



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the
Federal Republic of Nigeria
on the
Visitation Report into the Affairs of the
University of Maiduguri, Maiduguri
(2011 - 2015)**

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO THE AFFAIRS
OF THE UNIVERSITY OF MAIDUGURI, MAIDUGURI
(2011 - 2015)**



ARRANGEMENT OF PARAGRAPHS

Paragraph:

1. Publication of Federal Government White Paper on the Report of the Visitation Panel into the Affairs of the University of Maiduguri, Maiduguri (2011 - 2015).

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE UNIVERSITY OF MAIDUGURI, MAIDUGURI
(2011 - 2015)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the University of Maiduguri, Maiduguri (2011-2015) as provided in the schedule to this Notice is hereby published in the Federal Government Gazette.

Publication
of Federal
Government
White Paper
on the
Report of
the Visitation
Panel into
the affairs of
the
University of
Maiduguri,
Maiduguri
(2011-2015).

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel into the affairs of the University of Maiduguri, Maiduguri (2011-2015)“.

Citation.

1.0. INTRODUCTION

1.1. INAUGURATION OF THE PANELS

The President of the Federal Republic of Nigeria and Visitor to the University of Maiduguri, President Muhammadu Buhari, GCFR in exercise of the powers conferred on him, set up Visitation Panels for the University of Maiduguri, Maiduguri, Borno State along with other Federal Universities and Inter-University Centres. Consequently, the Panels were inaugurated on Tuesday, 13th April, 2021 in Abuja by the Honourable Minister of Education, Mallam Adamu Adamu at the Auditorium of the National Universities Commission, Abuja.

1.2. COMPOSITION OF PANEL

The members of the Visitation Panel to the University of Maiduguri, Maiduguri were as follows :

(i)	Prof. Hafiz Abubakar, MFR, DSc.	Chairman
(ii)	Chief Paschal Egerue	Member
(iii)	Alh. Aliyu Kamara	Member
(iv)	Mr. Ayo Bankole	Member
(v)	Prof. Albert Olayemi	Member
(vi)	Prof. Beke Sese	Member
(vii)	Mr. Adeleye Adeoye A.	Secretary

1.3. TERMS OF REFERENCE [ToR]

The Panel's Terms of Reference were to :

(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 the 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, National Universities Commission [NUC] and 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 modification to the Law ;

(viii) to trace the historical evolution of the University and take stock of its net achievements 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 due process of the rule of law.

1.4. Details of the Findings/Observations and Recommendations of the Visitation Panel, as well as the comments indicating recommendations accepted, noted or rejected by the Visitor are contained in a tabular format in sections 2 - 11 of this gazette. The highlights of the Visitor's directives include:

(i) Audit Circulars on frequently observed infractions should be issued to the University Community alongside quarterly and yearly audit plan;

(ii) Management should ensure it insures all the assets of the University;

(iii) Management should continue to improve and sustain its present efforts at increasing its IGR ;

(iv) the University should review its Academic Brief and Master Plan ;

(v) Management should develop a robust and sustainable maintenance culture, and resuscitate its Equipment Maintenance Centre in collaboration with the Entrepreneurship Development Centre ;

(vi) the University should as a matter of priority, provide more laboratory space, equipment and qualified staff to cope with increasing students' population;

(vii) Council and Management should recruit qualified and permanent academic staff for the Department of Dentistry;

(viii) the University should ensure that academic staff on study fellowships locally in the University are relieved of teaching and administrative responsibilities;

(ix) Management should intensify efforts to improve enrolment to the post graduate school ;

(x) the University should seek more sources of funding for training and retraining of staff;

(xi) Council should facilitate the process that will make it possible for the representative of Convocation in Council to emerge;

(xii) Management should encourage staff to access the Academic Manuscript into Books [AMB] Intervention Project;

(xiii) Management should address issues relating to effective participation of its graduates in NYSC programmes ;

(xiv) JAMB and Professional bodies should limit themselves to their lawful areas of jurisdiction, thus allowing Universities to exercise their statutory powers ;

(xv) the position of the Chairman of Students' Disciplinary Committee (SDC) should be tenured ; and

(xvi) Management should leverage on the use of digital technology to allow students to elect their leaders democratically.

