PGD Taxation and Fiscal Policy
4	PGD Peace and Conflict Resolution
5	PGD Legislative Studies
6	PGD Environmental Management and Conservation
7	PGD Fisheries and
8	PGD Chemistry Aquaculture
9	PGD Computer Science
10	PGD Applied Geology
11	PGD Mathematics
12	PGD Statistics
M.Sc/Ph.D (2019/2020 Academic Session)	
1	Computer Science, M.Sc/PhD
2	Mathematics, M.Sc/PhD
3	Biology, M.Sc/PhD
4	Physics, M.Sc/PhD
5	English Language, M.A/PhD
6	Literature-in-English, M.A/PhD
7	History and International Studies, M.A/PhD
8	Geography, M.Sc/PhD
9	Geology, M.Sc/PhD
10	Physical Chemistry, M.Sc/PhD
11	Analytical Chemistry, M.Sc/PhD
12	Organic Chemistry, M.Sc/PhD
13	Inorganic Chemistry, M.Sc/PhD
14	Political Science, M.Sc
15	Economics, M.Sc
16	Masters in Peace and Conflict Studies

8.18 Accreditation of Programmes

The Federal University Lokoja had obtained Full Accreditation status for Undergraduate Programmes in the Faculty of Arts and Social Sciences. All the Academic Programmes in the Faculty of Science – Biology Sciences, Chemistry, Computer Science, Geology, Mathematical Sciences and Physics have also been fully accredited.

8.18.1 List of Federal University Lokoja Undergraduate Degree Programmes and their Accreditation Status

S / N	FACULTY	41 PROGRAMMES					
			Programme	Status		Programme	Status
A	ARTS (4 Programmes)	1	B.A. Archaeology	(ARV)	3	B.A. History	
		2	B.A. English Language	(ARV)	4	B.A. Theatre Arts	(ARV)
B	EDUCATION (15 Programmes)	1	B.A. (Ed) English	(ARV)	9	BLIS. Library & Information Science	(ARV)
		2	B.A. (Ed) History	(ARV)	1 0	B.Sc. (Ed.) Biology	(ARV)
		3	B.Sc. (Ed) Economics	(ARV)	1 1	B.Sc. (Ed.) Chemistry	(ARV)
		4	B.Sc. (Ed) Geography	(ARV)	1 2	B.Sc. (Ed.) Computer Science	(ARV)
		5	B.Sc. (Ed) Political Science	(ARV)	1 3	B.Sc. (Ed.) Mathematic s	(ARV)
		6	B.Ed. Guidance & Counselling	(ARV)	1 4	B.Sc. (Ed.) Physics	(ARV)
		7	B.Ed. Integrated science	(ARV)	1 5	B.Ed. Business Education	(ARV)
		8	B.Ed. Social Studies	(ARV)			
C	MANAGEMENT SCIENCES (4 Programmes)	1	B.Sc. Accounting	(ARV)	3	B.Sc. Business Administratio n	(ARV)
		2	B.Sc. Banking and Finance	(ARV)	4	B.Sc. Public Administratio n	(ARV)

D	SCIENCE (13 Programmes)	1	B.Sc. Biochemistry	(ARV)	8	B.Sc. Geology	(FA)
		2	B.Sc. Biology	(FA)	9	B.Sc. Mathematical Sciences	(FA)
		3	B.Sc. Botany	(ARV)	10	B.Sc. Microbiology	(ARV)
		4	B.Sc. Biotechnology	(ARV)	11	B.Sc. Physics	(FA)
		5	B.Sc. Chemistry	(FA)	12	B.Sc. Statistics	(AA)
		6	B.Sc. Industrial Chemistry	(ARV)	13	B.Sc. Zoology	(ARV)
		7	B.Sc. Computer Science	(FA)			
E	SOCIAL SCIENCES (5 Programmes)	1	B.Sc. Economics	(AR)	4	Mass Communication	(ARV)
		2	B.Sc. Geography	(AR)	5	Sociology	(ARV)
		3	B.Sc. Political Science	(AR)			

Awaiting Resource Verification (ARV); Awaiting Accreditation (AA); Awaiting Re-Accreditation (AR); and Full Accreditation (FA)

8.19 Remedial Science and Consultancy Programmes

Remedial Science Programmes commenced in the 2018/2019 Academic Session. The Remedial Science Programme was established in order to afford the young Nigerians especially those from Kogi State and environs the opportunity to remedy their deficiencies in WAEC and NECO so as to qualify for the mainstreams admission.

8.20 The University concluded arrangements for the establishment of Consultancy Services in the following programmes:

1. CT programme in Information Technology such as:
 - a. Certificate Course in Desktop Publishing
 - b. Certificate Course in Word Processing
 - c. Certificate Course in Data Processing
 - d. Certificate Course in Web/Graphic Design
 - e. Diploma in Data Processing
 - f. Diploma in Hardware maintenance
2. 3 months proficiency Diploma in Teaching Language and Literature

3. One month proficiency Course in Communication Skills
4. Remedial Programmes
5. Certificate Programme in Drama and Film Production
6. Certificate Course in Journalism

8.21 Research

Research at FUL focused on providing solutions to the challenges and expectations of the people, the community, the state and the nation at large. It involved basic and applied research anchored on the University's core values of diligence, innovativeness, integrity and responsiveness. Guided by the University Research Policy, the University Administration continues to pursue the Institution's Research objectives.

8.21.1 With the support of TETFund, the University established a **Directorate of Research and Development**. The Directorate is expected to be fully operational in order to give a boost to more research activities among the Senior Researchers, early career researchers as well as Graduate students in the various Departments. FUL promoted the culture of research and dissemination of research findings to the University community by supporting scheduled faculties to present ongoing research findings for inputs in the University Monthly Seminar Series prior to their publications. A total of 77 presenters participated in this series since its inception six years ago.

8.21.2 Partnerships

The University signed active MOUs with: Morgan State University Baltimore, USA; Galilee International Institute for Higher Education Management Israel; the Nigerian Metrological Agency (NiMet) Abuja; National Remote Sensing Centre Jos, to build capacity and collaboration in specialized areas. All these have tremendously resulted in strengthened and increased research, teaching, learning and community service in the University and environs.

8.22 Community Services

Federal University Lokoja is actively involved in Community Service with some of the staff providing training for Health workers and patients in Home management of Lymphoedema across Kano, Kaduna and Benue States. The staff are also involved in voluntary works with local and international Non-Governmental Organizations (NGO), World Health Organization (WHO), UNICEF and United Nations Population Fund in their different areas of support to the country.

8.23 Recruitment of Academic Staff and Non-Teaching Staff

- 8.23.1 The number of staff, both teaching and non-teaching is adequate. There is no complaint of shortage of staff except by the security department.
- 8.23.2 However, in a bid to meet the manpower needs of the University, there was need to increase the staff strength of the Federal University Lokoja. The process of the recruitment of Academic and Non-Teaching Staff commenced with the approval of the Governing Council, followed by the placement of advertisement in the National Dailies in 2018.
- 8.23.3 The University management also obtained approval from the Federal Character Commission and the Budget Office for the Recruitment.
- 8.23.4 Invited candidates were interviewed by the Central Appointments and Promotions Committee and a list of those found appointable by the A&PC were forwarded to Council for approval.
- 8.23.5 Officials of the Federal Character Commission participated throughout the duration of the interview process after which they issued Certificate of Compliance to the University to affirm that due process was followed and the details of successful candidates appointed reflected the Federal Character Principles.

