



# **FEDERAL MINISTRY OF EDUCATION**

## **REPORT OF THE VISITATION TO THE FEDERAL UNIVERSITY OYE-EKITI, EKITI STATE (2011 – 2015)**

### **VOLUME I: MAIN REPORT**

**JUNE, 2021**

## **ACKNOWLEDGEMENTS**

The Visitation Panel to the Federal University Oye-Ekiti thanks the Visitor to the University, President Muhammadu Buhari, GCFR, for the opportunity to serve our nation by reviewing the performance of the Federal University Oye-Ekiti in the areas of governance, academic standards, quality assurance, management of finances, the relationship between management on the one hand, staff and students on the other, the conditions of physical infrastructure and institutional facilities. Thank you, sir, for the confidence reposed in us.

The Panel wishes to equally express its gratitude to the Federal Ministry of Education, the National Universities Commission and the Tertiary Education Trust Fund for ensuring that the directives of Mr President were efficiently carried out, and in so-doing ensured that the conditions for our effective conduct of our assignment were made smooth. Thank you for recommending us to Mr President and for appropriately supporting our work.




To the Council, Senate, Congregation, Convocation and Principal Officers of the Federal University Oye-Ekiti, we owe our gratitude for their cooperation and hospitality throughout the visitation, despite the challenges the University faced during the said period. We are particularly grateful to the driver who dutifully drove us to our various destinations, always arriving early and never grumbling.

The Panel is mindful of the fact that this is the first Visitation to the Federal University Oye-Ekiti, and therefore found the clearly arduous task, revealing and rewarding. The recommendations made in this report will hopefully be useful in helping the Visitor determine the appropriate steps to be taken in the next few years to actualize the vision of setting up the Federal University Oye-Ekiti.

## MEMBERSHIP OF THE PRESIDENTIAL VISITATION PANEL

S/N	Name	Position	State
1	<b>Professor Chukwunonso E.C.C. Ejike</b> Alex Ekwueme Federal University, Ndufu-Alike, Ebonyi State	<b>Chairman</b>	Anambra
2	<b>Captain Bala Jibrin</b> Retired Director, Federal Ministry of Aviation	<b>Member</b>	Bauchi
3	<b>Professor Ezenwa C. Ngwakwe</b> Abia State University, Uturu, Abia State	<b>Member</b>	Abia
4	<b>Mrs Mercy Foluso Kolajo</b> Retired Director Human Resource Management, National Youth Service Corps	<b>Member</b>	Osun
5	<b>Mallam Ibrahim I. Dan'Iya</b> Retired Deputy Executive Secretary, National Universities Commission, Abuja	<b>Member</b>	Kano
6	<b>Dr. Mohammed I. Jawa</b> Retired Permanent Secretary, Ministry of Health, Yobe State	<b>Member</b>	Yobe
7	<b>Engineer Hassan Adamu Yakasai</b> National Universities Commission, Abuja	<b>Member</b>	NUC

## SIGNATURE PAGE

S/N	Name	Position	Signature
1	Professor Chukwunonso E.C.C. Ejike	Chairman	
2	Captain Bala Jibrin	Member	
3	Professor Ezenwa C. Ngwakwe	Member	
4	Mrs Mercy Foluso Kolajo	Member	
5	Mallam Ibrahim I. Dan'lya	Member	
6	Dr. Mohammed I. Jawa	Member	
7	Engineer Hassan Adamu Yakasai	Secretary	

## TABLE OF CONTENTS

Acknowledgements

Membership

Signature page

Table of Contents

List of Figures and Tables

List of Annexures

Executive Summary

### **CHAPTER ONE: INTRODUCTION**

1.1 The Federal University, Oye-Ekiti

1.2 Composition of the Panel

1.3 Terms of Reference for the Panel

1.4 Modus operandi of the Panel

### **CHAPTER TWO: TERM OF REFERENCE NUMBER 1**

2.1 Preamble

2.2 Observations and Findings

2.3 Recommendations

### **CHAPTER THREE: TERM OF REFERENCE NUMBER 2**

3.1 Preamble

3.2 Observations and Findings

3.3 Recommendations

### **CHAPTER FOUR: TERM OF REFERENCE NUMBER 3**

4.1 Preamble

4.2 Observations and Findings

4.3 Recommendations

### **CHAPTER FIVE: TERM OF REFERENCE NUMBER 4**

5.1 Preamble

5.2 Observations and Findings

5.3 Recommendations

### **CHAPTER SIX: TERM OF REFERENCE NUMBER 5**

6.1 Preamble

6.2 Observations and Findings

6.3 Recommendations

### **CHAPTER SEVEN: TERM OF REFERENCE NUMBER 6**

7.1 Preamble

7.2 Observations and Findings

7.3 Recommendations

## **CHAPTER EIGHT: TERM OF REFERENCE NUMBER 7**

8.1 Preamble

8.2 Observations and Findings

8.3 Recommendations

## **CHAPTER NINE: TERM OF REFERENCE NUMBER 8**

9.1 Preamble

9.2 Observations and Findings

9.3 Recommendations

## **CHAPTER TEN: TERM OF REFERENCE NUMBER 9**

10.1 Preamble

10.2 Observations and Findings

10.3 Recommendations

## **CHAPTER ELEVEN: TERM OF REFERENCE NUMBER 10**

11.1 Preamble

11.2 Observations and Findings

11.3 Recommendations

## **CHAPTER TWELVE: CONCLUSION**

## **List of Figures, Plates and Tables**

### **Figures**

- Figure 1: Summary of financial inflows into the University between 2011 and 2015 as provided by the Acting Bursar
- Figure 2: Summary of expenditures of the University between 2011 and 2015 as provided by the Acting Bursar

### **Tables**

- Table 1: Banks and account numbers of Federal University Oye-Ekiti accounts held in commercial banks between 2011 and 2015
- Table 2: Scorecard for selected buildings constructed or renovated between 2011 and 2015
- Table 3: Accreditation results of programmes visited by the NUC in 2015
- Table 4: Proportion of staff with PhD and staff to student ratios of programmes
- Table 5: Distribution of all staff of Federal University Oye-Ekiti at the end of 2015

## **List of Annexures**

1. Thisday Newspaper publication announcing the constitution of the Visitation Panels
2. Speech by the representative of the Visitor during the inauguration of the Visitation Panels
3. Calls for memoranda issued by the Visitation Panel to the Federal University Oye-Ekiti
4. Infrastructure Assessment Tool developed and used by the Panel
5. Federal University Oye-Ekiti Establishment Act 2015
6. External Auditor's report for 2011 to 2014
7. Report of financial inflows and outlays from 2011 to 2020 from the Acting Bursar
8. External Auditor's report for 2015
9. List of projects initiated from 2011 to 2015 and relevant information on them
10. National Universities Commission's accreditation report 2015
11. Academic staff list and their details (2015 and 2012) as submitted by the Acting Registrar
12. Technologist staff list and their details (2015 and 2012) as submitted by the Acting Registrar
13. Senior non-teaching staff list and their details (2015 and 2012) as submitted by the Acting Registrar
14. Junior staff list and their details (2015 and 2012) as submitted by the Acting Registrar



15. Students' enrolment for the years 2012 to 2015
16. List of staff who benefitted from TETFund sponsorship to attend conferences
17. List of academic staff who benefitted from TETFund Academic Staff Training and Development (AST&D) grants
18. Federal University Oye-Ekiti regulations governing the conditions of service of senior staff on CONTISS 06/CONUASS 01 and above
19. Federal University Oye-Ekiti regulations governing the conditions of service of junior staff on CONTISS 05 and below
20. Federal University Oye-Ekiti students' handbook of information
21. Memoranda from Academic Staff Union of Universities (ASUU) Federal University Oye-Ekiti branch and Akure Zone
22. Memorandum from National Association of Academic Technologists (NAAT) Federal University Oye-Ekiti
23. Memorandum from Senior Staff Association of Nigerian Universities (SSANU) and NASU Federal University Oye-Ekiti
24. Selected pictures of sites of the Federal University Oye-Ekiti

## Executive Summary

### Preamble

The Visitor to the Federal University Oye-Ekiti, President Muhammadu Buhari, GCFR, set up a Visitation Panel to the University with the charge to produce two reports, one each for the periods 2011 – 2015 and 2016 – 2020. Members of the Panel are: Professor Chukwunonso E.C.C. Ejike (Chairman), Captain Bala Jibrin (Member), Professor Ezenwa C. Ngwakwe (Member), Mrs Mercy Foluso Kolajo (Member), Mallam Mohammed I. Dan'llya (Member), Dr Mohammad I. Jawa (Member) and Engineer Hassan Y Adamu (Secretary).

Following inauguration, the Panel was given sixty days beginning from 13th April, 2021 to carry out its assignment. The Panel travelled to the Federal University Oye-Ekiti, obtained relevant records, books and documents of the University, interacted with key actors and stakeholders, received memoranda, and engaged in other activities relevant to eliciting the information required to write a detailed objective and fact-driven report for the attention of the Visitor.

The Panel, having finished its task, has written its first report. Hereunder, the observations and findings of the Panel, as well as the recommendations derived from them, are summarised in the order of the terms of reference given to the Panel.

1. *TOR 1: To inquire into the level of implementation of the white paper on the last visitation report.*

### Major finding and recommendation

No white paper exists as this is the first Visitation to the Federal University Oye-Ekiti. Consequently no observation was made and no recommendation is given.

2. *TOR 2: To look into the leadership quality of the University in terms of the roles of Governing Council, the Vice-Chancellor and other Principal Officers*

### **Major Observations**

The University operated without a Council until 2015 when the first Council, led by Chief (Engr.) Bawa Magaji Kufana as Pro-Chancellor was appointed by the Visitor. The Council was properly led. Two Vice-Chancellors (Professor Chinedu Nebo, 2011 – 2013 and Professor Isaac U. Asuzu, 2013 – 2016) served during the period under review. They provided good quality leadership to the University. Mr Abiodun Adeyemo was Acting Registrar at inception and later substantive Registrar in May 2015. His inexperience (he was a Principal Assistant Registrar at the time of his appointment) and personal challenges prevented him from performing as well as expected. Mr Obadiah Dyltu served as Account Officer and head of the Bursary until May 2015. He was a Chief Accountant at the time he was appointed and could not set off the Bursary on a proper note. The pioneer University Librarian, Mr Michael Oluwole Afolabi, was a retired Librarian from the Obafemi Awolowo University, Ile-Ife, who though competent may have lacked the energy and drive needed to pioneer library development for a young University.

