

**REPORT OF THE PRESIDENTIAL VISITATION PANEL TO  
THE FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA, 2011 – 2015**

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## **Preliminaries**

### **1.1 Appointment of the Panel and Terms of Reference.**

By the terms of the letter, Reference No. FME/PS/606/C.1/III/183, dated 29<sup>th</sup> March 2021 and signed by the Honourable Minister of Education, Malam Adamu Adamu, the panel was constituted by the Federal Government of Nigeria as the Presidential Visitation Panel to the Federal University of Minna, with the following Terms of Reference:

- i. To inquire into the level of implementation of the White Paper on the last visitation report.
- ii. To look into the leadership quality of the university in terms of the roles of governing council, the vice chancellors and other principal officers.
- iii. To look into the financial management of the institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations.
- iv. To investigate the application of funds, particularly the special grants 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 the university.
- vi. To determine the relationship between the university and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e. the University Governing Council, National Universities Commission and the Federal Ministry of Education).
- vii. To examine the law establishing the university including the relationship between the various internal organs, units and offices and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law.
- viii. To trace the historical evolution of the university and take stock of its net 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.
- x. To examine the processes and structures of discipline of students in the university in line with the due process of the rule of law.

## **1.2 Inauguration of the Panel.**

The Panel was inaugurated on Tuesday 13<sup>th</sup> April 2021, alongside 37 other Visitation Panels to 38 University Centres, in the Auditorium of the National Universities Commission (NUC), Abuja by the Honourable Minister of Education, Adamu Adamu. The Permanent Secretary, Architect Sunny S. T. Echono, represented the Minister at the inauguration ceremony.

In his inaugural address, the Honourable Minister reiterated the importance of Visitation Panels as a tool for ensuring closer monitoring and stock taking of the activities of tertiary institutions in the country. The main objective of the visitation, he announced, was to appraise the performance of the institutions in terms of the leadership qualities of the Vice-Chancellors, Principal Officers and the Governing Councils, in order to ascertain the extent to which they have fulfilled their mandate for public good during the period under review. He further added that, as provided for in the laws setting up all public Universities in Nigeria, visitations were to be conducted every five years. However, the last exercise took place in 2011, covering the period 2004 – 2011. He, therefore, announced that the current exercise would cover a decade and all panels were expected to present two separate five-year reports: 2011 – 2015 and 2016 – 2020. Each panel was given sixty days to submit its reports.

## **1.3 Methodology**

The Visitation Panel to the Federal University of Technology, Minna, had preparatory meetings in Abuja in order to set out its objectives and plan the exercise. After due preparations, the panel visited Minna on 4<sup>th</sup> May 2021 to brief the institution's Vice Chancellor and the principal officers about the visitation exercise; at that meeting, the panel requested for documents to be made available,

and informed them on the terms of reference of the Visitation Panel. Thereafter, the panel settled down for the exercise.

Letters were later sent out to announce the visitation and to call for memoranda from all members of the University community. The call for memoranda was adequately advertised on the major notice boards in the university, the local media, as well as the Niger State Radio and Television.

Other logistic arrangements included:

- (a) Securing a Panel Secretariat on the university campus and 4 additional secretariat members from Abuja; and further secretarial assistance from the university.
- (b) A guided tour of the Bosso Campus of the university, including Schools, Directorates, Institutes, Special Centres, Units, Laboratories, the University Library and the Naraguta sites, in order to assess the students' hostels and facilities.
- (c) Submitting requests for appointments to pay courtesy calls on the Niger State Governor, the Emir of Minna, the State Commissioner of Police, the State Director, Department of State Security Services (DSS), the Commandant, National Security and Civil Defence Corp (NSCDC) and the Brigade Commander 31<sup>st</sup> Artillery Brigade, Nigerian Army, Minna.
- (d) Letters were also written to the university's Registrar, Bursar, Deans of Faculties, Heads of Departments, Directors, the University Consultancy Ltd, and other units requesting them to, in addition to their memoranda, provide further details regarding information, which the Panel considered relevant to its assignment.

The Panel also produced a schedule for interactive sessions, during which interested parties were invited to give oral testimonies regarding their written submissions. The response to the call for memoranda was impressive. On the whole a total of 44 written memoranda were received.

It is important to note that interested individuals, including those who did not submit written memoranda, came forward to interact with the Panel.

**LETTER OF SUBMISSION OF REPORT**

**Hon. Minister,**

**SUBMISSION OF THE REPORT OF THE 2021 PRESIDENTIAL VISITATION PANEL TO THE FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA**

1. Please refer to your letter Ref. No: FME/PS/506/C.1/III/183, dated 29<sup>th</sup> March 2021, appointing the Presidential Visitation Panel to the Federal University of Technology, Minna; and the subsequent inauguration of the panel on 13<sup>th</sup> April 2021 in the Auditorium of the National Universities Commission (NUC), Abuja. We, the members, wish to report to the Honourable Minister that the panel has now completed its assignment.

2. It is, therefore, our honour and pleasure to submit the "Report of the Visitation Panel to the Federal University of Technology, Minna" for the years 2011 – 2015. The Report consists of:

- (a) Ten (10) bound copies of the Main Report.
- (b) Four (4) bound copies of the memoranda submitted as appendices.

4. Members of panel would like to express their appreciation to the Federal Government for the opportunity given to them to serve and for the confidence reposed in them.

5. Finally, we hope that this report will prove useful in assisting Government to achieve its dreams and goals for the development of the Federal University of Technology, Minna, and the realisation of its mandate.

Yours faithfully,

.....  
**Prof. Nicholas A. Damachi**  
Chairman

.....  
**Prof. Ibrahim Naiya Sada**  
Member

.....  
**Prof. Ismaila A. Tsiga**  
Member

.....  
**Engr. Saad Abubakar Abdullahi**  
Member

.....  
**Mrs. Mary Sale Ali**  
Member

.....  
**Barrister Valentine Mgbahurike**  
Member

.....  
**Achede Joseph Owoicho**  
Secretary



## **EXECUTIVE SUMMARY (2011 -2015)**

In compliance with the law establishing the Federal University of Technology Minna, a presidential visitation panel was constituted by the Federal Government of Nigeria to examine the operations and determine the extent to which the university adhered to the law and statutes guiding its activities between the period 2011 - 2015.

The panel had ten (10) Terms of Reference. In the course of its assignment, the panel interacted with and collected both oral and written presentations from all organs, units of the university, unions, students, security agencies in the State and the host community. The visitation panel also undertook on-the- spot visits which afforded it first-hand knowledge on the operations of the various units of the university. The Panel inspected both completed and ongoing projects with the view to assessing the quality of projects executed. Panel also analyzed documents relating to funding and financial administration, staff and staff development, research, Internally Generated Revenue etc in order to ascertain the compliance of the university to due process in the application and use of resources. The summary of findings and observations of the panel in accordance with the terms of reference (TOR) are as follows:

### **TOR 1: To inquire into the level of implementation of the White Paper on the last Visitation Report**

The last visitation to the Federal university of Technology Minna was in early 2011, covering the period between 2004 and 2010. The Visitation Panel's Report and a White Paper detailing the overall reaction of the Visitor to the recommendations were published. The authorities of FUT Minna were given a copy for implementation.

After a careful study of the various approved recommendations, the examination of records and the interaction with the management of university, the 2015 Visitation Panel noted that the level of implementation of the 2010 White Paper was very good and commends the university for the development.

**TOR2: Leadership Quality of the institution in terms of the roles of the Governing Council, Heads of the institution and other principal officers**

The panel observed that the successes recorded by FUT Minna over the years could be attributed largely to the stability of leadership and the fact that the leadership is focused and committed. In the words of ASUU Minna executive, the tenure of the Pro-Chancellor Professor Ahmed Rufai Alkali (2009 - 2015) and the Vice-Chancellor professor Musbau A. Akanji (2011 - 2015) "was generally peaceful, commendable and rewarding"

**TOR 3: The financial management in Federal University of Technology, Minna**

The Federal University of Technology (FUT) Minna has been very prudent and efficient in the management of funds. The university has complied with all relevant financial regulations in the management of funds. The accounts of the university were consistently subjected to external Audit. However, capital grants to the university had continued to dwindle and releases much lower each successive years. This greatly hampered the provision and sustenance of capital infrastructure required for effective academic and administrative services in the university.

**TOR 4: Application of funds**

The panel observed that funds were prudently and judiciously utilized and applied for the purposes for which they were intended without incurring extra cost. There were no cases of abandoned projects in the university.

**TOR 5: Examine the adequacy of staff and staff development programmes**

In the period under review, The Federal University of Technology Minna had a total of 833 academic staff, comprising of 109 Professors, 193 Senior Lecturers, 202 Lecturer I, 106 Lecturer II, 115 Assistant Lecturers and 52 Graduate Assistants. With regard to the Senior academic, the university fared well and this explains why most of the programmes

in the institution had obtained full accreditation from the National Universities Commission (NUC).

**TOR 6: The relationship between the university and statutory bodies**

The relationship between the university and the statutory bodies it relates with like the Federal Ministry of Education and the regulatory body, National Universities Commission is cordial.

**TOR 7: Examine the law establishing the university**

The panel observed that the laws establishing the Federal University of Technology Minna are scattered between the principal law, Cap 143 of the Laws of the Federation and subsequent amendments, that is, Decree 11 of 1993, Decree 25 of 1996, Universities Miscellaneous Provision (Amendment) Acts, 2003 & 2012. There is, therefore, the need to review the laws with a view to harmonizing them into one document. There is also no subsidiary laws or statutes establishing the university Centers. There is, therefore, the need for the university to draft the statutes for its specialized Centers.

**TOR 8: Trace the historical evolution of the university and take stock of its net achievement and problems.**

The Federal University of Technology, Minna was established on 1<sup>st</sup> February, 1983, as one of the third generation universities to enhance the technological development of the country through the training of good technical manpower. The first batch of students admitted into the university started registration on 13<sup>th</sup> February, 1984, with an initial enrolment, of 1,500 students. By the beginning of the 2013/2014 academic session, the number of students had risen to 14,754 (11,225 males & 3,529 females)

In a nutshell, FUT Minna had grown and is flourishing as a reputable choice centre of knowledge and skills acquisition via the introduction of cutting -edge professional

academic programmes, research outputs and obtaining patent rights for inventions and innovations undertaken in the university.

**TOR 9: Examine the general security in Federal University of Technology (FUT), Minna**

There have been concerns about security in Nigeria following attacks of recent by bandits on academic institutions. The Federal University of Technology Minna has, however, been crime-free and very conducive for effective teaching and learning. The university also has no recorded case of cultism. However, the university has no perimeter fence, thereby, a potential soft target for attack by bandits.

**TOR 10: Examine the Processes and Structures of Discipline of Students in the Federal University of Technology (FUT), Minna.**

The Federal University of Technology, Minna has a standing committee on Student Discipline, chaired by the Deputy Vice - Chancellor (Administration) with representations from the Students Affairs Division, the Security unit, the Students union, the university Legal Unit, the Senate and some other relevant Units of the university. The students are generally satisfied with the committee and its procedure.

**Recommendations**

- a. Government should assist the university to construct the perimeter fence around the Gidan Kwano campus for security reasons; this will also check encroachment, thus allowing the university to use part of the land for its developmental and other agricultural research activities without hindrance.
- b. The panel recommends that funding of the university should take into account its specialised mandate and, in addition, government should, as a matter of policy, direct the Federal Ministry of Science and Technology to collaborate through its parastatals, with the University of Science and Technology under a specialised

“Science and Technology Fund” for researchers and other technological development programmes.

- c. As a University of Technology, there is the need for the provision of funds towards equipping existing laboratories and the building of more new specialised laboratories.
- d. The Federal Government should provide support to the university in the rehabilitation of the existing road network on the Gidan Kwano campus and the development of the newly opened sections through extra-budgetary funding or by directing either the Federal Ministry of Works or the Ecological Fund Office to undertake the project.
- e. Against the growing insecurity in the country and for other obvious benefits, it is recommended that the Federal Government should come to the aid of the university in the construction of more student hostels, so that at least 70% of the students are accommodated on campus.
- f. The current pattern of funding universities is inadequate; therefore, Government should look into the provision of funds and the pattern of financial releases to the universities more seriously with the view to improving both funding pattern and the releases.
- g. The Federal University of Technology Minna is advised to look for avenues to promote and market its research findings, in order to promote the image of the university, attract more grants and generate more income for the university.

## CHAPTER ONE

**TOR 1: *To inquire into the level of implementation of the White Paper on the last Visitation Report (2004 – 2010):***

### **1.0 Introduction:**

The last Visitation to Federal University of Technology, Minna was in early 2011, covering the period between 2004 and 2010. The Visitor approved the Visitation Panel's Report and some recommendations; and a White Paper detailing the overall reaction of the Visitor to the recommendations was published. The authorities of the Federal University of Technology, Minna were given a copy for implementation.

Below are the findings of the present Visitation Panel (2011 – 2015) in relation to the level of implementation of the recommendations approved by the Visitor as contained in the White Paper of last Visitation 2004 – 2010.

### **1.1 2010 Term of Reference 2**

***Look into the Leadership Quality of the Institution in terms of the Roles of the Governing Council, the Head of the Institution and other Principal Officers:***

#### **1.1.1 The Governing Council**

##### **Previous Recommendation:**

- *The Minutes of the Council should be circulated to all the members before the commencement of meetings.*

##### **Level of Implementation:**

Minutes of previous meeting of Council are now circulated to all the members 48 hours before commencement of the next meeting.

**Previous Recommendation:**

- *The Council should avoid classification of its members along internal and external composition, in order to minimise polarisation.*

**Level of Implementation:**

The arrangement of the names of members of Council in the minutes of meetings does not classify them into internal and external composition in line with the Visitor's directive.

**Previous Recommendation:**

- *The working relationship among members of Council should be sustained and where possible, conflicts should be resolved with minimal external interventions.*

**Level of Implementation:**

Relationship among Council members has been quite cordial, as no serious conflict has been noted within the period under review that attracted any external intervention.

**Previous Recommendation:**

- *The Council should sustain its culture of appointing Vice-Chancellors without rancour or bitterness.*

**Level of Implementation:**

The Governing Council has sustained the culture of appointing Vice-Chancellors without rancour or bitterness, as all appointments of Vice-Chancellors since then have been quite peaceful and successful.

### **1.1.2 Vice-Chancellor**

**Previous Recommendation:**

- *The Vice-Chancellor should inform the Council on Contract Awards for its noting for accountability and transparency. Contract awards should be brought before Council for approval and that the Vice-Chancellor should follow due process.*

**Level of Implementation:**

The Vice-Chancellor always presents a comprehensive report of activities in the various sectors of the university, as well as the financial report at every meeting of council. These two (2) reports contain the contract awards within the period under review.

**Previous Recommendation:**

- *The Panel advised the Vice-Chancellor to allow the Two Council Ad-hoc Committees, one, to assess contract awards in the university, the other, on staff audit of the university, to be inaugurated and to carry out their assignments.*

**Level of Implementation:**

The two Council Ad-hoc Committees were inaugurated and they carried out their assignments.

**Previous Recommendation:**

- *The Vice-Chancellor was advised to follow due process in respect of fixing a date for convocation for the university.*

**Level of Implementation:**

Council has approved 1<sup>st</sup> of February of every year as its Convocation and Founder's Day.

**Previous Recommendation:**

- *The Vice-Chancellor was advised to act within the law of the university with regard to the award of Honorary Degrees.*

**Level of Implementation:**

A Committee of Council on the award of honorary degrees processes and approves cases of award of honorary degrees, after receiving recommendations from the Senate.



**Previous Recommendation:**

- *The Visitation Panel recommends that new Vice-Chancellors and the Principal Officers should undergo compulsory Management training course.*

**Level of Implementation:**

New Vice-Chancellors and the Principal Officers usually undergo compulsory management training courses from time to time after their appointment.

**1.2 2010 Term of Reference 3**

***To look into the Financial Management of the Federal University of Technology, Minna, including statutory allocations and internally generated revenue, over the period of 2004 – 2010 and determine whether it was in compliance with appropriate regulations.***

**Previous Recommendation:**

- *The monetisation policy of the Federal Government of Nigeria regarding the privileges (transportation, housing, furniture, etc.) of staff should be fully adopted without further delay.*

**Level of Implementation:**

The university has fully adopted the Federal Government of Nigeria Monetisation Policy with regard to staff transportation, housing, furniture, etc.

**Previous Recommendation:**

- *FUTMIN Ventures Limited should be autonomous, and its service delivery should be improved upon.*

**Level of Implementation:**

FUTMIN Ventures Limited is fully autonomous and their services improved from the state it was as at the time of that Visitation. However, the operational conditions of the company appear to have degenerated at the time of this Visitation.

**Previous Recommendation:**

- *A complaints desk should be provided by FUTMIN Ventures Limited, where complaints of unsatisfactory service could be reported.*

**Level of Implementation:**

An officer has been appointed by the Venture to collate such complaints; and these are usually handled accordingly.

**Previous Recommendation:**

- *The cleaning service of the university should be outsourced to professionals through competitive bidding, in line with due process.*

**Level of Implementation:**

The cleaning service of the university has been outsourced to FUTMIN Ventures. However, the service delivery still needs to be improved considerably.