8.24 Recommendations

1. The University as a matter of urgency should pursue linkage programmes both locally and internationally.
2. The University should encourage staff to seek research grants.
3. The University should have a more robust staff development programme to be able to accommodate more staff. The Governing Council should pay particular attention to this.
4. Staff members on TETFUND research grants should be encouraged to complete their programmes timely and return to perform their academic duties.
5. There is therefore, the need for a holistic review of the Scheme of Service and the Conditions of Service of the University (for Senior and Junior) in line with the approval given by the 2nd Governing Council to facilitate the smooth governance of the University.
6. As the University has moved to the Permanent site and it is also operating two Campuses, there would be need to appoint two Deputy Vice-Chancellors, one for Academic and the other for Administration respectively.

CHAPTER 9

9.0 TERMS OF REFERENCE 6: THE RELATIONSHIP BETWEEN THE UNIVERSITY AND THE VARIOUS STATUTORY BODIES IT INTERACTS WITH ACCORDING TO ITS LAW FOR THE PURPOSES OF SUPERVISION, PLANNING, FINANCE, DISCIPLINE, GUIDANCE AND ANY OTHER RELATIONSHIP (I.E. GOVERNING COUNCIL, NUC, AND THE FEDERAL MINISTRY OF EDUCATION (FME))

- 9.1 The Federal University Lokoja (Establishment) Bill 2015 was signed into law by the then President of the Federal Republic of Nigeria, Dr. Goodluck Ebele Jonathan on 26th day of March, 2015.

9.2 The University may therefore sue and be sued in its corporate name.

The objectives of the University shall be:

1. Teach students the best in their chosen fields and encourage them to be creative in their thoughts,
2. Promote quality research in the Sciences and Liberal Arts, which can be basic or applied,
3. Provide relevant and up-to-date facilities for teaching and research,
4. Contribute to the social, economic and cultural development of our immediate community, Nigeria and the generality of humanity,
5. Partner with the host community, research institutes, local and international organizations and relevant ministries to carryout specialized programmes that could change the lives of people,
6. Activate budding talents such that they in turn can be front runners in catalysing innovations that could be systematically employed to usher realistic changes beneficial to mankind,
7. Build a neighbourhood consciousness that will harmonize the relationship between the university members and all those who live within the immediate vicinity of the university.

9.3 The University shall also consist of:

- a. A Chancellor
- b. A Pro-Chancellor
- c. A Vice-Chancellor
- d. A body to be called Congregation
- e. A body called Convocation

9.4 The Panel examined how these bodies related with the institution in accordance with the laws establishing the University for the purposes of supervision, planning, finance, discipline and guidance.

9.5 From contacts made and records provided to the Panel, there exists a good relationship between the University and the Chancellor/Pro Chancellor. These relationships are cordial and are in good terms. These can be attested to by minutes of the Council submitted to the panel. In them, it was indicated that the Vice Chancellor submitted reports to the Council, regularly.

9.6 The Vice Chancellor kept Council (appointed members and two representing Senate, one representative of Alumni) informed of all events and activities that

took place in the institution such as reports on campus development, finance, academic matters, staff development matters, students' welfare, convocation and other activities that may need the attention of the council.

- 9.7 The Senate of the University (Vice Chancellor, Deputy Vice Chancellor, all Professors, the Librarian, all Deans of Schools, including Post-Graduate, Dean of Students Affairs, Directors of Institutes (Centres) is another body that interacts with the institution. As required, Senate elected its members to represent it on the Governing Council of the University. From records available to the panel, Senate meetings were not regular but its decisions taken on academic and students' welfare were brought to the attention of Council for its information and further action.
- 9.8 Congregation (General Assembly of all senior members of the University who are first degree holders, academic and non-academic) is another body in the institution. During the congregation meetings, the Vice Chancellor briefed members on the activities and progress made by the institution. There was no cordial relationship between the Vice Chancellor and some members of the congregation. Some complained of not having a sense of belonging or "being carried along". The Governing Council needs to look into this.
- 9.9 The National Universities Commission (NUC) is another institution, which the University relates with. It is the organ of Government that supervises the University for effective teaching, learning and research in the institution. The Commission supervises the curriculum content of all courses offered and accredits them for the purpose of the award of Degrees, Diploma, certificates, etc. The relationship appeared cordial.
- 9.10 The University also implements all directives from the Commission and works cordially with the Commission for the purpose of financial control and discipline. A staff of the Commission participates in the University Tenders Boards where all contracts are awarded by the University.
- 9.11 The Federal Ministry of Education is the apex supervising agency for the University. The Ministry as the supervising agency is the link between the University and Government. The Ministry gives directives to the university by way of circulars on Government policies and programmes. For proper control and supervision, the Ministry is represented on the Governing Council and its committees as well as in the Tenders Board.

- 9.12 The Joint Admissions and Matriculation Board (JAMB) is another statutory body that the university interacts with. It is the body responsible for admitting students into the University after seating and passing the prescribed examination. The university's relations with JAMB was cordial.
- 9.13 The university maintained a healthy relationship with the Federal Character Commission (FCC), which superintends issues on fair and even recruitment of staff.
- 9.14 TETFUND is a critical funding agency for the academic and physical development of the university. During the period under review, the university showed an excellent relationship with TETFund, thereby enabling it develop its Felele Campus and undertake staff development programmes.
- 9.15 The university has a Liaison office which is under the purview of the Vice-Chancellor. The liaison office serves as the linkage between the University and the Supervisory Agencies and Ministries in Abuja, Inter-Governmental Agencies, other sister Universities, Regional and International relations.
- 9.16 The University maintained a good relationship with illustrious Sons and Daughters of Kogi State. Held interactions with stakeholders who had pledged to always partner with the University.
- 9.17 FUL had Exchange Programmes and Collaboration with Local and Foreign Institutions and signed Memorandum of Understanding (MoU). Staff and students at FUL can choose to go to Morgan State University or the University of Nottingham in England for collaboration and exchange programmes or vice versa.
- 9.18 In addition, the university is in collaboration with the Nigerian Meteorological Agency (NiMet). The Agency has established a Weather Station in Federal University Lokoja and has equally provided equipment to the department of Geography Laboratory.

9.18 RECOMMENDATIONS

Arising from the achievements during the period under review:

1. The current cordial relationship existing between the University Governing Council, NUC, Federal Character Commission (FCC), TETFUND, FME and other authorities should be maintained and strengthened.

2. The current Vice Chancellor should continue to provide exemplary leadership and inclusive administration.
3. The VC should create an atmosphere of openness and accommodation to foster harmony and peaceful coexistence between all members of the university community.
4. Senate meetings should be regular and as at when due.
5. Senate should co-operate with the VC and guide the University authority on issues that will lead to the attainment of the institution's objectives.
6. The University should continue to hold Congregation meetings to discuss matters affecting the institution and thereby douse the tendency to rumour mongering and feelings of exclusion.
7. It will be beneficial to the University if such interactions with stakeholders and the MoU with stakeholders are sustained.

The Council of the university should make it a point of duty to assist the management especially the VC to create an atmosphere which brings understanding among all members of the university community. Where conflicts arise, Council of the university should take proactive steps to douse such developments before they get out of hand.