### **Major recommendations**

The Visitor should always ensure that the University has a Council. Only candidates of the rank of Deputy Registrar who have served in the rank for up to five years should be considered for appointment as Registrar. Similarly only candidates of the rank of Deputy Bursar or Deputy Director Audit who have served in the rank for up to five years should be considered for appointment as Bursar. As much as possible, retired individuals should not be appointed to positions for which there are many qualified persons in Nigeria.

3. *TOR 3: To look into the financial management of the institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations*

### **Major findings**

The University received a total of N50,000,000.00, N262,1934,649.00, N2,421,583,617.00, N2,567,707,203.00 and N3,191,951,183.00 in the years 2011, 2012, 2013, 2014 and 2015 respectively. During the same period the University spent N0.00 in 2011, N2,325,158,297.00, N2,284,123,123,496.00, N2,565,634,449.00 and N3,530,648,009.00 in 2012, 2013, 2014 and 2015, respectively. Internal audit reports were prepared only for the years 2013 and 2014. External audit reports were prepared, but the audit recommendations were not attended to.

### **Major recommendations**

No expenditures should be permitted by the Vice-Chancellor and the Bursar without going through internal audit scrutiny. The Vice-Chancellor should insist that internal audit reports are prepared annually and that external audit recommendations are attended to. The Visitor should insist that the University no longer receives grants or subventions (other than personnel cost) if their external audit report for a given year is not submitted to Government twelve months after the year ended.

4. *TOR 4: To investigate the application of funds, particularly the special grants and loans meant for particular projects, in order to determine the status of such projects and their relevance for further funding*

## **Major findings**

Forty three (43) projects were initiated in the period under review (Annexure 9). Thirty six (36) of them were also completed within the period; while seven (7) projects were completed later. None of the buildings on both campuses of the University looks like the imposing and delicately finished buildings one would normally find in a University. Almost all the buildings currently need urgent renovation or reconstruction.

## **Major recommendations**

No additional funding is needed to complete projects initiated in the period under review as all of them have been eventually completed. There is an urgent need to commission specialists to assess the structural integrity of the buildings and determine which ones require renovation and which ones require reconstruction.

5. *TOR5: To examine the adequacy of staff and staff development programmes of each University*

## **Major findings**

The staff to students ratios of the thirty (30) programmes offered in the University (with at least four cycles of student admissions), at the end of 2015 indicate that there were numerically sufficient academic staff for the student population of all the programmes. However the staff mix was largely poor as only 7 (23%) of the programmes had up to 60% of their academic staff as PhD holders. The University had only five (5) Librarians at the time, and only two (2) of them had a PhD. Staff development programmes for conference attendance and further studies were in place and were funded by TETFund.

## **Major recommendation**

The University should invest some of its IGR in the training of its junior academic staff. The University should also be strategic in the future recruitment of staff to improve the staff mix while hiring staff in areas such as the Library where professional Librarians are urgently needed.

6. *TOR 6: To determine the relationship between the institution and the various statutory bodies it interacts with, according to its law, for the purpose of supervision, planning, finance, discipline, guidance etc. Such bodies include the Governing Council, the supervising Agency and the Federal Ministry of Education as well as the visitor*

## **Major findings**

For the period under review, the Council met two times and clearly (from the minutes of the meetings) had a good working relationship with the University. There was a clear healthy relationship between the University and the NUC, JAMB, and the FME.

## **Major recommendation**

The good relationship between the University and the FME, Council, NUC, and JAMB should be sustained to enable proper checks and balances and healthy growth of the University.

7. *TOR 7: To examine the “Law” establishing the institution and consider in what ways the law has been observed in all ramifications by the competent authorities and suggest any necessary modifications to the law in order to enable the institution achieve its objective better*

## Major findings

The Federal University Oye-Ekiti Establishment Act 2015 was enacted four years after the creation of the University by an executive order of the President. The law was largely observed properly for the less than one year left of the period under review. It however needs to be revised to add a clause that gives retrospective validity to actions given prior to its coming into force.

## Major recommendation

The Visitor should urgently direct that the Federal University Oye-Ekiti Establishment Act 2015 be revised to provide for a more direct provision of retrospective approval of the existence of the University and the activities of its organs, including the Vice-Chancellor and Principal Officers, Senate, officers, staff, students and properties.

8. *TOR 8: To trace the historical evolution of the University and take stock of its net achievement and problems as well as its style and direction*

## Major findings

Academic activities in the University commenced in July 2012, and on the 14th of September, 2012, the University matriculated her pioneer set of five hundred and two (512) students. The pioneer Vice-Chancellor, Professor Chinedu Nebo was appointed in 2011 and was succeeded by Professor Isaac Asuzu. Federal University Oye-Ekiti at the end of the 2011/2012 academic sessions had four (4) Faculties and twenty eight (28) Departments, but had grown to thirty (30) Departments in the same Faculties at the end of the 2014/2015 academic session. The students' population had grown from four hundred and thirty four (434) at the end of the 2011/2012 session to two thousand three hundred and four (2,304) at the end of the 2014/2015 session. In the same period, academic and non-teaching

staff strengths had also grown from one hundred and twenty five (125) to three hundred and sixty five (365), and four hundred and twenty seven (427) to one thousand and ninety eight (1,098), respectively. Some of the staff have won local and international awards.

### **Major recommendation**

The University should make deliberate efforts to collate her achievements and those of her staff and students and document same in permanent retrievable forms. The Vice-Chancellor through Senate should create an office in the Directorate of Research and Development, charged with supporting staff to apply and win grants and fellowships.

## **9. TOR 9: To examine the general security in the University and how the University has dealt with it and recommend appropriate measures**

### **Major findings**

None of the campuses of the University is fenced. The host communities have unmet needs such as non-payment of compensation for their land which if not quickly managed could lead to security challenges. No on-campus students' unrest was recorded during the period. Staff of the Security Unit were poorly kitted, insufficiently trained, poorly equipped, and appear poorly motivated.

### **Major recommendations**

The Visitor should consider making a grant available for the fencing of the University. The Visitor should (as a matter of urgency) formally request the Ekiti State Government to:

- i. Fulfil its obligation of compensating the host communities for their land; and getting the members of Oye community vacate the University lands; and



- ii. Release the certificate of occupancy for the University lands to the University without any further delay.

The Vice-Chancellor should ensure that the Security personnel receive appropriate motivation and training.

*10. TOR 10: To examine the processes and structures of discipline of students in each University in line with due process of the rule of law*

### **Major findings**

The Students' Handbook of Information does not describe the composition/membership of the Students Disciplinary Committee of Senate. Reports from the Students Disciplinary Committee of Senate indicate that disciplinary matters are handled quickly and the accused are given a fair hearing. The reports however indicate that there is no representation of the students in the committee.

### **Major recommendation**

The Federal University Oye-Ekiti Students' Handbook of Information should be revised immediately to include the composition and functions of the Students Disciplinary Committee of Senate. The Students Disciplinary Committee of Senate should also have two (2) students' representatives as members.

### **Conclusion and appreciation**

The Federal University Oye-Ekiti has truly taken off and is already meeting some of the objectives for which it was founded – increasing access to tertiary education to people in the local communities. The University however urgently needs competent manpower particularly in the Registry and Bursary. It also needs to take urgent steps to rectify its poor academic staff mix. There is an urgent need to

professionally assess all the buildings in the University for structural integrity in order to determine which ones require renovation or reconstruction.

The Panel thanks Mr. President for the confidence reposed in its members by giving them this assignment. Due appreciation also goes to the Federal Ministry of Education, the NUC and TETFund and the staff and students of the Federal University Oye-Ekiti who mobilised and cooperated with us. We gave this assignment our best shot and hope it will serve the purpose for which it was commissioned.

## CHAPTER ONE: INTRODUCTION

### 1.1 The Federal University Oye-Ekiti

#### 1.1.1 History

Federal University Oye-Ekiti is one of the nine Federal Universities established by the Federal Government of Nigeria, pursuant to an executive order made by President Goodluck Ebele Jonathan, GCFR in 2011. Professor Chinedu Nebo was appointed the first Vice-Chancellor of the University by the Visitor. Owing to challenges arising due to choice of location of the University at inception, the University adopted a 2-campus model. Construction work started at Oye-Ekiti in January 2012 while renovation of the Agricultural Development Programme (ADP) facilities at Ikole-Ekiti began almost simultaneously, giving birth to the Oye campus and Ikole campus, respectively. The Oye Campus of the University sits on five hundred and seven (507) hectares of land while the land area of the Ikole campus is five hundred and thirty eight (538) hectares.

Academic activities in the University commenced in July 2012, and on the 14th of September, 2012, the University matriculated her pioneer set of five hundred and twelve (512) students. The pioneer Vice-Chancellor of the Federal University, Oye-Ekiti, Professor Chinedu Ositadimma Nebo, was appointed Minister of Power by President Goodluck Ebele Jonathan on the 4th of February 2013 and consequently, Professor Isaac Uzoma Asuzu was appointed second Vice-Chancellor of the Federal University Oye-Ekiti. In February 2016, President Muhamadu Buhari appointed Professor Kayode Soremekun the third Vice-Chancellor of the University. The current Vice-Chancellor, Professor Abayomi Sunday Fasina, was appointed by the Council of the University and he assumed duty in February, 2021.

Federal University Oye-Ekiti had four (4) Faculties and twenty eight (28) Departments in the 2011/2012 academic session, but had grown to thirty (30) Departments in the same Faculties at the end of the 2014/2015 academic session. The students' population had grown from four hundred and thirty four (434) at the end of the 2011/2012 session to two thousand three hundred and four (2,304) at the end of the 2014/2015 session. In the same period, academic and non-teaching staff strengths had also grown from one hundred and twenty five (125) to three hundred and sixty five (365), and four hundred and twenty seven (427) to one thousand and ninety eight (1,098), respectively.