**1.3 2010 Term of Reference 4**

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

**Previous Recommendation:**

- *A lot of spaces on the floor housing the library are not made viable for the library; in addition, the space occupied by the office of the Librarian is considered a waste, as it is about half the size of the entire library. Management of the university was directed to prioritise the spatial use of the library.*

**Level of Implementation:**

The management of the university has prioritised the use of space in the library. The space earlier occupied by the office of the University Librarian has been partitioned to make room for other offices.

#### **1.4 2010 Term of Reference 5**

***To examine the adequacy of staff and staff development programmes of the University of Technology, Minna.***

##### **Previous Recommendation:**

- *Staff audit should be conducted to determine desirability or otherwise of the various Directorate/Centres.*

##### **Level of Implementation:**

The audit was conducted and Directorates and Centres were restructured for more effectiveness.

##### **Previous Recommendation:**

- *The university's unwieldy number of Directorates and Centres should be right-sized and restructured to make them more functional and effective.*

##### **Level of Implementation:**

The Directorates and Centres, which were eleven (11) in number before, have now been pruned down through the merging of some centres or downgrading of others to Divisions in other centres.

#### **1.5 2010 Term of Reference 6**

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

##### **Previous Recommendation:**

- *The university management should resolve any misunderstandings existing within the Council to ensure the smooth running of the university.*

### **Level of Implementation:**

There is no misunderstanding existing within the Council at present.

### **Previous Recommendation:**

- *The management of the university should engage the university and its surrounding host communities through better relationship and dissemination of information, so as to manage the expectations of these communities. Regular stakeholders meeting should be held with the communities, etc.*

### **Level of Implementation:**

Regular meetings are now held with communities at various committee levels; e.g. through the Campus Community Relations Committee, Joint Police Campus Security Committee and Committee on Ejection of Illegal Settlers.

## **1.6 2010 Term of Reference 7**

***To examine the "Laws" 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 considered necessary or desirable to enable the University to better achieve its objectives.***

### **1.6.1 On Objectives and Goals**

#### **Previous Recommendation:**

- *The university should take urgent steps to establish the Centre for Entrepreneurship and ensure that relevant courses are included in the curriculum of all the programmes mounted by the university. This is very crucial in the development of skills necessary for self-reliance.*

#### **Level of Implementation:**

A Centre for Entrepreneurship has been fully established in the university and it is functioning effectively; and relevant entrepreneurship courses are part of the university's curriculum.

**Previous Recommendation:**

- *The university should limit the establishment of specialised Centres to only areas in which it has comparative advantage. Some of the centres should be under the administration of the Schools. The Governing Council was, therefore, directed by the Visitor to right-size and restructure the large number of Directorates and Centres to make them more functional and effective.*

**Level of Implementation:**

Only Centres with competitive advantages are now being established in the university; e.g. the Centre for Climate Change and Fresh Water Resources has been merged with the Centre for Disaster Risk Management and Development Studies; Global Institute for Bio-Exploration has been merged with STEP-B and is now called Centre for Genetic Engineering and Biotechnology.

**1.6.2 On Programmes of the University**

**Previous Recommendation:**

- *An incentive should be instituted for the study of Agriculture in the institution to encourage student enrolment into the course and enhance food security in the country.*

**Level of Implementation:**

New Departments have been established in the School, which has attracted more students' enrolment.

**Previous Recommendation:**

- *The university and the National Universities Commission should look into the approved carrying capacity of the university and work out modalities for student enrolment, in order to ensure that the university does not enrol more students than it can accommodate, so as to reduce over congestion of students in its academic programmes.*

**Level of Implementation:**

The National Universities Commission (NUC) annually approves admission quota for the university for undergraduate student enrolment.

**Previous Recommendation:**

- *The accreditation of academic programmes by the National Universities Commission (NUC) and all the professional bodies should be harmonised, in order to ensure concurrency and standards.*

**Level of Implementation:**

Ninety-five per cent (95%) of the academic programmes in the university have been given full accreditation by the National Universities Commission (NUC) and the relevant professional bodies. The accreditation of the other programmes is underway.

**Previous Recommendation:**

- *The School of Science and Science Education should be moved to the main campus of the university with immediate effect.*

**Level of Implementation:**

The School of Science and Science Education has now been broken into three: the School of Life Sciences, School of Physical Sciences and the School of Science and Technology Education. The buildings to accommodate the School of Life Sciences and Physical Sciences are near completion and the movement from the Bosso Campus to the Main Campus at Gidan Kwano is to be completed this year, 2021. In compliance with the directive of the Visitor, the university management has targeted the TETFUND intervention for the following year to construct the buildings for the School of Science Technology Education on the Main Campus.

**Previous Recommendation:**

- *Since the university has a School of Post-Graduate Studies, it should urgently address the shortage of senior academics by encouraging the junior lecturers to undertake their PhD programmes internally. The funding of overseas studies should not take priority over local studies by staff.*

**Level of Implementation:**

Majority of academic staff have obtained their PhD while some others are presently undergoing their PhD programmes within and outside the country.

**Previous Recommendation:**

- *The university should urgently review the status of the Library and restructure it as may be necessary.*

**Level of Implementation:**

The status of the University Library has been reviewed; and plans are underway to bring it up to the standard expected of a University Library.

**1.6.3 On the Governing Council: Powers of the Council**

**Previous Recommendation**

- *The Registrar of the University should ensure that the Chairman of the University Governing Council signed all minutes of the council meetings.*

**Level of Implementation:**

Corrected and adopted Minutes of Council are now regularly forwarded to the Chairman for his signature.

**1.6.4 On General Recommendation**

**Previous Recommendation:**

- *The university should pursue to its logical conclusion, the promise by the Niger State Government to allocate another property to the university in replacement of the Tagwai Motel Estate, which the government forcefully took away.*

**Level of Implementation:**

The university has followed up the matter with the Niger State Government on the property, but to no avail so far.

**Previous Recommendation**

- *The university should establish a legal unit to give it an unbiased, quality legal advice and due diligence.*

**Level of Implementation:**

A legal unit has now been established in the university under the office of the Vice Chancellor.

**Previous Recommendation**

- *The university should develop a five (5)-year strategic plan to enable it to focus on and also establish performance benchmarks for itself in the pursuit of its mandate.*

**Level of Implementation:**

The university now has a fully operational strategic plan, which is reviewed after every five (5) years to accommodate emerging developments.

**Previous Recommendation:**

- *The university should establish a performance evaluation mechanism for all categories of staff to improve productivity and efficiency.*

**Level of Implementation:**

The university now has comprehensive guidelines for promotion for each category of staff. The university carries out performance evaluation of academic staff, at least at four (4) different levels:

1. There is a committee on monitoring and quality teaching.
2. Lecturer evaluation by students at the end of each module/course.
3. Every academic staff now fills a Semester Assignment of Responsibility (AOR) form, in order to track the frequency and quality of his/her lecture delivery.
4. An exit survey of graduating students is regularly undertaken, in order to find out if there is any staff that does not live up to his/her responsibility.
5. Non-teaching staff are evaluated using an Annual Performance Evaluation Report (APER). The APER form has recently been reviewed to reflect a more objective assessment of staff performance and productivity.



### **Previous Recommendation**

- *Act 2003, Article 7 AAA© provides for the participation of students in the process of assessing academic staff in respect of teaching. The university under the guidance of the National Universities Commission should set up an appropriate framework for the implementation of this provision of the Law.*

#### **Level of Implementation:**

Under the promotion guidelines of the university, provisions have been made for students' assessment of academic staff; such assessments form a part of the total grading system during their promotion exercise.

### **Previous Recommendation**

- *The university should establish a more effective and transparent mechanism to monitor and manage the promotions of junior staff to reduce friction and crisis.*

#### **Level of Implementation:**

There is an Appointment and Promotions Committee each at the Departmental, School and University levels for the consideration of all promotion cases.

## **1.7 2010 Term of Reference 8**

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

### **1.7.1 On School of Information and Communication Technology**

#### **Previous Recommendation:**

- *The school, which was just three (3) years old as at then, should rather firm up its undergraduate programmes, before embarking on postgraduate courses immediately after its take-off; particularly as their courses have not been subjected to accreditation by the NUC.*

#### **Level of Implementation:**

The school stopped its postgraduate programme in obedience to the directive of the Visitor and returned all the students to the parent Department of Mathematics and Computer Science. The postgraduate programme was started again in 2012, after resource verification and full accreditation by the NUC.

### **1.7.2 On the School of Entrepreneurship and Management Technology (SEMT)**

#### **Previous Recommendation:**

- *The school should exercise restraint in the commencement of postgraduate courses until after its accreditation by the National Universities Commission (NUC).*

#### **Level of Implementation:**

The school is yet to commence postgraduate courses.

#### **Previous Recommendation:**

- *Entrepreneurship courses should be included in all courses in all the schools at 300 and 400 levels.*

#### **Level of Implementation:**

All students now take Entrepreneurship courses at the 300 and 400 levels.

### **1.7.3 On School of Agriculture and Agricultural Technology (SAAT)**

#### **Previous Recommendation:**

- *The research capabilities of the School have been hampered by inadequate funding. The school should pursue other sources of funding, particularly through commercial farming.*

#### **Level of Implementation:**

A commercial farm has been established in the University. However, farming activities in the farm are being hampered by continuous interference by the local communities.

### **1.7.4 On School of Environmental Technology (SET)**

#### **Previous Recommendation:**

- *There is an urgent need to improve the sanitary condition of the School; most of its classes and studios were dirty and disorganised, as observed during the visit by the Panel.*

**Level of Implementation:**

The management of the university has taken appropriate action to ensure that the sanitary conditions of the school have improved considerably. The classes and studios visited were clean and well organised.

**1.7.5 On School of Engineering and Engineering Technology (SEET)**

**Previous Recommendation:**

- *The School should improve on its research activity as the flagship school of the university.*

**Level of Implementation:**

The School of Engineering has become a centre of research activities and accomplishments, as a result of the presence of highly trained and skilled staff.

**Previous Recommendation:**

- *The school should explore collaborations and partnership that could improve its funding.*

**Level of Implementation:**

The school has been securing research grants from both local and international funding agencies.

**Previous Recommendation:**

- *The ETF (now TETFUND) has provided considerable support to the school; and that should be sustained.*

**Level of Implementation:**

Support from ETF (now TETFUND) has been sustained.

## **1.7.6 On Research Centres of the University**

### **1.7.6.1 Global Institute of Exploration**

#### **Previous Recommendation:**

- *The proposed structure of the institute appears very complex for effective management. The university should fine-tune the operational modalities of this institute and put in place realistic and practical framework for the actualisation of its mandate. The institute should be placed under one of the Schools.*

#### **Level of Implementation:**

This institute is one of those merged with STEP-B after fine-tuning its operational modalities.

### **1.7.6.2 Centre for Risk Disaster Management and Development Service**

#### **Previous Recommendation:**

- *The Centre should be put under the supervision of a School.*

#### **Level of Implementation:**

The Centre has now been placed under the Department of Geography in the School of Physical Sciences.

### **1.7.6.3 Centre for Preliminary and Extra-Mural Studies (CPES)**

#### **Previous Recommendation:**

- *The university should comply with the recommendation of the last Visitation Panel that the Centre should admit only the number of students it can absorb.*

#### **Level of Implementation:**

All qualified students of the Centre are usually absorbed into the university.

#### **1.7.6.4 On Goals and Objectives of the University**

##### **Previous Recommendation:**

- *The university should liaise with the National Office for Technology Acquisition and Policy (NOTAP) for the patent and eventual commercialisation of its research outputs.*

##### **Level of Implementation:**

Some of the research outputs of the university have been patented and measures are in progress for their commercialisation.

##### **Previous Recommendation:**

- *The University should continue to devise ingenious means of sourcing for funds, as it is obvious that the Federal Government alone cannot provide all its sustainable funding.*

##### **Level of Implementation:**

The high turnover of research outputs from the university has led to NOTAP establishing an Intellectual Property and Technology Transfer Office (IPTTO) to enhance the university in the management of its intellectual property for income generation.

##### **Previous Recommendation:**

- *The university should provide incentives to private estate developers to facilitate the rapid provision of hostel facilities in the university.*

##### **Level of Implementation:**

The university has begun providing incentives to such developers; and at the moment some have begun to respond on the main campus.

## **1.8 2010 Term of Reference 9**

***To examine the general security in the university and how the university management has responded to it; and to recommend appropriate measures to deal with it.***

### **Previous Recommendation**

- *Provision of a designated Office Block for the University Security Service Division (USSD) to enhance general performance and improve command and control. In addition, the university management should respect the policy on out-sourced cadres regarding security staff.*

### **Level of Implementation**

An office block has been provided for the University Security Service Division (USSD). The university management had also outsourced the Security Services, but discovered that the private security personnel were highly undisciplined and disloyal; and monitoring them was quite difficult. Since the provision of security is quite crucial, the university decided to take the security personnel directly on contract, in order to have a hold on them and secure their loyalty.

### **Previous Recommendation**

- *The joint efforts by both the Police and the University Security Unit should be strengthened. The two bodies should improve on their intelligence sharing to detect and nip in the bud any criminal activities, before they cause damage on the campus.*

### **Level of Implementation**

A joint Police-Campus Security Committee has been put in place in the university and provided with the operational equipment.

## **1.9 2010 Term of Reference 10**

***To examine the processes and structures of the mechanism for the discipline of students in the university, in order to ascertain compliance with due process of the rule of law.***

### **1.9.1 On Student Discipline Structures**

#### **Previous Recommendation**

- *The university should establish a clear procedure for students' appeals, in order to minimise litigations.*

#### **Level of Implementation**

The procedure for students' discipline and appeal has been well spelt out in the *Students' Handbook*, which is made available to every student upon registration.

#### **Previous Recommendation**

- *The Legal Unit should be established to provide pro-active legal counsel to the university in order to reduce litigation and its attendant cost.*

#### **Level of Implementation**

The unit has been established in the university and it is performing effectively.

### **1.9.2 On Compliance with the Rule of Law Regarding the Processes and Procedures of the Mechanism for Student Discipline**

#### **Previous Recommendation**

- *The University should further promote and enhance sporting activities among the students as a means of moral and physical development.*

#### **Level of Implementation**

The university has now set aside the evening of Wednesday of every week for student sporting activities, while the staff have theirs every Saturday.

### **Previous Recommendation**

- *The Principal Officers of the university should build rapport and dialogue with the student community.*

### **Level of Implementation**

Various platforms for interaction have now been established for the Principal Officers to meet with students every Semester. The Students' Union leaders and the rest of the students have easy access to the Principal Officers.

### **Previous Recommendation**

- *The Vice-Chancellor should continue to implement his open door policy and strengthen the Publications Unit of the university.*

### **Level of Implementation**

Decisions on any case are taken based on the recommendation of the appropriate committees; and the Information and Publications Unit adequately publicises all decisions that affect staff and students in the university.

### **Previous Recommendation**

- *The university should pay more attention to the cleanliness of its classrooms, laboratories, hostels and surroundings.*

### **Level of Implementation**

Cleaning of the university environment is sourced out to FUTMIN Ventures Limited and is supervised by the appropriate university officers.

### **Previous Recommendation**

- *The university should strengthen its quality assurance mechanism to reduce examination malpractices.*



### **Level of Implementation**

Measures have been put in place to ensure effective and adequate teaching by academic staff, e.g. the committee that monitors academic staff during teaching; uploading of lecture notes on the university website by staff and effective supervision during examinations.

### **Previous Recommendation**

- *Disciplinary process should be fair; and all should see that justice is done in all cases.*

### **Level of Implementation**

The discipline of any erring students is based on the procedure stated in the *Students' Handbook*.

### **Previous Recommendation**

- *The Dean of Student Affairs should be represented on the Examination Misconduct Committee.*

### **Level of Implementation**

The Dean of Students, as well as the student body, have representation on the Examinations Misconduct Committee.

## **1.10 Findings**

- (i) The White Paper on the 2010 Visitation Panel Report has been fully implemented.
- (ii) The Governing Council of the university has monitored and ensured that the directives of the Visitor as contained in the White Paper are carried out to the letter.

- (iii) This success could be attributed to the peaceful and cordial working relationship existing among members of the Council on the one hand and the University Management Team on the other.

### **1.11 Recommendations**

- (a) Council should be commended for the effective managerial, supervisory and directing roles it has played in running the affairs of the university in providing a sound policy direction and rancour-free environment in the university for effective academic pursuit.
- (b) The management team of the university, the Vice-Chancellor and the Principal Officers, within the period under review should also be commended and urged to sustain the good work they are doing in running the day-to-day affairs of the university.

## CHAPTER TWO

**TOR 2: *Examine the quality of the leadership of the institution in terms of the role of the Governing Council, the Vice-Chancellor and other Principal Officers***

### **2.0 Leadership Quality**

The quality of leadership determines the excellence and level of achievement of any organisation. In the university system, leadership is expected to begin from the Chancellor and Pro-Chancellor to the Vice-Chancellor and other Principal Officers.

### **2.1 Chancellor of the University**

According to Section 4(1) of the principal law of the university, the office of the Chancellor, in relation to each university, takes "precedence before all other members of the university, and when he is present, shall preside at all meetings of the Convocation held for conferring degrees". In effect, the office is not directly involved in daily management of the university affairs; and remains largely ceremonial.