TERMOFREFERENCEONE

"Inquire into the level of implementation of the White Paper on the last visitation."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
2.1.	REPORT ON LAST VISITATION EXERCISE	<p>(i) Substantial compliance in well over 95 per cent of the recommendations/Visitor's directives in the 2004-2010 White Paper. Areas yet to be implemented are few but critical.</p> <p>(ii) Level of awareness on decisions was low among the stakeholders and the larger University community.</p>	<p>(i) Governing Councils should ensure that Government White Paper forms part of their working document and that the Visitor's directives are carried out expeditiously.</p> <p>(ii) The Council should ensure that White Paper is presented openly to the University community, displayed on the web and hard copies placed in the University Library.</p> <p>(iii) The White Paper should be placed permanently on the University website for the time it lasts, and hard copies placed in the University Library for ease of access.</p>	<i>Visitor accepts these recommendations.</i>

TERMOFREFERENCE TWO

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
3.1.	THE GOVERNING COUNCIL	<p>(i) There was a very good working relationship between the Governing Council and the University Management.</p> <p>(ii) All the requisite meetings of Council were duly held, well attended and documented, particularly in the last two years that fell within the reporting period of this Visitation.</p> <p>(iii) Council working in tandem with the University Management also ensured and sustained staff welfare and development by approving study fellowships, recruitments, promotions, and staff disciplinary procedures.</p>	<p>(i) The harmonious working relationship between the University Management and the Governing Council should be sustained, nurtured and maintained.</p> <p>(ii) The practice of Management reaching out by way of courtesy visits to top Government and corporate individuals and organizations is commendable and should be sustained for the benefit of the University.</p>	<i>Visitor accepts these recommendations.</i>
3.2.	THE VICE-CHANCELLOR	<p>(i) Records showed that both Vice Chancellors effectively presided over their Senates. Regular Senate meetings were held while Special ones were convened to address specific issues.</p> <p>(ii) There was a period of one [1] year and nine [9] months during which there were no Deputy Vice Chancellors.</p>	The maturity with which Senate affairs were handled, and mutual respect enjoyed by the Vice Chancellor, Deputy Vice Chancellors and the Senate should be sustained.	<i>Visitor accepts this recommendation.</i>

<i>S/No</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
3.3.	ROLE OF PRINCIPAL OFFICERS		The Principal Officers should continue to maintain the existing cordial relationship among one another and extend same to the University community.	<p><i>Visitor accepts this recommendation.</i></p> <p><i>Visitor notes with grave concern the absence of any Findings/ Observations on the roles of these Principal Officers of the University.</i></p> <p><i>Visitor frowns at the inability of the Panel to address this Term of Reference which requires the examination of the Leadership Qualities of the Governing Council and Principal Officers. The Federal Ministry of Education should, in future, ensure that Visitation Panels are fully briefed on the expectations of their assignments.</i></p>

TERM OF REFERENCE THREE

"Look into the financial management of the Institution including statutory allocation, internally generated revenue over the recommended period, and determine whether it was in compliance with appropriate regulations."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
4.1.	THE STATE OF THE UNIVERSITY FINANCE/ SOURCES OF FUNDING	<p>(i) Major sources of income were receipts from statutory allocations relating to Personnel cost, Overhead costs and Capital grants.</p> <p>(ii) Other sources of income were the internal revenue generation efforts, interventions and endowments. Internally generated revenue came mainly from students' service charges and other miscellaneous incomes including revenues from commercial ventures and others.</p> <p>(iii) The finances were audited for the period covering 2011 to 2015 by a firm of external auditors, and none of the accounts had adverse qualification.</p> <p>(iv) The Manual of Uniform Accounting system for Nigerian Universities was followed. Commendable efforts were also made to migrate to International Public Sector Accounting Standards [IPSAS] accrual system of Accounting by the deadline of 1st January, 2016 as directed by Government. There was also a directive to migrate to the Government Inte-</p>	<p>(i) Audit Circulars on frequently observed infractions should be issued to the University Community alongside quarterly and yearly audit plan. In between the structured audit plans, there should be spot checks either initiated by the Vice Chancellor or the head of the Audit Directorate.</p> <p>(ii) The University should reposition the Management of both The University of Maiduguri Investment Centre [UNIMAID Ventures] and University of Maiduguri Consultancy Services Ltd [UNIMAID Consult] for better performance through training and retraining of their personnel.</p> <p>(iii) The Asset Register of the University should be reviewed and updated annually to ensure a reliable baseline data for future reviews and update of University assets. All assets in the register should be numbered for ease of identification and location.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>grated Financial Management Information System [GIFMIS] platform for salary payment, and the ground work was done.</p> <p>(v) The Expenditure on Capital Projects for the period 2011 to 2015 was well captured.</p> <p>(vi) An external consultant was commissioned in 2010 to do valuation of University assets and generate a reliable Assets Register. The work was completed in January 2011.</p> <p>(vii) The Management complied with respect to allocation of 10 <i>per cent</i> of recurrent budget to the Library.</p> <p>(viii) The capital grants released to the University, though insufficient to address the holistic requirements of the University, were well utilized.</p> <p>(ix) Releases for Overhead Cost were well below costs incurred in managing lines of expenditure. This was also true of staff costs, especially payment of promotion arrears which were hardly met during the visitation period. The envelope system of disbursement to the Universities which the Federal Government later adopted, complicated</p>	<p>(iv) The Management should adequately fund the imprest account of all units, Centres, Faculties and Departments. Management should make a deliberate effort to bridge the communication gaps between end users and the Bursary Department.</p> <p>(v) The Federal Government should consider special financial intervention for the University outside the normal statutory intervention, especially on overhead cost.</p> <p>(vi) The enormous investment in property in the University by the Federal Government and agencies such as TETFund should be protected by insurance cover.</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>the situation in that the cash backing was often not up to 50 <i>per cent</i> of appropriated sum.</p> <p>(x) Research remained underfunded in the visitation period. TETFund intervened in 2014 with ₦15million grant for conferences and ₦10million for research. In the same vein, Endowment fund for Professorial Chair in the University dwindled. High profile debtors on this account subhead are yet to redeem their obligations.</p> <p>(xi) Delay in retirement and disbursement of Imprest.</p> <p>(xii) The Bursary Department was commendably computerized. The National Universities Commission intervened in the computerization process as far back as 2002.</p> <p>(xiii) Insurance coverage for the huge asset risk exposure of the University was inadequate.</p> <p>(xiv) The Management set up University of Maiduguri Consultancy Service Ltd. [UNIMAID Consults] and UNIMAID Ventures in 2013 [later renamed UNIMAID Investment Centre]. Both companies have super-</p>		