### **1.1.2 Logo/Emblem of Federal University Oye-Ekiti**



The logo/emblem of the Federal University Oye-Ekiti depicts an atom (indicating science and technology) atop an open book (indicating scholarship and academic excellence). Both the atom and the open book are above a map of Nigeria (indicating the University's catchment area).

All three items are bound by a green circle (with the University's name inscribed) representing knowledge as protection and rests on a golden ribbon on which the motto of the University is written.

### **1.1.3 Motto of Federal University Oye-Ekiti**

Innovation and Character for National Transformation

### **1.1.4 Vision of Federal University Oye-Ekiti**

“The Federal University, Oye-Ekiti aspires to become an institution of first choice recognized for providing critical opportunities for student success; acknowledged as a primary and engaged regional and global resource for entrepreneurial educational and best practices in mining and farming technology; and valued as a

university where there are faculty, students, and professional staff who are active in integrating cutting-edge technology in multidisciplinary and disciplinary research.”

#### ***1.1.5 Mission of Federal University Oye-Ekiti***

1. “To advance the community of learning by engaging in scientific research, humanistic scholarship, multidisciplinary research entrepreneurship and technological integration.
2. To provide a robust and high quality educational experience for students in a diverse learning environment while promoting the values and indigenous learning that is responsive to the needs of our society.
3. To create an institution that values and prepares students to lead lives of personal integrity and civic responsibility in a global society.
4. To prepare the next generations of skilled and ethical professionals by providing robust curricula across and within disciplines that prepares graduates to be research minded and able to compete effectively in diverse world market.
5. To create learning opportunity for faculty to meet their personal and institutional growth needs, and
6. To advance best practices in farming and mining, foster economic development activities that are innovative, research-driven, and will result in a better quality of life for Nigerians.”

#### ***1.1.6 Philosophy of Federal University Oye-Ekiti***

“In the process of transmitting and advancing knowledge, the Federal University Oye-Ekiti shall seek to:

- i. Cultivate humane values

- ii. Foster robust intellectual growth, social development, aesthetics sensitivity, personal and professional ethics and physical wellbeing
- iii. Cultivate the transcendental dimension of the scholar's personality
- iv. Foster the spirit of free inquiry and the critical interpretation of ideas
- v. Promote excellence and create a most conducive environment for intellectual growth and development and responsible service to various communities.”

#### *1.1.7 Strategic Goals and Objectives of Federal University Oye-Ekiti*

“The Federal University Oye-Ekiti has set for achievement the following strategic goals:

- i. Guaranteeing the future academic excellence of the University by hiring and retaining faculty of the highest quality and leading efforts to enhance strengths in core science disciplines coordinate key fields across campus
- ii. Strengthening undergraduate teaching with systemic curricular review, external evaluation, and peer as well as student evaluations and maintaining a tradition in the University of having outstanding researchers teach undergraduate courses
- iii. Enhancing advising through the evaluation of existing strategies and the introduction of new technology-based tools
- iv. Educating the young generation in world-class science and technology as well as required social sciences and arts
- v. Participating in the technology-based global economy, nationally and internationally
- vi. Preparing a new generation of students versatile in science and technology
- vii. Strengthening departmental and faculty cultures by creating new training programmes and support materials for chairs and directors and professionalizing their administrative staff

- viii. Building and shaping awareness of the University by implementing a programme of strategic internal and external communications
- ix. Developing creative thinking, innovative resourcefulness and practical skills in science, technology and engineering that shall enhance problem-based learning strategies, job creation and entrepreneurship
- x. Pursuing academic excellence through outstanding pedagogical skill that promotes research and community service on the local, national and international levels.”

### 1.1 Composition of the Panel

On Monday the 11th of January, 2021 the Federal Ministry of Education announced in a publication on page 39 of Thisday Newspapers, and some other national dailies, that “The President, Federal Republic of Nigeria, Muhammadu Buhari, GCFR has approved the constitution of Visitation Panels to 38 Federal Universities and Inter-University Centres” (Annexure 1). The said publication listed the members of the Visitation Panel to the Federal University Oye-Ekiti, Ekiti State (number 34 on the list) as:

S/N	NAME	POSITION	STATE
1	PROF EJIKE CHUKWUNONSO	CHAIRMAN	ANAMBRA
2	CAPTAIN BALA JIBRIN	MEMBER	BAUCHI
3	PROF NGWAKWE EZENWA	MEMBER	ASIA
4	MRS FOLUSO KOLAJO	MEMBER	OSUN
5	IBRAHIM IRO DAN'IYA	MEMBER	KANO
6	A MOHAMMED JAWA	MEMBER	KOGI
7	ENGR HASSAN ADAMU YAKASAI	SECRETARY	NUC

On Tuesday the 13th of April, 2021 the Visitation Panels were inaugurated at the National Universities Commission by the Permanent Secretary Ministry of Education, Arch. Sunny Echonu who represented the Honourable Minister, Malam Adamu Adamu who unavoidably could not represent President Muhammadu Buhari at the occasion. The inauguration was witnessed by high ranking officials of Government, particularly the Executive Secretaries of the National Universities Commission and the Tertiary Education Trust Fund. The Visitation Panels were charged to commence their assignments immediately and given sixty (60) days to submit two separate reports covering the periods 2011 to 2015 and 2016 to 2020, respectively. Members of the Panel received their appointment letters through the Secretary of the Panel.

### **1.1 Terms of Reference for the Panel**

The terms of reference for the Panel were published in the dailies and were read by the Visitor's representative during the inauguration (Annexure 2). They are as follows:

1. To inquire into the level of implementation of the white paper on the last visitation report
2. To look into the leadership quality of the University in terms of the roles of Governing Council, the Vice-Chancellor and other Principal Officers
3. To look into the financial management of the institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations
4. To investigate the application of funds, particularly the special grants and loans meant for particular projects, in order to determine the status of such projects and their relevance for further funding
5. To examine the adequacy of staff and staff development programmes of each University



6. To determine the relationship between the institution and the various statutory bodies it interacts with, according to its law, for the purpose of supervision, planning, finance, discipline, guidance etc. such bodies include the Governing Council, the supervising Agency and the Federal Ministry of Education as well as the visitor
7. To examine the “Law” establishing the institution and consider in what ways the law has been observed in all ramifications by the competent authorities and suggest any necessary modifications to the law in order to enable the institution achieve its objective better
8. To trace the historical evolution of the University and take stock of its net achievement and problems as well as its style and direction
9. To examine the general security in the University and how the University has dealt with it and recommend appropriate measures
10. To examine the processes and structures of discipline of students in each University in line with due process of the rule of law

## **1.2 *Modus operandi* of the Panel**

Members of the Visitation Panel to the Federal University Oye-Ekiti arrived Ado-Ekiti on Monday the 19th of April, 2021 and proceeded to the Oye campus of the University the following day, Tuesday the 20th of April, 2021 to effectively begin the assignment.

The Panel adopted an eleven-prong approach to executing its assignment, *viz*:

1. Call for memoranda from members of the University community and the general public, and call for relevant records, documents and books of the University, related to the terms of reference of the panel (Annexure 3);
2. Interactions with the Vice-Chancellor and Principal Officers of the University, and other University managers;
3. Courtesy calls on the Governor of Ekiti State, traditional rulers of the host communities (Oye and Ikole), the Commissioner of Police, Ekiti State

Command, and the State Director, State Security Services; and interactions with elders and youths of the host communities and Local Government Area;

4. Interactions with the Pro-Chancellor and Chairman of Council, immediate past Vice-Chancellor, former and current members of the Council (internal and external), members of the University Senate, members of the University community, particularly trade unions, students, and concerned individuals;
5. Detailed inspection of physical infrastructure and facilities;
6. Exhaustive scrutiny of submitted memoranda and the relevant records, documents and books of the University;
7. Interactions with the Vice-Chancellor and Principal Officers of the University, and other University managers (past and present) with respect to specific issues identified in the scrutinized records, documents and books of the University and issues raised in the submitted memoranda;
8. Interactions with those who submitted memoranda in the presence of the Vice-Chancellor and other university managers;
9. Discussions of findings and draft report preparation;
10. Exit discussions with the Vice-Chancellor and Principal Officers;
11. Finalizing of the report and submission to the Visitor.

The Panel used the Council Chambers of the Federal University Oye-Ekiti as its secretariat in the course of the assignment, though members retired to a hotel in Ado-Ekiti at the end of each day. Members were assigned to sub-Committees relevant to the terms of reference of the Panel and with consideration to their professional expertise and relevant experiences.

## CHAPTER TWO: TERM OF REFERENCE NUMBER 1

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

#### **2.1 Preamble and Methods**

Every five (5) years, the President of the Federal Republic of Nigeria and Visitor to all the Federal Universities in Nigeria sends a Visitation Panel to the Universities. The Panels after carrying out their assignments write and submit a report to the Visitor through the Federal Ministry of Education. Subsequently, the Government sets up committees that develop white papers based on the recommendations of the Panels. The white papers then guide actions of the relevant parties.

The Federal University Oye-Ekiti was established in 2011 while the last visitations to Federal Universities were in 2010. Consequently, this is the first visitation to the Federal University Oye-Ekiti and as such no white paper exists. Implementation of the prescriptions of a prior white paper cannot therefore be assessed.

#### **2.2 Observations and Findings**

This is the first visitation to the Federal University Oye-Ekiti so nothing was observed and nothing was found for this term of reference.

#### **2.3 Recommendations**

No recommendation is warranted and none is given.

## CHAPTER THREE: TERM OF REFERENCE NUMBER 2

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

#### **3.1 Preamble and Methods**

The leadership of the Federal University Oye-Ekiti, by law rests on the Council, the Vice-Chancellor and the other Principal Officers, namely: Registrar, Bursar and University Librarian. In order to understand and evaluate the enormous roles and responsibilities of the Council as well as the functions of the Vice-Chancellor along with the other Principal Officers of the University, the Panel decided to refer to the Federal University Oye-Ekiti establishment Act 2015 (Annexure 5).