#### **2.1.1 The Role of the Chancellor**

The Chancellor presides over the university's Convocation ceremonies and provides informal counsel to the university management, as appropriate.

During the period covered in this report (2011 – 2015) the Chancellor of the University was HRM Godwin Toritseju Ayomi-Gbesimi Emiko CFR (2002 - 2015).

#### **2.1.2 Leadership Quality and Performance**

The Chancellor during the period under review was described as a man of peace who gave the university management proper leadership as expected of his office. He presided over all the Convocations of the University within the period under review.

## **2.2 The Pro-Chancellor and Chairman Governing Council**

Section 4(2) of the principal law of the university provides for the office of the Pro-Chancellor to preside over the affairs of the University Governing Council. The Pro-Chancellor is, thus, the Chairman of the Council, and has the power to preside over all its meetings.

### **2.2.1 Leadership Quality and Performance**

The substantive Pro-Chancellor for the University throughout the period of this report (2011 – 2015) was Professor Ahmed Rufai Alkali. He had a rich university background, having previously attained prominence in his academic career at the Nigerian Defence Academy, Kaduna.

### **2.2.2 Findings**

- i. The Pro-Chancellor within the period under review ran the Council effectively and kept touch with the day-to-day running of the university.
- ii. During the period under review, he worked harmoniously with the local branch of the Academic Staff Union of Universities (ASUU) and other unions, resulting into peace and the promotion of the conducive atmosphere for teaching, learning and research in the Federal University of Technology, Minna.

### **2.2.3 Recommendations**

- iii. (a) In commending the Chairman and members of the Governing Council during the period of this review for their competence in the discharge of their responsibility, it is recommended that government should continue to appoint Pro-Chancellors and Chairmen of Council of universities based on background and experience, in order to enable them to exercise maximum influence in the discharge of their duties.
- iv. (b) In this regard, experienced academics and retired senior public officers, who are versed in management affairs and are familiar with the working of the

university system, would be more likely to exercise the functions of the office of the Pro-Chancellor effectively.

## **2.3 The Governing Council**

The Governing Council, subject to the provisions of the FUT Minna principal law (Section 5, Sub-Section 1), *"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"*.

### **2.3.1 Statutory Role of the Governing Council**

As mentioned above, the Governing Council is the highest policy making body in the university. It is charged with the overall control of the policy, finances and property of the university. It performs its functions through the Committee System, under the guidance of the Pro-Chancellor and the Chairman of the Governing Council. Furthermore, according to Section (4) *"Council shall ensure that proper accounts of the university are kept and that accounts of the university are audited annually by an independent firm of auditors approved by the Council."*

### **2.3.2 Leadership Quality and Performance**

The Visitation Panel examined the quality of leadership provided by the Council and evaluated the extent to which it initiated policies to improve the management of funds and property of the institution, as well as the effect of those policies on the general well-being of the university community.

### **2.3.3 Findings**

- (i) The meetings of the Governing Council had been regular and the minutes containing the records of the decisions taken recorded, accordingly. Indeed, within the period covered in this report, the Council had had thirty-one (31) Regular and

Extraordinary sittings, ranging from Council Meeting No. 85 held on 13<sup>th</sup> April, 2011 to Meeting No. 115, which was held on 10<sup>th</sup> December, 2015.

- (ii) Issues discussed had covered the entire spectrum of academic matters, including staff promotions and other matters, academic programmes, student admissions and examinations, etc; as well as the day-to-day operations of the university. Indeed, the 85<sup>th</sup> meeting was a special session called to look into some urgent matters relating to allegations of irregularities in the university's expenditure and contract awards; while the 115<sup>th</sup> meeting had deliberated on a range of regular issues that included the university's land and staff appointments and promotions.
- (iii) Staff promotions were regular and staff development was encouraged.
- (iv) Submissions to the Council were normally tabled through written memoranda emanating from the office of the Vice Chancellor, which were shared to members and discussed during the meeting.
- (v) The Panel notes, from available information, that the Governing Council had exercised its functions in accordance with its schedule.
- (vi) One of the guiding principles that assisted the Council to achieve results was its adherence to the university laws in all actions taken and the comparative approach of drawing examples from other universities.
- (vii) Detailed records had been kept in marked files concerning all the deliberations of the Council throughout the period of this report.

#### **2.3.4 Recommendations**

- (a) The Visitation Panel commends the Chairman and members of the Governing Council for their competence in the discharge of their responsibility.
- (b) Council should be advised to continue to work harmoniously with the University Management, ASUU and other staff unions to sustain the peaceful atmosphere in the university.
- (b) Council should be advised to sustain its effort in ensuring that staff promotion is regular and other activities regarding welfare of staff remain a priority in the affairs of the university.

## **2.4 The Vice-Chancellor**

According to Section 7 (1) of the principal Law of the University, the Vice-Chancellor "shall...take precedence before all other members of the University, except the Chancellor (and)...the Pro-Chancellor." Section 7 (2) adds that, "the Vice-Chancellor shall have the general function, in addition to any other functions conferred on him by this Act or otherwise, of directing the activities of the University and shall be the chief executive and academic officer of the University and...Chairman of the Senate," which is the highest academic decision-making body of the university.

### **2.4.1 Findings**

1. Two (2) Vice-Chancellors had served in the office during the period of this report: Prof. M. S. Audu (2007-2012), and Prof. Musbau A. Akanji (2012 – 2017).
2. During the final years of Prof. Audu's tenure his relationship was not cordial with many organs of the university, including the Governing Council. At a point the Council had to convene an Extraordinary Meeting to consider some allegations levelled against him, including impropriety in staff employment and the award of contracts in the university. Sequel to the reports of the special committees that investigated the matters, the Vice-Chancellor had to apologise directly to the Honourable Minister of Education and correct some of the irregularities.
3. The Governing Council had at its 97<sup>th</sup> meeting, held on 20<sup>th</sup> November 2011, approved the appointment of Prof. M. A. Akanji as the Vice-Chancellor of the University. He assumed office on 4<sup>th</sup> December 2011. His tenure was generally peaceful, with the University Governing Council, at its 99<sup>th</sup> meeting, describing the Vice-Chancellor's actions since coming into office as being "commendable and rewarding".

### **2.4.2 Recommendations**

- (a) The Vice-Chancellors should sustain their involvement in all matters affecting the management and progress of their Universities.

- (b) Vice-Chancellors should maintain cordial relations with all organs of their Universities, taking note that only through teamwork could their institutions function and make good progress.

## **2.5 The University Senate**

In accordance with Section 6 of the principal Law of the university, the University Senate is the highest academic decision-making organ in the running of the day-to-day affairs of the University. It has the powers "to organise and control the teaching by the University, the admission of students". Section 69(2) outlines the functions of the Senate to include the discipline of students and the promotion of research in the university. Its main functions include:

- (a) The establishment, organisation and control of campuses, colleges, schools, institutes and other teaching and research units of the university and the allocation of responsibility for different branches of learning.
- (b) The organisation and control of the courses of study in the university and of the examinations held in relation to those courses, including the appointment of examiners, both internal and external.
- (c) The award of degrees, and such other qualifications as may be prescribed, in connection with examinations held.
- (d) The making of recommendations to the Governing Council, with respect to the award to any person of an honorary fellowship or honorary degree or the title of Professor *Emeritus*.
- (e) The establishment, organisation and control of halls of residence and similar institutions on the university campuses.
- (f) The supervision of the welfare of students at the university and the regulation of their conduct.
- (g) The granting of fellowships, scholarships, prizes and similar awards, in so far as the awards are within the control of the university.



- (h) Determining the mode of dressing that should be considered appropriate for academic purposes in the university; and the regulation of the use of the university's official academic dress.

### **2.5.1 Findings**

- (i) The University Senate was quite active within the time of this report, viz. 2011 to 2015. It met fifty four (54) times (Meetings No. 350 – 403) during the period, with the first meeting holding on 26<sup>th</sup> January 2011 and the last on 4<sup>th</sup> December 2015. The Senate met on the last Wednesday of every month to consider regular matters and other special matters that arose. The dominant items of discussion were staff concerns and student cases, including admissions, discipline, examinations and examination results.
- (ii) As per available records, the quality of discussions during the regular meetings was good; and members made contributions effectively.
- (iii) The panel has noted that each year, beginning from 2009, the university had regularly published a book of *Extracts of the Major Decisions of the Senate*. This not only documents and preserves the Senate decisions permanently, but also makes them more accessible to the university community and other relevant bodies that may require such information. The documented extracts offer a valuable reference on the management of the university.
- (iv) This is quite an appropriate leadership innovation, because the Senate is the highest policy making body on all academic matters, which are central in the operations of the university.
- (v) In this regard, it is noted that there is no specific reference to teaching and learning; and the academic development and achievements of the university, as a distinct term of reference for this Visitation Panel.

### **2.5.2 Recommendations**

- (a) The Management of the university should be commended for publishing the annual book of *Extracts of the Major Decisions of the Senate*.
- (b) All federal universities may be advised to adopt the practice of compiling and publishing their book of *Extracts of the Major Decisions of the Senate*; as well as

the book of *Extracts of the Major Decisions of the Governing Council* at the end of every calendar year.

- (c) In order to lay emphasis on the central objective in the operations of the university, it is recommended that, in future, academic development and academic achievements of the university be made a distinct and separate item among the terms of reference for the Visitation Panel.

## **2.6 The Registrar**

In accordance with the provisions of Section 5(2) of the First Schedule to the principal law of the university, "The Registrar shall be the chief administrative officer of the University and shall by virtue of that office be the secretary to the Council, the Senate, Congregation and Convocation".

### **2.6.1 Findings**

- (i) Within the period covered by this report (2011 – 2015), there were two Registrars for the university: Malam M. D. Usman, who held office in acting capacity from 2003 until 2007, when he was appointed in a substantive capacity; a position he held until 2012. Mrs Victoria N. Kolo took over from him and held the office until 2018.
- (ii) The two Registrars had exercised the functions of the office without any particular complaints from the Principal Officers of the university or the University Council.
- (iii) In particular, the Registrars had each attended Senate meetings regularly, where they presented the matters that were discussed and recorded the decisions taken.

### **2.6.2 Recommendation**

Considering the weight of responsibility and confidentiality attached to the office, government should emphasise to the management organs of all universities that they should continue to take into account competence, experience and integrity in recommending any staff for appointment into the office of the University Registrar.

## **2.7 The Bursar**

Section 5(3) of the First Schedule to the principal law of the university makes the office of the Bursar exclusively responsible for the regular management of the university's finances. Similarly, Section 5(3) of the First Schedule to the principal law stipulates that, "The Bursar shall be 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".

### **2.7.1 Findings**

- (i) During the period covered in this report the Bursar was Muftau Alabi Bello, who served from 2004 to 2014; then Hajia Hajara Abdualhi Kuso from 2015 – 2020.
- (ii) The previous Visitation Panel (2010) Report had confirmed that the Bursary Department had computerised some of its operations and was, therefore, better placed to discharge its responsibilities. This Visitation Panel has established that some of the operations of the Bursary are, indeed, computerised; but need regular updates in hardware and software, as well as procedure.
- (iii) The appointment of the two (2) Bursars covered in this report was in line with the University Regulations, as the appointments were both ratified by the Governing Council of the university.
- (iv) The Panel has not received or noted any negative complaint against the operations of the Bursary Department; it, therefore follows that the Bursars had a good working relation with the Vice-Chancellor, staff and the students.

### **Recommendations**

- a. In order to enhance its functions, adequate and suitable office accommodation and all the necessary office equipment should be provided to the Bursary Department.
- b. All the operations in the Bursary Department should be wholly computerized in order to reduce time spent by staff in their official work and increase their efficiency.

## **2.8 The University Librarian**

The University Librarian is in charge of the operations and services of the library, as provided in Section 5(4) of the First Schedule to the principal law of the University.

### **2.8.1 Findings**

- i. Two librarians had held office within the period covered in this report: Muhammad Ibn Muhammad, from 2004 to 2014; and Dr Jibril Attahiru Alhassan, from 2014 to 2020.
- ii. The University Library needs comprehensive rehabilitation, in order to check its unsatisfactory operational condition. This includes external painting, internal lighting, tiling and expanding the quantity and quality of its collections.
- iii. The library stocks were found not to be adequate in some subject areas, a situation that did not encourage all the students to be regular readers.
- iv. The Research Section of the Library was found not to be functional.
- v. In most instances, the students that used the library did not consult books in the library collection, because there were suitable reference materials that could serve their purposes; the books required were not available.
- vi. The operation of the library has not been computerised, a situation found not appropriate for a university focussed on teaching and research in science and technology.

### **2.8.1 Recommendations**

- (a) The university should ensure that the renovation and upgrade of the library block and its facilities are effected comprehensively and with the minimum delay, in order to allow the university community easy access with no discomfort.
- (b) The work should be carried out without disrupting the regular services of the library to the readers.
- (c) Special attention should be paid to enhancing the internal lighting condition, especially in the reading sections, so as to make them operationally more conducive and encouraging to the readers.

- (d) The university should enhance and update the library collections regularly, so as to make them adequate for the readers in all disciplines.
- (e) The Reserve Section of the library should be made fully functional.
- (f) The operations of the library should be computerised.

## CHAPTER THREE

***TOR 3: Examine the financial management of the institution over the recommended period and determine whether it was in compliance with the appropriate regulations.***

### **3.0 Financial Management in the Federal University of Technology, Minna.**

#### **3.1 Financial Regulations.**

Statutorily, the financial management and control of the university is vested in three authorities within its administrative structure. The authorities are: the Governing Council, the Vice-Chancellor and the Bursar. Section 5(ii) of the principal law of the university gives Council the power of "general control and superintendence of the policy, finances and property of the University". Section 5(4) of the same law expressly states that, "Council shall ensure that proper accounts of the University are kept and that the accounts of the University are audited annually by an independent firm of auditors approved by the Council...". Next, Section 7(2) of the principal law of the university makes the Vice-Chancellor, "the chief executive of the university", while Section 5(3) of the First Schedule to the principal law of the university states that, "The Bursar shall be 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".

In the course of its work, the Visitation Panel had received from the Bursar, the audited financial reports of each year for the period under review, i.e. 2011, 2012, 2013, 2014 and 2015. The panel also received a copy of the "University of Technology, Minna, Financial Accounting Manual" compiled by the Bursary Department of the university and approved by the Governing Council. The manual stipulates the procedure to be followed and records to be maintained on a daily basis, in order to be able to produce the institution's Monthly Report, as well as the End-of-Year Financial Statement. The accounting manual is also very essential for the assigning of responsibilities to the Bursary Staff.

### **3.2 Sources of Funds**

The regular sources of funds for the Federal University of Technology, Minna can be divided into two major groups:

- (a) Statutory allocation from the Federal Government through the Federal Ministry of Education (FME) and other government agencies, like the Tertiary Education Trust Fund (TETFUND), etc.
- (b) Non-FME funds that include:
  - (i) Internally generated funds by the university;
  - (ii) Endowments and other donations.

The Visitation Panel has established that the most important and dependable source of funds for the university during the period covered in this report had been the Federal Government, through the Federal Ministry of Education. Quite a substantial revenue had also been made available to the university by the TETFUND.

#### **3.2.1 Statutory Allocation from the Federal Government**

The Federal Ministry of Education (FME) regular allocation/grants to the university included the annual budgetary allocation, which could be classified into:

- (i) Personnel Cost.
- (ii) Overhead (i.e. Overhead Cost, plus Direct Teaching and Laboratory Cost (DTLC)).
- (iii) Capital allocations.

**Full details regarding these allocations are reflected in Table I below:**

**TABLE 1: FUNDING PROFILE (BUDGETARY) FROM 2011 - 2015**

S/N	DETAIL	2011		2012		2013		2014		2015	
		APPROPRIATION	RELEASED	APPROPRIATION	RELEASED	APPROPRIATION	RELEASED	APPROPRIATION	RELEASED	APPROPRIATION	RELEASED
1	PERSONNEL COST	2,722,554,788	2,225,192,266	4,270,075,271	4,270,075,21	4,247,860,987	4,247,860,987	4,484,614,150	4,484,614,150	4,477,812,304	4,477,812,304
2	OVERHEAD	46,439,094	46,439,094	78,773,608	78,773,608	64,056,108	64,056,108	49,606,593	40,492,573.32	26,075,101.00	26,075,091.00
3	DTLC	55,956,285	55,956,285	50,212,504	50,212,504	57,630,923	57,630,923	58,233,826	42,916,454.81	46,830,923.00	46,830,923.00
4	CAPITAL	459,323,957	245,415,910	478,891,816	138,588,701	398,891,815	164,621,363	309,629,680	98,987,347.30	53,693,149.00	26,846,574.00
	<b>TOTAL</b>	<b>3,284,274,124</b>	<b>2,631,374,10</b>	<b>4,877,953,19</b>	<b>4,537,6084</b>	<b>4,768,439,833</b>	<b>4,070,206,479</b>	<b>4,902,084,249</b>	<b>4,667,010,525</b>	<b>4,604,411,477</b>	<b>4,577,564,892</b>



### 3.2.2 Intervention Funds from Government Agencies (TETFUND)

The university also received grants from the Tertiary Education Trust Fund. Other source of intervention funds came from the Needs Assessment Funds received from the Federal Ministry of Education, which came as a result of the fulfilment of the agreement arrived between the Federal Government and the Academic Staff Union of Universities (ASUU).