CHAPTER 10

10.0 TERMS OF REFERENCE 7: 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

10.1 The Federal University Lokoja Establishment Act 2015 was signed into law by the president of the Federal Republic of Nigeria, Dr. Goodluck Ebele Jonathan on 26th day

of March, 2015. It was gazetted on 5th April, 2016 in the Federal Republic of Nigeria Official gazette No. 57 Vol. 103 – PPA 129-A159. The Act created the following organs:

- a. The Governing Council
- b. The Senate
- c. The Congregation, and
- d. The Convocation

- 10.2 The provisions of the Act have been observed in their breach. There is a noticeable lacuna in the Act which sort of justifies members of the Governing Council to resort to the court of law over a slight infraction. This had to do with membership of the Council, particularly, internal members representing the Senate Section 6 of the Act which provides for the composition of Council, has left a window for dissatisfied members to take their perceived grievances to court, which should not be the case. For instance, two internal members of Council who, up till this Visitation, have not repented, still believe that their going to Court was proper, acceptable and in accordance with their right to be heard.
- 10.3 The doctrine of “audi alterem patem” (let the other side be heard) would have been better served if the law had provided for internal mechanism within which their grievances would have been ventilated and resolved. The alleged unapproachable attitude of the Vice Chancellor, which according to Section 9 of the Act, turns her into a tin god whose words would become law in all situations, is another aspect of the crises.
- 10.4 The other breaches of the Act have to do with human factor. No matter how beautiful a law is drafted, implementation will bring in human factor and ultimately negate the oath of office which runs thus; “...I will do right to all manner of people, according to law, without fear or favour, affection or ill-will...”
- 10.5 **Findings:** During the tenure of the 2nd Vice Chancellor, Prof. Angela Freeman Miri, there had been several cases of misunderstanding between the VC and some members of the university owing to lack of understanding of one’s role and responsibilities and issues relating to gender.
- 10.5 Due to lack of provisions for mechanisms of resolution of internal conflicts, some members of the university community have resorted to law courts over trivial issues which became the order of the day.

- 10.6 The Act establishing the University has some areas which ought to be amended or, in most cases, deleted. For example, Section 10(1) has a provision for the empowerment of a Provisional Council when there was no Governing Council. However, as the university is currently run by a Governing Council, therefore provisional council should be expunged and in its place to insert "Governing Council" now that the University has been in existence for eleven years. Indiscipline in high places have been noticeable because there has been no internal mechanism to check abuses of the law.
- 10.7 From enquiries conducted, there is no evidence of land titles granted the institution and obviously, no evidence of payment of compensations. The land itself housing the permanent site of FUL was acquired by the Kogi State Government. As at the time of PVP's visit, the state government has not issued the Certificate of Occupancy to the University eleven years after the Institution has been in existence and in addition, there is no topographical survey of the vast land.
- 10.8 The PVP also observed that some herdsmen (believed to be Fulani herdsmen) are comfortably settled and living within the Felele Campus of the University.
- 10.7 According to Head, Legal Services Unit, Federal University Lokoja, there have been eight court cases involving the institution. The law Suits are as follows:
1. FHC/LKJ/CS/221/2018 - Prof Ibileye & Anor vs Federal University Lokoja & Ors.
 2. NICN/LKJ/26/2019 - Prof. Ibileye & Anor vs Federal University of Lokoja
 3. FHC/LKJ/CS/01/2019 - Peter Ajefu vs Federal University Lokoja.
 4. FHC/LKJ/CS/08/2019 - Amos Onoja vs Federal University Lokoja.
 5. FHC/LKJ/CS/08/2019 - John Pelemu vs Federal University Lokoja
 6. FHC/LKJ/03/2020 - Dr. Elukpo vs Federal University Lokoja
 7. FHC/LKJ/CS/55/2020 - Chief Elukpo vs Federal vs Federal University Lokoja
 8. NINC/LKJ/31/2020 – Prof. Emmanuel E. Achor vs Council of the Federal University Lokoja.
 9. The ninth case is reported to be at the National Industrial Court of Nigeria, Lokoja. No suit number is provided and no plaintiff (claimant) and no defendant are mentioned. At best, it is mere conjecture.
- 10.8 Records available to the PVP have not indicated that the FUL had established linkages with international agencies and had received any financial assistance from any agency since its establishment in 2011. However, the School was

chosen by Carnegie African Diaspora Fellowship Program to host an African Diaspora scholar from the United States in June 2015, as a result of that, they signed a Memorandum of Understanding (MoU) with the Missouri State University in the United States of America (USA).

- 10.9 The PVP notes that the new Vice Chancellor, Prof. Olayemi Akinwumi, during the Senate meeting of Thursday, 27th May, 2021, rolled out a master plan for linkages with international agencies like the Virginia State University, Petersburg, VA, USA and AP Leventis Ornithological Research Institute (APLORI) at Laminga in Jos, Plateau State and Nigeria Montane Forest Project (NPFP) at Ngel-Nyaki on the Mambilla-Plateau. He has also included in the long list Aggressive Promotion of the FUL Brand by mandating the use of Logos in Publications, documents and communications.
- 10.10 The Land Title Document for both Adankolo and Felele Campuses have been secured from the Kogi State Government. The incoming Vice-Chancellor is to note that the Certificate of Occupancy for the University is being processed presently with the Kogi State Government awaiting the endorsement (signature) of the Executive Governor of the State. The Federal Government should assist the university authorities to prevail on the Kogi State to issue relevant C of O for both Campuses to enable the university function properly.
- 10.11 Compensation for the Permanent Site of the University. The host communities have been persistent on the demand for compensation over their land the State Government ceded and donated to the University. It is important for the Federal Government and the Kogi State Government to support the university in ensuring that compensation to the host communities at Felele is done by the Kogi State Government through the Bureau of Land Administration and Housing since it is the State Government that should pay compensation and not the university.
- 10.12 **COMMENTS:**
- 10.12.1 As regards discipline and respect for the law establishing the FUL, Section 16 (1 & 2) dealing with Removal of Members of Council or the Vice Chancellor and Section 17 (1,2,3,4,5,6,7 & 8) Ground and Procedure for Removal of Senior Academic Staff should be strictly adhered to in order to bring sanity and good conduct into the institution.

- 10.12.2 The Unions have their own rules and regulations which govern their conduct on a day to day basis. Therefore, the Unions must be seen to act in accordance with such rules and regulations.
- 10.12.3 The Governing Council must live up to expectation so that the University can realize its vision and mission, particularly, now that a new Vice Chancellor is in office.
- 10.13** The panel met with the internal organs including the various Unions in the institution such as Academic Staff Union of Universities (ASUU), Senior Staff Association of Nigerian Universities (SSANU), Non-Academic Staff Union (NASU), National Association of Academic Technologists (NAAT), Alumni Association. During the interaction the Unions complained of the following: Inability of the University to move to the permanent site, disposition of the host state government in rendering adequate assistance to the University, corruption, inadequate office equipment, lack of adequate security, inadequate classrooms for students and offices for staff, poor road network, no electricity and water, no internet access, no arrangement on ground yet for transportation of staff and students considering the distance between the Adankolo campus and the Felele campus.
- 10.14 The unions also complained of pending promotion arrears of staff, stopped earned allowances such as hazard, responsibility, professional allowances. All these allowances previously enjoyed by members of staff of the university have been stopped with effect from February 2020 upon migration of salary payment to IPPIS.
- 10.15 Minimum wage arrears: Since the implementation of minimum wage in April 2019 by the directive of the Federal government, members of staff of FUL are yet to be paid the incremental arrears of the implementation of the minimum wage. The months covered by this arrears are from April 2019-2020 (i.e 10 months).
- 10.16** Other issues raised by the Unions are on staff training and further study, non-remittance of deductions, poor state of the University Clinic, improper placement of some of the staff of the University at the point of entry into the University.

