REPORT OF THE PRESIDENTIAL VISITATION PANEL

TO

FEDERAL UNIVERSITY OF TECHNOLOGY, OWERRI (FUTO)

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EXECUTIVE SUMMARY

In accordance with Section 4, Sub-Section (i) of the National Universities Commission Act 1 of 1974, the President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, Muhammadu Buhari, *GCFR*, as the Visitor to Federal Universities, appointed a Visitation Panel to the Federal University of Technology, Owerri (FUTO) to undertake a comprehensive review of the activities of the University for the period 2011-2015. The Panel was inaugurated, along with others, on 13th April, 2021.

The Visitation Panel's Modus Operandi involved Call for Memoranda, Courtesy Visits, Meetings, Interactions with Stakeholders, Inspection of Facilities and Activities, Review of Records, Submissions and other relevant documents.

Some of the major Findings/Observations and Recommendations of the Panel are as follows:

- i. The Panel observed that the University Management had tried to implement most of the directives of the Visitor in the last Visitation Report. Lack of fund is, however, given as the main reason for the failure to implement the remaining directives. Panel recommends that the current Administration should implement the remaining Visitor's directives.
- ii. The Asiabaka-led Administration inherited a situation of acute security challenges but his Management team worked diligently and enthusiastically to resolve the challenges. In spite of the state of inadequate funding, the University was able to achieve substantial development in the areas of infrastructure, research, teaching and learning. The Panel recommends that the 6th substantive Vice-Chancellor, together with his Management team, should be commended for the many development projects executed during their tenure in office.
- iii. During the period under review, the University was already experiencing financial challenges due to dwindling government subventions. However, the University's financial managements was generally in keeping with the extant laws. There was consistent effective budgeting, a good internal audit system, prompt and regular external Auditor's Report. Although FUTO initiated new units of generating funds its IGR dwindled rather than increase. Generally, however, the University Management should be commended for adhering strictly to the extant financial regulations.
- iv. On the management of funds, grants and loans for projects, the Panel found that a large proportion of the funds received were from TETFund and NEEDS Assessments Intervention Funds. Most capital projects were completed, using

IGR funds the principle being that there should be no abandoned projects. Panel recommends that the FUTO Management deserves commendation for the creativity demonstrated in establishing business ventures and R&D Units in the University.

- v. Staffing at FUTO in the academic category was grossly inadequate during the period in view, both in number and staff spread across all ranks. There were impressive efforts to employ more teachers to remedy the shortage of academic staff. The University Management should look inward by initiating a robust crash programme of staff development. The University should encourage its staff to take advantage of the many external training opportunities and scholarships to acquire higher degrees.
- vi. The University Council and Management consistently complied with the Visitor's directive by virtue of his position as Visitor to the University. So did the University Senate and other organs of the Institution. There was cordial relationship between the Federal Ministry of Education and the University Management, between University and NUC. Panel recommends that the cordial relationships in the University should be encouraged.
- vii. The Panel found that the existing law is adequate in running the affairs of the University and recommends that there should be no modification to the laws of FUTO as they exist. All that is needed is the correct application of the laws and proper discharge of justice.
- viii. The Federal University of Technology, Owerri, was fulfilling its mandate after 35 years of existence. However, the University was, at the time, faced with enormous existential challenges, foremost among which were the challenges of inadequate funding and insecurity. Panel recommends that the University authority should prioritize the issue of fencing and handle it, once and for all. The university should continue dialogue with the Host Communities in the search for peaceful coexistence.
- ix. Even before the 2011-2015 period, security had been the greatest challenge facing the University, apart from inadequate funding. Since FUTO's security crisis can only be solved by the erection of a perimeter fencing, the Federal Government should, as a matter of urgency, provide a **Special Grant** or **Refundable Loan** to the University for the purpose of demarcating the boundaries between the University and Host Communities.

х.	The Panel found that the University followed due process in managing studen discipline. Panel however recommends that some of the punishments/sanctions are too draconian and should be reviewed.		

CHAPTER ONE INTRODUCTION

1.0 Preamble

The President of the Federal Republic of Nigeria, Commander-in-Chief of the Armed forces, Muhammadu Buhari, *GCFR*, represented by the Honourable Minister of Education, Mallam Adamu Adamu, on Tuesday, 13th April 2021, inaugurated Presidential Visitation Panels to 38 Federal Universities and 4 Inter-University Centres, among them, the Federal University of Technology, Owerri (FUTO).

The Honourable Minister in his speech at the inauguration expressed absolute confidence in the membership of the Visitation Panels: "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". A spokesman of the appointees pledged, on behalf of the others, that they would do their utmost best in executing the assignment, and not betray the confidence reposed in them.

The Visitation Panels were mandated to undertake a comprehensive review of the activities of the Universities for two periods: 2011-2015 and 2016-2020. They were given 60 days, from the date of inauguration, to complete and submit their reports.

1.1 Membership

The membership of the Visitation Panel to the Federal University of Technology, Owerri (FUTO) was as follows:

i. Emeritus Prof. Godwin Sogolo - Chairman
 ii. Prof. Kadiri Dugje - Member
 iii. Dr. Elizabeth Odachi Onogwu - Member
 iv. Dr. (Mrs.) Chinyere Elom - Member

v. Engr. Prof. Ibrahim Ahmed Rufai - Member

vi. Barr. David Shopeju - Member

vii. Mr. Sunday B. Essien - Secretary

1.2 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 adequate 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 purpose 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 director.

- 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 disciplines of students in each University in line with due process of the rule of law.

1.3 Methodology

The major activities of the Visitation Panel included courtesy visits, meetings, interactions with stakeholders and inspection of facilities and activities. On arrival, at the main campus of the University, the Panel was received by the Vice-Chancellor and members of his Management team and prayers were offered in the Igbo tradition for the success of the mission. Following the meeting with Management, a Secretariat, meeting room and facilities were provided for the Panel's work. The Panel held its first meeting at 11am to work out its strategy and mode of operations, schedule of meetings and interactions, in accordance with the Terms of Reference (ToR) of the Visitation Panels, as spelt out by the Federal Ministry of Education. The Panel discussed and clarified each of the Terms of Reference.

1. 4 Sensitization of the University Community

One of the first major steps taken by the Panel was the sensitisation of the University Community and other stakeholders on the mission of the Visitation. A call for Memoranda, stating the Terms of Reference, was issued by the Panel's Secretary, through the Registrar of the University, to all the organs of the Institution and its environ. The same was sent to all the individual officials and groups that were to interact physically with the Panel.

1.5 Courtesy Call

The Panel paid a Courtesy Call on the Imo State Commissioner of Police and received the Traditional Rulers, representing the Host Communities. Due to the security situation in the State Capital, the Panel could not pay a Courtesy Call on the State Governor, nor on the State Director of the DSS and the Chairman of the Owerri South West Local Government Area.

1.6 Meetings and Interactions

The Panel met and interacted with the following individuals and groups, in and outside the University:

- i. Management of the University as a team;
- ii. Vice-Chancellor Professor F.C. Eze;
- iii. Deputy Vice-Chancellor (Administration) Professor Julius Sunday Orebiyi;
- iv. Deputy Vice-Chancellor (Academic), Professor Nnenna N. Oti;
- v. Deputy Vice-Chancellor (Research, Dev. & Innov.) Prof. Bed C. Anusionwu;
- vi. Registrar Mr. John Nnabuihe;
- vii. Bursar Mrs. Helen Onuoha;
- viii. University Librarian Dr. J. N. Okere;
- ix. Former Chairman of Council Professor John O. Offem;
- x. Senate of the University;
- xi. Congregation;
- xii. Deans of Schools;
- xiii. Dean of Student Affairs:
- xiv. Directors and other relevant officials;
- xv. Senate of the University;
- xvi. Congregation;
- xvii. Academic Staff Union of Universities (ASUU);
- xviii. Non-Academic Staff Union (NASU);
 - xix. Senior Staff Assoc. of Nigerian Universities (SSANU), and
 - xx. Student Union Government (SUG)

Outside the University, the Panel interacted with the following:

i. The Imo State Police Commissioner of Police;

ii. Traditional Rulers of the Host Communities;

Due to the severe security situation in Imo State, the Panel was unable to pay a courtesy call on the Executive Governor of the State, nor visit the State Director of DSS and the Chairman of Owerri West Local Government.

1.7 Inspection of Facilities and Activities

The Panel inspected the following facilities and activities of the University:

- i. Research and Technology Incubation Park
- ii. Main Auditorium Building
- iii. The University Library
- iv. The University Bookshop
- v. Medical Centre
- vi. The Printing Press
- vii. Lecturers' Offices
- viii. Student Hostels
- ix. Some teaching classes in session, and
- x. Staff and students working in laboratories.

1.8 General Environment

The Panel observed that the facilities and surroundings of the University – offices classrooms, laboratories, student hostels, etc. - were in need of attention. On inquiry, members were informed that the casual staff responsible for the cleaning of the environment had been laid-off and that no replacement had been made.

1.9 Literature

The Panel made use of the following literature and materials for its assignment:

i. Minutes of Management Meetings;

- ii. Minutes of Senate meetings;
- iii. Minutes of Council Meetings;
- iv. University Calendar Handbook, 2001;
- v. Federal University of Technology Degree No. 13 of July, 1986;
- vi. Federal University of Technology Act Cap. 143, Laws of the Federal Republic of Nigeria;
- vii. Universities (Miscellaneous Provisions) Degree 11, 1993;
- viii. Universities (Miscellaneous Provisions Amendment) Decree No. 25, 1996;
- ix. Presidential Visitation Panel Report 1999-2004;
- x. Report of Council's Implementation of the White Paper on Presidential Visitation Panel (1999) and
- xi. Revised Academic Brief of Federal University of Technology, Owerri.

CHAPTER TWO

LEVEL OF IMPLEMENTATION OF THE WHITE PAPER ON THE LAST VISITATION

TERM OF REFERENCE NO.1:

To Inquire into the Level of Implementation of the White Paper on the Last Visitation Report.

Preamble

As usual with all White Papers, the views of the Visitor on the recommendations of the "2006-2010 Visitation Panel (Appendix 1.1) were stated under the three categories of "Noted", "Accepted" and "Rejected". In most of the items, the Visitor was specific as to which organ should be responsible for their implementation. The Panel's interpretation of the Visitor's responses is as follows:

"Noted" means the recommendation is to be taken for granted as what should have been done or the situation that ought to exist. Where the Visitor "notes" a recommendation, it is expected that the University would work along that line of recommendation.

"Accepted" categorically means what should be done. In most of the recommendations, the Visitor is specific on the relevant organ(s) of the University to undertake the implementation.