The Act in Part I, establishment of Council, provides that:

“There shall be a Council for the University consisting of:

- (a) the Pro-Chancellor;
- (b) the Vice-Chancellor;
- (c) the Deputy Vice-Chancellors;
- (d) one person from the Federal Ministry responsible for education;
- (e) four persons representing a variety of interest and broadly representative of the whole Federation to be appointed by the President;
- (f) four persons appointed by the Senate from among its members;
- (g) two persons appointed by the Congregation from among its members; and
- (h) one person appointed by the Convocation from among its members.”

The Council is responsible for “general control and superintendence of the policy, finances and property of the University, including its public relations”, while that the Vice-Chancellor is “to the exclusion of any other person or authority, be the chief executive and academic officer of the University”. The Registrar is “the Chief Administrative Officer of the University and shall be responsible to the Vice-

Chancellor for the day-to-day administration of the University except as regards matters for which the Bursar is responsible” while the Bursar is “the Chief Financial Officer of the University and shall be responsible to the Vice-Chancellor for the day-to-day administration and control of the financial affairs of the University”. Finally, the University Librarian is “responsible to the Vice-Chancellor for the administration of the University Library and the co-ordination of all library services in the University and its campuses, colleges, faculties, schools, departments and institutes and other teaching or research units”.

The management structure and strategies adopted by any organisation determines its effectiveness and efficiency. In a University, an inclusive administration where every staff contributes to the accomplishment of set goals helps, especially when there are welfare policies and incentives to improve staff motivation. In the face of attenuated resources, Universities need to adopt management structures and strategies that are cost effective and yet deliver on the objectives.

Consequently, the trajectory of the University is defined by the quality of leadership which the aforementioned body and officers offer and the management structure they deploy. The Panel investigated this by scrutinizing relevant memoranda, records, documents and books, and interactions with members of the University community (including past and present internal members of Council, past and present University managers) and the host communities. The information obtained from the above informed the findings below and guided the subsequent recommendations.

### **3.2 Observations and Findings**

- a. The University operated without a Council from 2011 to June 2015.
- b. The first Council, led by Chief (Engr.) Bawa Magaji Kufana as Pro-Chancellor, had its first meeting from June 3rd to 4th, 2015, that is in the last six months of the period under review.
- c. The absence of an enabling law and the Council especially during the formative years of the University created governance challenges. Indeed the fact that there was no law could imply that there were no valid breaches. However the officers of the University relied on relevant Government circulars, acceptable practices, norms and culture, in other Federal Universities in Nigeria.
- d. For the short period there was a Council however, Council minutes and testaments from the University community indicate that Council exercised its regulatory and oversight functions effectively.
- e. Two Vice-Chancellors served for two and three years each, during the period under review. The pioneer Vice-Chancellor Professor Chinedu O. Nebo (appointed in 2011) was appointed a Minister in February 2013, and the Visitor appointed Professor Isaac U. Asuzu who served from February 22nd 2013 to the end of the period under review. The implication of having two Vice-Chancellors within a term of five years apparently may have affected the development and management of the University at that point in time.
- f. Both Vice-Chancellors nonetheless provided good quality leadership to the University, particularly as Chairmen of Senate. Their academic leadership is evident in the foundations for academic culture which they laid as seen in the proper recruitment exercises and appointments of University managers (HODs, Deans and Directors) they supervised and the staff to students ratios maintained in the said period. Many of the University managers

interviewed reported that whereas the first Vice-Chancellor was very aggressive with the development of physical infrastructure, the second Vice-Chancellor was particularly methodical in decision making and the observance of rules, and consolidated on the foundations laid by his predecessor.

- g. The University Management was structured in line with the best traditions in the Nigerian University system with the Vice-Chancellor and other Principal Officers at the head of the administration.
- h. The Senate was properly constituted and run through the committee system which allowed for detailed study of critical matters before discussion by Senate.
- i. The Deans of Faculty were Professors and they provided leadership in their Faculties while the Heads of Department, appointed by the Vice-Chancellor after consultations with the Deans, provided leadership in the Departments.
- j. There were no significant violations of due process in the running of the University during the period under review.
- k. The Visitor appointed Dr Modupe O. Ajayi Registrar of the University at inception. However Dr Ajayi could not take up the appointment for personal reasons. Consequently, Mr Abiodun Adeyemo was appointed Acting Registrar, in her place and he held the position until he was appointed substantive Registrar in May 2015.
- l. Given that Mr Abiodun Adeyemo was a Principal Assistant Registrar at the Federal University of Technology, Akure, at the time the mantle of providing administrative leadership fell on him, his limited experience did not allow for a robust administrative development of the University at its formative days. Indeed the absence of senior administrators within the Registry may have affected the development of the initial regulatory instruments of the University and their application. Mr Adeyemo served till the end of the

period under review.

- m. During the period under review, the University had Mr Obadiah Dyltu as Account Officer. Mr Dyltu was until his appointment a Chief Accountant at the University of Nigeria, Nsukka. Reports from the External Auditors (Annexure 6) during the said period indicate that the Bursary did not have the type of quality leadership expected of a new University. External audit recommendations such as:

*“management should put good and sound accounting system in place...”, “...immediate introduction of these important books and records (store ledger, bin card, requisition register, store register) in the store so that proper documentation can commence in the store”, “... standard fixed assets register be acquired and introduced to capture all the tangible assets of the University without any delay”, and “...on the job training programme for the Bursary/Internal Audit staff...”*

were largely unimplemented during the period.

Mr Dyltu served till May 2015 when Mr Bashir Oyeniyi Badmus, a Deputy Bursar from the University of Ilorin, was appointed Bursar.

- n. The Internal Audit Unit did not produce any proper internal audit report for the years 2011, 2012 and 2015. Indeed, the External Auditors consistently reported the failure of the Internal Audit Unit to make available to them the internal audit report, even for the years for which reports were produced (2013 and 2014). The clear inefficiency of the Internal Audit during the period under review would have robbed off negatively on the University's internal mechanisms for checking financial recklessness.



- o. The pioneer University Librarian, Mr Michael Oluwole Afolabi, was a retired Librarian from the Obafemi Awolowo University, Ile-Ife, who though competent may have lacked the energy and drive needed to pioneer library development for a young University. During the period, the University Library had very few professional librarians. The library was nonetheless provided quality leadership as is evidenced in the existence of appropriate (but short-staffed) library sections and systems.

My Afolabi served as University Librarian until June 2015 when Dr Gboyega Adio, a former University Librarian at Ladoke Akintola University, was appointed University Librarian.

### **3.3 Recommendations**

- i. The Visitor should always comply with the laws and acceptable traditions of Federal Universities in Nigeria, with respect to ensuring that the University always has a Council. This will ensure that the University is guided by Council as provided for by the law.
- ii. The transparent and sound systems of academic leadership established by the 1st and 2nd Vice-Chancellors, such as the committee system used in the administration of the University, and the use of consultation as a tool (especially prior to sensitive appointments) should be sustained.
- iii. The use of a lean but efficient administrative structure is an efficient and effective process especially for a young University, and therefore should be sustained.
- iv. The University should ensure that officers appointed to the position of Registrar are not below the rank of Deputy Registrar (and who have served in the rank for a minimum of five years).
- v. The University should comply with extant regulations and immediately advertise for, and through a thorough interview process recruit, quality

Principal Assistant Registrars and Deputy Registrars to help the Registrar provide appropriate administrative leadership to the University community.

- vi. The University should ensure that officers appointed to the position of Bursar are not below the rank of Deputy Bursar or Deputy Director of Audit (who have served in the position for a minimum five years).
- vii. The University should comply with extant regulations and advertise for, and through a thorough interview process recruit, quality Chief Accountants, Chief Internal Auditors, Deputy Bursars, and Deputy Directors of Audit to help the Bursary and Internal Audit provide appropriate financial records services to the University.
- viii. The University should advertise for, and through a thorough interview process recruit, quality librarians of the Librarian I and Senior Librarian cadres to help the University Librarian provide quality leadership in the Library.
- ix. Finally, the University should desist from using the services of retired individuals when there is an abundance of quality candidates to hold offices as principal officers.