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		<p>visory Boards chaired by the Vice Chancellor. The Boards were functional in the period underreview.</p> <p>(xv) These IGR entities were however operating without targets and business growth strategies to enable them operate more competitively beyond the University of Maiduguri catchment market.</p> <p>(xvi) The University is not indebted to any of the Pension Fund Administrators.</p> <p>(xvii) The Management was in full compliance with Government directives to operate on GIFMIS and REMITA platforms. However, funds for research activities from donor agencies and programs not funded by the Federal budget are banked separately.</p> <p>(xviii) The services of a forensic audit firm was engaged for possible recovery of lost funds on all accounts which the University maintained in various commercial banks 10 years before the advent of the Treasury Single Account.</p> <p>(xix) Only six reports were issued by the internal audit department for the period underreview.</p>		

TERM OF REFERENCE FOUR

"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."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
5.1.	SPECIAL GRANTS AND LOANS	<p>Funds for special projects from Tertiary Education Trust Fund [TETFund], Central Bank of Nigeria [CBN], Nigerian National Petroleum Corporation [NNPC] and other donor agencies were supported by provision of bank bonds by contractors and effective deployment of consultants, thereby guaranteeing the execution of projects according to specification.</p> <p>Appropriated Funds released for Capital projects dropped significantly in the period under review. This affected the execution of capital projects.</p> <p>The Management applied all the grants judiciously. Over 90 per cent of projects were completed and put to use.</p> <p>Internally Generated Revenue [IGR] improved and several minor projects, especially renovation works, were executed.</p> <p>Infrastructural facilities and buildings needed constant maintenance/rehabilitation, but this could not be achieved due to paucity of funds.</p>	<p>(i) The Management should continue to improve and sustain its present efforts at increasing its IGR.</p> <p>(ii) Government should ensure that appropriated funds for capital projects are fully released to the University as and when due.</p> <p>(iii) Special Intervention funds should be provided for the University to undertake the upgrading, maintenance and sustenance of its infrastructural facilities and buildings, especially in the areas of electricity and water supply.</p> <p>(iv) The University should review its Academic Brief and Master Plan.</p> <p>(v) Funding for Hostel accommodation should be improved. The Management should reach out to organizations and wealthy individuals to develop hostels on BOT basis to ease the student accommodation problem in the University.</p> <p>(vi) More staff housing units should be built on campus to</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>Virtually all the TETFund, Appropriation, IGR and Needs Assessment Phase I projects were executed to completion. Ongoing projects were mainly Needs Assessment projects Phase II awarded in 2015.</p> <p>The University has adequate expanse of land of 4,219.3Ha. for the implementation of its physical developments now and in the future. There are valid Title documents for all its land holdings.</p> <p>The University Master Plan and Academic Brief prepared since 1986 are due for review.</p> <p>Hostel accommodation for students is grossly inadequate, with overcrowding in many of the hostels.</p> <p>Sports facilities in the University were inadequate.</p> <p>The Equipment Maintenance Centre [EMC] was not functional, leading to general lack of maintenance of Laboratory and Workshop equipment.</p> <p>Acute shortage of Laboratory space, equipment and qualified staff.</p> <p>The Management has made commendable progress in landscaping of the campus.</p>	<p>ease the current staff accommodation problem on campus. The Management should reach out to private investors to provide staff accommodation on campus on Build, Operate and Transfer [BOT] basis.</p> <p>(vi) The Management should develop a robust and sustainable maintenance culture and resuscitate its Equipment Maintenance Centre in collaboration with the Entrepreneurship Development Centre.</p> <p>(viii) The Management should provide adequate sporting facilities and upgrade existing facilities, and provide modern facilities to a standard befitting the University.</p> <p>(ix) Insurance of building and facilities should be extended to academic, communal and hostel buildings, and premium paid as and when due.</p> <p>(x) The Equipment Maintenance Centre should be resuscitated and made functional to serve the University adequately.</p> <p>(xi) The Management should, as a mat-</p>	