"Rejected" categorically means that the Visitor disagrees with Panel's recommendation, and that is the end of the matter. In some cases, however, there is a specific directive as to what should be done. Only the affected Terms of Reference of the 2010 FUTO Visitation Report are addressed here as those "rejected" have been left out.

2.1 Implementation of Term of Reference No. 1

"To inquire into the level of implementation of the white paper on the last visitation (2006-2010) report". The actions taken are presented in Table 1.

Table 1: Implementation of ToR No.1

RECOMMENDATIONS	VISITOR'S	ACTION TAKEN BY
	COMMENTS	FUTO
3.0.2. Outstanding issues of over ten years on staff	Visitor accepts this	Not implemented
discipline should be laid to rest.	recommendation.	
3.1 The number of ad-hoc and regular meetings of	Visitor accepts this	Implemented
the Council in a year be reduced.	recommendation.	

RECOMMENDATIONS	VISITOR'S COMMENTS	ACTION TAKEN BY FUTO
3.2 The University will need a special grant for the provision of staff housing and improvement of students' housing. The University may be empowered to do Public Private Partnership (PPP) as well as other innovative methods of bringing life to the University campus on 24-hour basis.	Visitor accepts this recommendation.	Implementation commenced, but not completed. Reason given: inadequate funding.
3.3 The University was encouraged to look for more business outfits and introduce innovations that are unique to FUTO to increase their IGR.	Visitor accepts this recommendation.	More business outfits were introduced, but did not translate to improved IGR.
3.4 The University was encouraged to facilitate the establishment of a Police Post within the host communities to monitor campus activities.	Visitor accepts this recommendation.	Not implemented.
3.5 a) The University land be properly demarcated, b) The University should target certain areas liable to encroachment and fence them off, c) The reports from the Ministry of Lands should be studied and appropriate steps be taken as soon as possible.	Visitor accepts these recommendations.	Recommendation (a) not implemented. Reason given: lack of funds. Recommendation (b & c) partially implemented (University commenced targeted fencing of University land but project was vandalized by youths from the host communities.)
3.7 a) That the Vice-Chancellor's rented apartment (in town) be purchased by the University, b) That the Council be directed to take appropriate actions concerning the housing accommodation of other Principal Officers	The Visitor rejects recommendation (a) and directs Council to build a Vice-Chancellor's lodge on campus. The Visitor accepts recommendation (b).	Not implemented.
3.8 That the FUTO Management should be compelled through the Council to regularly review its strategic plan and document its implementation.	Visitor accepts this recommendation.	Implemented
3.11 That the need to provide an environment of up-to-date facilities for ICT is an urgent priority recommended for FUTO.	Visitor accepts this recommendation.	Progress made in the implementation, but more needs to be done.
3.14 That the University should make special efforts through the Council to fund and upgrade the Library from its IGR	Visitor accepts this recommendation.	Progress made in the implementation but more needs to be done.

2.2 Implementation of Term of Reference No. 3

"To look into the Financial Management of each Institution including Statutory Allocations and Internally Generated Revenue (IGR) over the period 2006-2010 and determine whether it followed Appropriate Regulations. Actions taken are presented in Table 2.

Table 2: Implementation of ToR No.3

RECOMMENDATIONS	VISITOR'S COMMENTS	ACTION TAKEN BY FUTO
5.0.1 That NUC should be directed to include IGR in the budget template sent to the University, while spending from the IGR should not pass through the appropriation process of the NAS	Visitor accepts this recommendation.	Implemented
5.1.1 That the University should procure the current Financial Regulations as reviewed up to 2009 by the Office of the Accountant General of the Federation (OAGF)	Visitor accepts this recommendation.	Implemented
 5.2.1 That a) University Management and Council should take the External Auditing of the University Accounts seriously. NUC should be empowered to sanction any erring University which external auditing of its accounts are in arrears of two years and above. b) The External Auditors should make it as a duty to ensure that Audited Financial Statements are accompanied with Domestic report. 	Visitor accepts these recommendations and directs Council to comply.	Partially implemented. However, the University's External Auditors' Reports were still in arrears.
5.3 The Panel recommends that: a) the University authority should be mandated to look into the various ways of increasing the IGR so as to raise it from the current 19.51% to at least 30% within the next five years. b) the Management/Council should be proactive to early planning and execution of capital projects immediately the budget proposal is submitted and appropriated by the NAS. c) the University should seek the services of a Consultant to help develop the dormant business ventures that have been contributing zero percent to IGR d) the University should continue to pursue its funding requirements in compliance with appropriate regulations and within the law setting up the University	Visitor accepts these recommendations.	None of the recommendations were implemented; in fact, the IGR dropped to about 18%.
5.4.1 a) The University should be directed to bring its bank reconciliation to date, b) The University should be advised to stop the multiplicity of bank accounts and maintain a manageable number while the personnel bank	Visitor accepts these recommendations and directs Council to ensure compliance.	Recommendation (a) implemented up to 2012. Recommendation (b) not implemented.

RECOMMENDATIONS	VISITOR'S COMMENTS	ACTION TAKEN BY FUTO
account should be limited to one in line with the Financial Regulations.		

2.3 Implementation of Term of Reference No.4

"To investigate the application of funds particularly the special grants, loans meant for specific projects to determine the status of such projects and their relevance for further funding". Actions taken are presented in Table 3.

Table 3: Implementation of ToR No.4

RECOMMENDATIONS	VISITOR'S COMMENTS	ACTION TAKEN BY FUTO
6.1.1 b) The Panel recommends the immediate computerization of the Bursary Department, c) Recruitment of staff should reflect federal character, d) the University should adhere to the investment of cash funds in treasury bills as directed in the Financial Regulations.	Visitor accepts these recommendations and directs Council to ensure compliance.	Partially implemented; Only parts of the Bursary Department has been computerized.
6.2 The University must disburse in full all DTLC released to the University for the academic Departments' direct expenses in line with the approved budget	Visitor accepts this recommendation and directs Council to ensure compliance.	Implemented
6.3 a) The University should be given a time frame of three months in ensuring that all un-retired cash advances are retired, otherwise the advances should be recovered from the staff salaries, b) The University should stop the granting of multiple advances to staff without retiring the advances granted, c) The Unit should utilize the Information in the Treasury Circular TRY/A2 and B2/2009 of 24/3/09 and TRY/A2 and B2/2010 of 12/5/10	Visitor accepts these recommendations and directs Council to ensure compliance.	Implemented, but only partially (about 67% of the cash advances has been recovered from staff).
which fixed the sum of N200,000.00 as a maximum amount that can be granted for the procurement of goods and services and implement it to the letter, d) The implementation of section 1411 (i)-(iii) of the Financial Regulation.		Recommendations (b, c & d) implemented.
 6.4.1 a) The Panel recommends the regularization of appointment of 208 part-time academic staff and 124 non-academic staff, b) The University should do away with the payment of the salaries of University Secondary School. 	Visitor accepts these recommendations and directs Council to ensure compliance.	Implemented

RECOMMENDATIONS	VISITOR'S COMMENTS	ACTION TAKEN BY FUTO
6.5.1.1 b) The contract for the Chemical engineering building abandoned since 2008/2009 should be revoked and the Department of Physical Planning should be directed to complete the remaining 7% completion stage with the University's IGR. c) The University Council should see to the quick completion of the School of PG building.	Visitor accepts these recommendations and reiterates that this is what is expected.	Implemented
6.6.1 The University should see to the speedy completion of: Biochemistry Lab/Academic Building; Supply of Lab equipment.	Visitor accepts these recommendations.	Implemented
6.7.1 The University Council should see to the speedy completion of ongoing projects (Petroleum Engineering Offices, Rock Grinding/Cutting Machine Building, MTCE Shade building, and Boundary/Verification Survey project) from the IGR.	Visitor notes these recommendations.	Implemented
6.8.1 The University Management and Council should reach out to NDDC and Oceanic Bank with the view to ensuring that the abandoned students' hostel is completed.	Visitor notes the recommendation.	Implemented

2.4 Implementation of Term of Reference No.5

Table 4: Implementation of ToR No.5

RECOMMENDATIONS	VISITOR'S COMMENTS	ACTIONS TAKEN BY FUTO
7.1.1.1 a) FUTO should look inwards, by implementing a robust planned staff development programme, b) FUTO should give a deadline for all lecturers without PhD to obtain their PhD and give them all necessary support, c) Staff should take advantage of many external training opportunities and scholarships such as ETF trainings.	Visitor accepts these recommendations.	Implemented
7.1.2 a) There should be staff audit at FUTO to cover the period 2007-2011. b) The scheme of service for staff should be	Visitor accepts recommendation (a), rejects recommendation	a) Not implemented, b) Implemented,
reviewed.	(b) and directs Council to	c) Implemented

[&]quot;To examine the adequacy of staff and staff development programmes of the University". Actions taken are presented in Table 4.

RECOMMENDATIONS	VISITOR'S COMMENTS	ACTIONS TAKEN BY FUTO
c) FUTO should prepare a document on establishment positions and submit to Council for approval.	adhere to the Scheme of Service of the Federation. Visitor rejects recommendation (c) and directs Council to update establishment position in line with the NUC requirements.	
7.2.1 a) The University should adopt a policy whereby in the next 5 years, two best graduating students be considered for sponsorship for higher degrees after NYSC. b) More staff should be encouraged to take advantage of the ETF scholarship and those of other agencies. c) The University should increase her budget for staff development from the current 10%-20% of its annual budget over the next 5 years and use part of her IGR to fund it. e) Universities should intensify their research activities which can attract external funding that can support post graduate studies.	The Visitor accepts recommendations (a, b, & e). The Visitor notes recommendation (c).	Implemented
7.3.1. a) Senate should prevail on the Deans to remind all staff and students in writing of the relevant extant regulations on examinations. b) the University should organize orientation on School basis for staff and students on examination malpractice at the beginning of every session. c) Lecturers should always be assigned courses for which they are qualified to teach.	The Visitor accepts recommendation (a, b, c,).	Implemented
7.4.1 a) The University should channel more of its IGR to providing more residential houses for senior staff, b) The Federal Government of Nigeria is requested to provide special grant for this purpose to the university. C) The University can collaborate with ASUU and other unions to build a senior staff club whose services could be partially commercialized. d)More buses should be provided for the University. e) The point scoring system should be reviewed to make it mandatory to explicitly reflect the points awarded to international journals.		Directives (a & b) were partially implemented, (The partners pulled out of the PPP arrangement). Recommendation (c) not implemented, Recommendation (d) implemented, and Recommendation (e) not implemented.
7.5.1.1 a) In the petition submitted by Prime Associates, the Panel established that the University had no case to answer. But since the	The Visitor notes this recommendation and directs Council to find	Implemented.