- 10.17 SSANU is of strong opinion that Federal Government and the four university unions should come to table and renegotiate the 2009 Agreement which actually is overdue for review because the intent of the agreement is that it should be reviewed after every five years and this is 12 years after the last negotiation.
- 10.18 Interaction with Students revealed the need to boost student's welfare and provide facilities and the required infrastructure for better teaching and learning, to carry students along in the administration of the institution, move to the permanent site for growth, improvement and progress, provide shuttle buses to convey students to the permanent site, provide adequate security, create a proper communication channel with the management, provide scholarship scheme for students, especially indigent ones, provide sport equipment and upgrade the available ones, empower students with entrepreneurial skills for self-reliance and avoid threats, molestation and harassment of students by lecturers.
- 10.19 As regards discipline and respect for the law establishing the FUL, Section 16 (1 &2) Removal of Members of Council and Vice Chancellor and Section 17 (1,2,3,4,5,6,7 & 8) Ground and Procedure for Removal of Senior Academic Staff should be strictly adhered to in order to bring sanity and good conduct into the institution.
- 10.20 The Unions have their own rules and regulations which govern their conduct on a day to day basis. Therefore, the Unions must be seen to act in accordance with such rules and regulations.
- 10.19.3 The Governing Council must live up to expectation so that the University can realize its vision and mission, particularly, now that a new Vice Chancellor is in office.
- 10.13 **RECOMMENDATIONS:**
- i. As a step towards building harmony and early detection and containment of disputes in the university community, the law should be amended to institute an ADR to resolve disputes and disagreements rather than imposing binding decisions on the university system.
 - ii. The law should be amended to institute an Alternative Dispute Resolution (ADR) mechanism which is a method of resolving a dispute by agreement

rather than by an imposed binding decision be instituted for this and other universities.

- iii. Even though Governing Councils can create Directorates, the law can still be made to accommodate such. The university being conventional should have the freedom to venture into any academic programme that will lead to the development of its catchment area and Nigeria.
- iv. The law should be amended to give room for the university to expand its programmes to satisfy its clientele.
- v. Funds released for capital projects should be monitored properly to ensure that the projects executed match with the fund released. (Value for Money Audit). It is inevitable for the FUL to move to her permanent site. However, the Federal Government should assist the university in terms of funding to solve the problems identified as posing a big challenge for moving to the permanent site. NEEDS Assessment fund of the university should be increased in order to cater effectively for the infrastructure of the university.
- vi. That Federal Government should improve on staff welfare to boost morale and enhance productivity. Hazard Allowance and all other allowances should be paid to all staff of the University because all categories of staff face one hazard or the other. Internal Audit unit should be restructured to make the Auditors more independent of the management.

CHAPTER 11

11.0 TERMS OF REFERENCE 8: THE HISTORICAL EVOLUTION OF THE UNIVERSITY AND TAKE STOCK OF ITS NET ACHIEVEMENT AND PROBLEMS AS WELL AS ITS STYLE AND DIRECTION

- 11.1 The Federal University Lokoja was among the twelve (12) Universities established by the Federal Government of Nigeria between 2010 and 2011.

The pioneer Vice-Chancellor was Professor Abdulmumini Hassan Rafindadi while Mrs. Habiba Anavoza Adeiza was appointed as pioneer Registrar. The first Chancellor for the Institution, who has remained in office till date, is Alhaji (Dr) Muhammadu Abali Ibn Muhammadu Idriss, CON, the Emir of Fika and Chairman, Yobe State Council of Chiefs.

- 11.2 The first Governing Council had as Pro-Chancellor and Chairman Chief Hon. Innocent Ugo Chima OON while the 2nd Governing Council had Professor Emeritus Nimi Dimkpa Briggs, OON as the Pro-Chancellor and Chairman of Council. The current Pro-Chancellor and Chairman of Council is the distinguished Senator Chris Iheanyichukwu Adighije.
- 11.3 Professor Angela Freeman Miri, mni, was appointed 2nd Vice-Chancellor of Federal University Lokoja by the President of Nigeria, His Excellency, Muhammadu Buhari, GCFR on 11th February, 2016.
- 11.4 The academic and administrative achievements recorded under Prof. Angela Freeman-Miri administration (2016 -2020), being the period under review are as follows:
 1. A Strategic Meeting with illustrious Sons and Daughters of Kogi State, the first of its kind was held in August, 2016 with a view to enlisting the support of the stakeholders for the rapid development of the University.
 2. Staff Verification and Proper Placement, Re-Accreditation of all the Programmes in the Faculty of Science including Statistics with full accreditation by the National Universities Commission (NUC).
 3. Establishment of the School of Post-Graduate Studies and commencement of academic activities in 2019/2020 Academic Session.
 4. Successful Resources Verification of the Post-Graduate Programmes of the existing courses in the University at the PGD, M.Sc. and Ph.D levels.
 5. Creation of additional Faculties from two (2) to five (5), namely; Faculty of Science, Faculty of Social Sciences, Faculty of Management Sciences, Faculty of Arts and Faculty of Education.
 6. Elections and appointment of Deans to oversee the Faculties. Creation of more academic Programmes from eleven (11) to forty one (41) with the appointment of Heads and Acting Heads of Departments.
 7. Establishment and commencement of Remedial Science Programme in the University.

8. Installation of the first Chancellor for the University Alhaji (Dr.) Muhammadu Muhammadu Idriss, CON, the Emir of Fika and Chairman, Yobe State Council of Chiefs on 22nd October, 2016 during the University's Maiden Convocation.
9. Successful conduct of the first, second, third and fourth Convocation ceremonies for the Award of degrees to deserving Graduating students.
10. Training of 103 Academic staff both locally and internationally.
11. Four (4) Academic staff went for Benchwork abroad.
12. 328 Staff attendance at Conferences/Workshop locally and internationally.
13. Promotion of twenty six (26) Academic staff to the positions of Readership and Professorship following the positive Reports of the External Assessments of their Publications. It is noteworthy that more Reports are being awaited from External Assessors of some Academic Staff whose publications have also been sent out for assessment.
14. Promotion of other categories of Academic Staff and Non-teaching Staff deserving of promotion across board.
15. Recruitment of more Academic Staff to boost the quality and numbers of our academics in the University.
16. Increase in the population of students from 1,919 to 7,800 and members of staff (both Academic and Non-Teaching) from 893 to 1,241.
17. Establishment of the Bindery Unit in the University Library.
18. Establishment of the Centre for Research and Centre of Excellence in the University and Appointment of the Director for the Centre.
19. Establishment of the University Liaison Office in Abuja, No.20A Mamman Kontagora Crescent, Diplomatic Zones, katampe Extension, Abuja.
20. Procurement of a Permanent Residence for the University Vice-Chancellor by the Governing Council, at the Government Reserved Area, Lokoja, Kogi State.
21. Processing of Land Title for the University land at Felele Permanent site and Adankolo. (On going).
22. Movement of the University Administration to the Felele Campus (Permanent site) on Monday, 5th October, 2020.
23. Massive infrastructural development of Felele Campus, especially through functional interface with TETFund.
24. With the completion and furnishing of the Faculty buildings constructed under the TETFund High Impact Intervention as well as the completed Faculty Buildings at the Felele Campus, the Faculties of Arts; Social Sciences; Education and Management Sciences are planned to move to the Felele Campus and occupy those facilities.