B 18

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>There is a well-equipped and active fire service Department.</p> <p>Shortage of Senior and Junior Staff accommodation on campus remains a problem.</p>	<p>ter of priority, provide more laboratory space, equipment and qualified staff to cope with the increasing students' population.</p>	

TERM OF REFERENCE FIVE

"Examine the adequacy of the staff and staff development programmes of each University."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
6.1.	ADEQUACY OF STAFF	<p>(i) The various departments, numbering seventy [70] had impressive number and desirable mix of academic staff.</p> <p>(ii) In the period ending 2015, there were Eighty [80] programmes offered by the Seventy [70] academic departments, two Centres and the Centre of Affiliated Colleges. The total students' enrolment in the year was 38,841 out of which 45 per cent were females. A total number of 23,106 students were graduated with First degrees, while 2156 Postgraduate students graduated with various degrees from the existing 96 postgraduate programmes.</p> <p>(iii) The development of programmes was in line with the Academic Brief of the University, which is however due for review.</p> <p>(iv) The students/staff ratio in the Faculties of Education and Arts is 1 : 30 ; 1 : 20 in Sciences ; 1 : 15 in Engineering and lower ratios in Colleges of Medicine and others. However, the expected ratios to optimise this and as prescribed by the NUC are 1 : 20 and 1</p>	<p>(i) The Department of Dentistry has a serious staffing problem. It presently relies on visiting Professors who because of security problems, are not coming as scheduled. The Management should urgently intervene by recruiting qualified and permanent academic staff to address this gap.</p> <p>(ii) In line with the staff development policy, academic staff on study fellowships locally in the University should be relieved of teaching and administrative responsibilities to enable them concentrate and complete their programmes on time.</p> <p>(iii) The postgraduate programme should be more vibrant.</p> <p>(iv) Expansion of internet facilities should be given immediate attention.</p> <p>(v) The Management should seek more sources of funding for training and retraining of staff, through collaboration and partnerships.</p> <p>(vi) The Management should strive to-</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>

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		<p>: 30 for Science and Arts/ Humanities- based disciplines respectively. With 1,123 academic staff servicing 34,029, the students /teacher's ratio was 1 : 30. The total number of academic staff in 2014 was 1,123, out of which 193 were in the professorial rank of which 126 [11 <i>per cent</i>] were Professors. Only 45 <i>per cent</i> of the academic staff were below the age of 40 years.</p> <p>(v) During the period under review, about 70 Professors left the services of the University due to insurgency.</p> <p>(vi) The aggressive policy on development of staff capacity, through the training of Graduate Assistants to acquire Master's and Doctorate degrees, locally or abroad, not later than two years after resumption of duty was maintained. Tertiary Education Trust Fund [TETFund] supports staff to pursue post-graduate degrees. It sponsored 20 staff for Masters between 2010 and 2015, 137 staff were sponsored locally to pursue Master's degrees, while 54 pursued it overseas. Similarly, 108 staff were sponsored to pursue Ph.D. degrees locally while 144 did so overseas. All</p>	<p>wards a richer, more diverse work force and conducive environment for research, publications and commercialization of intellectual property.</p> <p>(vii) The Management should be more proactive to issues that may affect academic integrity. The Management should sustain its zero tolerance for academic fraud.</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>these were sustained through TETFund, Petroleum Technology Development Fund [PTDF] and the University Staff Development Awards Scheme. Staff however, frowned at the wide gulf in benefits between TETFund and local sponsorships. Several more staff, academic and non-academic, were given sponsorships to attend conferences locally and overseas. TETFund supported 132 and 87 staff for foreign and local attendance respectively with the sum of One hundred and fifty-four million, nine hundred and three thousand, two hundred and sixty-nine naira and forty six kobo [N154,903,269.46].</p> <p>(vii) The University, due to insurgency could not fulfil its quota of admission. The records from JAMB showed admission figures as 5592 [year 2011], 2195 [year 2012], 4397 [2013], 6602[2014]and 10,160 [year2015].</p> <p>(viii) There were reported cases bordering on academic fraud which were investigated and adequately addressed by Management and Council.</p>		

TERM OF REFERENCE SIX

"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 (Governing Council, NUC and the Federal Ministry of Education.)"