RECOMMENDATIONS	VISITOR'S COMMENTS	ACTIONS TAKEN BY FUTO
University accepted that the job was done, the Consultant was advised to go and find amicable ways of settling with the University.	amicable ways of resolving the matter.	
7.5.2. For the case of Withheld arrears of promotion of Drs. O.F. Uzo and Engr. Dr. P.C Ugboaja, the Panel recommends that this case is within the purview of the University and advised the lecturers to seek redress internally.	The Visitor notes this recommendation and directs that this request negates the current circular on the payment of promotion arrears.	Implemented
7.5.3.1 In the petition submitted by Prof. S. Nwigwe, the Panel found out that these allegations were false but recommended that there should be staff audit in FUTO to cover the period 2007-2011.	The Visitor accepts this recommendation.	Not implemented.
7.5.3.3. In the petition against the promotion of Dr. Emmanuel Ejike to the rank Professor, the Panel recommended that the council should set up a committee to investigate the matter.	The visitor notes this recommendation and directs Council to investigate the veracity of the allegations and take action necessary action.	Implemented
7.5.3.4.1, For the petition against Dr. D.I. Osuigwe, the Panel recommended that that the Council should set up a committee to investigate the matter in a manner similar to that of Dr. Ejike.	The visitor notes this recommendation and directs Council to investigate the veracity of the allegations and take actions.	Implemented
7.5.3.6. In the case of allegations by Prof. S. Nwigwe, the Panel recommended that Council should set up a panel to investigate the cases.	The Visitor accepts this recommendation and directs Council to determine the merits of each case and take necessary action.	Implemented

2.5 Implementation of Term of Reference 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 competent authorities and suggest any modifications to the law considered necessary or desirable to enable the university to better achieve its objectives". Actions taken are presented in Table 5.

Table 5: Implementation of ToR 7

RECOMMENDATIONS	VISITOR'S	ACTIONS TAKEN
	COMMENTS	BY FUTO
9.4. The University authorities have, to a large	The Visitor notes this	Implemented.
extent, ensured fulfillment of the overall	recommendation.	
University goals and objectives in line with the		
laws establishing it. In the absence of apparent		
loophole or pressing need for reform, the law		
should continue to serve as it is for now.		

2.6 Implementation of Term of Reference No.8

"To trace the Historical evolution of the University and take stock of its net achievement 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 achieve the objectives set for it". Actions taken are presented in Table 6.

Table 6: Implementation of ToR 8

RECOMMENDATIONS	VISTOR'S COMMENT	ACTIONS TAKEN BY FUTO
10.3.1.1. a) The Panel recommended that the Federal Government set up a committee that will settle the entrenched host communities/FUTO problem once and for all as new dimensions seem to be emerging at each Visitation to avoid catastrophe. b) A systematic and well- thought plan for the utilization of the vast expanse of land at the University's disposal should be worked out by the same committee suggested above. c) Deliberate efforts should be made towards landscaping to add aesthetics and personality to the environment	The Visitor notes the recommendations (a & b) and directs Council to handle appropriately. The Visitor accepts recommendation (c) and directs Management to ensure implementation.	Not implemented
10.4.1. c) FUTO should prepare its IT policy out of which should have IT strategic plan. d) ICT Directorate in collaboration with IT related departments through the ICT committee should collaborate to review the proposal on campuswide network and then come up with a proposal on how to consolidate all the current IT services into one intranet on a suitable wireless or fiber optic backbone. e) Communication gadgets should be improvised on campus through a GSM operator which	The Visitor accepts the recommendations (c) The Visitor notes recommendation (d & e) The Visitor accepts the recommendations (f) and directs Council to explore all options that will be of most benefit to the University.	Recommendation (c) was implemented. Recommendations (d, e, f, i, j, & k) were not implemented.

RECOMMENDATIONS	VISTOR'S COMMENT	ACTIONS TAKEN BY FUTO
provides a block of numbers which the University can use for communication in the campus. f) The Panel recommended that Council should direct Management to commence meeting with the Afri-Hub-Zinox Consortium for a review of the MoU with the University. i) FUTO should endeavour to have a pool of networked computers in each school in order to increase access and improve internet penetration on campus. j) FUTO should reduce the number of websites they have because multiple websites, if not properly handled, can affect the University's webometric ranking. k) The Panel recommends that contract for IT based projects should be awarded to reputable IT companies because IT is not the core professional area of banks.	The Visitor accepts the recommendations (i, j & k) and directs Council to explore all options that will be of most benefit to the university.	

2.7 Implementation of Term of Reference No.9

"To examine the general security in the University, how the University has dealt with it and recommend appropriate measure to deal with it" Actions taken are presented in Table 7.

Table 7: Implementation of ToR 9

RECOMMENDATIONS	VISITOR'S	ACTIONS TAKEN
	COMMENT	BY FUTO
11.1.1. The Panel recommended for a focused plan	The Visitor notes this	Partially
to Upgrade the sports facilities in the University	recommendation.	implemented. Reason
		given for non-
		completion:
		inadequate funds.

RECOMMENDATIONS	VISITOR'S COMMENT	ACTIONS TAKEN BY FUTO
11.6.1 The Panel recommends that a) building of sufficient student hostels to accommodate a large number of students, b) The cordial relationship between the University, Security agencies, the Imo state Government and the Host Communities should be sustained. c) The encroachment into the University land should be stopped. d) There is need to ascertain the actual boundary of University land. e) The Federal Government should provide fund for fencing some areas in phases. f) The University should be willing to do some enforcement by demolishing the illegal structures constructed in the University land after exploring all possible peaceful means. g) The University security should be further strengthened through the provision of modern communication gadgets and more vehicles.	The Visitor accepts (a & b). The Visitor accepts recommendations (c & d) and directs council to take appropriate actions, The Visitor notes recommendation (e) and directs Management to priorities in line with budgetary provisions and IGR. The Visitor notes recommendations (f & g).	Not implemented. Reasons given: (i) Lack of funds to

General Observations/Findings

The Panel observed that the University Management had tried to implement most of the directives of the Visitor. Lack of fund is, however, given as the main reason for the failure to implement the remaining directives.

Recommendation

While the University Management should be encouraged to work hard towards the implementation of all the Visitor's directives, the Panel recommends that Government should provide a Special Grant to FUTO for its perimeter fencing, considering the huge size of the University land to be fenced and the fact that its challenges of insecurity would persist, without a complete fence.

CHAPTER THREE

LEADERSHIP QUALITY OF FEDERAL UNIVERSITY OF TECHNOLOGY, OWERRI

3.0 TERM OF REFERENCE No. 2:

To Look into the Leadership Quality of Each University in Terms of the Roles of Governing Council, the Vice-Chancellor, and Other Principal Officers.

3.1 Governing Council

3.1.1 Findings/Observations

- i. Act. Cap. 143, Section 5.1. of the law establishing Federal Universities defined the University Council as "the Governing Body of the University, charged with the responsibility for the general control and superintendence over the policies, finances and properties of the University." Council has two statutory Committees: (i) the Finance and General Purposes Committee (F&GPC), which exercises control over the properties, income and expenditure of the University. The F & GPC ensures that the appropriate accounts of the University are kept and audited, annually, by an independent firm of Auditors, and (ii) the Appointments and Promotions Committee (A&PC), charged with the responsibility of appointing the academic and non-academic staff of the University.
- ii. The Council is also responsible for the appointment of the Principal Officers of the University, that is, the Vice-Chancellor, Deputy Vice-Chancellors, Registrar, Bursar and the University Librarian.
- iii. In the period under review, members of the 9th Governing Council of the University, led by Engr. Vitta Abba, efficiently discharged their duties by appointing Professor C.C. Asiabaka as the University's 6th substantive Vice-Chancellor.
- iv. When the tenure of the 9th Governing Council ended on 28th February 2013, a new Council was appointed, headed by Dr. Emmanuel M.I. Enemuo. The 10th Governing Council worked harmoniously with the Asiabaka-led Management team and, together,

they made tremendous achievements in the areas of infrastructure, staff development, Internally Generated Revenue (IGR) and academic programmes.

3.1.2 Recommendations

The Panel recommends that the 10th Governing Council of FUTO be commended for its zeal and commitment that resulted in monumental progress during that tenure.

3.2 Council/Management

3.2.1 Findings/Observations

The Panel observed that there was warm relationship between the 9th Governing Council and the Management of the University. There was mutual respect between the two parties as Management consulted Council on critical issues within its purview. Council, on its part, was not overbearing as it limited itself to oversight functions, in accordance with the Act of the University while Management conducted the Institution's day-to-day operations.

3.3 Council/Government

3.3.1 Findings/Observations

During the period under review, the Governing Council also had a harmonious working relationship with the Government, the members of which were represented by reputable men and women of proven integrity, a staff of the Federal Ministry of Education (FME) and that of the National Universities Commission (NUC). The Council's duty is to guide Government in matters that required its attention. And, at the State level, the Council also had cordial relationship with the immediate past Governor of Imo State.

3.4 Council/Senate

3.4.1 Findings/Observations

The University Senate, comprising eminent Professors and scholars is charged with the task of superintending over the academic affairs of the University with a view to finding

solutions to all matters relating to academic research, teaching and learning. Both the 9th (2009-2013) and 10th (2013-2017) Councils worked closely with the University Senate to move FUTO forward, without any form of acrimony.

3.5 Vice-Chancellor and other Principal Officers

3.5.1 Findings/Observations

The Vice-Chancellor consistently emphasised that the success of the University was a collective endeavour (Appendix 3.1). The Asiabaka-led Administration had credible and committed Principal Officers who worked with him diligently and enthusiastically. On assumption of duty in June 2011, the Vice-Chancellor appointed the late Prof. Benaiah Onwunagba as the Deputy Vice-Chancellor (Academic) and Professor Rose N. Nwabueze as FUTO's first female Deputy Vice-Chancellor (Administration). These appointments were in line with the University tradition that allows the in-coming Vice-Chancellor to appoint his own Deputy Vice-Chancellors. Otherwise Principal Officers included Prof. F.C. Eze (who later replaced Prof. Nwaubueze as the DVC. (Admin.), Mr. Orje Ishegh-Nor and Dr. (Mrs.) C.V. Anunobi, as the Registrar and Librarian, respectively.