These funds were targeted at specific purposes like:

- (i) Capital Projects;
- (ii) Training and Conference;
- (iii) Library Development;
- (iv) Research Funds; and
- (v) Other Grants;

as indicated in Table II below

**TABLE 2: TETFUND CAPITAL & RECURRENT INCOMES 2011 TO 2015**

S/NO	YEAR	CAPITAL	TRAINING/ CONFERENCE	LIBRARY DEVELOPMENT	RESEARCH FUND	OTHER GRANT	TOTAL
1	2011	36,134,808.87	61,306,678.00	-	-	-	97,441,486.87
2	2012	229,628,148.00	22,257,069.35	4,658,043.90	-	174,250,000.00	430,793,261.25
3	2013	-	101,553,691.00	-	-	-	101,553,691.00
4	2014	-	281,687,564.00	-	56,428,241.10	355,000,000.00	693,115,805.10
5	2015	612,200,000.00	180,781,356.00	-	23,174,480.00	-	816,155,836.00
	<b>TOTAL</b>	<b>877,962,956.87</b>	<b>647,586,358.35</b>	<b>4,658,043.90</b>	<b>79,602,721.10</b>	<b>529,250,000.00</b>	<b>2,139,060,080.22</b>

NOTE: OTHER GRANTS INCLUDE: ICT DEVELOPMENT, ADVOCACY, MANUSCRIPT, ETC.

### 3.2.3 Non-FME/Agencies Intervention Funds

The non-FME/Agencies Intervention Funds, which the university received during the period under review, were the Internally Generated Revenues, popularly known as IGR.

The main sources could be grouped into:

- (i) Student Fees;
- (ii) Investment Incomes;
- (iii) Business Operations;

- (iv) Donations and Endowments; and
- (v) Other Incomes.

The summary of the totals for each group is presented in Table III

**TABLE 3: INTERNALLY GENERATED REVENUE 2011 – 2015**

S/N	Description	2011	2012	2013	2014	2015
1	Student fees	931,156,918.20	746,206,612.83	512,644,982.42	653,164,281.73	794,908,675.62
2	Investment income	63,179,494.40	66,912,695.32	75,851,900.00	85,031,415.70	36,540,958.26
3	Business Operations	16,889,594.88	10,316,500.00	16,042,000.46	13,310,548.26	14,658,171.43
4	Endowment & Donations	11,750,250.00	288,665.76	6,507,982.92	1,541,811.84	12,120,796.00
5	Other incomes	56,415,251.54	104,441,009.28	73,309,006.00	108,893,775.98	105,258,138.37
	<b>Total</b>	<b>1,079,391,509.02</b>	<b>928,165,483.19</b>	<b>684,355,871.80</b>	<b>861,941,833.51</b>	<b>963,486,739.68</b>

The summary of the internally generated revenue is as follows:

2011	-	1,079,391,509.02
2012	-	928,165,483.19
2013	-	684,355,871.80
2014	-	861,941,833.51
2015	-	963,486,739.68

The figures in Table III, as shown above, indicate some fluctuations in the IGR from year-to-year. This was due to the fluctuation in student enrolment at the post-graduate and pre-degree levels, since student fees made up about 85% of the IGR.

The expenditure profile of the IGR is controlled by the University Recurrent Budget Outlay, which was grouped under Administration, Academic, Capital Funds and Other Departmental Charges. This was done in order to ensure that the income was not over-spent and that no aspect of the university corporate and academic life was left out in the application of the IGR.

### **3.3 Some Ventures for the Internally Generated Revenue (IGR)**

The Visitation Panel toured some of the ventures that were expected to contribute funds into the university's IGR. They were FUTMIN Ventures, Directorate for Collaboration, Affiliations and Linkages and the FUTMIN Microfinance Bank.

#### **3.3.1 FUTMIN Ventures**

FUTMIN Ventures Limited is a limited liability company registered with the Corporate Affairs Commission in 1995. The company coordinates the business organisation of the university and was headed by Prof. Abdullahi Ma'aji within the period under consideration, i.e, 2011 – 2015. The current head of the Venture is a Deputy Director, Mallam M. A. Aminu. The manager of the venture is usually appointed by the Board of Directors, which is headed by the Vice-Chancellor. The shareholding composition comprises of the Vice-Chancellor, Registrar, Bursar and the Managing Director. The business outfit is autonomous, as recommended by the White Paper of the 2010 Visitation Panel. The main business focus of the venture includes production of bottled water, a bakery, X-ray service, cleaning business and consultancy services.

##### **3.3.1.1 Findings**

- (i) The building housing the operations of FUTMIN Venture is in a deplorable condition, with some roofs beginning to cave in; thus, exposing the staff and the company's machinery to great danger.
- (ii) Although the Venture was able to pay its staff salaries and sustain its activities, it was not able to make any contribution to the university IGR within the period.

##### **3.3.1.2 Recommendations**

- (a) Funds should be injected into the FUTMIN Venture business, in order to enable it to become profitable.

- (b) The Managing Director should possess the characteristics of a successful entrepreneur, including being adaptable, persistent, creative, knowledgeable of the products/services rendered, visionary, self-confident and passionate for the work.
- (c) The Venture should be made the hub for the commercialisation of the several research products of the university.

### **3.3.2 Directorate for Collaboration, Affiliation and Linkage**

This Directorate operates as the consultancy unit of the university. Under this scheme, the university has entered into several MOU's and undertaken business with various national and international institutions, to provide Consultancy, Collaboration and Linkage services.

This Directorate had generated N47,261,699.93 for the university during the period under review.

#### **3.3.2.1 Findings**

The Directorate has been vibrant and generated a lot of revenue for the university.

#### **3.3.2.2 Recommendation**

The university management should explore ways to encourage the Directorate and make it more vibrant, so as to generate additional income.

### **3.3.3 FUTMIN Micro-Finance Bank**

FUTMinna Microfinance Bank Limited was incorporated on 4<sup>th</sup> October 2011 and licensed by the Central Bank of Nigeria on the 3<sup>rd</sup> July 2012; it, subsequently, commenced operations at the Bosso Campus of the university. The Visitation Panel had inspected the

operations of the bank and noted that it is independent; that is, it is free from the direct interference of the management of the university. The FUTMIN Microfinance Bank is capitalised to the tune of N65,000,000.00.

### **3.3.3.1 Findings**

- (i) The establishment of the micro finance bank has made it easy for staff and students to obtain banking services within the campus.
- (ii) The bank is being operated as a business concern and has been making profit, although the profit is not sufficient to provide notable remittances to the university.
- (iii) The Panel has observed that the FUTMinna Microfinance Bank Limited is currently housed in the School of Post-Graduate Studies Office building on the Bosso Campus of the university.

### **3.3.3.2 Recommendations**

- (a) The university should promote the micro finance bank for the greater comfort of the university staff and students; and in order to obtain banking services within the convenience of the university campuses.
- (b) To this end, the FUTMinna Microfinance Bank Limited should establish a noticeable presence on the Gidan Kwano Campus, by opening a branch there.
- (c) The Panel recommends that the Micro Finance Bank should have an office of its own for better operations and security purposes.
- (d) The bank should also endeavour to expand its services by attracting customers from outside the university, in order to enable it to make more profits that will allow it make remittances to the university.

## **3.4 Accounting Policies**

Accounting policies are generally specific accounting bases, rules, principles, conventions and procedures adopted in preparing and presenting financial statements, which are appropriate for the organisation.

The university has usually adopted the following Accounting Policies in the preparation of its financial reporting:

- (i) The Financial Statements were prepared under historical cost convention, except for the fixed assets that require professional valuation;
- (ii) The accrual basis was used in the preparation of the financial statement;
- (iii) Depreciation was provided for using the straight-line method;
- (iv) The accounting year ends on 31<sup>st</sup> December.

#### **3.4.1 Books of Account**

The university usually keeps the following books of account for its accounting purposes:

**(i) Cash Book**

This is a statement that contains money received and paid out during a given period.

**(ii) Bank Statement and Reconciliation**

This statement is needed to identify and account for the differences between the cashbook and the bank statement.

**(iii) General Ledger/Trial Balance**

The general ledger is an accounting record, which contains details of assets, liabilities, capital, income and expenditure of the university.

**(iv) Statement of Income and Expenditure**

This is a record of income generated and expenditure incurred by the university over a given period.

**(v) Statement of Financial Position**

This is a statement of financial position of all assets owned and all the liabilities owed by the university.

**3.4.2 Bank Accounts of the University**

The university operates its account on Government Integrated Financial Management Information System (GIFMIS), in compliance with the Federal Government policy on Treasury Single Account (TSA) on the remita platform. The accounts are as follows:

- (i) Revenue Account
- (ii) Project Account
- (iii) NEEDS Assessment Account
- (iv) TETFUND Account
- (v) Domiciliary Account

All these accounts are domiciled with the Central Bank of Nigeria.

**3.5 Assessment of the Financial Management of the University**

From the examination of the books of accounts, the minutes of Council meetings, interaction with the Pro-Chancellor and Chairman of Council (2011 – 2015), visits to some of the IGR Units and interactions with the other functionaries that are statutorily entrusted with the financial management of the university, the Panel obtained information about the manner the finances of the university were managed within the period under review.

**3.5.1 Findings**

- (i) The Bursary Department was properly managed and the accounting procedures it used were up-to-date, except that the department was not fully computerised, as only the Payroll and Final Accounts units were computerised.
- (ii) Proper books of accounts were kept and the Governing Council of the university had ensured that the accounts of the university were audited for the years under review, as statutorily required.

- (iii) Procurements were processed by the Procurements Unit and deliberated upon by the Finance and General Purpose Committee of the Governing Council, and approved by the full Council.
- (iv) Capital grants to the university from the Federal Ministry of Education had continued to dwindle since 2013; and the releases had been much lower successively. In fact, some of the releases were hardly up to 50% of the appropriated sum. This had greatly hampered the provision and sustenance of critical infrastructure required for effective academic and administrative services in the university.
- (vi) On the other hand, TETFUND capital grants and releases remained on the increase over the years within the period under review.
- (vii) There were no shortfalls in the releases by the Federal Government for personnel cost.
- (viii) The releases for Overhead Cost were grossly inadequate and, even so, the amount had continued to decrease steadily over the years. In order to be able to barely attend to matters under the Overhead Cost, the university had to heavily augment the released amount with its internally generated funds.

### **3.5.2 Recommendations**

- (a) The Governing Council, the Vice-Chancellor and the Bursar should be commended for their efficient financial management of the funds available to the university in accordance with appropriate regulations.
- (b) The operations at the Bursary Department should, as a matter of urgency, be fully computerised to make it more efficient and effective in carrying out its statutory functions.
- (c) Government should increase its grants to the university, both for Capital and Overhead Costs, and ensure that whatever is appropriated is released to the university, accordingly.



- (d) TETFUND should continue to provide intervention funds for capital and other critical areas of the university; and its grant for Staff Training should be increased, in order to give access to many staff to benefit from the training.

## CHAPTER FOUR

***TOR 4: 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***

### 4.0 Application of Funds

#### 4.1 Findings

In order to have a comprehensive overview of the application of Funds in FUT Minna, in the years under review, 2011 – 2015, the following documents were examined:

- (i) The Federal University of Technology, Minna Decrees.
- (ii) University Audited Account 2011 – 2015.
- (iii) Federal University of Technology, Minna Master Plan.
- (iv) Minutes of Council Meetings 2011 – 2015.
- (v) Contract Files 2011 – 2015.
- (vi) University Asset Register.
- (vii) Minutes of Tenders' Board Meeting 2011 – 2015.

The Principal Officers, Deans, Heads of Departments also made submissions to the Panel.

#### 4.1.1 Federal Government Capital Grant

Table 4.A summarises the capital grant appropriation and releases to Federal University of Technology, Minna 2011 – 2015

S/N	YEAR	APPROPRIATION	RELEASES
1	2011	459,323,957	245,415,910
2	2012	478,891,816	138,588,701

3	2013	398,891,815	164,621,363
4	2014	309,629,680	98,987,347.30
5	2015	53,693,149	26,846,574.00
<b>Total</b>		<b>1,700,430,417</b>	<b>674,454,895.3</b>

**TABLE 4: CAPITAL GRANT AND RELEASES FOR FUT, MINNA 2011 - 2015**

The sum of six hundred and seventy-four million, four hundred and fifty-four thousand, eight hundred and ninety-five Naira, three Kobo (₦674,454,895.03) was released by the Federal government to Federal University of Technology, Minna during the 2011 – 2015 financial years. The appropriation for the period was one billion, seven hundred million, four hundred and thirty thousand, four hundred and seventeen Naira (₦1,700,430,417.00). The total releases, represented 40% of total appropriation.

#### 4.1.2 Research grants

Table: 4B contains the TETFUND research grant intervention for the period 2011 -2015

**TABLE 5: TETFUND RESEARCH GRANTS/INTERVENTION 2011 - 2015**

S/N	YEAR	GRANTS
1	<b>2011</b>	-
2	<b>2012</b>	-
3	<b>2013</b>	-
4	<b>2014</b>	56,428,241.10
5	<b>2015</b>	23,174,480.00
	<b>TOTAL =</b>	<b>79,602,721.10</b>

As can be seen from the table above, the sum of seventy-nine million, six hundred and two thousand, seven hundred and twenty-one Naira, ten kobo (₦79,602,721.10) was

released as research grant between 2011-2015. There were no releases in 2011, 2012 and 2013.

#### 4.1.3 TETFUND CAPITAL AND RECURRENT INCOME 2011 – 2015

**TABLE 6: TETFUND CAPITAL & RECURRENT INCOME FOR FUT MINNA, 2011 - 2015**

S/NO	YEAR	CAPITAL	RECURRENT
1	<b>2011</b>	36,134,808.87	61,306,678.00
2	<b>2012</b>	229,628,148.00	22,257,069.35
3	<b>2013</b>	NIL	101,553,691.00
4	<b>2014</b>	NIL	281,687,564.00
5	<b>2015</b>	612,200,000.00	180,781,356.00
	<b>TOTAL =</b>	<b>877,962,956.87</b>	<b>647,586,358.35</b>

Between 2011 – 2015, the sum of ₦877,962,956.87 was released to the university for TETFUND capital projects. This includes high impact and zonal interventions. There were no releases in 2013 & 2014 because the previous funds released in 2012 were not retired on time to allow for the release of funds for the subsequent years.

#### 4.1.4 Others (ICT Development, Advocacy and Manuscript) TETFUND 2011 – 2015

**TABLE 7: TETFUND GRANTS FOR ICT DEVELOPMENT, ADVOCACY & MANUSCRIPT**

S/NO	YEAR	OTHER GRANT
1	<b>2011</b>	NIL
2	<b>2012</b>	174,250,000.00
3	<b>2013</b>	NIL
4	<b>2014</b>	355,000,000.00
5	<b>2015</b>	NIL
	<b>TOTAL =</b>	<b>529,250,000.00</b>

In the period under review the sum of ₦529,250,000 was released by TETFUND for ICT Development, Advocacy and Manuscript. The funds were released in 2012 and 2014. None was released in 2011, 2013 and 2015.

#### 4.1.5 NEEDS ASSESSMENT PROJECTS 2011 - 2015

**TABLE 8: NEEDS ASSESSMENT PROJECT (RELEASES) 2011 – 2015**

<b>YEAR OF RELEASE</b>	<b>CAPITAL</b>
<b>2011</b>	NIL
<b>2012</b>	NIL
<b>2013</b>	NIL
<b>2014</b>	2,708,703,704.00
<b>2015</b>	NIL
TOTAL =	<b>2,708,703,704.00</b>
BALANCE Allocation unreleased	<b>2,708,703,703.22</b>

Within the period under review, under the Needs Assessment Projects review which included the recurrent amount for elements of staff development, out of the ₦5,417,407,407.22 approved allocation for capital and recurrent projects, only ₦2,708,703,704.00 was released. The total amount not released was ₦2,708,703,703.22.

#### 4.1.6 PERSONNEL GRANTS

**TABLE 9: PERSONNEL GRANTS 2011 - 2015**

<b>S/N</b>	<b>YEAR</b>	<b>APPROPRIATION</b>	<b>RELEASES</b>
1	2011	2,722,554,788	2,722,554,788
2	2012	4,270,075,271	4,270,075,271
3	2013	4,247,860,987	4,247,860,987
4	2014	4,484,614,150	4,484,614,150
5	2015	4,477,812,304	4,477,812,304
<b>Total</b>		<b>20,202,917,500</b>	<b>20,202,917,500</b>

#### 4.1.7 Overhead Grants (including direct teaching and laboratory cost (DTLC))

**TABLE 10: OVERHEAD GRANTS (INCLUDING DTLC)**

<b>S/N</b>	<b>YEAR</b>	<b>APPROPRIATION</b>	<b>RELEASES</b>
1	2011	102,395,379	102,395,379
2	2012	128,986,112	128,986,112
3	2013	123,687,031	123,687,031
4	2014	107,840,419	83,409,028.13
5	2015	72,906,024	72,906,014
<b>Total</b>		<b>535,814,965</b>	<b>511,383,564.13</b>

The table on overhead grants shows that out of ₦535,814,965 appropriated, ₦511,383,564.13 was released to Federal University of Technology, Minna.