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
7.1.	GOVERNING COUNCIL'S RELATIONSHIP WITH STATUTORY BODIES	<p>(i) In general, Council was effective in carrying out its mandate, and maintained excellent relationship with Management and Senate.</p> <p>(ii) There was no representation from the Convocation. An earlier attempt to elect a member of Convocation ended in a very severe security breach.</p>	<p>(i) Council should facilitate the process that will make it possible for the representative of Convocation in Council to emerge.</p> <p>(ii) Council should continue to maintain good relationship with Government and all sections of the University community.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>
7.2.	COMPOSITION OF COUNCIL AND ITS QUALITY	<p>(i) The three Governing Councils were properly constituted according to law, except for absence of a representative of Convocation.</p> <p>(ii) The number, quality and composition of the Council is adequate.</p>	<p>(i) The three chairmen of Council should be commended for good leadership.</p> <p>(ii) The cordial relationship existing between Council and Management, as well as other organs of the University, particularly the Senate, should be commended and sustained.</p>	<i>Visitor notes these recommendations.</i>
7.3.	THE NATIONAL UNIVERSITIES COMMISSION	<p>(i) Over the years, the Commission had carried out its mandate creditably with respect to the University of Maiduguri.</p> <p>(ii) However, as a result of the security situation, the NUC was</p>	<p>(i) The decision of the NUC to grant waiver to the Management and the resilience of the University to continue academic activities need to be commended.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		unable to conduct resource verification and accreditation visits. It therefore, granted a waiver on all the already existing programmes due for accreditation between 2013 and 2015. A total of thirty-two [32] programmes had full accreditation, while four [4] had interim status as at 2012.	(ii) The Management deserves commendation for its exemplary resilience in the sustenance of academic activities in the midst of security challenges.	
7.4.	FEDERAL MINISTRY OF EDUCATION	FME had a cordial relationship with the University.	The University should continue to strengthen the cordial relationship that exists between her and the Federal Ministry of Education.	<i>Visitor accepts this recommendation.</i>
7.5.	JOINT ADMISSIONS AND MATRICULATION BOARD [JAMB]	<p>(i) There was good collaboration with the Board in three [3] areas namely:</p> <p>(a) Provision of examination centres by the University.</p> <p>(b) Placement of suitably qualified candidates.</p> <p>(c) Engagement of the staff of the University in the conduct of the examinations.</p> <p>(ii) Between 2011 and 2015, a total of 28,946 were admitted into 80 programmes in the University. Offer of admissions however, were at their lowest in the years between 2012</p>	The very good cordial working relationship and collaboration between the Management and JAMB is commendable and should be sustained.	<i>Visitor accepts this recommendation.</i>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		and 2014 when the insurgency was at its highest with 2,195 in 2012 and 4,397 in 2013. With improvement in the security situation however, the admission peaked to 10,160 in 2015.		
7.6.	TERTIARY EDUCATION TRUST FUND [TETFUND]	<p>(i) There were TETFund interventions in construction of academic and administrative facilities, procurement of teaching and research equipment and furniture, procurement of vehicles, generators, sponsorship for further education at Master's and Ph.D. levels, sponsorship to Conferences and Seminars, production of books, library intervention projects and Academic Manuscripts into Book [AMB] Intervention Projects.</p> <p>(ii) Virtually all projects embarked upon have been successfully delivered.</p> <p>(iii) The total sum of Six billion, seven hundred and twenty-six million, one hundred and five thousand Naira [N6,726,105,000.00] Intervention Funds were received by the University.</p> <p>(iv) The Academic Manuscript to Books [AMB] Intervention Projects recorded less</p>	<p>(i) The high level of cooperation and collaboration between TETFund and the University is commendable and needs to be sustained and maintained.</p> <p>(ii) The Management should encourage staff to access the Academic Manuscript into Books [AMB] Intervention Project.</p>	<p>(i) Visitor accepts recommendation (i).</p> <p>(ii) Visitor notes recommendation (ii) for update in subsequent visitation.</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>than fifty <i>per cent</i> [50 <i>per cent</i>] patronage as only fourteen million, nine hundred and sixty-five thousand naira [N14,965,000.00] was accessed out of the thirty million naira [N30,000,000.00] allocated.</p> <p>(v) The three hundred and forty-two million naira [N342,000,000.00] earmarked as Library Intervention Project was fully accessed.</p>		
7.7.	THE NATIONAL YOUTH SERVICE CORPS [NYSC]	<p>(i) As one of the Corps Producing Institutions [CPI] in the country, it has been producing graduates for mobilisation while complying with the guidelines for the programme.</p> <p>(ii) It participated in pre and post mobilisation activities of the NYSC.</p> <p>(iii) The NYSC brought to light issues to do with age, qualification and status of graduates which the Management needed to pay attention to.</p>	<p>(i) The cordial working relationship between the NYSC and the University should be sustained and maintained.</p> <p>(ii) The Management should address all the issues raised.</p>	<p>(i) Visitor accepts recommendation (i).</p> <p>(ii) Visitor notes recommendation (ii) for update in succeeding visitation.</p>

TERM OF REFERENCE SEVEN

"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."