## CHAPTER FOUR: TERM OF REFERENCE NUMBER 3

***To look into the financial management of the institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations***

### **4.1 Preamble and Methods**

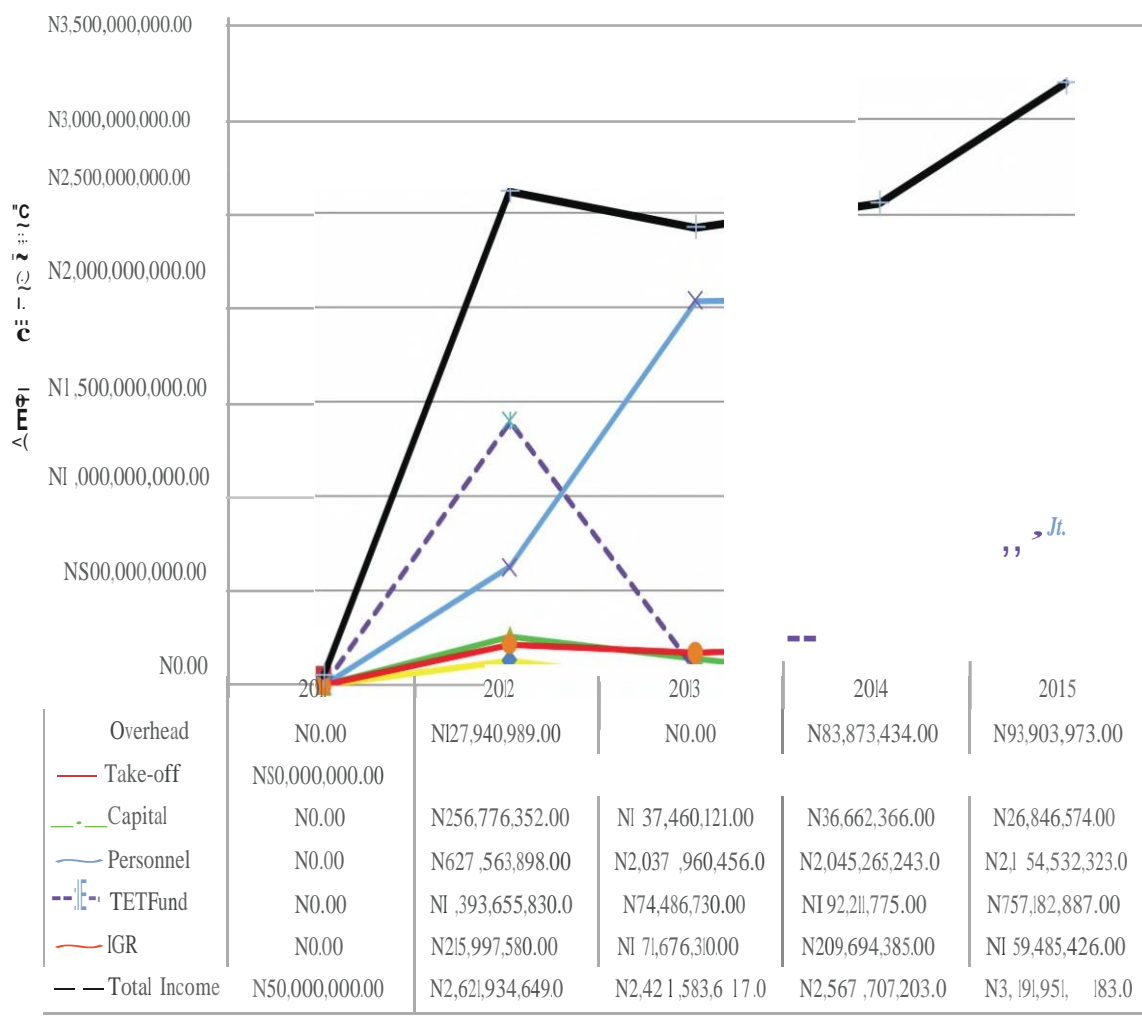
Institutions rely on finances for their growth and development, hence the need to maintain financial responsibility. The sources of funds for the Federal University Oye-Ekiti are typically from capital, recurrent/personnel and overhead grants from the Federal Government of Nigeria, interventions from the Tertiary Education Trust Fund (TETFund), donations from individuals and external bodies, and internally generated revenue (IGR). The University received a take-off grant of fifty million naira (N50,000,000.00) only in 2011. The University's expenditure typically comes from personnel cost, administrative and general expenses, maintenance cost, finance cost and depreciation on fixed assets.

Given that the Bursar is “the Chief Financial Officer of the University and shall be responsible to the Vice-Chancellor for the day-to-day administration and control of the financial affairs of the University”, the Bursar and Vice-Chancellor have the responsibility to ensure that healthy financial management practices are used to manage the finances of the University.

We scrutinized the current Acting Bursar's report for the period in question, the available internal audit reports for the period under review, the reports of the External Auditors for the period under review, and interacted with the current Acting Bursar and the current Deputy Director Audit. We also scrutinised submitted memoranda dealing on the finances of the University. The data we obtained from the above methods formed our findings and guided our recommendations.

## 4.2 Observations and Findings

- a. The summary of the income of the University between 2011 and 2015 as presented by the current Acting Bursar (Annexure 7) is shown in the Figure 1 below.

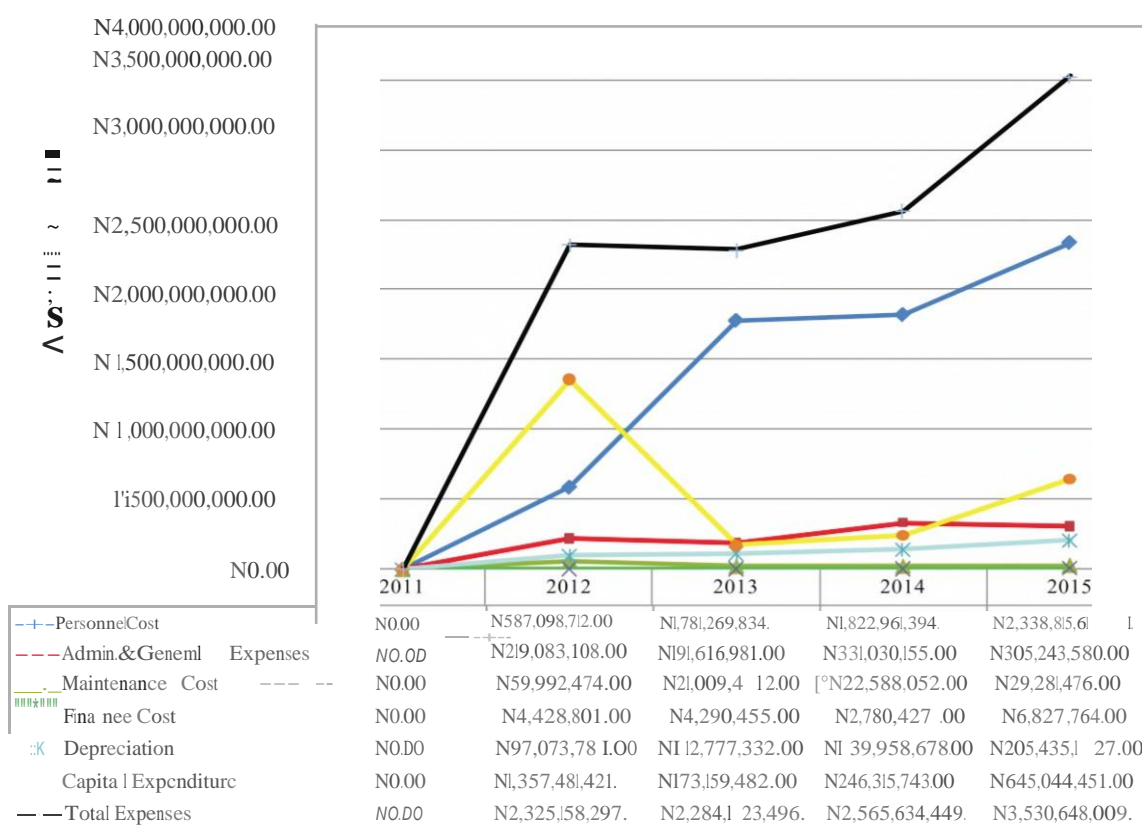


**Figure 1: Summary of financial inflows into the University between 2011 and 2015 as provided by the Acting Bursar**

There were minor differences in the figures presented by the Acting Bursar when compared to those presented by the External Auditors. The differences appear to be presentational. For example while the Bursar reported that no IGR was generated in 2011, the External Auditors reported that IGR of sixty two million, two

hundred and fifteen thousand, three hundred naira (N62,259,400.00) was generated that year. For the following year, 2012, the Acting Bursar reported an IGR generation in excess of what is reported by the External Auditors by N62,259,400.00.

The summary of the expenditure of the University between 2011 and 2015 as presented by the Acting Bursar (Annexure 7) is shown in the Figure 2 below.



**Figure 2: Summary of expenditures of the University between 2011 and 2015 as provided by the Acting Bursar**

- a. The University maintained twelve (12) bank accounts in seven (7) commercial banks as indicated in the Table below.

Table 1: Banks and account numbers of Federal University Oye-Ekiti accounts held in commercial banks between 2011 and 2015

S/N	Bank	Account number
1	ACCESS BANK PLC	0006384500
2	ACCESS BANK PLC	0015159869
3	DIAMOND BANK PLC	00221493821
4	FIDELITY BANK PLC	41500172998
5	FIDELITY BANK PLC	4150013005
6	FIDELITY BANK PLC	4150017625
7	FIDELITY BANK PLC	4150028595
8	FIRST BANK PLC	2022439778
9	FIRST BANK PLC	202464108
10	UBA BANK PLC	1019001671
11	WEMA BANK PLC	10221493821
12	ZENITH BANK PLC	1012782577

- a. Proper internal audit reports were prepared only in the years 2013 and 2014. For the years 2011 and 2012, long essays on the state of the audit unit were written in place of proper internal audit reports; while none was prepared for the year 2015.
- b. The first external auditing of accounts of the University was done at the end of 2014, for the period 2011 to 2014 (Annexure 6). The external auditors noted that "...there was no good accounting system put in place for all the periods examined". The said report pointed out that expenditures in excess of eighty million naira were not audited by the internal audit before they were incurred; while equipment and furniture worth more than sixteen million naira were delivered to the University, but not captured by the store. The above are indicators of poor financial management practices as they could have permitted to inflation of prices (in the case of non-auditing) and increased the chances of procured items being stolen (in the case of absence of store records).

- c. The external auditor's recommendations as highlighted in 3.2 (d) above, especially with respect to the adoption of proper accounting systems and computerized operations were not implemented and were highlighted again in the 2015 external audit report (Annexure 8).

#### **4.3 Recommendations**

- i. The records of the Bursar should be immediately reconciled with that of the External Auditors so that the presentational differences are sorted out.
- ii. The audit recommendations of the External Auditors should be implemented immediately.
- iii. An audit of the University's assets acquired over the period under review should be conducted immediately.
- iv. No procurements should be permitted without scaling through the checks of the internal audit unit.
- v. The Vice-Chancellor should ensure that proper internal audit reports are prepared timely and made available to the External Auditors.
- vi. The Visitor should insist that the University no longer receives grants or subventions (other than personnel cost) if their external audit report for a given year is not submitted to Government twelve months after the year ended.

## CHAPTER FIVE: TERM OF REFERENCE NUMBER 4

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

### **5.1 Preamble and Methods**

The judicious application of funds in the development of projects is one of the known panaceas to the infrastructure deficits in Universities in Nigeria. This is even more important for projects for which there are specific grants or loans. Consequently, the Panel visited the projects constructed in both campuses of the Federal University Oye-Ekiti to assess their states of completion, functionality of the facility, quality of the structure, quality of the finishing, quality of the furnishing and fitting and aesthetics of the environment.