#### **4.1.8 LIBRARY DEVELOPMENT FUND**

This is one of the TETFUND intervention funded project. In 2012, the sum of (₦4,658,043.90) four million, six hundred and fifty-eight thousand, forty-three Naira, ninety kobo was released for library development project. Nothing was released in 2011, 2013, 2014 and 2015 for library development.

#### **TETFUND Library Development Fund**

**TABLE 11: LIBRARY DEVELOPMENT FUND**

<b>S/N</b>	<b>YEAR</b>	<b>LIBRARY DEVELOPMENT</b>
1	2011	NIL
2	2012	4,658,043.90
3	2013	NIL
4	2014	NIL
5	2015	NIL
<b>Total</b>		<b>4,658,043.90</b>

#### **4.2 Implementation of Funds on Projects**

##### **4.2.1 Completed and ongoing projects**

In the period under review, 2011 – 2015, forty (40) capital projects were started and completed. The breakdown of the projects is as follows:

### 4.2.1.1 Eight (08) TETFUND capital projects (Construction)

**TABLE 12: TETFUND CAPITAL PROJECTS (CONSTRUCTION) 2011 - 2015**

S/ N	TYPES	SOURCE OF FUNDING	NAME OF CONTRACTOR	CONTRACT SUM (₦)	LEVEL OF EXPENDITURE	DATE COMMENCED	DATE COMPLETED
1.	CONSTRUCTION OF E-EXAMINATION TESTING CENTRE (LOT A)	TETFUND	KUPEN CONSTRUCTION ENGINEERING CONSULT LTD	66,134,496.75	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
2.	CONSTRUCTION OF SCHOOL OF AGRICULTURE AND AGRICULTURAL TECHNOLOGY PHASE II (ELECTRICAL WORKS)	TETFUND	MCESTA VENTURES LTD	229,964,661.11	COMPLETED & COMMISSIONED	29/07/2015	29/08/2016
3.	CONSTRUCTION OF SCHOOL OF AGRICULTURE AND AGRICULTURAL TECHNOLOGY, PHASE II (ELECTRICAL WORKS)	TETFUND	EL-NITA NIGERIA LIMITED	37,167,159.72	COMPLETED & COMMISSIONED	29/10/2015	11/12/2017
4.	CONSTRUCTION OF SCHOOL OF AGRICULTURE AND AGRICULTURAL TECHNOLOGY, PHASE II (PLUMBING & MECHANICAL WORKS)	TETFUND	DASHNAMAK CONSTRUCTION LTD	12,276,501.00	COMPLETED & COMMISSIONED	29/11/2015	11/12/2017
5.	DRILLING OF BOREHOLE AND CONSTRUCTION OF STEEL WATER TANK (SAAT)	TETFUND	ADEX INVESTMENT NIGERIA LTD	4,969,020.00	COMPLETED & COMMISSIONED	29/11/2015	03/10/2019
6.	CONSTRUCTION OF SCHOLL ENGINEERING AND ENGINEERING TECHNOLOGY, PHASE I (CIVIL WORKS)	TETFUND	GRIDTECH CONSTRUCTION COMPANY LTD	158,267,577.83	COMPLETED & COMMISSIONED	28/04/2015	29/08/2020
7.	CONSTRUCTION OF SCHOOL OF ENGINEERING AND ENGINEERING TECHNOLOGY PHASE I (PLUMBING & MECHANICAL WORKS)	TETFUND	MCESTA VENTURES LTD	23,313,919.60	COMPLETED & COMMISSIONED	28/04/2015	29/08/2020
8.	CONSTRUCTION OF SCHOOL OF ENGINEERING AND ENGINEERING TECHNOLOGY PHASE I (PLUMBING & MECHANICAL WORKS)	TETFUND	DASHNAMAK CONSTRUCTION LTD	5,972,745.98	COMPLETED & COMMISSIONED	28/04/2015	29/08/2020

### 4.2.1.2 Seventeen (17) TETFUND projects (procurements)

**TABLE 13: TETFUND PROJECTS (PROCUREMENT)**

S/ N	TYPES	SOURCE OF FUNDING	NAME OF CONTRACTOR	CONTRACT SUM (₦)	LEVEL OF EXPENDITURE	DATE COMMENCED	DATE COMPLETED
1.	PROCUREMENT & INSTALLATION OF COMPUTER SYSTEMS FOR EXAMINATION TESTING CENTRE AND PROCUREMENT & INSTALLATION OF COMPUTER HARDWARE & SOFTWARE (LOTS B&C)	TETFUND	CARIBBEAN SLEET LTD	97,874,476.00	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
2.	PROCUREMENT OF TELECOMMUNICATION TECHNOLOGY LABORATORY EQUIPMENT (LOT D)	TETFUND	SKYTICK INTERNATIONAL LIMITED	70,417,202.10	COMPLETED & COMMISSIONED	15/11/2012	15/-3/2
3.	SUPPLY AND INSTALLATION OF 500KVA GENERATOR	TETFUND	CARRIBEAN SLEET LTD	28,339,500.00	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
4.	PROCUREMENT OF IRON ARMLESS CHAIRSFED BLACK AND LABORATORY TABLES IRON STOOLS (LOT F)	TETFUND	INVESTMENT TECHNOLOGY	12,600,000.00	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
5.	PROCUREMENT OF INFORMATION TECHNOLOGY SERVICE DATA CENTRE EQUIPMENT (LOT G)	TETFUND	FASTNET TECHNOLOGIES	91,869,183.42	COMPLETD & COMMISSIONED	15/11/2012	15/03/2013
6.	PURCHASE AND INSTALLATION 500KVA CATERPILLAR GENERATOR FOER SAAT	TETFUND	CARRIBEAN LTD	28,339,500.00	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
7.	PURCHASE OF 10 COMPUTER HP DESKTOP AND HP OPTICAL MOUSE AND 1KVA BLUE FATE STABILIZER	TETFUND	DATATEK INTERGRATED SERVICES	1,400,000.00	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
8.	PROCUREMENT OF LABORATORY EQUIPMENT FOR MICROBIOLOGY DEPARTMENT	TETFUND	KAYTEE NIGERIA LIMITED	22,214,275.00	COMLETED & COMMISSIONED	15/11/2012	15/03/2013
9.	SUPPLY AND INSTALLATION OF 4KVA SOLAR	TETFUND	SIBGA SERVICE LIMITED	55,209,000.00	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
10	PURCHASE AND INSTALLATION OF 500KVA GENERATOR SETS	TETFUND	PLATINUM VENTURES	39,162,087.00	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
11	PROCUREMENT OF EQUIPMENT FOR INDUSTRIAL EDUCATION TECHNOLOGY DEPARTMENT	TETFUND	KAYTEE NIGERIA LIMITED	22,214,275.00	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013



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12	SUPPLY AND INSTALLATION OF 1 NO 41 SOLAR PANEL	TETFUND	MYRID ENGINEERING LTD.	12,648,917.00	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
13	PROCUREMENT OF LABORATORY EQUIPMENT FOR BIOCHEMISTRY DEPARTMENT	TETFUND	BSC. LIMITED	13,092,950.00	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
14	Procurement of Various Laboratory Equipment for Biological Science Department	TETFUND	Keytee Nigeria Limited	14,960,000.00	Completed & Commissioned	15/11/2012	15/03/2013
15	PROCUREMENT OF VARIOUS ICT EQUIPMENT FOR ITS	TETFUND	RAYYAN VENTURES LTD	4,422,000.00	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
16	PROCUREMENT OF VARIOUS ICT EQUIPMENT FOR ITS	TETFUND	RAYYAN VENTURES LTD	2,521,066.59	COMPLETED & COMMISSIONED	15/11/2012	15/03/2013
17	PROCUREMENT AND INSTALLATION OF CLASS & OFFICE FURNITURE	TETFUND	KADFORE & SERVICES	34,123,019.99	COMPLETED & COMMISSIONED	29/11/2015	11/12/2017

**4.2.1.3 Eight (8) Needs Assessment Intervention capital projects (Construction)**

**TABLE 14: NEEDS ASSESSMENT INTERVENTION CAPITAL PROJECTS (CONSTRUCTION)**

S/N	TYPES	SOURCE OF FUNDING	NAME OF CONTRACTOR	CONTRACT SUM (₦)	LEVEL OF EXPENDITURE	DATE COMMENCED	DATE COMPLETED
1.	CONSTRUCTION OF HOSTEL 1 BLOCK A	PRESIDENTIAL NEEDS ASSESSMENT INTERVENTION	MESSR MCESTA ENTURES LTD	229,390,132.50	COMPLETED & COMMISSIONED	11/11/2015	3/29/2016
2.	CONSTRUCTION OF HOSTEL 1 BOOK B	PRESIDENTIAL NEEDS ASSESSMENT INTERVENTION	MESSR MCESTA VFENTUERES LTD	229,002,232.18	COMPLETED & COMMISSIONED	11/11/2015	3/29/2016
3.	CONSTRUCTION OF HOSTEL 1 BLOCK C	PRESIDENTIAL NEEDS ASSESSMENT INTERVENTION	MESSR MCESTA VENTURES LTD	25,819,742.01	COMPLETED & COMMISSIONED	11/11/2015	3/29/2016
4.	CONSTRUCTION OF HOSTEL 1 BLOCK D	PRESIDENTIAL NEEDS ASSESSMENT INTERVENTION	MESSR SWALEYS NIG. LTD.	214,891,688.95	COMPLETED & COMMISSIONED	11/11/2015	3/29/2016
5.	CONSTRUCTION OF HOSTEL 1 BLOCK A	PRESIDENTIAL NEEDS ASSESSMENT INTERVENTION	MESSR TONDAVES AND CO. LTD.	237,301,979.25	COMPLETED & COMMISSIONED	11/11/2015	3/29/2016
6.	CONSTRUCTION OF HOSTEL 1 BLOCK B	PRESIDENTIAL NEEDS ASSESSMENT INTERVENTION	MESSR TONDAVES AND CO. LTD.	237,030,438.75	COMPLETED & COMMISSIONED	11/11/2015	3/29/2016
7.	CONSTRUCTION OF HOSTEL 1 BLOCK C	PRESIDENTIAL NEEDS ASSESSMENT INTERVENTION	MESSR TONDAVES AND CO. LTD.	241,697,158.50	COMPLETED & COMMISSIONED	11/11/2015	3/29/2016
8.	CONSTRUCTION OF HOSTEL 1 BLOCK D	PRESIDENTIAL NEEDS ASSESSMENT INTERVENTION	MESSR Swaleys Nig. Ltd.	215,761,761.25	COMPLETED & COMMISSIONED	11/11/2015	3/29/2016

#### 4.2.1.4 Four (4) projects under Federal Government capital appropriation (Construction)

**TABLE 15: PROJECTS UNDER CAPITAL APPROPRIATION**

S/ N	TYPES	SOURCE OF FUNDING	NAME OF CONTRACTOR	PROJECT DESCRIPTION	CONTRACT SUM (₦)	LEVEL OF EXPENDITURE	DATE COMMENCED	DATE COMPLETED
1.	FGN CAPITAL	ANNUAL APPROPRIATION	MCESTA VENTURES	CONSTRUCTION OF COMPUTER ENGINEERING DEPARTMENT	706,443,245.13	COMPLETED & COMMISSIONED	4/4/2011	11/12/2015
2.	FGN CAPITAL	ANNUAL APPROPRIATION	ROFASSY NIGERIA LIMITED	CONSTRUCTION OF SCHOOL OF ENVIRONMENTAL TECHNOLOGY, PHASE II	361,164,677.90	COMPLETED & COMMISSIONED	2/2/2011	30/5/2012
3.	FGN CAPITAL	ANNUAL APPROPRIATION	ADEYEMI ASSOCIATE & CO.	CONSTRUCTION OF SCHOOL OF ENVIRONMENTAL TECHNOLOGY, PHASE IV	386,200, 974.40	COMPLETED & COMMISSIONED	265/09/2012	26/09/2013
4.	FGN CAPITAL	ANNUAL APPROPRIATION	MCESTA VENTURES	PROCUREMENT AND INSTALLATION OF SOLAR STREET LIGHTING	149,818,403.70	COMPLETED & COMMISSIONED	31/05/2012	01/12/2015

#### 4.2.1.5 One (01) ongoing project under Federal Government capital appropriation project (Construction).

**TABLE 16: ONGOING CAPITAL APPROPRIATION PROJECTS (CONSTRUCTION)**

S/N	TYPES	SOURCE OF FUNDING	NAME OF CONTRACTOR	PROJECT DESCRIPTION	CONTRACT SUM (₦)	LEVEL OF EXPENDITURE	DATE COMMENCED	DATE COMPLETED
1.	FGN CAPITAL	ANNUAL APPROPRIATION	EAGLE CONSTRUCTION LIMITED	CONSTRUCTION OF CYBER SECURITY DEPARTMENT	867,600,045.23	ONGOING	16/12/2011	90%

#### 4.2.1.6 Two (02) Projects Funded through Internally Generated Revenue (IGR) (Construction)

**TABLE 17: PROJECTS FUNDED THROUGH INTERNALLY GENERATED REVENUE (IGR) (CONSTRUCTION)**

S/N	TYPES	SOURCE OF FUNDING	NAME OF CONTRACTOR	PROJECT DESCRIPTION	CONTRACT SUM (₦)	LEVEL OF EXPENDITURE	DATE COMMENCED	DATE COMPLETED
1.	INTERNAL	IGR	FUTMIN VENTURES LIMITED	CONSTRUCTION OF SECURITY OFFICE BLOCK A	9,351,463.00	COMPLETED & COMMISSIONED	01/12/2013	03/03/2014
2.	INTERNAL	IGR	FUTMIN VENTURES LIMITED	CONSTRUCTION OF SECURITY OFFICE BLOCK C	3,448,370.00	COMPLETED & COMMISSIONED	01/12/2013	03/03/2014

### **4.3 Findings**

- i. Panel observed that due process as stipulated by extant provisions and statutes of the University, were followed in the award of contracts in the utilisation of grants
- ii. The quality of the work delivered by the contractors was according to specifications of the contract.
- iii. Panel noted that there were no abandoned projects in the Federal University of Technology, Minna. This is commendable. There is however, an on-going project started in 2011 that is still pending due to poor funding
- iv. In spite of the several projects, for which contract was awarded, the very important issue of the provision of perimeter fence, for the main campus was not addressed. This remains a big challenge in the face of security issues.
- v. The issue of inadequate water supply still remains a glaring challenge for the entire University.
- vi. Out of the over twenty-three thousand (23,000) students in the University, only about three thousand (3,000) are accommodated on the two (2) campuses. The issue of inadequate student hostel has remained a great concern, which needs to be urgently addressed.

### **4.4 Recommendations**

- a) The Government should come to the aid of the University by providing more funds for the completion of the water dam project at the Gidan Kwano Campus.
- b) As a matter of priority, funds should be set aside for the immediate fencing of the university, due to recent security challenges.
- c) Government and TETFUND should make the building of student hostels at the Gidan Kwano campus a priority, so that a large number of students could be accommodated on campus. This will certainly, reduce the number of students exposed to the dangers associated with living off campus.
- d) The University Consultancy Unit should be reorganized to allow them to participate in all projects executed in the University.

## CHAPTER FIVE

### ***TOR 5: Examine the adequacy of the staff and staff development programmes of the Federal University of Technology, Minna.***

#### **5.0 Staff strength, adequacy of staff and staff development programmes 2011 -2015**

The panel examined the Nominal Roll of both the academic and non-academic staff of the university within the period under review.

##### **5.1.0 Findings**

##### **5.1.1 Academic Staff:**

- i. During the period under review (2011-2015), the university had a total of 833 academic staff, comprising:
  - (a) Professors ..... 109
  - (b) Associate Professors/Deputy University Librarian ..... 56
  - (c) Senior Lecturers/Principal Librarians ..... 193
  - (d) Lecturer I/Senior Librarian ..... 202
  - (e) Lecturer II/Librarian I ..... 106
  - (f) Assistant Lecturer/Librarian II ..... 115
  - (g) Graduate Assistant/Assistant Librarian ..... 52
- ii. In terms of senior academics, the university is doing well and this explains why most of the programmes had obtained full accreditation from the National Universities Commission.
- iii. The ratio of the lower cadre, i.e. the Assistant Lecturers and the Graduate Assistants, is also adequate.
- iv. However, taking into consideration the number of students in the university (more than 23,000) and the stipulated student teacher ratio, the university still needs more academic staff. Some departments/schools, notably Engineering and Agriculture have complained of lack of academic staff.
- v. The Visitation Panel has noted that there is a high rate of migration (movement from one university to another) among the academic staff, especially to the new

universities. A young lecturer is often lobbied and encouraged to move to the new universities as a Senior Lecturer or even Associate Professor.

- vi. Members of the academic staff seem to be comfortable in terms of their progression, i.e. promotions and training.
- vii. The university had generally done well in promoting staff as well as training and retraining.
- viii. There are complaints by the younger lecturers against making attendance to international conference a condition for promotion, in view of the lack of funds to sponsor all of them to attend such conferences.