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
8.0.	CONFLICTS IN THE LAWS ESTABLISHING UNIVERSITIES AND GOVERNMENT AGENCIES AND PROFESSIONAL BODIES	<p>The Law has given clear guidance regarding the administration of all units of the University. However, the powers given to the University to exercise control over its affairs as enshrined in the Law establishing the University had, over the years, been gradually eroded by several government agencies. It is especially glaring that JAMB has literally taken over the functions of Senate in matters of admission of students as provided for in Section 3, Subsection 1 [a] of the Law.</p> <p>Apart from NUC, other professional bodies also dictate to the University the number of students it could admit into programmes. The actions of these professional bodies have generated some concern in the University.</p> <p>In line with the Establishment Act of the University, the Convocation should be represented on the Governing Council. However, this was not possible due to security concerns.</p>	<p>(i) The regular meetings of Council, Senate and Congregation in the face of hitherto daunting security challenges should be sustained and maintained.</p> <p>(ii) With the formation of a registered vibrant Alumni Association, and the availability of electronic platforms for meetings, the Management should, in conjunction with security agencies, organize an election for a representative of the Convocation on Council.</p> <p>(iii) JAMB and Professional bodies should limit themselves to their lawful areas of jurisdiction, thus allowing Universities to exercise their statutory powers.</p>	<p>Visitor notes these recommendations for update in succeeding visitation.</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
8.1.	NEGOTIATIONS WITH TRADE UNIONS	<p>(i) There is apparent disconnect between the Government, the Unions and the University authorities in matters of labour disputes.</p> <p>(ii) University Management and other critical stakeholders seem not to be fully involved in negotiations whenever industrial disputes arose.</p>	Government should evolve a mechanism for nipping crises in the bud by involving all stakeholders in matters early enough, in order to avoid prolonged disruption of the system at the detriment of the educational development of the country.	<i>Visitor accepts this recommendation.</i>

TERM OF REFERENCE EIGHT

"Trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
9.0.	ACHIEVEMENTS	<p>(i) There is growth to almost full capacity in physical and academic programmes, with 16 faculties, 14 Centres, 93 undergraduate programmes, 96 Post Graduate programmes, a student population of about 75,000 for post graduate, undergraduate, Diploma, Certificate and remedial studies. All but one of the programmes [Agricultural Education] have been accredited by NUC. The staff strength has also grown over the years, with about five thousand, one hundred and six [5,106] staff- 1,725 academic and 3,381 non-academic. The University has, through its style of sheer determination, careful planning and commitment to teaching, learning and research today become a key player in the society. It has produced great men and women for Nigeria in both public and private sectors of the national economy.</p> <p>(ii) The University is situated in the epicentre of the Boko Haram insurgency that has been threatening</p>	Efforts to build more hostels on BOT should be intensified.	<i>Visitor notes these observations/findings and recommendation.</i>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>peace and harmony in many parts of the country, particularly in the Northeast region for over a decade. In the period under review, there were over 16 suicide bomb attacks within the campus that claimed the lives of staff, students and the insurgents inclusive. The Management has demonstrated uncommon resilience to remain open all through the period covered by this Visitation.</p> <p>(iii) Only about 11 per cent of the students' population are accommodated in 11 halls of residence, this has led to overcrowding, thereby overstretching available facilities. There is also gross inadequacy of sporting facilities.</p>		
9.1.	SOME MAJOR PROBLEMS FACING THE UNIVERSITY OF MAIDUGURI	<p>SECURITY PROBLEMS</p> <p>The University has been operating under threat of security attacks. Although, in the period between 2010 and 2015, there were no attacks on campus, the University found itself expending a lot of its meagre resources on security for the protection and safety of staff and students. The mea-</p>	<p>(i) In view of the precarious security situation of the University, Government should accelerate the construction of the perimeter wall around the University to prevent future incidents of infiltration, and redesign the security system around the campuses.</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>asures instituted by the Federal Government of Nigeria helped in protecting the university, with the support and contribution of the Borno State Government and the deployment of the internal university security and financial resources.</p> <p>THE UNIVERSITY CAMPUS AS A SANCTUARY</p> <p>(i) By the end of 2011, the situation got so bad that it became impossible for some students to go home because their villages or towns had been overrun by Boko Haram. The Management had proactively decided that it would not close because of the insurgency and that decision, difficult as it was, helped to provide some level of safety to most of the students from the North East zone that could not go home. That decision placed a lot of strain on the limited resources of the University as the students had to be catered to by the provision of services such as water, electricity, accommodation and security.</p> <p>(ii) The University did not receive any additional financial support to sustain the provision of these ser-</p>	<p>(ii) Government should provide special intervention funds to help the University of Maiduguri to meet its service obligations to staff and students in the areas of supply of electricity, water and security.</p> <p>(iii) On the lingering issue of non-election of Convocation representative on the Governing Council and Student Union Executives, Management should, as a matter of priority, take advantage of ICT and the improved security situation on campus, to organise credible elections that will satisfy the beneficiaries and the provisions of law.</p> <p>(iv) High priority be given to University of Maiduguri and University of Maiduguri Teaching Hospital. As a matter of urgency, Mr. President should kindly direct the Rural Electrification Agency [REA] to help in generating power for the University and the Teaching Hospital.</p>	