An assessment tool developed by the panel for the exercise (see Annexure 4) was used to ensure objectivity in the assessment. All Panel members scored each project and the scores were collated and the averages calculated per structure. Naturally, scores that were clearly outliers were excluded following a discussion and agreement by members. The Panel also obtained a list of all the projects initiated during the period under review, including the details of the source of funding, the contract sums and the actual amounts paid for the projects, from the Physical Planning Unit of the University. Relying on the results of the assessment tool used and data provided by the Physical Planning Unit, we made necessary observations and findings. Those findings informed our recommendations.

### **5.2 Observations and Findings**

- a. Forty three (43) projects were initiated in the period under review (Annexure 9). Thirty six (36) of them were also completed within the period; while seven (7) projects were completed later.



- b. Other than the 500-capacity lecture theatre funded by the NEEDS Assessment intervention funds, all the projects were funded by TETFund.
- c. A total of 42% of the projects were reconstruction or remodelling of buildings inherited from the Agriculture Development Programme (ADP) Ikole.
- d. All the projects have been eventually completed and as such, one may say the funds were properly applied, and no additional funding is needed.
- e. As can be seen from the scores for some of the assessed projects (Table 2) approximately 82% of the projects had scores below 60% while 36% of them had scores below 50%. The poor state of the buildings may be attenuated by the fact that they were assessed after 8 to 9 years of their completion. Nonetheless, none of the buildings on both campuses of the University looks like the imposing and delicately finished buildings one would normally find in a University.
- f. Based on the Infrastructure Assessment Tools output, the security house and the medical centre at the Oye campus are the worst structures constructed during the period, while the 500-capacity lecture theatre was the best.
- g. The remodelled cafeteria and the male hostels at the Ikole campus are currently in decrepit conditions.
- h. Almost all the buildings currently need urgent renovation or reconstruction.
- i. Some photographs of selected buildings are shown below.



				Assess	met				
11	Central Admin Building	1000000000		201-2015	TETFund		10	10	
KOLE CAMPUS									
SN	အမည်	စုစုပေါင်း	အသုံးပြု	စာရင်းအင်း	အသုံးပြု	အသုံးပြု	အသုံးပြု	အသုံးပြု	Overall Score (%)
	Remodeling Admin. Block/ Fmr Agric Building	1000000000	1000000000	201-2012	TETFund		10	11	10
	Ikole Medical Centre	2010000000	2010000000	201-2012	TETFund	10		10	10
	Remodeling ICT Building	2000000000	2000000000	201-2012	TETFund		10	10	10
	Remodeling Cafeteria/Farm Unit	9,745,261	9,745,261	201-2012	TETFund		10	10	10
10	Remodeling Fac. of Agric Offices	9,745,261	9,745,261	201-2012	TETFund		10	10	10
	Fac. of Engineering Complex	12,611,195.84	12,611,195.84	201-2012	TETFund		10	10	10
	Remodeling Hostel A	11,266,947	11,266,947	201-2012	TETFund		10	10	10
	Remodeling Hostel B	15,244,266.69	15,244,266.69	201-2012	TETFund		10	10	10
	Remodeling Hostel C	15,244,266.69	15,244,266.69	201-2012	TETFund		10	10	10
9	Remodeling Hostel D	15,244,266.69	15,244,266.69	201-2012	TETFund		10	10	10





### **5.3 Recommendations**

- i. Given that the projects initiated during the period under review have been completed, no additional funding is needed to complete them.
- ii. Council should immediately commission specialists to assess the structural integrity of the buildings and determine which ones require renovation and which ones require reconstruction.
- iii. Based on the report of the commission mentioned in 5.3(ii) above, the Visitor needs to intervene financially to help the University address the challenges.
- iv. The funds spent on building “small” structures such as the security house, take-off library and administrative block, etc., should be aggregated and used in building imposing and enduring buildings in the future.

## CHAPTER SIX: TERM OF REFERENCE NUMBER 5

### *To examine the adequacy of staff and staff development programmes of each University*

#### **6.1 Preamble and Methods**

Universities exist to educate the society by teaching and producing refined manpower, and to research societal problems and therefore proffer solutions to them. Universities additionally directly use their research outputs to improve the state of the local environment in the age-old gowns responsibility to the town. To drive the specialized teaching Universities offer, academic programmes are established.

For the purposes of regulation, the NUC has the responsibility of ensuring that minimum standards are maintained by the academic programmes of Universities in Nigeria, as enshrined in the Benchmark Minimum Academic Standards (BMAS). Periodically, the Visitation Panel offers the Visitor an independent perspective into the quality of the programmes and how the expectations in setting them up have been met. Therefore the Visitation Panel to the Federal University Oye-Ekiti assessed the academic programmes of the University, specifically to ensure that the existing programmes are properly staffed and that the conditions for teaching and learning meet the minimum acceptable standards.

To achieve its objective, the Panel obtained records and documents from the Registry and the Directorate of Academic Planning, assessed the physical infrastructure of the University, and interacted with some academic staff and students of the University. The information we got from the above methods are presented as observations and findings, and they informed the Panel's recommendations.

## **6.2 Observations and Findings**

- a) The Federal University Oye-Ekiti took off with four (4) Faculties *viz*: Agriculture, Engineering, Humanities and Social Sciences, and Sciences. No new Faculties were created during the period under review.
- b) The Faculties and programmes were in line with development plans for the first phase of the University as seen in her Academic Brief, approved by the NUC.
- c) In August of 2015, the NUC visited the University to accredit twenty six (26) programmes. A letter from the NUC dated 3rd December 2015 (Annexure 10) indicated that 21 (81%) of the programmes had interim accreditation status, and only 5 (19%) had full accreditation status. The details of the accreditation results are shown in Table 3 below.
- d) The staff to students ratios of the thirty (30) programmes offered in the University (with at least four cycles of student admissions), at the end of 2015, (Table 3) indicate that there were numerically sufficient academic staff for the student population of all the programmes. The data were derived from records on academic staff, technologists, senior non-teaching staff, and junior staff strengths, and students enrolment submitted by the Acting Registrar (Annexures 11, 12, 13, 14, 15, respectively).
- e) However the staff mix was largely poor as only 7 (23%) of the programmes had up to 60% of their academic staff as PhD holders.



Table 3: Accreditation results of programmes visited by the NUC in 2015

S/N	Programme	Status
1	Agriculture	FULL
2	Fisheries and Aquaculture	INTERIM
3	Water Resources Management and Agro-Meteorology	INTERIM
4	English and Literary Studies	FULL
5	Theatre and Media Arts	FULL
6	Agricultural Engineering	INTERIM
7	Civil Engineering	INTERIM
8	Computer Engineering	INTERIM
9	Electrical and Electronic Engineering	INTERIM
10	Food Science and Technology	INTERIM
11	Materials and Metallurgical Engineering	INTERIM
12	Mechanical Engineering	INTERIM
13	Mechatronic Engineering	INTERIM
14	Animal and Environmental Biology	INTERIM
15	Biochemistry	INTERIM
16	Computer Science	INTERIM
17	Geophysics	INTERIM
18	Industrial Chemistry	INTERIM
19	Mathematics	INTERIM
20	Microbiology	INTERIM
21	Plant Science and Biotechnology	INTERIM
22	Physics	INTERIM
23	Demography and Social Statistics	FULL
24	Economics and Development Studies	INTERIM
25	Psychology	INTERIM
26	Sociology	FULL

Table 4: Proportion of staff with PhD and staff to student ratios of programmes

S/N	Programme	Academic Staff Strength	Proportion with PhD(%)	Student Enrolment	Staff: Student Ratio
1	Agricultural Economics and Extension	12	50	56	1: 5
2	Animal Production and Health	10	80	46	1:5
3	Crop Science and Horticulture	11	73	45	1:4
4	Fisheries and Aquaculture	12	67	52	1:4
5	Food Science and Technology	13	85	65	1:5
6	Soil Science	7	57	57	1:8
7	Water Resources and Agro-Meteorology	9	44	37	1:4
8	Agriculture and Bio-resources Engineering	11	45	36	1:3
9	Civil Engineering	9	44	77	1:9
10	Computer Engineering	13	38	64	1:5
11	Electrical/Electronic Engineering	17	24	115	1:7
12	Materials and Metallurgical Engineering	12	42	58	1:5
13	Mechanical Engineering	9	44	76	1:8
14	Mechatronic Engineering	5	80	30	1:6
15	Demographic and Social Statistics	1	38	188	1:24
16	Economics and Development Studies	18	22	116	1:6
17	Psychology	11	36	97	1:9
18	Sociology	11	73	119	1:11
19	English and Literary Studies	15	47	125	1:8
20	Theatre and Media Arts	18	44	173	1:10
21	Animal and Environmental Biology	11	55	27	1:3
22	Biochemistry	16	50	42	1:3
23	Computer Science	13	15	104	1:8
24	Geology	7	14	19	1:3
25	Geophysics	9	33	53	1:6

26	Industrial Chemistry	12	67	60	1:5
27	Mathematics	14	29	78	1:6
28	Microbiology	12	50	98	1:8
29	Physics	12	50	42	1:4
30	Plant Science and Biotechnology	7	43	38	1:5

N/B: Approved ratios are 1:15 for Faculties of Agriculture and Engineering; 1:20 for Faculty of Science; and 1:30 for Humanities and Social Sciences

- a) The distribution of all the staff of the University at the end of 2015 (shown in the Table 5 below) indicates that the staff strength of the University nearly tripled between 2012 and 2015. The University had only five (5) Librarians at the time, and only two (2) of them had a PhD.

Table 5: Distribution of all staff of Federal University Oye-Ekiti at the end of 2015

Year	Academic Staff	Techno-logists	Senior Non-Teaching Staff	Junior Non-Teaching Staff	All Non-Teaching Staff	Academic: Non Acad. Staff Ratio	Student enrolment
2012	125	37	245	145	427	1:3.4	434
2015	365	70	686	342	1098	1:3.0	2304

- a) A total of sixty four (64) academic staff were sponsored to attend conferences between 2011 and 2015 (see Annexure 16). As much as 88% of the grants were given to fund conference attendance abroad. During the same period, seventeen (17) academic staff received grants to pursue further studies. About 53% of the grants were to support postgraduate studies abroad (see Annexure 17).
- b) It is difficult to assess the state of the Library and the laboratories for the period under review. Nonetheless, the fact that only 19% of the programmes got full accreditation in 2015 indicates that the Library as well

as the laboratories and workshops may have been inadequate.