11.5 List of Faculties, Departments, Units

FACULTY	DEPARTMENTS
ARTS	Archaeology and Museum Studies English and Literary Studies History and International Studies Theatre Arts
EDUCATION	Educational Foundation Arts and Social Sciences Education Science Education Library and Information Science Education
MANAGEMENT SCIENCES	Accounting Banking and Finance Business Administration Public Administration
SCIENCES	Biochemistry Biology Chemistry Botany Zoology Microbiology Computer Science Mathematics Geology Physics Statistics Biotechnology Industrial Chemistry
SOCIAL SCIENCE	Economics Geography Political Science Sociology Mass Communication

11.6 Post Graduate Degree Programmes

PROGRAMME		DEGREE		
		PGD	MASTERS	PHD
1	Biological Sciences	PGD. Biology	M.Sc. Biology	PhD. Biology
2	Chemistry	PGD Chemistry	M.Sc. Chemistry	PhD. Chemistry

3	Computer Science	PGD. Computer Science	M.Sc. Computer Science	PhD. Computer Science
4	Economics	PGD. Economics	M.Sc. Economics	Not Available
5	English & Literary Studies	Not Available	M.A. English Language	PhD. English Language
			M.A. Literature in English	PhD. Literature in English
6	Geography	Not Available	M.Sc. Geography	PhD. Geography
7	Geology	PGD, Applied Geology	M.Sc. Geology	PhD. Geology
8	History and International Studies	Not Available	M.A. History and International Studies	PhD. History and International Studies
		PGD. Peace and Conflict Studies	Master in Peace and Conflict Studies (MPCS)	Not Available
9	Mathematical Sciences	PGD. Mathematics	M.Sc. Mathematics	PhD. Pure and Applied Mathematics
10	Physics	PGD. Industrial Physics	M.Sc. Physics (Theoretical Physics)	PhD. Physics
11	Political Science	PGD. Political Science	M.Sc. Political Science	Not Available

All the programmes above have passed resource verification by the NUC and now awaiting accreditation.

11.7 Accreditation status for each programme

S/N	FACULTY		PROGRAM	STATUS
A	ARTS (4 Programs)	1. 2. 3. 4.	B.A. Archaeology B.A. English and Literary Studies B.A. History and International Studies B.A. Theatre and Film Arts	(ARV) (FA) (FA) (ARV)

B	EDUCATION (15 Programs)	1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15.	B.A. (Ed) English B.A. (Ed) History B.Sc. (Ed) Economics B.Sc. (Ed) Geography B.Sc. (Ed) Political Science B. Ed. Guidance Counselling B. Ed. Integrated Science B. Ed. Social Studies BLIS. Library and Information Science B. Sc. (Ed) Biology B.Sc. (Ed) Chemistry B.Sc. (Ed) Computer Science B.Sc. (Ed) Mathematics B.Sc. (Ed) Physics B. Ed. Business Education	(ARV) (ARV) (ARV) (ARV) (ARV) (ARV) (ARV) (ARV) (ARV) (ARV) (ARV) (ARV) (ARV) (ARV) (ARV)
C	MANAGEMENT SCIENCES (4 Programs)	1. 2. 3. 4.	B.Sc. Accounting B.Sc. Banking and Finance B.Sc. Business Administration B.Sc. Public Administration	(ARV) (ARV) (ARV) (ARV)
D	SCIENCES (13 Programs)	1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13.	B.Sc. Biochemistry B.Sc. Biology B.Sc. Botany B.Sc. Biotechnology B.Sc. Chemistry B.Sc. Industrial Chemistry B.Sc. Computer Science B.Sc. Geology B.Sc. Mathematical Sciences B.Sc. Microbiology B.Sc. Physics B.Sc. Statistics B.Sc. Zoology	(ARV) (FA) (ARV) (ARV) (FA) (ARV) (FA) (FA) (FA) (FA) (ARV) (FA) (AA) (ARV)
E	SOCIAL SCIENCES (5 Programs)	1. 2. 3. 4. 5.	B.Sc. Economics B.Sc. Geography B.Sc. Political Science B.Sc. Mass Communication B.Sc. Sociology	(FA) (FA) (FA) (ARV) (ARV)

Awaiting Resource Verification (ARV); Awaiting Accreditation (AA); Awaiting Re-Accreditation (AR) and Full Accreditation (FA)

STATISTICAL ANALYSIS OF STUDENTS THAT HAVE GRADUATED SINCE INCEPTION AND THEIR PERFORMANCES IN YEAR 2016

S/N	DEPARTMENT	FACULTY	MALE	FEMALE	TOTAL
1	ECONOMICS	ARTS/SOCIAL SCIENCE	18	6	24
2	ENGLISH	ARTS/SOCIAL SCIENCE	1	14	15
3	GEOGRAPHY	ARTS/SOCIAL SCIENCE	13	6	19
4	HISTORY	ARTS/SOCIAL SCIENCE	24	20	44
5	POLITICAL SCIENCE	ARTS/SOCIAL SCIENCE	26	15	41
		SUB TOTAL	82	61	143
	FACULTY OF SCIENCE	SCIENCE	MALE	FEMAL E	TOTAL
6	BIOLOGICAL SCIENCE	SCIENCE	6	9	15
7	CHEMISTRY	SCIENCE	8	7	15
8	COMPUTER	SCIENCE	6	2	8
9	GEOLOGY	SCIENCE	4	0	4
10	MATHEMATICAL SCIENCES	SCIENCE	8	1	9
11	PHYSICS	SCIENCE	6	1	7
		SUB TOTAL	38	20	58
		GRAND TOTAL	120	81	201

ANALYSIS OF GRADUANDS AND THEIR PERFORMANCES IN YEAR 2017					
S/N	DEPARTMENT	ARTS/SOCIAL SCIENCE	GENDER		TOTAL
			MALE	FEMALE	
	ECONOMICS	ARTS /SOCIAL SCIENCE	0	0	0
1	ENGLISH	ARTS /SOCIAL SCIENCE	23	34	57
2	GEOGRAPHY	ARTS /SOCIAL SCIENCE	14	7	21
3	HISTORY / INT. STUDIES	ARTS /SOCIAL SCIENCE	17	19	36
4	POLITICAL SCIENCE	ARTS /SOCIAL SCIENCE	40	15	55
5		SUB TOTAL	94	75	169
	FACULTY OF SCIENCE		MALE	FEMALE	TOTAL
6	BIOLOGICAL SCIENCES	SCIENCE	8	15	23
7	CHEMISTRY	SCIENCE	15	8	23

8	COMPUTER SCIENCE	SCIENCE	17	7	24
9	GEOLOGY	SCIENCE	8	3	11
10	MATHEMATICAL SCIENCES	SCIENCE	15	5	20
11	PHYSICS		10	4	14
		SUB TOTAL	73	42	115
		GRAND TOTAL			284