- i. The Panel observed during its interaction with the Vice-Chancellor that he never credited himself for all his achievements. Insisted, he commended all the members of his team for working hard and in unison to move FUTO to greater heights.
- ii. All the Committees, Deans and HODs assigned to handle student affairs, operated an open door, hassle-free policy. Semesters were smooth-running and devoid of riots while the various staff unions had less to complain about.
- iii. Infrastructure and development indices were high, and many projects started by the administration were completed within the Vice-Chancellor's tenure.
- iv. Even though the Host Communities continued their agitations during the period under review, their hostilities were less palpable as the V.C. and his Management had in place various programmes aimed at pacifying the youths and engaging them in useful, manual labours..

3.5.2 Recommendations

- i. The Panel recommends that the 6th substantive Vice-Chancellor, together with his Management team should be commended for the many development projects executed during their tenure in office.
- ii. The Vice-Chancellor and his team deserve commendation for their people-oriented approaches, deployed to foster peace and harmony (e.g. medical outreaches, sensitisation workshops, and for the hosting of children on May 27 of each year, during the period under review.

CHAPTER FOUR

FINANCIAL MANAGEMENT IN FEDERAL UNIVERSITY OF TECHNOLOGY, OWERRI

4.0 TERM OF REFERENCE No. 3:

To look into the Financial Management of each Institution Including Statutory Allocations and Internally Generated Revenue Over 2011-2015 and Determine whether it was in Compliance with Appropriate Regulations.

Preamble:

The University is a fully funded Federal Government Agency and so it is under the regulatory supervision of the Government. This supervision is done through the National Universities Commission, Offices of the Auditor-General of the Federation and the Accountant-General of the Federation, Federal Ministry of Finance, and of course, the Federal Ministry of Education. The National Assembly also conducts oversight visits to the Universities. These measures are geared towards ensuring compliance with the relevant government regulations.

4.1 Findings/Observations

4.1.1 Funding the University

Being a Federal Government Agency, FUTO's major finances come from Government in four different categories, namely:

- i. Capital Grants
- ii. Personal Cost/Pension
- iii. Direct Teaching
- iv. Overhead Cost

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Other sources include:

- i. Internally Generated Revenue (IGR)
- ii. TETFUND (Normal & Special Interventions)
- iii. NEEDS Assessment Intervention Funds

4.1.2 Capital Grants

Capital Grants are grants meant to finance the infrastructure development of the University. Unfortunately, for FUTO and other Federal Universities, Capital Grants have not been fully

received since 2010 Appropriation. Table 4.1 clearly explains the inflow of Capital Grants during the period, 2011-2015.

Table 4.1: Cash Inflow 2011-2015

YEAR	APPROPRIATION	ACTUAL	SHORTFALL
		RELEASES	
2011	382,351,620	115,158,789	267,192,831
2012	400,891,816	221,198,432	179,693,384
2013	398,891,815	183,476,046	215,415,769
2014	308,462293	121,033,816	187,428,477
2015	53,693,149	26,846,574	26,846,575
Total	1,544,290,695	667,713,657	876,577,036

From the above table, it is clear that Capital Grants were on the average of 43.2% implementation. Federal Government Capital-funded projects suffered serious setbacks because of inadequate release of funds. Whereas contracts were awarded based on appropriation, projects were not fully funded. Given the funding gaps, only a few of the projects were completed while others have remained on-going.

The capital projects completed and/or are ongoing within this period included:

- i. Environmental Technology building phase 1 (completed);
- ii. Post graduate School Building (completed);
- iii. Child Development/Daycare & Women Empowerment Centre...(completed);
- iv. Research Technical Assistance & Youth Training building (completed);
- v. FUTO Guest House (completed);
- vi. School of Health Technology (completed);
- vii. Outstanding Liabilities on Centre for Energy & Research Paid (on-going);
- viii. Auditorium (completed).

It is noteworthy that most of these Capital projects were completed using IGR funds. Teaching and Research were not left out during this period. Out of N667, 713, 657 received from Government as Capital Grant, a total of N65, 288,731 was spent on Teaching and Research Equipment for various Departments in the University.

4.1.3 Personnel Cost/Pension Fund

Apart from 2015, when the University started experiencing shortfalls in personnel cost, the Government was funding staff salaries in full during the period under review. Table 4.2 shows the personnel inflow from 2011 to 2015.

Table 4.2: Personnel Cost Releases 2011-2015

YEAR	NET	ACTUAL	DIFFERENCE
	APPROPRIATION	RELEASES	
2011	4,507,587,384	4,507,587,384	-
2012	5,277,347,820	5,277,347,820	-
2013	5,447,788,547	5,541,598,078	-93,809,531
2014	5,430,667,820	5,421,935,820	8,732,000
2015	5,542,098,362	5,325,615,006	216,483,568
Total	26,205,489,933	26,074,084,108	131,405,825

In spite of the shortfall of about N131,405,825 during the period, the University was able to pay staff salaries as at when due. It is important to note that since the Government does not release funds for promotions when pronounced, FUTO had to wait for the promotion funds to settle the promotions arrears in the University.

For FUTO staff in the old pension scheme, pension payments were regular during the period under review. In August 2015, the Federal Government, through the PTAD took over both the preparation and payment of pensioners' allowances on the old pension scheme.

4.1.4 Direct Teaching and Laboratory Cost (DTLC)

In a bid to make sure that teaching and learning were enhanced in the Universities, the Federal Government tried to separate administration overhead from Direct Teaching and Laboratory Cost. This fund is usually disbursed to the academic Departments strictly for specified DTLC expense. DTLC qualifying expenses include laboratory consumables, stationery items for teaching and examinations, field trip and examination expenses, 15% cost of utilities in academic units and academic equipment maintenance. Table 4.3 shows the funds received by FUTO in the period under review.

Table 4.3: DTLC Funds 2011-2015

YEAR	APPROPRIATION	ACTUAL RELEASES	DIFFERENCE
2011	135,414,210	201,350,554	-65,936,344

YEAR	APPROPRIATION	ACTUAL	DIFFERENCE
		RELEASES	
2012	93,835,989	99,735, 585	-5,899,596
2013	107,699,362	107,699,362	-
2014	107,699,362	75,989,637	31,709,725
2015	70,699,362	52,923,852	17,775,510
Total	515,348,285	554,357,827	-39,009,542

The DTLC funds were fully utilized in the academic units of the University within the period under review. Government ensures strict compliance and utilization of this fund by sending regulatory agencies like the NUC to conduct regular monitoring.

4.1.5 Overhead

The amount provided by Government for overhead was always insufficient, the impression being that the Universities were able to take care of their overhead and all administrative costs through Internally Generated Revenue. The details of the overhead released for the period under review are as shown in Table 4.4.

Table 4.4: Overhead Appropriation 2011-2015

YEAR	APPROPRIATION	ACTUAL RELEASES
2011	17,825,393	75,302,542
2012	87,250,801	81,351,204
2013	67,540,054	67,540,054
2014	50,929,031	50,929,031
2015	17,258,684	17,258,684
Total	240,803,963	292,381,515

Even if the overhead budgeted for were fully released, it would still be far short of the realities of the total overhead cost and expenditure of the University for its day-to-day, monthly and yearly administrative/overhead cost commitment and expenditure. It is, therefore, obvious that the main source of funding for overhead costs was IGR.

4.1.6 Internally Generated Revenue

It is a fact that undergraduates of Federal Universities do not pay tuition fees. Therefore, the University did not earn any income from tuition fees for the period under review. The only student-related income was from acceptance fees. The municipal charges paid by the undergraduates were for specific purposes such as maintenance costs, like hostel maintenance, production of ID cards, Information Communication Technology charges, transcript, charges, etc. Ironically, these other student charges have remained one of the major sources of Internally Generated Revenue, especially as Personnel costs, Capital and Overhead Grants were not fully released by Government.

The University recorded a total of N4,905,815,523 as IGR for the period under review, while its expenditure/commitment for the same period came to N7,828,705,372 (SeeTable 4.5). Direct teaching costs were inclusive in the expenditure charges above; so, were all the DTLC expenses fully paid.

Table 4.5: IGR Inflows and expenditure 2011- 2015

YEAR	BUDGETED	ACTUAL	EXPENDITURE/ COMMITMENT
2011	890,990,000	1,139,059,974	1,624,576930
2012	1,024,780,000	986,217,179	1,128,255,265
2013	1,174,450,000	832,368,686	1,275,489,036
2014	1,227,035,423	1,119,691,682	2,003,127,062
2015	1,491,415,805	828,478,002	1,797,257,079
Total	5,808,671,228	4,905,815,523	7,828,705,372

4.1.7 Tertiary Education Trust Fund (TETFUND)

TETFund interventions were of immense relief in funding Tertiary Institutions in Nigeria and FUTO has been a major beneficiary. As of December 31st 2015, the University received a total sum of N8,233,327,998.00, with Normal Interventions amounting to N2,606,605,327.00 while a total of N5,626,722,671 was received under the Special Intervention Funds. The inflows are shown in Table 4.6.

Table 4.6: TETFUND Releases 2011-2015

YEAR	Normal Interventions	Special Interventions	Total
2011	241,314,988	2,095,801,385	2,337,116,373
2012	492,509,413	373,395,467	865,904,880

2013	919,136,250	737,559,054	1,656,695,304
2014	953,644,676	142,744,094	1,096,388,770
2015	-	2,277,222,671	2,777,222,671
Total	2,606,605,327	5,626,722,671	8,233,327,998

TETFund's interventions were used prudently and effectively and this transformed the University greatly. Initially, TETFund dwelt more on physical structures but later, the Fund extended its interventions to cover academic projects such as Research, Teaching and Research Equipment, Staff training, Conferences/Workshops, Publications and Scholarships. FUTO's Departments and individuals benefitted greatly.

4.1.8 Presidential Implementation of NEEDS Assessment Intervention Funds by Nigerian Public Universities, including FUTO.

After the ASUU strike in 2013, the Federal Government set up a Committee that looked into the ASUU agreement and the critical needs of the nation's Universities. This gave rise to what is today called NEEDS ASSESSMENT SPECIAL PRESIDENTIAL INTERVENTION FUND. In September 2014, FUTO received the total sum of N4,297,840,496.00 from Government for the NEEDS Intervention Fund. The funds received wer also judiciously put to use in areas such as the construction of more hostels, rehabilitation of some dilapidated buildings, roads and landscaping, consultancies and research. Some of these projects are still on-going. A total of N3,656,160,975.00 had been spent on the execution of FUTO's NEEDS ASSESSMENT projects, as of December 31st 2015, while work is on-going in the remaining ones.

4.1.9 Budget

In line with financial regulations and for effective planning, the operations of the University finances are usually preceded by the University's Annual Budget. This is an operational plan defining the University's expected Income and Expenditure for the year. The Budgets for the period under review were as shown in Table 3.8.