- c) Similarly, it is difficult to assess the physical environment of the University during the period under review. However, there is no indication that the landscape environment has ever been carefully planned and developed, resulting in the observed very poor general aesthetics of the two campuses.

### **6.3 Recommendations**

- i. The University should consolidate the existing programmes before any expansion.
- ii. The University should utilise the resources available at TETFund (Academic Staff Training and Development, AST&D) and some of its IGR to embark on the training of its junior academic staff so as to improve on the number with PhDs.
- iii. Given the staff to students ratios for all the programmes, the University should not be in a hurry to hire additional staff, except in cases where it is of strategic importance for the advancement of the University's mandate, such as in the Library.
- iv. The University should embark on aggressive library and laboratory development, including the procurement of relevant books, resource materials and equipment.
- v. The University should immediately develop a landscape plan and carry it out so as to improve the general aesthetics of the two campuses.

## CHAPTER SEVEN: TERM OF REFERENCE NUMBER 6

***To determine the relationship between the institution and the various statutory bodies it interacts with, according to its law, for its purpose of supervision, planning, finance, discipline, guidance etc. such bodies include the Governing Council, the supervising Agency and the Federal Ministry of Education as well as the visitor***

### 7.1 Preamble and Methods

The Act establishing the Federal University Oye-Ekiti provides that “Council shall be the governing body of the University and shall be charged with the general control and superintendence of the policy, finances and property of the University, including its public relations”. The National Universities Commission (NUC) is the regulatory and quality assurance agency for Universities in Nigeria while the Federal Ministry of Education is the supervisory Ministry through which the Visitor interacts with the University. The Joint Admissions and Matriculations Board (JAMB) is responsible for the admission of students into Universities in Nigeria. Therefore the relationship between a University and its Council, the NUC, JAMB, and the Federal Ministry of Education to a large extent determines the pace of development of the University.

The Panel scrutinized the records of Council, accreditation reports from the NUC, reports from JAMB, and other relevant documents of the University in order to understand how the University related with the aforementioned bodies. The Panel additionally asked specific questions to particular University managers such as Deans of Faculty and the Director of Academic Planning, and internal members of the Council as at 2015. Data mined from the above methods informed the Panel's observations and findings, and guided its recommendations.

## 7.2 Observations and Findings

- a. The Act establishing the Federal University Oye-Ekiti was enacted by the National Assembly and assented to by the President in 2015 and a Council was constituted shortly afterwards. The first Council meeting was held from the 3rd to the 4th of June 2015. For the period under review, the Council could meet only two times. Clearly (from the minutes of Council meetings) it had a good working relationship with the University.
- b. There was a clear healthy relationship between the University and the National Universities Commission (NUC), the Joint Admissions and Matriculations Board (JAMB), and the Federal Ministry of Education (FME) as shown by the absence of queries from any of the aforementioned bodies.

The number of visits to the University by the NUC for accreditation and resource verification exercises and the positive outcomes of such exercises (in the sense that no programme was denied accreditation) indicate that the relationship was healthy.

- c. Additionally, the continued hitch-free admission of students into the University and the University's continued hosting of JAMB examination centres indicate a healthy relationship with JAMB.

Indeed, JAMB increased the admission quota of the University from 550 to 1500 at the end of 2015.

### **7.3 Recommendations**

- i. The good relationship between the University and the Council should be sustained to enable proper checks and balances and healthy growth of the University.
- ii. The good relationship between the University and the National Universities Commission, the Joint Admissions and Matriculations Board, and the Federal Ministry of Education should be maintained and built upon to attract more resources for building the University.

## CHAPTER EIGHT: TERM OF REFERENCE NUMBER 7

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

### **8.1 Preamble and Methods**

Man and his institutions are better organised when there are laws that defines rights, privileges, responsibilities and duties. Consequently Universities rely on laws to derive their powers and validate their actions. The Federal University Oye-Ekiti Act of 2015 (Annexure 5) was therefore passed into law by the 4th National Assembly of the 3rd Republic, and was duly assented to by the President and Commander-in-Chief of the Nigerian armed forces. The Act was thereafter gazetted.

The Panel received and studied the Federal University Oye-Ekiti Act 2015 and the following relevant regulatory instruments of the University:

- a. The Federal University Oye-Ekiti Regulations Governing the Conditions of Service of Senior Staff on CONTISS 06 and CONUASS 01 and above (Annexure 18).
- b. The Federal University Oye-Ekiti Regulations Governing the Conditions of Service of junior Staff on CONTISS 05 and below (Annexure 19).
- c. The Federal University Oye-Ekiti Students' Handbook of Information (Annexure 20).

The Panel after scrutinizing the above documents made the following observations and findings and from then the subsequent recommendations.



## 8.2 Observations and Findings

- a. Though the Federal University Oye-Ekiti was established in the year 2011, by an executive order of the President and Visitor, the Federal University Oye-Ekiti Establishment Act which provides details of its *modus operandi* was enacted in 2015.
- b. It is apparently in response to this that the Federal University Oye-Ekiti Establishment Act 2015 provides some clauses that seem to have retrospective effect in terms of transitional provisions as to property, functions, etc. as referred to in Section 10(2) and elaborated in the Second Schedule of the Act.
- c. The relevant instruments required by law to run the University are in existence and can be said to be validated by the provisions of Section 10(2) as mentioned above.
- d. It is nonetheless apparently speculative, and a matter of interpretation that the provisions of Section 10 and its accompanying Second Schedule wholly covers the operations and activities of the University before the enactment of the Act in 2015. This is irrespective of the interpretation section of the Act.
- e. The Federal University Oye-Ekiti Establishment Act 2015 was largely observed properly for the less than one year it was in force during the period under review.
- f. The provisions of the other aforementioned regulatory documents and their interpretation and application (particularly with respect to promotions) were however contested by staff unions. Memoranda from staff unions are attached as Annexure 21, 22, and 23.

### **8.3 Recommendations**

- i. The Visitor should urgently direct that the Federal University Oye-Ekiti Establishment Act 2015 be revised to provide for a more direct provision of retrospective approval of the existence of the University and the activities of its organs, including the Vice-Chancellor and Principal Officers, Senate, officers, staff, students and properties. This will be more holistic in capturing the entire spectrum of the University's life and actions prior to the enactment of the Act in 2015.
- ii. The Vice-Chancellor should consistently seek the opinion of the Legal Unit on any matter bordering on, involving or related to, any of the issues regulated by the Federal University Oye-Ekiti Establishment Act 2015 or any of the subsidiary instruments identified above.

## CHAPTER NINE: TERM OF REFERENCE NUMBER 8

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

### **9.1 Preamble and Methods**

The history of a University is an important asset that should be preserved and treasured. It helps the University in developing a unique culture and identity. Consequently it is important to periodically take stock of a University's achievements as they form the bricks with which its history is built.

Identifying the problems of a University also helps in seeking solutions. Little wonder a common maxim posits that a problem half known is half solved. The Panel therefore examined the records and interacted with staff of the University especially those who by virtue of positions they held in the past, have some institutional memory. Our findings, recorded below, informed the subsequent recommendations.

### **9.2 Observations and Findings**

- a. Federal University Oye-Ekiti is one of the nine Federal Universities established by the Federal Government of Nigeria, pursuant to an executive order made by President Goodluck Ebele Jonathan, GCFR in 2011.
- b. The University at inception adopted a 2-campus model – the Oye campus and Ikole campus.
- c. The Oye Campus of the University sits on five hundred and seven (507) hectares of land while the land area of the Ikole campus is five hundred and thirty eight (538) hectares.
- d. Academic activities in the University commenced in July 2012, and on the 14th of September, 2012, the University matriculated her pioneer set of five

hundred and two (512) students.

- e. The pioneer Vice-Chancellor of the Federal University, Oye-Ekiti, Professor Chinedu Ositadimma Nebo, was appointed Minister of Power by President Goodluck Ebele Jonathan in February, 2013.
- f. Professor Isaac Uzoma Asuzu was appointed second Vice-Chancellor of the University in February of 2013 and served till the end of the period under review.
- g. Mr. Adiodun Adeyemo was the Acting Registrar at inception and served in that capacity till 2015 when he was appointed Registrar.
- h. Mr Odabiah Dyltu served as Account Officer from 2011 till 2015. Mr Bashir Oyeniyi Badmus served out the rest of the period under review as Bursar.
- i. Mr Michael Oluwole Afolabi was appointed University Librarian (on contract) from 2011 to 2015. Dr Gboyega Adio served out the rest of the period under investigation as University Librarian.
- j. Federal University Oye-Ekiti at the end of the 2011/2012 academic sessions had four (4) Faculties and twenty eight (28) Departments, but had grown to thirty (30) Departments in the same Faculties at the end of the 2014/2015 academic session.
- k. The students' population had grown from four hundred and thirty four (434) at the end of the 2011/2012 session to two thousand three hundred and four (2,304) at the end of the 2014/2015 session.
- l. In the same period, academic and non-teaching staff strengths had also grown from one hundred and twenty five (125) to three hundred and sixty five (365), and four hundred and twenty seven (427) to one thousand and ninety eight (1,098), respectively.
- m. Some staff of the University won prestigious fellowships during the period under review. These include:
  - 1. Dr E.A. Bakare, International Centre for Pure and Applied Mathematics

(CIMPA-ICPAM), Dakar 2011; and Centre for Discrete Mathematics and Theoretical Computer Sciences Rutgers University, New Jersey, U.S.A, 2011.

2. Dr E.A. Bakare, The Abdul-Salam Centre for Theoretical Physics Trieste, 2012.
3. Dr Cecilia O. Akintayo, Faculty of the Future Fellowship, Syracuse, USA, 2012.