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>vices. It is necessary to urge the Federal Government to provide some financial support to the University in view of the enormous strain on its limited resources.</p> <p>(iii) The security challenge created a situation where some university staff received threats to their lives from largely anonymous sources through text messages or phone calls. The Management had to manage the situation by allowing staff to take sanctuary in places where they would feel safe. In some cases, the threatened staff had to leave Maiduguri. Although the staff that had taken temporary sanctuary returned, the psychological effect was widespread and left many staff traumatised. Within the 2011 to 2015 period, some staff died as a result of the insurgency.</p> <p>UNIVERSITY'S DOGGED- NESS IN THE FACE OF TERROR</p> <p>It is noteworthy that the University has continued to function and is committed to its mandate of teaching, learning, research and community service despite the huge security challenges posed by insurgency since 2009.</p>		

<i>S/No</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>PROBLEMS OF FUNDING</p> <p>(i) The causes and impact of the socio-economic and security crises occasioned by the Boko Haram insurgency, particularly on the education sector, demand that the issue of adequate funding for qualitative and quantitative education be revisited and given top-most priority. Funding of education has remained far below the United Nations Educational, Scientific and Cultural Organisation [UNESCO] recommended 15 to 20 <i>per cent</i> budgetary allocation to education.</p> <p>STRAIN ON LIMITED UNIVERSITY RESOURCES</p> <p>Inadequate funds have resulted in serious drain of the meagre resources of the University making rationing of services, principally electricity, necessary. While there are generators on the campus [about 62 generators] for standby supply of electricity, the University, in the present circumstance, can only ensure the supply of electricity to the students' halls of residence. Staff members were left to make their own arrangements, as</p>		

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		<p>the University does not have the financial resources to provide electricity through the operation of generators. The students have to bear with the situation too as the generators provide light from 6 pm to 12 midnight. The public power supply, though erratic, provided some relief. However, the monthly electricity bill remained a serious drain on the resources of the University.</p>		

TERM OF REFERENCE NINE

"Examine the general security in the University and how the University has dealt with it, and recommend appropriate measures."

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
10.0.	SECURITY	<p>Since the beginning of the insurgency in 2009, the University has been and remains one of the targets of Boko Haram insurgents/insurgency.</p> <p>SECURITY ARCHITECTURE AND EQUIPMENT 2011-2015</p> <p>(i) During the period under review, there were about 500 security personnel mainly from three outsourced security companies and a few internal security about [60] personnel on the University payroll. These outsourced security companies were contracted to provide security services to the University after signing of MoU by both parties. This was in compliance with Federal Government directive of 2007. There was also deployment of Joint Task Force [JTF] personnel to protect the University from external aggression/attacks by insurgents during the period. In addition to the JTF, hunters, Civilian JTF, Explosive Ordinance Department [EOD], Nigeria Security and Civil</p>	<p>(i) The University should continue to be vigilant and maintain the security of the campus.</p> <p>(ii) The efforts of the Federal Government in awarding the contract for the fencing of the University and acquisition of security surveillance equipment should be commended.</p> <p>(iii) Government should consider a Special security grant for the University to enable it address the enormous challenges.</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>Defence Corps [NSCDC] Special Force [SF], Nigerian Mobile Police Force [MOPOL], Sniffer Dogs Handlers, DSS and Special Investigation Branch [SIB] officers were deployed to the University to complement the JTF personnel on ground.</p> <p>(ii) In terms of equipment, by 2015, the University had only three patrol vehicles, 50 walkie-talkies, 50 hand-held metal detectors, one base station [signal control room] and Close Circuit Television [CCTV] cameras in a few places. These equipment and personnel on ground were grossly inadequate to counter the security threats.</p> <p>SECURITY CHALLENGES</p> <p>(i) The major challenges faced by the University were intruders and threat by the Boko Haram insurgents. Though no staff or student was kidnapped/abducted, wounded or killed during the period under review, two [2] domestic servants lost their lives, hit by stray bullets in 2015. Furthermore, a few structures were affected by stray bullets and rocket gre-</p>		