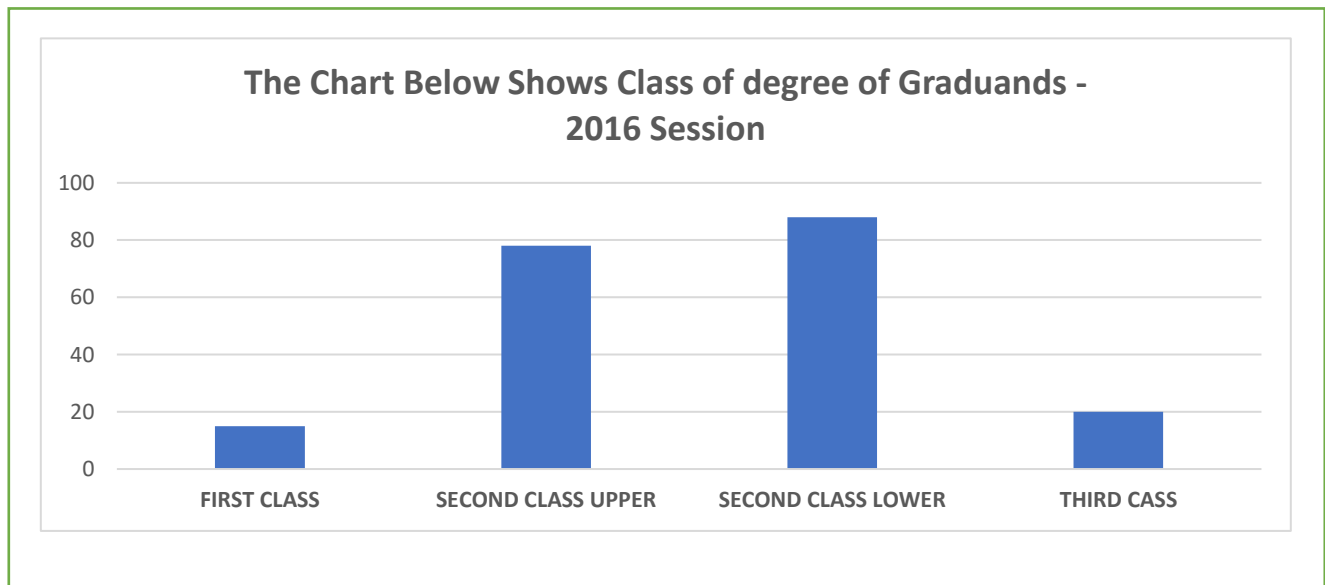
ANALYSIS OF GRADUANDS AND THEIR PERFORMANCES IN YEAR 2018					
S/N	DEPARTMENT	FACULTY	GENDER		TOTAL
			MALE	FEMALE	
1	ECONOMICS	ARTS/SOCIAL SCIENCES	23	22	45
2	ENGLISH AND LIT. STUDIES	ARTS/SOCIAL SCIENCES	5	20	25
3	GEOGRAPHY	ARTS/SOCIAL SCIENCES	10	5	15
4	HISTORY / INT. STUDIES	ARTS/SOCIAL SCIENCES	13	12	25
5	POLITICAL SCIENCE	ARTS/SOCIAL SCIENCES	23	12	35
		SUB TOTAL	74	71	145
	FACULTY OF SCIENCE	SCIENCE	MALE	FEMALE	TOTAL
1	BIOLOGICAL SCIENCES	SCIENCE	13	14	27
2	CHEMISTRY	SCIENCE	5	11	16
3	COMPUTER SCIENCE	SCIENCE	27	4	31
4	GEOLOGY	SCIENCE	13	7	20
5	MATHEMATICAL SCIENCES	SCIENCE	16	4	20
6	PHYSICS		11	3	20
		SUB TOTAL	85	43	128
		GRAND TOTAL			273

ANALYSIS OF GRADUANDS AND THEIR PERFORMANCES IN YEAR 2019					
S/N	DEPARTMENT	FACULTY	GENDER		TOTAL
			MALE	FEMALE	

1	ECONOMICS	ARTS/SOCIAL SCIENCES	38	25	63
2	ENGLISH/ LIT. STUDIES	ARTS/SOCIAL SCIENCES	16	29	45
3	GEOGRAPHY	ARTS/SOCIAL SCIENCES	26	13	39
4	HISTORY/INT.STUDIES	ARTS/SOCIAL SCIENCES	39	22	61
5	POLITICAL SCIENCE	ARTS/SOCIAL SCIENCES	46	19	63
		SUB-TOTAL	165	108	273
	FACULTY OF SCIENCE	SCIENCE	MALE	FEMALE	TOTAL
6	BIOLOGICAL SCIENCES	SCIENCE	16	29	45
7	CHEMISTRY	SCIENCE	12	14	26
8	COMPUTER SCIENCE	SCIENCE	37	13	50
9	GEOLOGY	SCIENCE	14	4	18
10	MATHEMATICAL SCIENCES	SCIENCE	15	9	24
11	PHYSICS	SCIENCE	13	1	14
		SUB-TOTAL	107	70	177
		GRAND TOTAL			450

ANALYSIS OF CLASS OF DEGREE AMONG THE GRADUATES OF 2016						
S/N	DEPARTMENT	FACULTY	FIRST CLASS	SECOND CLASS UPPER	SECOND CLASS LOWER	THIRD CLASS
1	ECONOMICS	ARTS/SOCIAL SCIENCE	2	14	8	0
2	ENGLISH/ LIT. STUDIES	ARTS/SOCIAL SCIENCE	0	5	9	1
3	GEOGRAPHY	ARTS/SOCIAL SCIENCE	2	8	9	0
4	HISTORY/ INT. STUDIES	ARTS/SOCIAL SCIENCE	2	5	24	13
5	POLITICAL SCIENCE	ARTS/SOCIAL SCIENCE	2	13	20	6
		TOTAL	8	45	70	20
6	BIOLOGICAL SCIENCES	SCIENCE	2	6	7	
7	CHEMISTRY	SCIENCE	2	12	1	

8	COMPUTER SCIENCE	SCIENCE	1	4	3	
9	GEOLOGY	SCIENCE	0	2	2	
10	MATHEMATICAL SCIENCES	SCIENCE	1	5	3	
11	PHYSICS	SCIENCE	1	4	2	
		TOTAL	7	33	18	
TOTAL NUMBER OF GRADUANDS			201			
CLASS OF DEGREE			TOTAL OBTAINED			
FIRST CLASS			15			
SECOND CLASS UPPER			78			
SECOND CLASS LOWER			88			
THIRD CLASS			20			



S/N	PROPOSED OF COURSE OF STUDY	GENDER		TOTAL
		MALE	FEMALE	
1	BIOLOGICAL SCIENCE	6	21	27
2	COMPUTER SCIENCE	31	12	43
3	CHEMISTRY	2	2	4

4	BIO-CHEMISTRY	5	0	5
5	BIOTECHNOLOGY	2	0	2
6	MICROBIOLOGY	9	14	23
7	GEOLOGY	3	2	5
8	PHYSICS	2	0	2
9	MATHEMATICS	0	1	1
10	INDUSTRIAL CHEMISTRY	1	1	2
11	ZOOLOGY	1	0	1
	GRAND TOTAL	62	53	115

S/N	PROPOSED OF COURSE OF STUDY	GENDER		TOTAL
		MALE	FEMALE	
1	BIOLOGICAL SCIENCE	9	25	34
2	COMPUTER SCIENCE	27	11	38
3	GEOLOGY	3	1	4
4	MATHEMATICS	3	0	3
5	CHEMISTRY	0	1	1
	GRAND TOTAL	42	38	80

**SCHOOL OF POST GRADUATE
MASTER DEGREE 2018/2019 ACADEMIC SESSION**

DEPARTMENTS	COURSE/ PROGRAMMES	FACULTY	GENDER		TOTAL
			MALE	FEMALE	
BIOLOGICAL SCIENCES	PARISTOLOGY	SCIENCES	5	1	6
BIOLOGICAL SCIENCES	CONSERVATION BIOLOGY	SCIENCES	1	1	2
BIOLOGICAL SCIENCES	ENVIRONMENTAL BIOLOGY	SCIENCES	6	10	16
TOTAL			12	12	24
CHEMISTRY	CHMISTRY	SCIENCES	8	1	9
TOTAL			8	1	9
COMPUTER SCIENCE	COMPUTER SCIENCE	SCIENCES	45	4	49
TOTAL			45	4	49
MATHEMATICAL SCIENCES	MATHEMATICS	SCIENCES	7	3	10
TOTAL			7	3	10
PHYSICS	PHYSICS	SCIENCES	9	3	12