Table 3.8: Budget 2011-2015

	Budget, ₩				
Expected Income	July 2011-June	July-Dec	Jan-Dec 2013	Jan-Dec 2014	Jan – Dec
	2021	2021			2015
Personnel Cost Grant	4,871,106,000	2,709,638,988	5,447,788,547	5,464,909,274	6,848,114,593
Pension Fund	140,000,000	70,000,000	140,000,000	140,000,000	140,000,000
Direct Teaching &	135,414,210	46,916,994	107,699,362	107,708,362	107,699,362
Laboratory Fund					
Internally Generally	1,024,780,000	391,098,599	1,174,450,000	1,227,035,423	1,491,415805
Revenue					
Overheads	17,825,393	43,625,400	67,540,054	50,929,031	48,446,255
Total Expected	6,189,125,603	3,261,270,981	6,937,477,963	6,990,582,090	8,635,676,015
Income					
Expenditure					
Personnel	4,871,106,000	2,709,638,988	5,447,788,547	5,464,909,274	6,848,114,593
Emoluments					
Pensions	140,000,000	70,000,000	140,000,000	140,000,000	140,000,000
Overhead Expenses	1,042,605,393	434,714,999	1,241,990,054	1,277,964,454	1,539,862,060
Direct Teaching &	135,414,210	46,916,994	107,699,362	107,708,362	107,699,362
Laboratory Expenses					
Total Expenditure	6,189,125,603	3,261,270,981	6,937,477,963	6,990,582,090	8,635,676,015

The University Budgets rose from **N6**, **189**, **125**,603.00 in **2011** to **N8**, 635,676,015.00 in 2015. This showed a growth rate of about 40% in the budgetary provisions, showing a significant expansion in the University in terms of programmes, manpower, infrastructure, etc. During the period under review, the University's fiscal year was changed, **from July-June** to **January-December**.

4.2 Financial Management

4.2.1 Production of Annual Accounts

The University cleared the arrears of the Audited Accounts of the University up to December 2013 (Appendices 4.1-4.5). The 2014 accounts were ready for auditing, the University had some technical hitches. It was also the desire of the University Management to produce the 2015 Audited Accounts before the end of the year, but this could not be accomplished.

4.2.2 Internal Audit

The University has a functional Internal Audit Unit, headed by the Chief Internal Auditor who reports directly to the Bursar. The Unit undertakes pre-payment audit, post-audit, market surveys, verification of assets, special investigations, inspection of procurements, stock verifications, and audit of revenue generating and self-financing Units. The. Audit Unit also participates in various Committees to ensure effective internal control in the University. A Summary of the University's receipts are presented in Appendix 4.6.

4.2.3 External Audit of the University Accounts

The University's financial accounting year used to be from 1st July to 30th June every year. During the period under review, the accounts were audited, albeit in arrears.

4.2.4 GIFMIS/Treasury Single Accounts (TSA)

For transparency and financial control, the Federal Government introduced the Government Integrated Financial Management Information System (GIFMIS) and the Treasury Single Account (TSA).

By June 2015, the GIFMIS was fully enforced in FUTO as all Receipts and Payments under direct Government appropriation were processed by GIFMIS. These include Personnel cost, Overhead, DTLC and Capital Fund, while all other accounts were processed under the TSA. These also included TETFund, IGR and other third-party accounts. The TSA took full effect in September 2015. The initial challenge of the TSA was that all funds were mopped up and the sources were not specified. This made payment of different categories of bills difficult. Anyway, the teething problems that arose from the introduction of the GIFMIS/TSA are already being resolved.

4.2.5 Financial Position of the University as of March 31st, 2016

The financial position of the University, as at March 31st, 2016, was that FUTO had a total balance of **N2**, **120**,**289**,**197**, the details of which are in the Appendix.

4.2.6 Findings/Observations

- i. The University, in compliance with the recommendation of the Visitation Panel of 2004-2010, procured copies of the Federal Government Financial Regulations and University's Accounting Manual;
- ii. The University was yet to comply with the directive of the Visitor, following the recommendation of the Visitation Panel, to promptly have its Audited Accounts in place. The Audited Accounts of the University were in arrears as at the end of the period under review;
- iii. The University's IGR continued to dwindle even though the it had introduced commercial ventures such as FUTO Consult, FUTO Catering services, FUTO Micro-Finance Bank, FUTO Farms, etc;
- iv. There was some improvement in the Internal Audit operations of the University, as recommended by the Visitation Panel;
- v. The weak management of retirement of cash advances had persisted till the end of the period under review, and
- vi. The University should ensure that preparation of the Audited accounts should be always up to date.

4.2.7 Recommendations

- i. Each of the observations/findings highlighted above should be taken seriously by the University Management with a view to improving on the overall financial management of the Institution.
- ii. The University should intensify its efforts at Internally Generated Revenue Collection.
- iii. The IGR projects should be manned by experienced professionals in the respective areas of operation.
- iv. There should be improvement in both the Internal and External Auditsystems.

v. At all times, the External Audit Accounts of the University must be kept up-to-date.

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CHAPTER FIVE

APPLICATION OF FUNDS, GRANTS AND LOANS FOR SPECIFIC PROJECTS

TERM OF REFERENCE No. 4:

Investigate the Application of Funds, Particularly Special Grants and Loans, for Specific Projects in Order to Determine the Status of such Projects and their Relevance for Further Funding.

5.1 Funding of the University

FUTO is a fully Government-funded Agency, under the regulatory supervision of the Federal Government. The supervision is done through the NUC, Office of the Auditor-General of the Federation, Accountant-General of the Federal Ministry of Finance, and the Federal Ministry of Education. FUTO is financed by the Federal Government through the following mechanisms: Capital Grants, Personnel Cost, Direct Teaching and Laboratory Costs, and Overhead Cost. Other sources of funding include: Internally Generated Revenue (IGR), TETFund (Normal and Special Interventions) and NEEDS Assessment Interventions.

5.2 Capital Grants

5.2.1 Findings/Observations

The Panel found that Capital Grants from the Federal Government were not fully released since 2010. While the appropriation for Capital Grants amounted to N1,544,290,639.00, the actual releases amounted to N667,713,657.00 (43.24%) during the period. Most of the capital projects were completed by the University, using the IGR. The Panel established that contracts for 39 projects were awarded, but execution did not start under the 2005-2010 Administration.

The finding of the Panel was that during the period, 2011-2015, a total of 110 projects were completed. While 39 of these projects were inherited from the previous Administration, 71 were initiated and completed. Some of these projects are presented in Tables 5.1 & 5.2.

Table 5.1 Some of the projects awarded by previous Administration but completed by the 2011-2015 Administration.

S/N	Project Title
1.	Construction of a building Complex for Research and Technical Assistance for Development of Youth Training Scheme
2.	Construction and furnishing of Lecture Hall/Laboratory Block for School of Agriculture and Agricultural Technology
3.	Procurement of 140 No. Collapsible lecture theater/classroom furniture
5.	Construction of Engineering Complex
6.	Construction and Furnishing of Department of Dental Technology Building
7.	Construction and Furnishing of Department of Optical Technology Building
8.	Construction and Furnishing of Building for the School of Environmental Technology
9.	Construction and Furnishing of Lecture Theater for the School of Environmental Technology
11.	Supply and installation of Laboratory/Teaching Equipment for the Department of Mechanical Engineering
12.	Supply and installation of Laboratory/Teaching Equipment for the Department of Mechanical Engineering (Aeronautical Engineering Training Equipment)
13.	Supply and installation of Laboratory/Teaching Equipment for the Department of Polymer & Textile Engineering
14.	Supply and installation of Laboratory/Teaching Equipment for the Department of Biomedical Technology Engineering
15.	Supply and installation of Laboratory/Teaching Equipment for the Department of Food Science & Technology

S/N	Project Title
16.	Supply and installation of Laboratory/Teaching Equipment for the Department of Mechatronics Engineering
17.	Supply and installation of Laboratory/Teaching Equipment for the Department of Electrical Engineering
18.	Supply and installation of Laboratory/Teaching Equipment for the Department of Petroleum Engineering
19.	Supply and installation of Laboratory/Teaching Equipment for the Department of Mechanical Engineering
20.	Supply and installation of Laboratory/Teaching Equipment for the Department of Electronic Engineering
21.	Supply and installation of Laboratory/Teaching Equipment for the Department of Metallurgical Engineering
22.	Supply and installation of Laboratory/Teaching Equipment for the Department of Biochemistry (Laboratory Building)
23.	Supply and installation of Laboratory/Teaching Equipment for the Department of Civil Engineering
25.	Supply and installation of Structural and Soil Testing Laboratory Equipment for the Department of Civil Engineering
26.	Supply and installation of Laboratory/Teaching Equipment and Furniture for Library (Phase 2A)

Table 5.2 Some of the projects Initiated and Completed in the Period 2011-2015

S/N	Project Title
27.	Construction and Installation of 2Nos 25 KVA Solar Energy Plants at new and old academic areas
28.	Construction of School of Science Building (Department of Physics) to
29.	Supply and Installation of Laboratory/Teaching Equipment to School of Agriculture and Agricultural Technology

S/N	Project Title
30.	Supply and Installation of Solar Plants Street Lighting, for Classrooms, Lecture Theaters and Students' Hostels.
31.	Supply and Installation of 3Nos 500 KVA Perkins Soundproof Generators with accessories and construction of generator house
32.	Construction and Furnishing of School of Agriculture and Agricultural Technology (Phases I & II)
33.	Rehabilitation of Hostels A, C, E & D
34.	Construction and furnishing of School of Management Technology Complex
35.	Procurement of Equipment for School of Engineering and Engineering Technology
36.	Construction and Furnishing of School of Engineering and Engineering Technology Workshop
37.	Construction and Furnishing of Academic Staff Offices for School of Health Technology
38.	Construction and/or rehabilitation of 7 roads
39.	Procurement of 13 vehicles
40.	Construction and Furnishing of Library Complex

Details provided in Appendix 5.1.

The Visitation Panel, also, found out that during the period under review, there were 27 initiated projects and were handed over to the incoming Vice-Chancellor. The Panel observed that the University Administration defied the negative culture of abandoning projects started by previous Administrations and ensured that all inherited projects were completed. Some of the projects initiated by the 2011-2015 Administration, that suffered delays due to paucity of funds, included the construction of Research and Technology Park.

5.2.2 Recommendations

The Panel recommends that:

- i) The (2011-2015) FUTO Administration be commended for defying the negative culture of abandoning projects.
- ii) The Current FUTO Administration should be supported to complete the on-going development projects that are progressing at a terribly slow pace.