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		<p>nades that landed on the university campus.</p> <p>(ii) The Management was able to handle the few security issues involving students such as drug abuse, sexual harassment and theft in hostel rooms. The major challenge however, has been the lack of funds, which made it difficult to sponsor internal security personnel for trainings, pay hazard, overtime and shift allowances and maintain security vehicles, generators and other security equipment.</p> <p>CULTISM</p> <p>There was no cultism on the campus due to the constant and tight security and close monitoring of students' activities, which made cult members or group to move to the town to carry out their nefarious acts. Some students who were identified to be associated with cult groups were arrested, both on campus and outside, and dealt with decisively under the provisions of the Disciplinary Statutes of the University.</p>		

TERMOFREFERENCE TEN

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

<i>S/No</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
11.0.	LAW AND REGULATION FOR OFFENCES	<p>(i) The University in 2015 had a student population of 38,841, 45 per cent of which are females.</p> <p>(ii) There is a Students' Affairs Unit in the office of the Vice Chancellor, headed by a Dean who is a Professor. He is assisted by other supporting staff.</p> <p>(iii) There is in place the Students' Disciplinary Committee [SDC]. The Committee headed by a Chairman includes the Dean of Students' Affairs, while the Students Affairs Officer serves as Secretary. After reportage to the security officer, or the Dean, every case, after thorough investigation, is forwarded to the SDC. For fair hearing, the student is invited for appearance and defense. Depending on the nature of the case, the student may consequently be recommended for warning, suspension or expulsion, to the Senate through the Vice Chancellor. This provision in the Act seems to guarantee fairness for students in the face of the law.</p>	<p>(i) The position of the Chairman of SDC should be tenured, as it is observed that one person has been occupying it for long.</p> <p>(ii) The sporting and recreational facilities should be expanded to allow or enable students dissipate emotional and psychological stress arising from cerebral work.</p> <p>(iii) There should be orientation for security personnel that will operate among students and who should be able to read and write.</p> <p>(iv) Arising from students' complaints, annual workshops should be organised by the Academic Planning Unit for newly recruited academic staff in order to improve on the quality of teaching and interaction with students.</p> <p>(v) Though the Management has made commendable effort in the provision of hostels using BOT, there is a need</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

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		<p>(iv) The Counseling Unit of the University also has been strengthened to handle Orientation programmes and offer advice to those sanctioned after facing the SDC, as a way of re-orientation and rehabilitation.</p> <p>(v) The most common cases addressed include physical and sexual assault, certificate forgery, impersonation, examination malpractice, homosexuality, alteration of results, hacking of the portal, cultism and theft of handsets.</p> <p>(vi) There were very few cases of appeals to the Committee after judgment, suggesting fair hearing and satisfaction. There is no record of litigation against the University from any investigated student.</p> <p>(vii) The SDC however observed with concern, that "the outsourcing of security by the University is undermining the effective operation of the security Division in ensuring justice. The personnel are not professional in handling of cases, detain students unfairly for days,</p>	<p>to sustain and put more efforts towards providing additional hostel facilities on campus.</p> <p>(vi) The Management should leverage on the use of digital technology to allow students to elect their leaders democratically.</p> <p>(vii) The Management should continue to make the wellbeing of students and their inclusion in governance a priority.</p> <p>(viii) While the reasons given by the Management to exercise some control over the finances of the Student Union is credible, it should be done with transparency and accountability to the students.</p> <p>(ix) The Management must constantly ensure cyber security. The reported cases of hacking into University portal to alter examination marks by students, is a major threat to the integrity of its academic awards.</p>	

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		<p>and compel students to pay damages".</p> <p>(viii) There was no elected Students' Union Government. Student leaders were merely selected by the Management via a modified delegates system, to run the Student Union. The students consider this an obstruction of self-determination and democratic norms and principle.</p> <p>(ix) There is a Students' Handbook produced by the Student Affairs Unit.</p> <p>(x) There is a Students' Welfare Board in place to promote the wellbeing of students. The University provides hostel accommodation for only about 10,000 students, where they face myriad of problems of water shortage, electricity supply, theft of hand-sets and sanitary challenges.</p> <p>(xi) Sporting facilities are grossly inadequate.</p>		

DATED at Abuja this 20th day of December, 2022.

MUHAMMADU BUHARI, GCFR
President, Federal Republic of Nigeria