TOTAL				9	3	12
GEOLOGY	GEOLOGY	SCIENCES		8	3	11
TOTAL				8	3	11
MASTER DEGREE IN FACULTY OF SCIENCE			TOTAL	89	26	115
ECONOMICS	ECONOMICS	ARTS/SOCIAL SCIENCES		45	10	55
ENGLISH & LITERARY STUDIES	ENGLISH LANGUAGE	ARTS/SOCIAL SCIENCES		6	18	24
TOTAL				6	18	24
ENGLISH & LITERARY STUDIES	ENGLISH LITERATURE	ARTS/SOCIAL SCIENCES		4	4	8
TOTAL				4	4	8
GEOGRAPY	GEOGRAPHY	ARTS/SOCIAL SCIENCES		10	7	17
TOTAL				10	7	17
HISTORY & INTERNATIONAL STUDIES	HISTORY & INTERNATIONAL STUDIES	ARTS/SOCIAL SCIENCES		17	5	22
TOTAL				17	5	22
HISTORY & INTERNATIONAL STUDIES	DEVELOPMENT STUDIES	ARTS/SOCIAL SCIENCES		8	2	10
TOTAL				8	2	10
HISTORY & INTERNATIONAL STUDIES	PEACE AND CONFLICT STUDIES	ARTS/SOCIAL SCIENCES		24	6	30
TOTAL				24	6	30
POLITICAL SCIENCE	POLITICAL SCIENCE	ARTS/SOCIAL SCIENCES		27	5	32
TOTAL				27	5	32
POLITICAL SCIENCE	LEGISLATIVE STUDIES	ARTS/SOCIAL SCIENCES		2	1	3
TOTAL				2	1	3
POLITICAL SCIENCE	PUBLIC ADMINISTRATION	ARTS/SOCIAL SCIENCES		14	15	29
TOTAL				14	15	29
MASTER DEGREE IN FACULTY OF ARTS/SOCIAL SCIENCES			TOTAL	157	73	230
			GRAND TOTAL	246	99	345

11.6 There is relative peaceful environment at the Adankolo campus which is within the city centre of Lokoja. Incidents of cultism and kidnapping were reportedly largely contained. However, reports of petty criminality such as snatching of bags, laptops, telephones around the gate were contained. In addition, there are gaps in the area of modern security equipment like Close Circuit Television (CCTV), shortage of staff and

lack of training for security personnel, logistics for easy work of operations. On the contrary, very serious gaps exist at the permanent site at Felele. These include:

- i. Very porous access to the university due to lack of perimeter fencing;
- ii. The university premises is not secured while it is located on a major interstate highway (Kogi-Edo State) and the state is surrounded by 9 other neighbouring states;
- iii. The crossing of the highway without pedestrian bridges and road bumps on the highway is very dangerous for the university community;
- iv. Lack of adequate vehicles for movements between the Adankolo take-off campus and Felele, permanent site, thereby exposing students and staff to hazards of various types; and
- v. Presence of "Fulani Herdsmen" settlement within the campus, adjacent to the student hostels.

11.7 RECOMMENDATIONS

1. Appropriate agents of the Federal Government and the Kogi State Government should take early measures to relocate the Fulani herdsmen which is adjacent to the student hostels as well as other settlers from the university land.
2. Urgent measures should therefore be taken to secure the university premises and protect the lives of students and lecturers.
3. In view of the location of the university on a major interstate highway, the Federal Ministry of Works should be directed to construct as early as possible, a pedestrian crossing facility to secure the lives of students, lecturers and other members of the university community.
4. The appropriate agencies of the FG especially TETFund and Federal Ministry of Works should be directed to undertake urgent construction of internal roads in the university.
5. The university still remains unsecured because there is no perimeter fencing. This exposes members of the university community, especially students to all manners of danger at this crucial time in the country. The Panel recommends that urgent measures be taken to commence the construction of perimeter walls around the 38 square kilometres of land of the university. This should be taken as an urgent priority.
6. Because of the location of the university on a highway and the prevailing security situation in the country, directives should be issued to the appropriate security agencies, ie. Nigerian army, Nigerian police, DSS and NSCDC to jointly take appropriate measures to secure areas surrounding the university including putting and manning of bumps on both sides of the highway. This should be taken as urgent priority.

7. In view of the fact that members of the university would be shuttling between two campuses, ie. Adankolo and Felele until the permanent site is fully developed the FG should urgently prioritise the purchase of some vehicles to aid the shuttling.
8. The management of the university should take urgent measures to seek collaboration with private sector and linkages with related institutions both locally and internationally to leverage its activities.

CHAPTER 12

12.0 TERMS OF REFERENCE 9: THE GENERAL SECURITY IN THE UNIVERSITY AND HOW THE UNIVERSITY HAS DEALT WITH IT AND RECOMMEND APPROPRIATE MEASURES

12.1 Security on Campus

12.2 There is a Security Department in FUL. The department is made up of six sections:

- i. Administration;
- ii. Intelligence;
- iii. Crime Investigation;
- iv. Operation;
- v. Patrols and Guards; and
- vi. Surveillance.

The department provides appreciable level of security cover for the staff, students and the university community.

12.3 Interaction with the security agencies showed that the university management has been working in collaboration with all such institutions in Kogi State. That is the Nigeria Police, Department of State Services (DSS), the Nigeria Army Records Lokoja, Nigeria Security and Civil Defence Corps and Federal Road Safety Corps in order to ensure peace, security and stability in the University. This resulted into a peaceful atmosphere which promoted smooth academic activities for both staff and students in FUL.

12.4 Religious Harmony on Campus

The University Management being aware that the Federal University Lokoja is a secular institution comprising of people of different religions, ethnic groups and different backgrounds has always encouraged unity among the two major faiths, Christianity and Islam. This has been demonstrated through peaceful dispositions on campus. The university has not experienced or witnessed any religious disharmony on campus.

12.6 Recommendations

1. The security services at the Felele campus is inadequate both for the safety of lives and properties. The need for perimeter fence and human security personnel cannot be over stressed. Currently, the location is not habitable due to the fact that its perimeter is porous and lacks internal access roads. Therefore, the urgent need for proper security to be put in place. The University should provide more security personnel at the permanent site.

2. There is need for more collaborative intelligence gathering. The current management should continue to strengthen the security on the Campus by maintaining the existing cordial relationship with Security Agencies in order to have constant patrols and surveillance at the two campuses of the University, especially at the Permanent Site, Felele Campus.
3. There is a need to beef up security in both campuses of the university either by hiring/contracting out the job or equipping the university security personnel with the right equipment to do their job. High technological equipment should be installed.
4. In particular, locals could be hired on permanent basis. There should be incentives for the assignment.
5. The security of the university will be greatly enhanced by the construction of adequate internal roads which at present is 1.98 metres out of 19.8 kilometres which is 0.1%. At present, the entire university is surrounded by thick vegetation all of which could breed insecurity.
6. The PVP emphasises the importance of urgent provision of security at the university which has a great future and could become the centre of our national unity.

CHAPTER 13

13.0 TERMS OF REFERENCE 10: THE PROCESSES AND STRUCTURES OF DISCIPLINE OF STUDENTS IN THE UNIVERSITY IN LINE WITH THE DUE PROCESS OF THE RULE OF LAW

13.1 The university has established structures and mechanism for students' administration, discipline and in compliance with due processes. There is a students' handbook which contains all the relevant information needed to guide the students.