### **9.3 Recommendations**

- i. The University should investigate the reasons why 512 students participated in the matriculation exercise in 2012 but there were only 434 students at the end of the year. The remote and immediate causes should be identified and lessons learned for the future.
- ii. The University should make deliberate efforts to collate her achievements and those of her staff and students and document same in permanent retrievable forms.
- iii. The University should encourage staff to apply for prestigious awards and fellowships, and to compete for grants from local and international bodies.
- iv. The Vice-Chancellor through Senate should create an office in the Directorate of Research and Development, charged with supporting staff to apply and win grants and fellowships.

## CHAPTER TEN: TERM OF REFERENCE NUMBER 9

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

### **10.1 Preamble and Methods**

A secure conducive environment is a *sine qua non* for proper development. In a University, the relationship between the Vice-Chancellor and his team of managers on the one hand, and the University community (including staff and students) on the other hand contributes significantly to a peaceful and secure atmosphere. Similarly, the relationship between staff and students, and between the University and the host communities is vital. More importantly perimeter fencing and adequate security provisioning through an equipped and motivated security workforce is critical to ensuring that the University community is secure.

In view of the above, the Panel interacted with members of the University community, including security personnel and those who held positions of leadership and authority during the period under review and Students Union leaders. The Panel also interacted with the Police and the Department of State Security Services, the Royal fathers (and their cabinets) of Oye-Ekiti and Ikole-Ekiti, and the youths of both host communities. Those interactions and scrutiny of relevant records helped the Panel in making its findings and informed the recommendations suggested.

### **10.2 Observations and Findings**

- a. None of the campuses of the University is fenced. Council at its 2nd statutory meeting on the 2nd of October, 2015 received a report from the VC on encroachments on the University land by indigenes, and directed that the University be fenced as soon as possible. The absence of fencing makes the perimeter porous, constituting a security risk.

- b. There is a general feeling among the host communities (driven in part by wrong expectation frameworks) that they do not benefit sufficiently from the location of the University in their land. Indeed the Oye and Ikole communities often attempt to outdo themselves in being generous towards the University. For example, the Ikole community donated a 300 KVA power generating unit, valued at ten million naira (N10,000,000.00) only, to the University for use at the Ikole campus in 2012; while the Oye community donated a building for the take-off of the University in the same period. These measures of goodwill if not 'reciprocated' may brew ill-feelings which if not properly managed may pose threats to staff, students, and assets of the University.
- c. The general atmosphere of the University was calm during the period under review. Members of staff who interacted with the Panel praised the first and second Vice-Chancellors for creating a healthy work environment. The staff the Panel interacted with all noted that the 2nd Vice-Chancellor was a stickler to rules and regulations.
- d. Staff of the Security Unit were poorly kitted, insufficiently trained, poorly equipped, and appear poorly motivated. Worse still, the office they use is not only shared with the Physical Planning Unit but is also in a deplorable condition.
- e. Staff and students generally comported themselves well during the period under review. There was a good relationship among staff and among students and between staff and students.
- f. There were no students' unrests during the period. However the challenges of applying the promotion guidelines for the first time in 2015, and the second Vice-Chancellor's insistence on obeying Government circulars against the wishes of some staff, caused some tension among staff and strained the relationship between staff and University's leadership.

- g. The tussle for the location of the University created an initial strain in the relationship between the University and the host communities of Oye and Ikole. The leadership of the University were however able to manage the situation in a manner that did not permit any degeneration. By the end of the year 2015, the relationship of the University with the host communities had improved significantly.
- h. The host communities, had different complaints. Oye youths and elders complained bitterly about the fact that compensation is yet to be paid for their land which was acquired. The Ikole community complained that the promise of developing the two campuses equitably was not being kept. Both host communities reported that their youth were not being employed in the University, or admitted into its programmes, as they had expected.
- i. The Vice-Chancellor during the 2nd statutory meeting of Council also reported that the Ekiti State Government was yet to give the University the certificate of occupancy for the land. This had made it difficult for the University to truly lay claims to the lands.

### **10.3 Recommendations**

- i. Efforts should be made by successive University managers to maintain the good atmosphere around both campuses of the University.
- ii. The Vice-Chancellor should ensure that the prescribed quota for the employment of unskilled labour from the host communities is equitably distributed to Oye and Ikole indigenes.
- iii. The Vice-Chancellor should make the Deputy Vice-Chancellor (Academic) responsible for ensuring that Oye and Ikole indigenes are offered admission into programmes of the University, if they are qualified, and provided the extant rules are not breached.
- iv. The University should in the spirit of the “town and gown” relationship



ensure that the knowledge produced by its researchers is transmitted to the host communities. The extension services of the Faculty of Agriculture should periodically educate local farmers on new technologies and inputs to help improve their agricultural output.

- v. The good relationship among University managers, among staff, among students, and between University managers and staff, and between staff and students should be improved upon.
- vi. Staff of the Security Unit need appropriate training on security provisioning in a University, especially from the prism of intelligence gathering and smart operations. They also need proper kits, equipment and a decent office (with decent furniture).
- vii. The Visitor should consider making a grant available for the fencing of the University to avert further encroachment by land grabbers.
- viii. The Visitor should (as a matter of urgency) formally request the Ekiti State Government to fulfil its obligation of compensating the host communities for their land; and getting the members of Oye community vacate the University lands.
- ix. The Visitor should (as a matter of urgency) formally request the Ekiti State Government to release the certificate of occupancy for the University lands to the University without any further delay.

## CHAPTER ELEVEN: TERM OF REFERENCE NUMBER 10

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

### **11.1 Preamble and Methods**

Discipline among students is very central to a proper education and makes it possible for the University Senate to find graduating students worthy in character and learning for which degrees are awarded to them. This is even more important, considering the fact that undergraduate students fall within the age-bracket where social vices are higher than the average. Here, offences include a wide spectrum of matters ranging from deviant behaviours to examination malpractice and even crime.

The enforcement of discipline however has to be guided by the rule of law. Consequently, Universities have rules and laws guiding the enforcement of discipline on their campuses. The Federal University Oye-Ekiti has a Students' Handbook of Information (Annexure 20) which clearly specifies offences and the punishments each offence attracts.

The Panel therefore consulted the said Handbook, the reports of the Senate committee on students discipline and minutes of Senate. Additionally, the panel interacted with the Dean, Students' Affairs and the leadership of the Students Union. The goal was to find out if, and how, the laws have been obeyed. Our observations and findings are reported below and have guided our recommendations.

### **11.2 Observations and Findings**

- a. The Federal University Oye-Ekiti Students' Handbook of Information

(Annexure 11) was first published in 2014.

- b. The Students' Handbook of Information provides broad-based information on the history of, and programmes offered in, the University. It specifies offences and their associated punishments.
- c. The said Handbook however does not describe the composition/ membership of the Students Disciplinary Committee of Senate.
- d. The reports from the Students Disciplinary Committee of Senate indicate that disciplinary matters are handled quickly and the accused are given a fair hearing.
- e. The reports however indicate that there is no representation of the students in the committee.

### **11.3 Recommendations**

- i. The Federal University Oye-Ekiti Students' Handbook of Information should be revised to include the composition and functions of the Students Disciplinary Committee of Senate.
- ii. The Students Disciplinary Committee of Senate should have two (2) students' representatives as members, just as representatives of the staff Unions to which a member of staff belongs are required to be in a staff disciplinary panel.

## CHAPTER TWELVE: CONCLUSION

The Visitor to the Federal University Oye-Ekiti, President Muhammadu Buhari, GCFR, set up a Visitation Panel to the University with the charge to produce two reports, one each for the periods 2011 – 2015 and 2016 – 2020. The Panel, haven finished its task, has written its first report. Hereunder, the major findings and recommendations of the Panel are summarised.

1. The University operated without a Council until June 2015. The Council, when inaugurated, was properly led during the period under review. Two Vice-Chancellors (Professor Chinedu Nebo, 2011 – 2013 and Professor Isaac U. Asuzu, 2013 – 2016) served during the period under review. They provided good quality leadership to the University. Internal audit reports were prepared only twice during the period under review. However external audit reports were prepared, but the audit recommendations were not attended to.

*The Visitor should always ensure that the University has a Council. The Vice-Chancellor should insist that internal audit reports are prepared annually and that external audit recommendations are attended to.*

2. None of the buildings on both campuses of the University looks like the imposing and delicately finished buildings one would normally find in a University. Almost all the buildings currently need urgent renovation or reconstruction.

*There is an urgent need for Council to commission specialists to assess the structural integrity of the buildings and determine which ones require renovation and which ones require reconstruction.*

3. The staff to students ratios of the programmes offered in the University at the end of 2015 indicate that there were numerically sufficient academic staff for the student population of all the programmes. However the staff mix was largely poor as only 7 (23%) of the programmes had up to 60% of their academic staff as PhD holders. Apparently the library, laboratories and workshops were inadequate. Staff development programmes for conference attendance and further studies were in place and were funded by TETFund.

*The University should be strategic in the future recruitment of staff to improve the staff mix while hiring staff in areas such as the Library where professional Librarians are urgently needed. The University should invest some of its IGR in improving the laboratories and workshops and in the training of its junior academic staff.*

4. The Federal University Oye-Ekiti Establishment Act 2015 was enacted four years after the creation of the University by an executive order of the President. The law needs to be revised to add a clause that gives retrospective validity to actions given prior to its coming into force.

*The Visitor should urgently direct that the Federal University Oye-Ekiti Establishment Act 2015 be revised to provide for a more direct provision of retrospective approval of the existence of the University and the activities of its organs.*

5. None of the campuses of the University is fenced. The host communities have unmet needs such as non-payment of compensation for their land which if not quickly managed could lead to security challenges.

*The Visitor should consider making a special intervention grant available for the fencing of the University. The Visitor should (as a matter of urgency) formally request the Ekiti State Government to: (i) fulfil its obligation of compensating the host communities for their land; and getting the members of Oye community vacate the University lands; and (ii) release the certificate of occupancy for the University lands to the University without any further delay.*

The Panel thanks the Visitor for the confidence reposed in its members in giving them this all-important national assignment. It is hoped that the findings and recommendations in this report will be useful in guiding the Visitor make appropriate decisions for the health and proper development of the Federal University Oye-Ekiti.