5.3 Recurrent Grants

5.3.1 Findings/Observations

During the 2011-2015 period, the Recurrent Grants appropriated amounted to N26, 205,489,933.00, out of which N26, 074,084,108.00 (99.5%) was released. The Panel found that, despite the shortfall of about N131,405,825.00, FUTO was able to pay staff salaries as at when due.

5.3.2 Recommendations

The Panel recommends that:

- i. The University Administration be commended for its ability to pay staff salaries as at when due, despite the shortfalls experienced during the period under review
- ii. The Federal Government should ensure that Recurrent Grants are released on time and as needed by the University.

5.4 Internally Generated Revenue (IGR)

5.4.1 Findings/Observations

As a Federal University, FUTO does not charge undergraduate students tuition fees. However, students are charged acceptance, hostel maintenance, as well as for ID cards, ICT, etc. Since FUTO business ventures have not been competitive, the students' fees and charges were the major source of IGR. The IGR inflows between 2011-2015 are presented in Table 5.3.

Table 5.3 IGR Inflows and Expenditure 2011-2015

Year	Budgeted, N	Actual, N	Expenditure/ Commitment, N
2011	890,990,000.00	1,139,059,974.00	1,624,576,930.00
2012	1,024,780,000.00	986,217,179.00	1,128,255,265.00
2013	1,174,450,000.00	832,368,686.00	1,275,489,036.00
2014	1,227,035,423.00	1,119,691,682.00	2,003,127,062.00
2015	1,491,415,805.00	828,478,002.00	1,797,257,079.00
Total	5,808,671,228.00	4,905,815,523.00	7,828,705,372.00

The Panel's findings show that during the period under review, FUTO was able to generate as much as 63% of its expenditure from IGR. While Table 5.4a summarizes the number, Table 5.4b presents some of the projects funded through IGR during the 2011-2015 period.

Table 5.4a: Projects Funded and Completed through IGR during 2011-2016

Year Number		Amount Paid, Naira		
2011	9	74,666,505.00		
2012 2		33,460,250.00		

2013	3	117,572,662.50
2014	1	48,813,450.00
2015	5	116,764,466.00
Total	20	391,277,333.50

Table 5.4b: Some of the Projects Executed through IGR during 2011-2015

Date of	Project Title			
Award				
January 11,	Furnishing of the Office of the Vice-Chancellor			
2011				
August 24,	Supply of Toyota Prado VLX V6 (2011 Model Full Option)			
2011				
May 8, 2012	Supply and Installation of PABX Intercom, Inverter and Air-conditioners in the Senate			
	Building			
May 8, 2012	Supply and Installation of Computers and Accessories to the Vice-Chancellor's Office			
December 11,	Rehabilitation of Federal University of Technology (FUTO) Road 1			
2013				
December 11,	Supply and Installation of Laboratory and Teaching Equipment for School of			
2013	Agriculture and Agricultural Technology (SAAT), FUTO			
April 3, 2014	Furnishing of the FUTO Guest House			
January 8,	Supply of Tables and Chairs at Council/Senate Chamber, Senate Building, FUTO			
2015				

5.4.2 Recommendations

The Panel recommends that:

- i. FUTO Management and the Governing Council should explore additional and sustainable mechanisms for IGR generation.
- ii. FUTO Management should introduce creativity and innovation in the generation of IGR.
- iii. FUTO Management should change its style of running the existing IGR enterprises.

5.5 Overhead

Direct Teaching and Laboratory Cost (DTLC):

5.5.1 Findings/Observations

The academic overhead, popularly known as DTLC, is provided for expenditure such as laboratory consumables, stationaries for teaching and examinations, field trips and equipment maintenance. During the period under review, FUTO expected N515,348,285.00 as DTLC. However, the sum of N554,357,827.00 (1007.57%) was released to the University.

Other Overheads:

The administrative heading commonly referred to as "overhead", is used to address all administrative costs. For this, FUTO received the sum of N292, 381,515.00 during the period under review.

5.6 TETFund Interventions

5.6.1 Findings/Observations

TETFund interventions constituted a great source of relief to FUTO during the period under review. FUTO received the sum of N8,233,327,998.00, consisting of N2,606,605,327.00 (Normal Intervention) and N5,626,722,671.00 (Special Intervention).

The Panel found that these interventions were used to provide physical infrastructure, academic support services (research, teaching and research equipment, staff training, conferences/workshops, publications, and scholarships) which contributed greatly to the transformation of the University.

5.7 NEEDS Assessment Special Presidential Intervention Fund

5.7.1 Findings/Observations

Following the 2013 ASUU strike, the Federal Government set up a Committee that looked into the ASUU-FGN Agreements and critical needs of public universities in the country. In September 2014, FUTO received the sum of N4,297,840,496.00 from the Federal Government to address the critical needs of the University. As of 31st December, 2015, FUTO spent the sum of N3,656,160,975.00 in such areas of needs as construction of hostels, rehabilitation of dilapidated buildings, roads and landscaping, consultancies and research.

5.8 Commercial Ventures

5.8.1 Findings/Observations

One of the areas in which the University made major impact was the rehabilitation and repositioning of FUTO erstwhile ailing business ventures and the introduction of new viable ones to boost the Institution's Internally Generated Revenue (IGR). The business ventures resuscitated included:

- i. FUTO Micro-Finance Bank Limited;
- ii. FUTO Consult Limited;
- iii. FUTO Farms Limited;
- iv. FUTO Bookshop Limited, and
- v. FUTO Press Limited.

The new business ventures established were:

- i. FUTO Water Limited, and
- ii. FUTO Guest House Limited.

The Panel discovered that despite the additional business ventures introduced by the University, the level of IGR generation remained low. FUTO recorded a total of N4,905,815,523.00 as IGR between 2011-2015 while the expenditure/commitment for the same period was estimated at N7,828,705,371.00. The low level of IGR generation might be attributed to several challenges, including ineffective business management, inadequate seed investment as well as incompetent leadership of the business ventures.

5.8.2 Recommendations

The Panel recommends as that:

- i. FUTO Management deserves commendation for the creativity demonstrated in establishing business ventures in the University;
- ii. FUTO Management should invest a reasonable amount of seed capital in the ventures to help them grow and survive in a competitive business environment;
- iii. FUTO Management should recruit competent and experienced business executives to manage the ventures, and
- iv. FUTO Management should establish an "Investment Company" with these ventures as subsidiaries for effective regulatory and oversight functions.

5.9 Externally Funded Projects

5.9.1 Findings/Observations

The Panel observed that FUTO received a range of donations and endowments in the forms of buildings, vehicles, equipment and installations, ICT equipment and training facilities as listed below:

5.9.2 Buildings and other Infrastructure:

- i. Completion and commissioning of a 174-room student hostel by the Niger Delta Development Commission (NDDC).
- ii. Construction of a Research and Development Building Complex for Oil and Gas Studies by Engr. Ernest Nwapa (former Executive Director, Nigerian Content Development and Monitoring Board) and his friends. The complex was intended to be a part of the proposed FUTO Research and Technology Park; and
- iii. Construction of the Centre for Agricultural Research and Extension (CARE) by Chief John Bosco Ozigbu (a Port Harcourt-based Business Executive).

5.9.3 Vehicles:

- i. An 18-seater utility bus, equipment for geological mapping and a cash grant of N1.05 million to Geology Department by Agip Energy (Nigeria) Limited.
- ii. An 18-seater bus to FUTO by Engr. Dr. M. Darma, Executive Secretary of the Petroleum Technology Development Fund (PTDF).
- iii. A Hyundai SUV 2015 model, to FUTO by Zenith Bank Plc.
- iv. An Innoson INV-G5 Transport Vehicle, to FUTO, courtesy of Engr. Emeka Eze, as Director General, Bureau for Public Procurement, the Presidency, Abuja.
- v. A Hyundai salon car and No.5 million for logistics support and vehicle maintenance, to FUTO by the Global Trend Insurance Brokers Limited.

5.9.4 Equipment, Installations and Facilities:

 Five (5) Geology and Geophysics Petrel Version Licenses, together with full installation of operational equipment and facilities for research and development functions (at a total cost of USD 2.1 million), to the Department of Geology, by Schlumberger Nigeria Limited.

- ii. Engineering facilities valued at over N45 million to the Department of Petroleum Engineering (as a back-up for the sustenance of a Shell Professorial Chair) by Shell Petroleum Development Company (SPDC).
- iii. Environmental Health Laboratory Equipment valued at over N22 million to the Department of Public Health Technology by the Environmental Health Officers Registration Council of Nigeria (EHORECON); and
- iv. Field survey equipment valued at about N1.0 million to FUTO by Ven. (Dr.) and Mrs. A.C. Chukwuocha of the Department of Surveying, School of Environmental Sciences, and FUTO.

5.9.5 ICT Equipment and Training Facilities:

- i. 110 Laptops, two (2) units of 5.5 KVA generators and other ICT accessories to FUTO by Nigerian Communication Commission (NCC).
- ii. 45 Computers to FUTO by Mobil Producing Unlimited, an Oil and Gas Multipurpose Company operating as part of Nigeria Joint Venture Company Partners.
- iii. 25 HP laptops to FUTO by First Bank Nigeria Ltd.
- iv. 5 sets of desktop computers together with UPS units and one unit of TOPCON optical theodolite by the Chairman and members of the Nigerian Institute of Surveyors, Imo State Branch.
- v. 3 multimedia projectors and one (1) iPad to FUTO by the Association of FUTO alumni in diaspora.
- vi. Two (2) HP laptops to FUTO by Engr. J.K. Obichere.
- vii. One (1) HP laptop and a scanner to FUTO by Engr. L. Onyema; and
- viii. One (1) HP laptop to FUTO by Mr. M.O. Akhidime.

5.9.6 Other Donations and Gifts to FUTO:

- i. Campus FM Radio Broadcast Equipment by Media Aid Doctors through the auspices of the National Orientation Agency.
- ii. A mobile x-ray machine by Zenith Medicare Limited, a healthcare management NGO.
- iii. The sum of four hundred and twenty-six thousand four hundred and eighty-four Naira sixty kobo (N426, 484.60) for the procurement of sports development equipment and facilities.
- iv. Books and journals to University Library by Sir Emeka Offor Foundation.
- v. One (1) Sharp photocopier by Engr. Paul Okon.
- vi. A new Link Rick LM 50 Spiral Dough Mixer (for use in the Department of Food Science and Technology) by FUTO alumna, Mrs. Nkeiru Ajoku, Managing Director, SUNIC Foods Limited.
- vii. Books to FUTO University Library by Engr. Dr. L.O. Uzoechi;
- viii. A TOPCON optical theodolite by Surveyor M.C. Ozowara; and
- ix. One (1) pack of HP Desk Jet Ink by Engr. (Mrs.) O. Amachukwu.