#### **5.1.1.1 Recommendations**

- a. The management of the FUT Minna should make a concerted effort to attract and recruit more academic staff in the required departments immediately.
- b. The university management should also encourage eligible academic staff to explore other sources of funding outside the university for international conferences, funds could be sourced from professional organisations, international bodies and the manufacturing industries.
- c. The Visitation Panel commends the university management for its effort to effect staff promotions, as a good encouragement to boost staff morale and enhance their performance and loyalty.
- d. Government may wish to discourage undue movement of academic staff across universities, especially from the older universities to the new universities, and enhance the quality of teaching and research in universities by directing the National Universities Commission to establish standard uniform criteria for employment and promotion for academic staff across all the ranks in all universities in the country.

#### **5.1.2 Non- Academic Staff**

##### **Findings:**

(i) The university had a total of 1,469 non-academic staff, comprising administrative and other non-teaching staff providing support services:

(a) Senior staff ..... 832

(b) Junior staff ..... 637

(ii) The total number of the non-academic staff may appear on the high side, considering the fact that some services, like security, were supposed to have been outsourced; but the university has found it better to still retain such staff on tenure appointment.

(iii) In the case of the security services in particular, the university had to revert to employing its own staff after it discovered it was more effective and safer, for the purpose of loyalty and commitment, as security officials sourced from a private company were discovered to be clearly disloyal to the university.

#### **5.1.2.1 Recommendations:**

- a. The university management should pay greater attention to the supervision of all staff for effective service delivery.
- b. In the light of the findings of the university regarding the provision of security and the growing situation of insecurity in schools and institutions of learning across the country, Government may wish to consider allowing academic institutions to employ their own security staff for effective services, reliability, loyalty and greater commitment.

## **5.2 Staff Development**

### **Findings:**

(i) Below is the statistical data of staff development (study fellowship and conference/workshop attendance) between 2011 and 2015:

### 5.2.1 Study Fellowship/Leave

**TABLE 18: STUDY FELLOWSHIP/LEAVE**

S/ N	STUDY FELLOWSHIP AWARD	YEAR				
		2011	2012	2013	2014	2015
1	PhD	48	79	33	26	43
2	Masters	51	57	43	33	11
3	Others (B.Sc/B.Tech/ HND/ND)	47	84	39	19	33
<b>TOTAL</b>		<b>146</b>	<b>220</b>	<b>115</b>	<b>78</b>	<b>87</b>

### 5.2.2 Conference and Workshop Attendance

**TABLE 19: CONFERENCE AND WORKSHOP ATTENDANCE**

S/N	DESCRIPTION	YEAR				
		2011	2012	2013	2014	2015
1	International Conference Attendance	5	5	0	53	19
2	Local Conference Attendance	0	0	0	62	67
<b>TOTAL</b>		<b>5</b>	<b>5</b>	<b>0</b>	<b>115</b>	<b>85</b>

(ii) The generality of staff are happy with their staff development programme.

### 5.2.3 Recommendation:

The university management should be encouraged to continue to support staff development across all cadres, considering the impact of quality manpower on the development of the institution.

## 5.3 Spread of Staff by States

### Findings:

All the States in the country are represented among the university staff, except Jigawa State.

### **5.3.1 Recommendation:**

This is commendable; and the university management should be encouraged to maintain the practice of sourcing quality manpower across all the States of the federation.

## **5.4 Junior Staff**

### **Finding:**

The university has a total of 637 junior staff made up of mainly Laboratory Assistants, Farm Attendants, Technicians, Artisans, library assistants, Security Personnel.

### **5.4.1 Recommendation:**

The university should continue to encourage the training and re-training of its junior staff, to enable them to perform their duties effectively

## **5.5 Appointments and Promotions**

### **5.5.1 Findings:**

- i. The university has followed all the necessary guidelines in the appointment of senior and junior staff.
- ii. Promotions had been carried out every year within the period under review.
- iii. Call notices for submission on both senior and junior staff promotions are issued every year; and the exercise carried out, accordingly.
- iv. The Visitation Panel did not come across any complaint concerning the denial or delay of promotions during the period of this report.
- v. The guidelines on promotions are up to date, and the staff have generally accepted the conditions.
- vi. However, there have been complaints by the academic staff, concerning their participation in international conferences, as a condition for promotion to the rank of Professor. Some of the academic staff are of the view that the condition be set aside, in view of the fact that there are not enough funds for all of them to attend international conferences. The management of the university has insisted that the



condition is justified and the fact that if one is good in one's field of knowledge, there will be available sponsorship from one of the many conference organisers. One does not have to depend entirely on the university's meagre conference funds. Moreover, one is only required to attend one international conference before promotion to the rank of Professor.

### **5.5.2 Recommendation:**

The university management should encourage the senior academics to improve themselves by sharing ideas with their peers in other parts of the world; and they should extend more effort to explore the different sources of funding available for attending international conferences.

## **5.6 The Non-Teaching Staff**

### **Finding:**

The non-teaching staff under the aegis of SSANU, NAAT, and NASU operating under the umbrella of JAC (Joint Action Committee) made only one complaint: that they were not allowed to go on further studies, except in their own particular field of duty; and that they would often stagnate in one place without being allowed to reach the highest level of CONTISS 15. For those working in the Registry, they are only allowed to go on further study, if it relates to public administration.

### **5.6.2 Recommendations:**

- a. The university management should do more to make the administrative staff realise that, unlike the Professors in the academic departments, there can only be one position for Bursar and Registrar in the Bursary and Registry Departments, respectively. Training for such staff is, therefore, limited to the performance of the specific supporting duties they are employed for.

- b. More emphasis should also be placed on the training and capacity building for the administrative staff, not further studies and the acquisition of university degrees.

## CHAPTER SIX

**TOR 6: *To determine the relationship between the university and the various statutory bodies it interacts with according to its law, for the purpose of supervision, planning, finance, discipline, guidance and any other relationship (i.e. Governing Council, NUC and the FME)***

### **6.0 Statutory Bodies the University Interacts With**

In the effective discharge of its mandate, there are statutory bodies that the university has to interact with. These statutory bodies are mentioned in the university's enabling law, which also provides the purpose, rationale and even the modalities for such interactions. The bodies are found within and outside the university. They are: the Governing Council, National Universities Commission, Federal Ministry of Education; and the host community.

### **6.1 The Relationship of the University with the Governing Council**

The composition of the Governing Council is specified in the enabling laws of the University. During the period under review (2011 – 2015), the university had two Governing Councils (2009 – 2013), then (2014 – 2017) both chaired by Prof. Rufa'i Ahmed Alkali as the Pro-Chancellor, but with different compositions. The Governing Council is the highest policy-making organ of the university; in turn, it is itself supervised by Government through the Federal Ministry of Education. It functions through its various Committees.

#### **6.1.1 Findings**

- (i) The Panel noted that throughout the period under review (2011 – 2015), the relationship between the Management and the Councils had remained cordial, except for the misdemeanour of Prof. M. S. Audu, Vice-Chancellor (2007 - 2012), as noted already in Chapter 2, where he was alleged to have exhibited some impropriety in staff employment and the award of contracts in the university; and

the Governing Council had to call him to order. He promptly apologised and made amends.

- (ii) The composition of the Governing Council was good and the university was lucky to have had that; throughout the period, the Chairman was the renowned Prof. Rufai Ahmad Alkali, who had sufficient experience in university administration.
- (iii) Though the Council carried out its statutory role of providing effective policy direction, control, and supervision through its various Committees, it refrained from getting involved directly in the routine administration of the university, a duty which is generally the function of the Principal Officers.
- (iv) The Council directed, monitored and ensured that the White Paper on the 2010 Visitation to the University was implemented fully; and that had helped to chart a new course for the good governance and the stay-on-focus of the university on its mandate.
- (v) The Visitation Panel had interacted with the Chairman of the two Councils, Prof. Rufai Ahmed Alkali, who informed the members that, together with his other colleagues, they had ensured that their guiding principle in their interaction with the university management and community was the adherence to the University Law and the Federal Government Circulars issued through the Federal Ministry of Education, in all the actions they took.

### **6.1.2 Recommendations**

- (a) The appointment of renowned, time-tested academics with background and experience in the workings of the university system as Pro-Chancellors and Chairmen of Governing Councils should continue, as this would ensure an effective and efficient management of the Councils for a smooth relationship within the universities.
- (b) The Federal Ministry of Education, as the body that supervises the Governing Council, should ensure that the Council functions in accordance with the provisions of the law.

## **6.2 Relationship with the National Universities Commission (NUC)**

The National Universities Commission (NUC) has statutory responsibility for laying academic standards and the maintenance of such standards in Nigerian universities. Through its instrument – the Basic Minimum Academic Standards (BMAS) – the NUC stipulates standards for effective teaching and learning in any particular discipline, including the conduct of post-graduate programmes. It uses these benchmarks to monitor the performance of each university periodically.

### **6.2.1 Findings**

- (i) Throughout the period under review, 2011 – 2015, there existed a very cordial relationship between the FUT Minna and the NUC; and there was no tension or misunderstanding between them.
- (ii) The university was noted to have kept in constant touch with the NUC throughout the period of this report.
- (iii) The cordial and smooth relationship with NUC might not have been unconnected with the fact that the two organs were generally made up of persons with similar academic background, which enhanced their understanding of each other.

### **6.2.2 Recommendations**

- (a) The smooth and cordial relationship existing between the university and the NUC should be encouraged.
- (b) The management of the university should continue to adhere to the academic standards set by the NUC, as this adherence will ensure the absence of friction between the two bodies.

### **6.3 Federal Ministry of Education (FME)**

The Federal Ministry of Education has the constitutional responsibilities for laying down policies relating to university education in the country; and for ensuring the implementation of those policies. The Federal Ministry of Education, which is the arm of government that exercises government power on education in the country, derives this power from Section 18(1) of the Constitution of the Federal Republic of Nigeria, 1999 as amended.

#### **6.3.1 Findings**

- (i) The relationship between the university and the Federal Ministry of Education over the period under review had been cordial.
- (ii) Acting under the delegated powers from the Visitor, the Federal Ministry of Education has continued to perform the role of monitoring and supervising the University Governing Council to ensure that it operates within its statutory powers.

#### **6.3.2 Recommendation**

The existing cordial relationship between the university and the Federal Ministry of Education should be encouraged and the Federal Ministry of Education must do everything to ensure that the university continues to implement policies that will enhance good quality tertiary education.

### **6.4 Relationship with the Host Community**

The university host community could be classified into two: the most immediate and the extended host communities. The immediate communities where the two campuses are

domiciled are Bosso and Gidan Kwano in Bosso Local Government Area. The extended communities include the Minna Emirate Council and the entire Niger State of Nigeria.

In recognition of the importance of the fostering of good relationship between the University and its host community, the Visitation Panel, in the course of the Visitation, paid courtesy visits to various institutions and authorities, including the security agencies within the host community. The institutions and authorities, including the agencies, were the State Governor, the Emir's Palace, the Brigade Commander, 31 Artillery Brigade, Nigerian Army, the Commissioner of Police, the State Director, Department of State Security in Niger State, and the Commandant, Nigerian Security and Civil Defence Corps.

#### **6.4.1 Findings**

- (i) The Visitation Panel noted that the University relates very well with the various bodies and authorities visited within the host community.
- (ii) Each of the bodies visited spoke well of the cordiality, warmth and geniality that existed between them and the University and reiterated their willingness to assist the university in whatever capacity they were requested to do, within their powers.
- (iii) All the security outfits visited voiced out their concern about the security situation in the country and the attendant threat it poses for educational institution in particular and went further to suggest the best ways to secure the vast campus of the university.
- (iv) The only source of friction between the university and the host community is in the area of encroachments and interference of the local community on the university land, even after adequate compensation had been paid out to the original land holders. This poses a threat to the security of the university and has been dealt with under Term of Reference No. 9.

#### **6.4.2 Recommendations**

- (i) The University should continue to relate cordially with its host community through the different community platforms involving the various bodies and institutions within the host community.
- (ii) The local community should be encouraged through education and public relation strategies to see the university as partners in opening up the community to national integration and even international recognition.





## CHAPTER SEVEN

***TOR 7: To examine the law establishing the university, including the relationship between the various internal organs, units and offices; and indicate the ways the law has been observed by the component authorities and also suggest any modifications to the law.***

### **7.0 Law establishing the University**

The Principal Law establishing the university is contained in CAP 143 of the Laws of the Federation, 1986.

This was followed by four (4) amendments made up of two (2) Decrees and two (2) Acts.

The Decrees are:

- (a) Universities (Miscellaneous Provisions) Amendment Decree, 1993.
- (b) Universities (Miscellaneous Provisions) Amendment Decree, 1996.

The Acts are:

- (a) Universities (Miscellaneous Provisions) Amendment Act, 2003.
- (b) Universities (Miscellaneous Provisions) Amendment Act, 2012.

### **7.1 The University Law and the various Internal Organs**

The law clearly defines the objectives of establishing the university, mentioning its Principal

Officers, their powers and functions and the various organs of the University (Section 1

–

of the Principal Law). The university, as provided for in Section 1 (2), is a body corporate with perpetual succession and a common seal that can sue and be sued in its corporate name.

#### **7.1.1 Objectives of the University**

The objects of the university are clearly stated in Section 1, Sub-Section (3) a-h of the Principal Law:

- (a) To encourage the advancement of learning and to hold out to all persons without distinction of race, creed, sex or political conviction, the opportunity of acquiring a higher education in technology;
- (b) to develop and offer academic and professional programmes leading to the award of diplomas, first degrees, postgraduate research and higher degrees which emphasize planning, adaptive, technical, maintenance, developmental and productive skills in the engineering, scientific, agricultural, medical, and allied professional disciplines with the aim of producing socially mature men and women with capability not only to understand, use and adapt existing technology, but also to improve on it and develop new ones;
- (c) to act as agents and catalysts, through postgraduate training, research and innovation for the effective and economic utilization, exploitation and conservation of the country's natural, economic and human resources;
- (d) to offer to the general population, as a form of public service, the results of training and research and to foster the practical applications of these results;
- (e) to establish appropriate relationships with other national institutions involved in training, research and development of technologies;
- (f) to identify the technological problems and needs of the society and to find solutions to them within the context of overall national development;
- (g) to provide and promote sound basic scientific training as a foundation for the development of technology and applied sciences, taking into account indigenous culture and the need to enhance national unity; and
- (h) to undertake any other activities appropriate for a university of technology of the highest standard.

### **7.1.2 Other bodies specified in the Law**

Section 2 of the law states the constitution and principal officers of the university. It provides that the university shall consist of the Chancellor, Pro-Chancellor and Chairman of the Governing Council, the Vice-Chancellor, University Senate, a Congregation and the

Convocation. It continues to give the university the power to establish Campuses, Schools, Colleges, and Centres.

### **7.1.3 Powers of the University**

Section 3 of the principal law gives the university the powers to, among other things:

- a. establish such campuses, colleges, institutes, schools, extra-mural departments and other teaching and research units within the university as may from time to time be deemed necessary, subject to the approval of the National Universities Commission;
- b. institute Professorships, Readerships or Associate Professorships, Lectureships, and other posts and offices and to make appointments thereto;
- c. institute and award fellowships, scholarships, exhibitions, bursaries, medals, prizes and other titles, distinctions, award and forms of assistance;
- d. provide for the discipline and welfare of members of the university;
- e. hold examinations and grant degrees, diplomas certificates and other distinctions to persons who have pursued a course of study approved by the university; and
- f. grant honorary degrees, fellowships or academic titles to worthy individuals who have contributed to the development of the society.

### **7.1.4 The Governing Council**

- a. The function and power of the Governing Council is stated in Section 5 of the Principal Law CAP 143.
- b. The Council is the governing body of the university and is charged with the general control and superintendence of the policy, finances and property of the university.
- c. The law further provides for the establishment of the Finance and General Purpose Committee (F&GPC), which will exercise control over the property and expenditure of the university, and perform such other function of the Council as the Council may from time to time delegate to it.
- d. The Section states the minimum number of meetings the Council must hold in a year and the procedure of calling meetings.



### **7.1.5 Senate**

Section 6 of the Principal Law of the University CAP143 of the laws of the Federation vests the Senate with the general functions of organising and controlling the teaching, admission of students, discipline of students and all other issues relating to the promotion of effective teaching and research in the university.

### **7.1.6 Vice-Chancellor**

- a. The office of the Vice-Chancellor is provided under Section 7 of the Principal Law (CAP 143) of the laws of the Federation.
- b. The Vice-Chancellor takes precedence over all other members of the university, except the Chancellor and the Pro-Chancellor who is the Chairman of Council.
- c. The Vice-Chancellor is the Chief Executive and Accounting Officer of the university, and the Chairman of the Senate.

### **7.1.7 The Registrar**

The office of the Registrar is provided for under Section 5(2) of the First Schedule to the principal law of the University. The Registrar is the chief administrative officer of the university, the principal record keeper and Secretary to Council, the Senate, Congregation and the Convocation.

### **7.1.8 The Bursar**

As per the provisions of Section 5(3) of the First Schedule to the principal law of the University, the Bursar is the chief financial officer of the university and is responsible to the Vice-Chancellor for the day-to-day administration and control of the financial affairs of the institution.