13.2 There are committees for different students' cases. They are:

- i. Examination Misconduct committee;
- ii. Dress Code committee;
- iii. Senate students' disciplinary committee; and
- iv. Students' disciplinary committee of hall of residence.

13.3 There is also students' welfare scheme which affords the students opportunity to derive the highest quality of personal fulfilment, professional attainment, social responsibility and service to the community. Students enjoy Health Insurance Scheme, responsible student unionism, open communication between the students' union and management etc.

13.4 The processes and structures of discipline of students in FUL follow appropriate disciplinary procedure. Where necessary, disciplinary matters were sent to senate and appropriate sanctions were meted to students with misconduct.

13.5 There is a Dean of Students Affairs who relates with students. Interactions with students union and their representatives showed they are satisfied with disciplinary processes and structures.

13.6 There is a Students Welfare Committee chaired by a Council member whose duties include to advise the Council and Senate on students policy issues, appraise students' needs and related matters and recommends to council and senate, as necessary.

13.7 In the course of the years, there were no recorded cases of any major students' unrest in the university.

13.8 On the process of adjudicating on examination malpractice, the case of examination leakage was handled procedurally. The students were given an opportunity of appeal to council which was unusual. This is because it is the responsibility of senate and its committees to handle students matters.

Below is the **analysis of hostel accommodation in FUL**

S/ N	YEAR	NO ALLOTTED TO MALE	NO ALLOTTED TO FEMALE	TOTAL
4	2015	60	84	144
5	2016	60	84	144
6	2017	60	84	144
7	2018	60	84	144
8	2019	60	84	144

13.9 Recommendations

13.9.1 Disciplinary processes and structures should be circulated among students. Those things that constitute misconduct should be widely circulated among students. There should always be orientation programme for new students.

13.9.2 The students' hand book published in 2015/2017 requires updating. The handbook should contain issues on history of the university, procedure for fresh and returning students' registration, academic regulations, library services, rules for the conduct of examinations, student governance, hall rules and regulations, hall administration, students welfare, etc.

13.9.3 The document also contains examination malpractice guidelines including types and punishment, within examination hall and outside examination hall. It should also contain rules in the halls of residence and penalties for offending/violating them. All likely gross misconduct offences which could lead to expulsion should be well spelt out.

13.9.4 There is a need for senate to establish the committee of deans that has the responsibility to act as the appellate or retrial organ of senate in all cases involving students. However, there is nothing against the rule that hinders institutions from applying the alternative dispute resolution (ADR) mechanism in handling matters beyond the Senate and Council. The ADR shall be the final arbiter in all cases that the Council cannot resolve. The constitution of this committee shall be headed by a retired judge with membership from senate, council, trade unions to which the staff/student belongs to.

13.9.5 The services of this committee shall be constituted from time to time as cases arise. Complaints to be taken to this ADR shall be submitted to the university registrar who liaises with the university legal unit to constitute the committee. This is to reduce

litigation through the process of normal courts, the financial loss and ill wind which could be engendered.

CHAPTER 14

14.0 CONCLUSION

14.1 Going by its strategic location which is an intersection between the north and the south, the east and the west, Federal University, Lokoja has the potential to become, indeed, the true citadel of learning that reflects the true diversity and national aspiration of integration and harmony in Nigeria. For over 100 years, the city of Lokoja where it is located had served as the meeting point of Nigeria's unity and today, it has the unique position of having been bordered by 9 States of the Federation. Another major advantage which it enjoys is the fact that Lokoja is the nearest State Capital to the Federal Capital Territory of all the 36 States in Nigeria. These factors give the university the advantage of being copiously patronised by Nigerians from all parts of the country who desire knowledge and self-fulfilment.

14.2 During its 10 years of existence and particularly the period under review, the Federal University, Lokoja has done creditably well. The Management of the University which was the second after the pioneer team took off well from the foundation which had been laid. The University therefore experienced expansion and forward march, both academically and in terms of physical development. The creation of five new Faculties in addition to the two which existed since the beginning, the establishment of a Post Graduate school to enable award of Masters and Ph.D. certificates and the creation of a Remedial School has opened up opportunities for prospective students from the catchment area and around the country to enrol in the university. For all these, the Governing Council of the University headed by Professor Emeritus, Nimi Briggs, OON and the Vice Chancellor, Prof. Angela Miri, *mni* deserves commendation and collective appreciation.

14.3 It is also important to note that the TETFund has done creditably well in helping the university to develop its critical infrastructure. That agency also needs to be appreciated for the work that they have done in the university, without which it would have been confined to Adankolo take off campus which has now become congested and unable to expand.

14.4 Major challenges facing the institution during the period

1. The University has continued to operate at the take-off site.
2. The space at the take-off site has become inadequate thereby frustrating the growth of the university to mount new programmes and provide adequate facilities.
3. The permanent site has enough buildings including hostels, classrooms, and offices to facilitate movement to the site.

4. Some of the facilities are being wasted because of lack of human presence and activities.
5. The major challenge to movement to the permanent site is security.
6. The permanent site will need adequate provision of roads and perimeter fence.
7. There are adequate facilities to facilitate movement to the site
8. The University should commence full movement to the site in phases at the beginning of the next academic session, 2021/2022 and the movement completed within the academic year.
9. The university should concentrate all spending and projects on the permanent site henceforth. The Federal Ministry of Education and its agencies as well as other concerned Federal Government agencies may need to improve funding for the road project and commencement of perimeter fence.
10. The university should immediately contact different security agencies with the view of providing adequate security at the permanent site,

14.5 Observations

1. The University has continued to operate at the take-off site.
2. The space at the take-off site has become inadequate thereby frustrating the growth of the university to mount new programmes and provide adequate facilities
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14.6 General Recommendations

1. Vice Chancellors and Pro-Chancellors of Universities must not come from the state of location; they may come from any part of Nigeria in order to comply with

Federal Character requirements. However, one of the external council members should come from the state to create local content.

2. Contestants for the post of Vice Chancellor should be ten (10) years of Professorship and should be uniform in all universities.
3. There should be workshops, retreats and induction courses for newly appointed Pro-Chancellors and Council members.
4. Senate meeting should be frequent, at least once a month.
5. Council should maintain its policy making role while the Vice Chancellor and Management implement the policies.
6. As much as possible, appointment of Council members should be devoid of politics to save the institution from political influence.
7. The Vice Chancellor should appoint Deputy Vice Chancellors within six months of assumption of duty.
8. External audit report should be annual.
9. There should be commitment to move to the institution's permanent site and the provision of adequate security to safeguard lives and property should be made a priority.
10. Government should provide adequate funding to enable this important university to move to its permanent site and play that desired role as a confluence and citadel of learning and additional promotion of peace and harmony in Nigeria.
11. Committees in the institution should be allowed to function effectively.
12. All organs in the institution should be allowed to operate and records must be kept properly.
13. School calendar must be drawn and complied with.
14. Council should appoint project monitoring officers that must report to it on compliance and performance,
15. Government to constitute Council immediately after the appointment of a Vice Chancellor.
16. Alternative Dispute Resolution (ADR) committee should be set up in institutions and officers should subject themselves to ADR to minimize litigation.
17. The principle of autonomy of universities should be upheld at all times, however, in extreme cases of breakdown of law and order created by any of the organs in the University that impinge on the smooth running of FUL or any particular University, the visitor to the University would be expected (via the Federal Ministry of Education) to take appropriate decisions in line with his/her executive powers as entrenched in the Constitution of the Federal Republic of Nigeria.
18. Appropriate moveable and unmovable properties of the university should be comprehensively insured.
19. All the university staff should have Group Life Assurance coverage

APPENDICES:

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