The Panel found that the University Management, in the period 2011-2015, attracted a lot of grants and donations to complement its efforts in providing better infrastructure, equipment, facilities and supplies, in its quest for academic excellence.

5.9.7 Research and Development (R&D) Projects

In addition to the existing Centres (Institute of Erosion Studies (IES), Centre for Agricultural Research and Extension (CARE) and Centre for Energy and Power Systems Research (CESPSR)), the University established the following:

- i. Institute of Women, Gender and Development Studies.
- ii. Centre for Research and International Development.
- iii. Centre for Public Procurement, Research and Training.

- iv. Centre for Nuclear Energy Studies and Training.
- v. Centre for Human Resource Development; and
- vi. Institute of Environmental Health and Justice.

These Centres were expected, not only to engage in research but also to contribute to the University's IGR, through commercialization of R&D outputs. It was not possible for the Panel to establish if these Centres generated any research outputs that had potential for commercialization in the period under review. Interactions with some of the Directors of the Centres revealed the existence of **capacity constraints** in R&D-related activities and principles. In addition, the University Research Policy does not adequately address the mechanisms for commercialization of R&D output generated by the University.

5.9.8 Recommendations

The Panel recommends that:

- i. The University Management should be commended for the creativity and foresight demonstrated through effective partnerships.
- ii. The University Management should embark on an intensive capacity development programmes in the areas relevant to applied research and its commercialization as well as research project/portfolio management; and
- iii. The University Management should review its Research Policy to develop a more comprehensive Research Policy as well as Intellectual Property Policy.

5.9.9 Due Process

5.9.9.1 Findings/Observations

The University has established mechanisms for ensuring due process in the execution of projects. The Units responsible for ensuring Due Process include: Physical Planning and Development, Directorate of Procurement and Estate and Works Department. Operational

guidelines and procedures for these units are clearly described in the Handbook of Administrative Procedures (2016 Edition) of FUTO. However, interactions with the Directors of these units as well as physical inspection of completed and on-going projects revealed that:

- FUTO does not follow standard project management procedures in project development, execution as well as monitoring, evaluation, and control. Consequently, the University experiences low projects' success rates and quality in terms of scope, schedule, and costs.
- ii. FUTO does not have a Maintenance Policy. Therefore, facilities are maintained on a run-to-failure basis.
- iii. It is difficult to monitor and control externally funded projects, especially in a situation where the contract is awarded by the funding agency.

5.9.9.2 Recommendations

The Panel recommends that:

- i. The University Management should, regularly, provide training opportunities for the staff of Physical Planning and Development, Procurement Unit and Estate and Works Department, to enhance their capacity for projects development and management. The staff should also be encouraged to engage in continuous professional development activities to keep abreast with current trends in the field.
- ii. The University Management should endeavour to develop a fit-for-purpose Maintenance Policy to help reduce cost and improve system reliability, and
- iii. The Governing Council and University Management should be encouraged to engage with projects donors/sponsors to ensure adherence to Due Process in the implementation of externally funded projects.

CHAPTER SIX

ADEQUACY OF STAFF AND STAFF DEVELOPMENT PROGRAMME IN FUTO

TERM OF REFERENCE No. 5:

To examine the adequacy of Staff and Staff Development Programmes in each University

6.1 Adequacy of Staff

6.1.1 Findings/Observations

In the effort of the Federal Government to ensure academic quality in all institutions of higher learning in the country, it has a Quality Assurance policy propagated and enforced by the National Universities Commission (NUC). Aspects of the policy stipulate a balanced teacher-student ratio (Table 5.1) which all Universities must comply with, a mix of academic staff composition in a degree awarding programme, staff balance between academic and non-academic staff and the recently introduced policy that academics of senior lecturer and above must possess a PhD degree.

Table 5.1: NUC Teacher-Student Ratio

S/NO.	Programme	Ratio
1	Agriculture, Forestry, Engineering	1:15
2	Technology, Environmental Science	1:15
3	Science	1:20
4	Management Technology, Education	1:30

The Panel observed that staffing at FUTO in the academic category was grossly inadequate both in number and spread across all ranks (Appendix 6.3). For example, the total number of teaching staff for the sessions 2011/2012, 2012/2013, 2013/2014 and 2015/2016 were 1012, 1119, 775, and 1309, while the population of students within the same time stood at 17429, 20597; 20039, 12644 and 22477, respectively. Apart from the academic year 2014/2015, there was gross inadequacy in the number of academic staff, going by NUC benchmark of 1:15 teacher:student ratio as in Table 5.2.

Table 5.2: Average teacher-student ration in FUTO

SESSION	NO TEACERS	NO STUDENTS	RATIO	REMARK
2011/2012	1012	17429	1:17	Inadequate
2012/2013	1119	20597	1:18	Inadequate
2013/2014	775	20039	1:26	Inadequate
2014/2015	820	12644	1:15	Adequate
2015/2016	1309	22477	1:17	Inadequate

- (ii) FUTO has, over the years, made impressive efforts to employ more teachers to remedy the shortage of academic staff, as can be seen from the successive improvement in the teacher:student ratio;
- (iii) Staff inadequacy was of varying degrees in different Departments of the University,
- (iv) FUTO was far from attaining the 35% total number of academic staff stipulated for senior lecturer cadre by NUC,
- (v) The Panel also took into consideration the number of Universities in the country which has made the supply of various categories of qualified academic staff difficult. Furthermore, recruitment of foreign staff has become extremely difficult due to the challenges of insecurity being experienced in the country.
- (vi) The Panel observed that FUTO had an approved Scheme of Service but there was no document on staff establishment stating the number of positions approved for each rank and cadre.

6.1.2 Recommendations

The Panel recommends that:

- i. The University Management should look inward by initiating a robust crash programme of staff development, and
- ii. The University should encourage its staff to take advantage of the many external training opportunities and scholarships to acquire higher degrees.

6.2 Adequacy of Staff Development Programmes

6.2.1 Findings/Observations

- I. The Panel observed that, the University Administration placed emphasis on training and development of its staff, many of whom were encouraged by way of fellowships and study leave to obtain higher degrees, both locally and internationally (Appendix 6.5-6.6).
- **II.** FUTO Administration executed the following staff development programmes (Appendix 6.1):
 - i. Sponsored 122 staff (67 M.Sc. and 55 PhD) on study fellowship, between 2011 and 2016.
- ii. Supported 48 staff to secure TETFund research grants (Appendix 6.4).
- iii. Sponsored about 3,234 staff to attend conferences and workshops.
- iv. Sponsored the exchange components of the University's links agreements with foreign Universities to improve staff development, and
- v. Supported 47 staff of the University to attend conferences/workshops, through the NUC-backed NEEDS Assessment Intervention Programmes.
- **III.** The Panel found that some of the staff sponsored for postgraduate programmes abroad, in Europe and North America, failed to return to the University. When contacted, they opted to resign their appointments and refund monies paid to them during the periods of sponsorship.
 - Table 5.3-5.4 presents <u>a summary</u> of the staff development as evidence of our observations.

Table 5.3: Study Fellowship

S/NO	School /Unit	School /Unit PGD		Ph.D
1	SAAT	-	8	12
2	SEET	-	15	23
3	SOSC	-	18	6
4	SMAT	SMAT - 11		9
5	SOES	- 2		ı
6	SOHT	-	1	1
7	DGS	-	1	1
8	IES	-	1	-
9	Library	-	1	2

S/NO	School /Unit	PGD	Msc.	Ph.D
10	Non-teaching	1	9	2
	TOTAL	1	67	55

Table 5.4: Summary of Staff Attendance at Conferences and Workshops, 2011-2016

DEPTS/UNITS	2011	2012	2013	2014	2015	2016	TOTAL
Registry	19	53	37	42	48	23	222
Bursary	21	44	42	57	65	22	251
University Library	9	17	22	19	16	11	94
VCs office	8	9	18	13	19	9	76
DVC (Academic)	2	3	3	4	4	2	18
DVC (Admin.)	1	3	5	5	2	-	16
PP&D	4	5	8	6	10	5	38
AP&D	3	3	2	1	4	1	20
Estate & Works	3	4	9	6	13	8	43
SWEIS	-	1	4	3	2	1	11
UCC	-	3	3	2	2	-	9
ICTC	7	7	10	3	3	1	31
Bookshop	3	5	5	-	2	-	15
Audit unit	-	2	9	9	12	2	24
FISO	1	4	1	4	8	5	23
USS	-	5	6	4	9	10	34
Quality Assurance	-	1	3	1	1	1	7
Linkages &Adv.	1	1	5	3	2	3	15
Security	-	-	2	4	3	-	9
Catering Unit	1	7	-	-	-	-	8
Institute of Erosion Studies	-	2	2	2	2	3	11
Student Affairs	-	4	8	6	7	-	25
OUD	1	3	5	4	5	3	21
CARE	-	-	2	3	-	2	7
CRID	-	1	2	3	3	2	11
Servicom	-	1	3	2	2	-	8
IPPA	-	1	3	2	2	-	13
CIFE	-	1	31	2	-	-	34
CIS	-	6	7	7	6	2	28
IWOGDS	1	15	22	24	28	30	120
CCE	3	3	11	6	10	28	61
DGS	2	8	4	2	7	2	25
Health Services	-	4	13	6	17	26	66
CHRD	-	-	-	2	2	-	4
IPPTD	-	1	1	2	-	7	11
CEPSR	-	-	2	1	4	3	10
ІЕНЈ	-	-	2	-	-	4	4
CES	-	1	1	1	2	-	5

Table 5.5: Summary of staff attendance at conferences and workshops from 2011-2016

SCHOOLS	2011	2012	2013	2015	2016	TOTAL
SAAT	28	65	123	88	54	473
SEET	29	72	144	137	61	564
SMAT	5	25	36	43	48	181
SOBS	3	6	27	42	37	141
SOES	4	10	22	16	18	81
SOHT	10	16	40	47	22	172
SOPS	10	18	36	36	37	157
PGS	1	3	11	5	1	27
SEET	29	72	144	137	61	564

6.2.2 Recommendations

The Panel recommends that:

- The University should implement a policy whereby graduating students with first class degrees from each school should be granted automatic study fellowships, after NYSC, to proceed for higher degrees,
- ii. FUTO Administration should encourage as many staff as possible to take the advantage of scholarships offered by TETFUND and other donor agencies,
- iii. The University should make a deliberate effort to attract and retain staff by providing a good and conducive working environment, well-furnished offices with toilets and residential facilities,
- iv. FUTO, as a specialised University, should intensify its research activities so as attract more external grants,
- v. The University Administration should increase its budgetary allocations substantially for the benefits of its staff, and
- vi. FUTO should use 10% of its Internally Generated Revenue (IGR) for the next ten years for the development of staff quarters on campus for the benefits of its staff.