### **7.1.9 The University Librarian**

Section 5(4) of the First Schedule to the Principal Law of the University provides that 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. The University Librarian, thus, supervises the affairs of all the libraries in FUT Minna and its campuses, Schools, Centres and other Research Units.

## **7.2 Findings**

### **7.2.1 On the adequacy of the law**

- i. The laws establishing the university, its principal offices and their functions are scattered between the principal law, as in CAP 143 of the Laws of the Federation, and the subsequent amendments, as per Decree 11 of 1993, Decree 25 of 1996, and the Universities (Miscellaneous Provision) (Amendment) Acts, 2003 and 2012.
- ii. There are no subsidiary laws or statutes establishing the Centres. There are papers that were presented to the University Senate stating the objectives, philosophy and structure of the Schools and Centres; that also sought its approval to establish same.
- iii. The discipline of senior staff is handled through Ad-hoc committees appointed as the need arises.
- iv. At present there is a clear Standing Committee for student discipline, chaired by the Deputy Vice-Chancellor (Administration) of the university.
- v. It has been noted, in cases where the Chairman of Council chaired the Senior Staff Disciplinary Committee, the university had always lost its case in Court, because of the principle in law that one cannot be the accused and the judge at the same time.

### **7.3 Recommendations**

- a. The university needs to initiate the review of the current laws of the university with a view to harmonising them together into one document for easy reference.
- b. During the review it is important to provide clear procedure for the discipline of staff and students.
- c. It is recommended that the Senior Staff Disciplinary Committee be made a Standing Committee of the University Governing Council, with the Chairman of the Committee being any of the external Council Members.
- d. Chairman of the University Governing Council should not also be the Chairman of the Disciplinary Committee, for the fear that it may appear as being a judge in one's case.
- e. There is also the need for the university to draft statutes for its own specialised Centres, based on the provisions of its enabling law.



## CHAPTER EIGHT

***TOR 8. To trace the historical evolution of the university and take stock of its net achievement and problems, as well as its styles and direction.***

### **8.0 Establishment**

The Federal University of Technology, Minna, was established on 1<sup>st</sup> February, 1983. It was one of the third generation Universities of Technology established by Decree 13 of 1986, in order to enhance the technological development of the country through the training of good technical manpower.

The university took off on the grounds of the old Government College, Bosso as a temporary campus. The existing structures of the college were refurbished to accommodate classrooms, laboratories and other needed facilities befitting a tertiary institution. The facilities on the Bosso Campus were, however, inadequate and this necessitated the renting of a facility in town to accommodate more offices. In spite of this, renting of facility outside the campus, office accommodation was still inadequate so more structures had to be built. The Senate Building at Bosso Campus was completed in September, 1985 to accommodate the Vice-Chancellor's Office, Registry and the Bursary, while the Students' Affairs Division moved into the office vacated by these Units.

Subsequently, the university acquired 10,600 hectares of land at Gidan Kwano, Minna along the Keteregi-Bida road for the construction of its permanent site. Some operations of the university began to move to the main campus in 2005. As at the time of the visitation, most of the activities of the university have moved from the Bosso campus to the main campus at Gidan Kwano, Minna.

### **8.1 Administration**

Professor J. O. Ndagi was the foundation Vice-Chancellor of the university; he was appointed in December, 1982 and assumed duty on 1<sup>st</sup> February, 1983. The appointment of the foundation Chancellor, HRH Alhaji (Dr.) Shehu Idris, Emir of Zazzau, was on the same date.

The founding Pro-Chancellor and Chairman of Council was Chief Edwin Clark. Seven other external members were appointed to serve in the maiden Governing Council of the university.

With the Pro-Chancellor and Chairman of Council as well as the principal officers of the university in place, a meeting which could be seen as an expanded management meeting of the university, held on 10<sup>th</sup> March, 1983 with the principal officers of the university and members of Governing Council in attendance. It was an agenda-setting meeting.

The following principal officers and personalities have piloted the affairs of the university as indicated below:

### **8.1.1 Chancellors**

- i. HRH. Alhaji (Dr) Shehu Idris CFR) – 1986-2002  
(Emir of Za'zzau)
- ii. HRM. Godwin Toriseju Ayomi-Gbesimi Emiko (CFR) )  
Ogiam Aluwase II. The Olu of Warri – Delta State) – 2002-2014
- iii. His Eminence, Eze Eberechi M. Dick, JP-)  
Eze Udo I of Mboko) Ngwa Amaise ) - 2015-Date)

### **8.1.2 Pro-Chancellors**

- i. Chief Edwin Clark – 1983-1984
- ii. Dr. Suleiman Kumo – 1984-1993
- iii. Alhaji Muhammed Kaloma Aliyu – 1993-1994
- iv. Alhaji (Dr) Hamidu Alkali – 1994-2000
- v. HRH (Dr) Muhammad Zayyanu Abdullahi – 2000-2007  
(Emir of Yawuri)
- vi. Chief B. M. Wifa, OFR, SAN – 2007-2009
- vii. Prof. Rufa'i Ahmed Alkali – 2009-2015

### **8.1.3 Vice Chancellors**

- i. Prof. J. O. Ndagi – 1982-1990
- ii. Prof. S. O. Adeyemi – 1990-1994
- iii. Prof. I. H. Umar (Sole Administrator) – 1994-1997
- iv. Prof. S. A. Garba (Ag. VC) – June-August, 1997
- v. Prof. M. A. Daniyan – 1997-2002
- vi. Prof. J. O. Adeniyi (Ag. VC) – August-October, 2002
- vii. Prof. H. T. Sa’ad – 2002-2007
- viii. Prof. M. S. Audu – 2007-2012
- ix. Prof. Musbau A. Akanji – 2012-2015

### **8.1.4 Registrars**

- i. Late Dr. D. B. Sawa – 1983-1986  
(Pioneer Registrar)
- ii. Mrs. L. S. Ahmed – 1988-1993
- iii. Alhaji U. A. Sadiq (Ag. Registrar) – 1993-1998  
(Substantive) – 1998-2003
- iv. Mallam M. D. Usman (Ag. Registrar) – 1-10-2003 - 6-6-2007  
(Substantive Registrar) 7-6-2007 – 2012
- v. Victoria Nnawo Kolo – 2012-2015

### **8.1.5 Bursars**

- i. Mr. Mufutau Alabi Bello 2001 – 2014
- ii. Mrs Hajara K. Abdullahi 2014 – 2015

### **8.1.6 University Librarian**

- i. Mal. Muhammad Ibn Muhammad 2001 – 2014
- ii. Dr. Jibril Attahiru Alhassan 2014 – 2015

## **8.2 Schools and Programmes**

The School of Science Education was the first to be established on the Bosso Campus in 1984. It was later broken down into 3 separate schools: the School of Life Science, School of Physical Sciences and School of Science and Technology Education. At the moment, this campus operates four (4) Schools, three (3) Centres and Units as follows:

1. Postgraduate School
2. School of Life Sciences
3. School of Physical Sciences
4. School of Science and Technology Education
5. Centre for Preliminary and Extra-Mural Studies
6. Centre for Human Settlement and Urban Development
7. Centre for Genetic Engineering and Biotechnology
8. FUTMINNA Microfinance Bank
9. SERVICOM Unit
10. FUTMIN Venture

### **8.2.1 Academic Programmes**

The recruitment of foundation academic staff began in June, 1983 and they reported on 3<sup>rd</sup> January, 1984. The first batch of students admitted into the university started registration on 13<sup>th</sup> February, 1984, with an initial enrolment of 1,500 students. By the beginning of the 2013/2014 academic session, the number of the students had risen to 14,754 (11,225 Male, 3,529 Female).

According to the guidelines for planning academic programmes from NUC, the Federal University of Technology, Minna was assigned four (4) Schools to concentrate on, for the 5–year undergraduate programmes. The schools were: Science Education, Management Science, Agriculture and Agricultural Technology, Environmental Sciences and Fine art. However, the Senate of the University decided to replace Management Science with Engineering and Engineering Technology, which it felt was more relevant and central to the fulfilment of the mandate of the university.

The School of Science and Science Education was the first to be established in 1984, as it consisted all the basic sciences mandatory for the 100 level students to take. The school was initially called the "School of Foundation Studies and Science Education." Students could proceed to other three schools only after passing the basic sciences. This restriction was lifted and the school was later renamed School of Science and Science Education. Since then, more schools have evolved into the academic programmes. This also includes the Post Graduate School, which opened in the 1989/90 academic year.

At the inception of the University in 1983 the student enrolment was 1,500 and the first set of first-degree graduates comprised of 22 graduands. During the 2014 graduation ceremony the university graduated 3,559 undergraduates. The student population in 2014 was 14,754 and the gender breakdown was as follows: Male 11,225, Female 3,529. Considering this, it is obvious that there has been a steady increase in the student population and graduates from the university.

The Postgraduate School of the university was established during the 1989/1990 academic year. The pioneer Dean of the School was the late Professor D. O. Adefolalu. The postgraduate programme effectively took off at the commencement of the 1991/1992 academic session, with an initial enrolment of 22 PhD and 42 Masters degree students.

At the period of this report, the NUC and other relevant professional bodies have accredited all the academic programmes available in the university.

As the student population had continued to increase over the years, the number of graduates had also continued to rise. As at the maiden graduation ceremony in 1991/1992, 6 graduates were conferred with various degrees. The second graduation ceremony conferred degrees on 12 graduands. However, the number of graduates rose to 737 in the 2011/2012 academic session.

Since the inception of the Federal University of Technology, Minna in 1983, and as noted above, the student population and the number of graduates have witnessed steady growth. The students have graduated at all levels: Bachelor of Technology (B.Tech.), Master of Technology (M.Tech), PhD, Diplomas, Ordinary Certificates, etc.

The first convocation of the university took place on 27<sup>th</sup> January, 1990; the second was on February, 1991; the third on 3<sup>rd</sup> February, 1992; the 4<sup>th</sup> on 5<sup>th</sup> February, 1994; the 5<sup>th</sup> on 8<sup>th</sup> May, 1999. The 6<sup>th</sup> Convocation was held in March, 2002, during which the Olu of Warri, HRM, Godwin Toriseju Ayomi-Gbesimi Emiko (CFR) was installed as the Chancellor, while the pioneer Vice-Chancellor, Professor J. O. Ndagi was honoured with a Doctorate Degree. The 7<sup>th</sup> and 8<sup>th</sup> Convocation Ceremonies were held on 8<sup>th</sup> April, 2006 and 17<sup>th</sup> October, 2007, respectively. From 2011 to 2015 the university had held 25 convocations and has remained consistent in organising the occasions.

Below is the summary of convocation ceremonies the university has organised and the total number of graduates awarded degrees from 2011 - 2015.

**TABLE 20: NUMBER OF GRADUANDS 2011 - 2015**

S/N	GRADUATION YEAR	NUMBER GRADUATED		TOTAL
		Undergraduate	Postgraduate	
1	2011	7,100	823	7923 (3 convocations combined)
2	2012			
3	2013			
4	2014	2,659	910	3,559
5	2015	2,788	947	3,735

### 8.2.2 Student Population 2011 – 2015

Below is a summary of the student enrolment into the university during the years covered in this report:

- i. 2011/2012 – 13380 – (10,362 Male, 3,018 Female)
- ii. 2012/2013 – 13,896 – (10,729 Male, 3,167 Female)
- iii. 2013/2014 – 14,754 (11,225 Male, 3,529 Female)
- iv. 2014/2 015 – 16,095 (12,148 Male, 3,947 Female)

### 8.2.3 Research Centre

The Centre for Research of the university carried out and completed a number of research activities. This was in fulfilment of the university's mandate for providing information for industries and solving community problems. From 2011 – 2015, the centre conducted and completed 51 researches and non in process. The researches were sponsored by the TETFUND.

### 8.2.4 Research Achievements

Within the period under review the university had attracted research grants from different organisations, including the TETFUND, Ministries and Governments. The table below gives a summary of the research grants the university attracted within the period. It needs to be stated that the researchers from this university competed with other researchers from other institutions to win the research grants.

**TABLE 21: RESEARCH GRANTS BY ORGANISATION**

S/N	YEAR	ORGANISATION	NUMBER
1	2011/2012	TETFUND Institutional Based Res. Intervention, IBRI	21
2	2013	TETFUND Institutional Based Res. Intervention, IBRI	8
3	2014	TETFUND Institutional Based Res. Intervention, IBRI	10
4	2015	TETFUND Institutional Based Res. Intervention, IBRI	10
5	2015	TETFUND National Research Fund, NRF	2

#### 8.2.4.1 Information Technology Services

As part of its research achievements, the university recorded improvements in the areas of information technology. The issuance of transcript to graduates is now done within three days, with the help of a transcript software. Before 2013, the processing of transcript used to take weeks and it was very cumbersome. Also, as part of efforts to encourage digital information processing and records in the university, the university designed and developed a number of softwares. These include:

- i. Design and development of a software for the Postgraduate School that encompasses features for students' files, schedules for examinations and seminars, payment of fees, request and approvals for external examination, etc.

- ii. Upgrade of the University's e-result software from the existing version 1.0 to 2.0 with new features that include provisions to condone student's deferment of registration, and students' data analysis.
- iii. Development of e-exam software.
- iv. Upgrade on the academic staff website.
- v. Design and development of non-teaching staff website.
- vi. Design and development of e-result processing software for FUTMINNA staff school (Primary section).
- vii. Design and development of pre admission processing software; to facilitate admission processing and screening of applicants.
- viii. Development of software for the University Health Services.
- ix. Development of cashbook software.
- x. Development of Advances software.
- xi. Development of software for the selection of Best students for the award of prizes.
- xii. Design and development of e-file cabinet for staff.
- xiii. Design and development of e-file cabinet for students.
- xiv. Providing software supports to other units/departments of the uuniversity.

### **8.3 Staff Development**

During the period under review; many staff went on study fellowship, conferences and workshops for various kinds of training/capacity building. Please see Tables 18 and 19 at page 75 under staff development programme at TOR 5.

### **8.4 University Policies**

In an effort to streamline all the existing policies in the university, the management constituted committees to review some of the university policies that were considered obsolete. New policies had also been developed that will help in guiding the operation of the university. The policies that are currently undergoing review include:

- i. Institutional Repository Policy
- ii. ICT Policy



- iii. Research Policy and Strategy
- iv. Policy on Environmental Hazard and Safety
- v. Academic Corruption Policy etc.

The new policies that were recently developed and approved by Council are:

- i. Policy on Student Support Services
- ii. Sexual Harassment Policy
- iii. University Advancement Policy
- iv. Facility Management Policy
- v. Intellectual Property Policy

## **8.5 Style and Direction**

The FUT Minna was established primarily as a specialized university with specific focus on technology. It was established at the same time as two others Universities of Technology in Akure and Owerri. In summary, the university was established to handle training of sound technical manpower that would provide the fulcrum for the enhancement of the technological development of the country.

### **8.5.1 Findings:**

- i. The university is focused entirely on Science and Technology courses. So far, it is one institution in the country that has not changed or derailed from its original objective and mandate. It is moving perfectly well in the direction and remains on the focus for which it was founded.
- ii. The panel noted that leadership after leadership in the university remained focused and determined to ensure that the university does not deviate from its original mandate.
- iii. There are no tension or ill-feelings and unnecessary rivalry among staff in the university. This can be attributed to the fact that the entire university community is satisfied and happy with the way merit is put at the forefront in the process of its leadership selection.

### **8.5.2 Recommendations**

- a. Government should commend the successive managements of the university for remaining focused on the vision and mandate which informed the establishment of the university.
- b. In order for it to continue to make giant strides in providing well-trained technical manpower for the country, government should provide the university with special grants that will enhance its funding which should be made appropriate for a specialised university
- c. In order to ensure that more candidates with high quality skills are given admission to study the specialised courses in the university government should direct the Joint Admission and Matriculation Board (JAMB) to expand its subject areas for admission into the field of studies in the University Tertiary Matriculation Examination (UTME) to include other specialised ordinary level subjects like Woodwork, Metalwork, Agricultural Science etc.

### **8.6 Challenges that face the Federal University of Technology, Minna**

From the Panel's interaction with the management of the university, staff and students and from the submissions made to the visitation panel, the following findings on the challenges faced by the university were made:

#### **8.6.1 Findings**

- i. The absence of a perimeter fence around the Gidan Kwano Campus poses a huge security challenge to the university against trespassers, who now have access to the campus grounds without control. Cattle herders readily use the campus as a thoroughfare and this has occasionally resulted into animals straying into the University Teaching and Research Farm and destroying research crops. In addition, the university incurs huge financial losses every year due to animals eating up tree seedlings planted under the University's Forestry and Landscaping programmes.
- ii. The Niger State Government allocated 10,600 hectares of land in 1983 to serve as the permanent site of the university. All the communities that were hitherto living

within the area were duly compensated and allocated new sites to relocate. Although most of the communities complied with this arrangement, a number of them refused to move. Their presence on the land constitutes a nuisance to the operations of the university.

- iii. The Gidan Kwano Campus does not have any reliable source of surface water; construction of an earth dam to provide some succour in this area has been going on for years, but still requires adequate funding to be completed, as well as the provision of more funds for the construction of the water conveyance pipeline, treatment plant and reticulation; all these require the support of the Federal Government to help in addressing this critical need.
- iv. The existing asphalted road network at the Gidan Kwano Campus spans a total of about 3.5 kilometres. Constructed at the inception of the development of the campus in 1992, many of the roads have worn out or have developed pot holes, with some section severely eroded. These roads need to be reworked. New laterite roads covering a total of 2 kilometres have been opened up to link up new development areas of the campus. These also need to be tarred and be provided with adequate drainage channels.
- v. The university currently has an undergraduate student population of over 23,000, but the total bed space in the students' hostels is only 3,000. The bulk of the students, therefore, live off campus and this has some undesirable consequences, especially with respect to the discipline, security and safety of the students.
- vi. The funds annually appropriated for the university have been grossly inadequate. The overhead allocations are often not up to 10 per cent of the university's annual overhead costs. Furthermore, the allocations for capital projects have been consistently too little to have any meaningful impact.
- vii. Apart from personnel costs, which are usually released almost fully, only fractions of the other budget lines are released to the university. Releases of appropriated capital funds have consistently been less than 50 per cent in the last seven years.

- viii. It is obvious that the government alone cannot entirely fund education in the country and there is, therefore, the need for other stakeholders to bear some of the burden. The current situation where undergraduate students pay an average of about N25,000 per annum as registration fees is not sustainable. Also, appropriate fees are not being charged even at the postgraduate level.
- ix. Federal Universities of Technology, which were established as specialised institutions are still placed under the generational pattern of funding of Federal Government universities, instead of being placed on a special funding pattern that will enable them to achieve the desired impact, and meet the high expectation of the nation as quickly as expected.
- x. Universities are designed to provide social service, but they are today being lumped together by government with others MDAs as revenue generating entities and, thus, required to remit 25 per cent of their Internally Generated Revenue (IGR) into the Consolidated Revenue Fund Account. In the universities, the major sources of IGR are the students' charges, which are meant to provide goods and services to them. Such charges should, thus, not be considered as revenue, because the services must be provided, in order to maintain peace and harmony on the campus.
- xi. The current blanket application of the 25 per cent remittance has led to a situation where universities are made vulnerable to excesses by oversight bodies, with multiple visits demanding documents on the same issue.
- xii. The current provisions of the Financial Regulations, which stipulate that advances on expenditures should not exceed N200,000, are not realistic in a dynamic system such as that of the university, where emergencies do occur frequently and which must be addressed immediately.

### **8.6.2 Recommendations**

- h. Government should assist the university to construct the perimeter fencing around the Gidan Kwano campus for security reasons; this will also check encroachment, thus allowing the university to use part of the land for its developmental and other agricultural research activities without hindrance.
- i. The Federal Government should come to the aid of the university by providing extra funds for the completion of the water dam project, in order to curb the current acute water shortage on the campus.
- j. The panel recommends that funding of the university should take into account its specialised mandate and, in addition, government should, as a matter of policy, direct the Federal Ministry of Science and Technology to collaborate, through its parastatals, with the Universities of Science and Technology under a specialised "Science and Technology Fund" for researchers and other technological development programmes.
- k. As a University of Technology, there is the need for the provision of funds towards equipping existing laboratories and the building of more new specialised laboratories.
- l. The Federal Government should provide support to the university in the rehabilitation of the existing road network on the Gidan Kwano campus and the development of the newly opened sections through extra-budgetary funding or by directing either the Federal Ministry of Works or the Ecological Fund Office to undertake the project.
- m. Against the growing insecurity in the country and for other obvious benefits, it is recommended that the Federal Government should come to the aid of the university in the construction of more student hostels, so that at least 70% of the students are accommodated on campus.
- n. The current pattern of funding universities is inadequate; therefore, Government should look into the provision of funds and the pattern of financial releases to the universities more seriously with the view to improving both funding pattern and the releases.
- o. Government needs to review its current policy of blanket inclusion of universities as IGR sources, as distinct from revenues generated from other commercial

ventures and consultancies; this will invariably check the current practice of oversight visits on financial check from multiple government agencies to the university.

- p. Since increase in fees paid by students may not be feasible as many students may not afford high fees, Government should consider bringing back the Students' Loan Scheme that existed up until the mid-1970s, so that indigent students could have a ready source of funding for their university education. In addition, the various tiers of government should introduce and/or reinvigorate bursary and scholarship schemes.
- q. The Federal University of Technology Minna is advised to look for avenues to promote and market its research findings, in order to promote the image of the university, attract more grants and generate more income for the university.
- r. Government should, review its policies on the ceiling on advances and give exemption to universities in order to make it easy for the management of the university to address emergencies that could exceed the present ceiling.

## CHAPTER NINE

### ***TOR 9: Examine the general security in the university and how the university has dealt with it and recommend appropriate measures***

#### **9.0 Security Concerns**

There have been concerns about security in Nigeria recently, because of the reported cases of frequent banditry, kidnappings and abductions of Nigerian citizens, including students and pupils in their schools. Some higher educational institutions have also come under attacks by the miscreants.

Taking this into consideration, the Presidential Visitation Panel visited various security agencies in Minna, with a view to seeking further insight into the matter; and to secure their support for the FUT Minna. The outfits visited included the headquarters of the Nigerian Army, the Nigeria Police Force, Department of State Security and the Nigerian Security and Civil Defence Corps. It is gladdening to note that there has always been a cordial relationship and cooperation between the university and the security outfits.

The Federal University of Technology FUT Minna Security Service Division was at the period under consideration headed by the Chief Security Officer, Umaru Abdullahi A. Tilde, a retired Colonel of the Nigerian Army and Mr. Ndanusa Labaran, a retired Director of DSS.

The responsibility of the FUT University Security Services Division (USSD) is to ensure the safety and security of lives and property of staff, students, the university community and its environs.

#### **9.1 The Vision of the Security Division**

The Vision of the Security Division is to ensure smooth crime-free and conducive atmosphere for effective teaching and learning. In addition, the Division provides services that will make FUT Minna a reference point to all Nigerian universities.

## **9.2 The Mission of the Security Division**

The mission of the Division is to ensure that it plays a major role in the protection of lives and property, enforcement of law and order, maintenance of peace and promotion of unity and progress on the campuses and its environs.

## **9.3 Findings**

- i. There is a general atmosphere of peace and tranquillity on the two campuses of FUT Minna.
- ii. As directed by the Visitor in the White Paper on the last Visitation (2010) to the university, an office block has been provided for the University Security Service Division.
- iii. There is a newly established Police Outpost in front of the permanent site of FUT Minna at Gidan Kwano. There is, thus, some Police presence in the university surroundings, although the number of officers and men there is quite small.
- iv. There is a 24-hour security patrol at both the Bosso and Gidan Kwano campuses of the university.
- v. There is synergy between the University Security Service Division and the local vigilantes at both campuses of the university. This has resulted in the relative peace enjoyed by the university community.
- vi. The two Hillux vehicles attached to the security Division are not functional, as they are in a state of disrepair.
- vii. The University Security outfit is under-staffed, as it has only 311 personnel to man the two campuses running on three (3) shifts; and they are not properly trained.
- viii. Police emergency contact phone numbers have been made available to the university community, in case of any unforeseen circumstances.
- ix. In order to ensure effective monitoring and surveillance, Close Circuit Television (CCTV) Cameras have been installed on both campuses of the university.
- x. The university has maintained a consistent campaign against cultism. It is therefore, noteworthy that there have been no reported cases of cultism in the university.
- xi. The university permanent site has no perimeter fence, so the campus is porous.
- xii. The Security Division does not have adequate equipment.



- xiii. There is an on-going effort by the university management and the Minna Emirate Council to resolve the issues surrounding the continuous encroachment on the university land by the local community, in spite of the fact that they had been paid adequate compensation.

### **9.3.1 Recommendations**

- a. Government should, as a matter of priority, release funds for the construction of perimeter fence around Gidan Kwano campus of the university. This is to enhance security of lives and property in the face of the security challenges in the country.
- b. In the interim government may assist the university to dig a ditch around the Gidan Kwano campus of the university.
- c. The university should, as a matter of urgency, repair and make functional the two broken down Hilux security patrol vehicles. In addition, two more patrol vehicles should be provided for the university.
- d. In the light of the security challenges in Nigeria, the facilities at the security post at the main gate of the university should be upgraded to provide for electronic scanning of vehicles that come in and out of the university.
- e. More working tools should be provided for the Security Division, in order to make it more effective.
- f. A joint patrol team consisting of the various security outfits, the Nigeria Police Force, the Department of State Security and the Nigerian Security and Civil Defence Corps, in liaison with the Security Division of the university and the local vigilantes, should be constituted to enhance the security on the university campuses.
- g. Additional security personnel should be recruited to beef up their number, so that they can effectively man the campuses; the training and re-training of the personnel is also necessary.
- h. Government should direct for the Police post at Gidan Kwano, just opposite the main campus, to be upgraded to a Divisional Headquarters, which will have more personnel, equipment, etc. to respond to any emergency security situation.

- i. The university should continue to liaise with the Niger State Government and the Minna Emirate Council to ensure that all payments of compensation on the University land are properly documented and acknowledged by the beneficiaries to avoid future controversies and encroachment.
- j. Government should provide more hostels to accommodate more students on campus, in view of the prevailing security situation in the country. In this regard, Government may wish to encourage the university to secure endowments or engage in "Public-Private-Partnership" with willing companies or individuals in the construction of more hostels on the campus.



## CHAPTER TEN

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

### **10.0 Processes and structures of discipline**

The Federal University of Technology, Minna has a Standing Committee on Student Discipline, chaired by the Deputy Vice-Chancellor (Administration), with representations from the Students Affairs Division, the Security Unit, the Students Union, the University Legal Unit, the Senate and some other relevant Units of the university.

The students are generally satisfied with the committee and its procedure. There have been no notable complaints against the composition, process or guidelines of the committee.

### **10.1 Findings**

- i. There are standing examination rules and regulations, with offences stated and their punishments defined. Altogether, thirty-two (32) offences and the punishments/penalties for breaches are listed. The offences are arranged in the sequence of: offences before examinations, offences during examinations and offences after examinations.
- ii. The rules were last reviewed in the 2014/2015 academic year. It is worth noting that the Federal University of Technology, Minna has an up-to-date students handbook published by the Student Affairs Division that contains all the information and guidelines a student needs to know concerning the university. Specifically the handbook contains the history and location of the university; university statutory bodies; the academic affairs division; schools/faculties in the university and the courses they offer; admission, registration and matriculation procedures; academic course contents and code of conduct with all the details of the working of the course credit system; inter schools/department and inter university transfer; the service departments, including the Information and Publications Unit, the Academic Planning Unit, Information Technology Services

(ITS), University Health Services (UHS), etc.; Students Union, Clubs and Associations and the religious activities on the campus.

The handbook also contains the proposed academic calendar of each academic session, the names of the Executive Officers and members of the Students Union parliament and the current list of approved annual academic prizes. In short, the handbook is very comprehensive.

- iii. Offence Number 10 (which details punishment against any student caught in an examination hall with extraneous material not relevant to the examination) is punished by expulsion. The students had complained that the punishment is too harsh.

## **10.2 Recommendation**

The university management may wish to review the punishment for such an offence by giving a written warning, the reduction of marks in the examination for the erring student, or at worst a rustication for one semester.

## **10.3 The Student Support Services Policy**

The Federal University of Technology, Minna has a standard Student Support Services Policy, whose purposes are listed as:

- i. The policy seeks to respond to the welfare needs of students of the Federal University of Technology, Minna, whether individually or collectively.
- ii. It seeks to create an environment where students can experience intellectual enquiry, express themselves freely and feel that their rights and responsibilities are respected and their needs are met.
- iii. It seeks to build the students into good and responsible citizens by providing an environment where all can work and live in harmony.
- iv. The policy covers all students and staff who have roles or responsibilities in relation to the provision of the Student Support Services.

The support services are provided in the following areas:

- (a) Academic Support Service
- (b) Financial Support Service
- (c) Wellbeing/Health Support Service
- (d) Training Support Service
- (e) Career Support Service
- (f) Support for Physically challenged students
- (g) Social counselling Support Service

Details of the services provided in each of the above areas are well stated in the document. For the purposes of implementation, a Student Support Services Unit (SSSU) is created with clear mandate for:

- (a) The day-to-day implementation of the policy.
- (b) Ensuring compliance with the provisions of the policy.
- (c) Preparing periodic reports for consideration by the university management.
- (d) Doing all that is necessary or incidental to the planning, development, realisation and promotion of the student support services objectives of the university.

The unit is headed by a Director and is supported by a Deputy Director, a Secretary and Desk Officers. The source of funds for the unit is also clearly stated, as being mainly: annual grants from the university; 20% of the student union dues; donations and gifts; 20% of final year students' 'leave a-legacy' levies; and any other source, which may from time to time be approved by the university management.

### **10.3.1 Finding**

The Student Support Services Policy (SSSP) is a very laudable initiative of the Federal University of Technology, Minna. It covers all areas of support programmes relating to the provision of social and economic support to the students.

### **10.3.2 Recommendation**

The university should be commended for this laudable initiative. Other universities, which may not have a similar arrangement, may be asked to copy from Federal University of Technology, Minna.

## **10.4 University Health Services**

### **10.4.1 Finding**

There is a clinic under the University Health Services, that has facilities which are operated at a primary health care level. There are doctors and nurses who operate for 24 hours, seven days a week. The clinic has a facility for short stay of up to 24 hours, before the patient is transferred to a tertiary health facility. The same facility is available in both campuses, of the university at Gidan, Kwano and Bosso.

### **10.4.2 Recommendation**

Taking into consideration the steady expansion of the staff and student population, there is the need to expand or build a standard clinic/hospital for the university on the Gidan Kwano campus. This is also necessary, in view of the distance between the main campus and the town.

## Annexures

### INAUGURATION OF VISITATION PANELS TO NIGERIAN FEDERAL UNIVERSITIES HOLDING AT THE IDRIS ABDULKADIR AUDITORIUM, NATIONAL UNIVERSITIES COMMISSION, ABUJA ON TUESDAY 13<sup>TH</sup> APRIL, 2021

I am delighted to welcome you all to the inauguration of the visitation panels for 38 federal universities and four inter-university centres, with a view to ensuring closer monitoring of the activities of tertiary institutions in the country. The laws of the Federal Republic of Nigeria guiding the establishment of federal universities and inter-university centres in the country require that, from time to time, stock taking on the activities of those institutions be carried out by panels of knowledgeable individuals for the purposes of improving their efficiency and effectiveness.

The main objective of the visitations, therefore, is to appraise the performance of the institutions, in terms of the leadership qualities of the vice-chancellors, Principal Offices and the Governing councils to ascertain the extent to which they have fulfilled their mandate for public good during the period under review. Which explains why the exercise also looks closely into financial management, administration and the overall conditions for teaching, learning and research in the affected institutions.

As provided for in the laws setting up all public universities in the country, visitations are conducted every five years. The last of such exercises was carried out in early 2011, covering the period 2004 – 2010. In effect, the current exercise will cover 10 year period, and all panels to be inaugurated shortly are expected to present two separate five-year reports; 2011 – 2015 and 2016 – 2020. Your assignments therefore are quite enormous and challenging.

Distinguished guests, ladies and gentlemen: Your nominations as chairmen and members of the various panels in a rigorous and painstaking manner. Only credible, knowledgeable and serious individuals were selected for the exercise. Government has total faith and confidence in your ability to conduct the exercise in the most competent, transparent and professional way in line with your reputations as good and reliable citizens of our great country. To guide your deliberations and report presentations, each panel is expected to work with the following Terms of Reference:

- i. To inquire into the level of implementation of the white paper on the last visitation report;



- ii. To look into the leadership quality of each university in terms of the roles of governing council, the vice chancellors and other principal officers;
- iii. To look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations;
- iv. To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
- v. To examine the adequacy of the staff and staff development programs of each university;
- vi. To determine the relationship between the university and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e. Governing council, NUC, and the Federal Ministry of Education (FME));
- vii. To examine the law establishing the university including the relationship between the various internal organs, units and offices and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law;
- viii. To trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction;
- ix. To examine the general security in the university and how the university has dealt with it and recommended appropriate measures; and
- x. To examine the processes and structures of discipline of students in each university in line with the due process of the rule of law.

Distinguished Chairmen, ladies and gentlemen, the task before you is indeed enormous. I appeal to you to adhere strictly to the Terms of Reference. I wish to assure you of Government's commitment to full implementation of all accepted recommendations arising from your reports. To enable you work conscientiously and comprehensively, each panel is expected to conclude its assignment and submit its report within 60 days from today. Let me use this opportunity to urge all stakeholders in university education in the country to fully cooperate with the various panels to ensure maximum success of the exercises.

It is my honour therefore to, on behalf of the visitor to all Federal Universities, President MUHAMMADU BUHARI, GCFR, formally inaugurate the 42 visitation panels for universities and inter-university centres represented hereby physically by the panels' chairpersons and secretaries. I wish you success in your assignments. The list of the institutions and the panels' chairpersons are as attached.

Thank you for your attention.

**Malam Adamu Adamu**  
Minister of Education

## **TOR FROM HME'S ADDRESS**

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