6.2.3 Staff Discipline

6.2.4 Findings/Observations

Staff discipline is an important component of work ethics, without which there can be neither efficiency nor productivity. Therefore, every University has provisions for the discipline of staff, academic and non-academic, senior and junior staff. At FUTO, there is a Council/Senate Disciplinary Committee which handles cases of senior members of staff while matters affecting junior staff are handled the Management.

The Panel observed that:

- i. FUTO has joint Council/Senate Senior staff Disciplinary Committee which acts as designated in section 14[1] of the University Law,
- ii. The University also has a Junior Staff Disciplinary Committee which handles disciplinary cases involving Junior staff,
- iii. The Committee followed due process in the cases presented to it, during the period under review; .
- iv. Administrative Panels were set up; they investigated the cases and made recommendations to the Senior Staff Disciplinary Committee.
- v. The Senior Staff Disciplinary Committee considered the reports of the Panels, made recommendations, and presented the outcomes to Council which took the final decisions.
- vi. Two Disciplinary cases of dereliction of duty were brought against Mr. Victor O. Unegbe and Dr. O.B. Udikom. Both offences were committed in 2014. The allegations were investigated, the staff heard, and they were found to be guilty of the offence,
- vii. The The Panel found that the Disciplinary Committee was not consistent in the
- viii. Punishments meted out to different staff for same offence. For instance, in the offence of Gross Misconduct involving Mr. Victor O. Unegbu and Dr. O. B.

Ndikom, Mr. Unegbu's appointment was terminated while Dr. Ndikom's punishment was a mere reduction in rank, as shown in Table 5.6 and Appendix 6.2.

Table 5.6: Report of the Joint Council/Senate Senior Staff Disciplinary Committee

S/N	NAME	SP.NO	DESGNATION	YEAR	NATURE OF OFFENCE	DISCIPLINARY MEASURES
1	Mr Victor O.	2474	Assistant lecturer	March 9,	Gross	Termination of
	Unegbe			2016	Misconduct	Appointment
2	Dr O. B.	2490	Senior lecturer	May 27,	Gross	Reduction in Rank
	Udikom			2015	Misconduct	

6.2.5 Recommendations

The Panel recommends that:

- i. The staff and students of FUTO need to be well informed about examination ethics and malpractices, and their consequences;
- ii. Allocation of course (s) to lecturers should be based on areas of specialization, and
- iii. FUTO should organize orientation programmes at the beginning of every session and for both staff and students on examination malpractices and their negative implications.

6.2.6 Staff Welfare

In every organization, the welfare of its staff must be given priority as it promotes hard work, dedication and discipline.

The Panel observed that:

- During the period under review, FUTO embarked on various welfare provisions intended to motivate its staff and encourage them to be more effective and productive. They included good office accommodation, transportation, healthcare services, recreational facilities, etc.
- (ii) FUTO treated staff welfare as a priority;
- (iii) The University introduced the payment of transport welfare of five thousand naira and three thousand naira, to senior and junior staff, respectively;
- (iv)The Administration distributed Christmas gifts to all staff of FUTO;
- (v)During the period under review, FUTO, bought new buses to enhance transportation on campus;
- (vi)The Administration has taken steps to improve service condition and work environment of staff on campus, and
- (vii)The University, during the period under review, introduced staff awards to encourage hard work commitment and dedication to duty.

6.2.7 Recommendations

The Panel recommends that:

- i. FUTO should be encouraged and supported to sustain the welfare services that it provides for its staff, and
- ii. The University Management should be commended for its robust acts of welfare packages to staff during the period under review.

CHAPTER SEVEN RELATIONSHIP BETWEEN FUTO AND THE VARIOUS STATUTORY BODIES IT INTERACTS WITH

TERM OF REFERENCE NO. 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 (Governing Council, NUC and the Federal Ministry of Education)

7.1 Role of the Visitor

7.1.1 Background

For a University to operate effectively, the various stakeholders must cooperate and work in harmony, from the highest to the lowest - Visitor, Supervising Agencies, Council, Management, Senate, Congregation, etc. As in all Federal Universities, the law establishing the Federal University of Technology, Owerri (FUTO), has the President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria as the Visitor to the University. In this capacity, he appoints the Chancellor, Pro-Chancellor/Chairman and Members of the Governing Council of the University. The Visitor institutes a Visitation to the Federal Universities every five years. The last Visitation to FUTO covered the period, 2006-2010.

7.1.2 Finding/Observations

The Panel observed that there was substantial compliance with most of the Visitor's directives in the White paper. For instance, the Governing Council of FUTO was directed to investigate further some disciplinary matters involving eight persons. The Council did as directed, the result of which was that six out of the eight staff affected, were reinstated.

7.2. Relationship with the Federal Ministry of Education

The Federal University of Technology, Owerri, like all other Federal Universities in the Country, is a Parastatal under the Federal Ministry of Education. However, the University

hardly deals directly with the Ministry except in terms of channeling communications on invitations to the Visitor to attend the University Convocation and other important ceremonies. Circulars emanating from the Federal Ministry of Education to the Universities are channeled through the National Universities Commission.

The Panel observed that there was cordial relationship between the Federal Ministry of Education and the University Management.

7.3 Relationship with the National Universities Commission (NUC)

7.3.1 Findings/Observations

The National Universities Commission (NUC) as the supervising agency of all the Universities in the country, is responsible for interpreting the application of Federal Government Circulars to the Universities. It is also responsible for quality assurance in terms of approving new academic programmes, designing curricular and providing Minimum Academic Standards for all programmes. As part of its quality assurance functions, the NUC also conducts resource verification for newly approved programmes as well as Accreditation visits to the Universities, from time to time.

The Panel observed that there was good working relationship between FUTO and the National Universities Commission.

7.4 Relationship with the Governing Council

7.4.1 Findings/Observations

The Governing Council is appointed by the Visitor and represents the Government in the University as it performs its functions of superintendence over Policies, Finances and Properties of the University. The Council does not have any direct relationship with the National Universities Commission, as a supervising agency. The Pro-Chancellor and Chairman of the Governing Council, and the other members of the Council are responsible for superintendence over the policies, finances, and properties of the University. The

Council is expected to hold a maximum of four (4) meetings in a year but may call for special meeting when the need arises.

The composition of FUTO Council was in keeping with the extant law of the University – five external members, representing a variety of interests in the Nigerian society. The Vice-Chancellor and Deputy Vice-Chancellor (3) are ex-officio members of the Council. There are six internal members, four of whom are selected from the Senate and two from the Congregation. The Pro-Chancellor presides over the meetings of the Council as well as that of the Finance and General Purposes Committee (F & GPC) of the Council.

7.4.2 Recommendation

The Panel recommends that the University Management should sustain the good working relationship with the statutory bodies it interacts with.

CHAPTER EIGHT

THE LAW ESTABLISHING FEDERAL UNIVERSITY OF TECHNOLOGY, OWERRI

TERM OF REFERENCE No.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 competent authorities and also suggest any modifications to the law.

8.1 Law Establishing the Federal University of Technology, Owerri

8.1.1 Findings and Observations

- (i) The processes and steps taken to get the body of laws establishing all the Universities of Technologies in the country, including the Federal University of Technology, Owerri (FUTO), were marked by many hiccups. The first step was in (1980) when a Provisional Council was established by the then Executive President, Alhaji Shehu Aliyu Shagari, GCFR, with a mandate to establish and operate a Federal University of Technology in Imo State of Nigeria. This intention was to be followed by the regularisation of the Council and the establishment of the University through the enactment of an appropriate law by the National Assembly.
- (ii) This legislative process was aborted by the Military Coup of 1983. In July, 1986, however, the Military Government resurrected this noble idea, once again, by the promulgation of the Federal Universities of Technology, Decree No, 11 of 1986. The Decree provided for the establishment of three Universities of Technology in Nigeria, including FUTO. Allowances were made in the law for matters of administration and discipline of staff and students as well as some measures of protective insulation for the Institution as a statutory body. Recognizing the long gap between the commencement of the University and the law that established it,

- retroactive/transitional provisions, approving its actions and functions, were built into the Decree.
- (iii) At a point, the need to harmonize arose for the existing laws to be modified to reflect the ideas of democracy, especially when the Military exited power. It was then that the Federal Universities of Technology Decree No. 11 of 1986 was changed to the Federal Universities of Technology, Act Cap.143 laws of the Federation of Nigeria, 1990.
- (iv) There were other Military Decree (s) of general application to Universities controlled by the Government of the Federation. The Decree(s) had direct bearing on the administration of the universities. These are the Universities (Miscellaneous Provisions) (Amendment) Decree No.55 of 1993, Universities (Miscellaneous Provisions) (Amendment) Decree No.55 of 1993 and the Universities (Miscellaneous Provisions) (Amendment) Decree No.25 of 1996.
- (v) These laws amended the composition of the Council of the Universities, redefined the tenure of Vice-Chancellors and the selection process for the appointment of Vice-Chancellor; determined the tenure of Principal Officers, reviewed the retiring age of academic staff in the university and made special provisions relating to the pension of Professors.

There was a further revision of the laws of the Federation of Nigeria in 2004. In this edition, all the laws that had direct bearing with administration in the Nigerian University System (NUS) were harmonized and incorporated in a single body of law cited as the Federal Universities of Technology Act, Cap. F23, Volume 7, laws of the Federation of Nigeria, 2004.

The operations of the Universities were, at the time, also governed by the following statutes:

- i. The Universities (Miscellaneous Provisions) (Amendment Act) 2003
- ii. The Federal University of Technology Owerri Standing Order 2006
- iii. The Universities (Miscellaneous Provisions) (Amendment) Act 2012

8.2 Relationship between Various Internal Organs, Units and Offices

8.2.1 Findings/Observations

The Panel observed that there existed a cordial relationship between the various internal organs, units, and offices in the University during the period under review.

8.3 Ways the Law has been Observed by Competent Authorities

8.3.1 Findings/Observations

By the law establishing the Federal University of Technology, Owerri, as in other Federal Universities of Technology of the Federation, the legal framework of the University comprises, in the order of precedence:

- (i) Visitor
- (ii) Chancellor
- (iii) The Pro-Chancellor
- (iv) The Council
- (v) Vice-Chancellor
- (vi) Senate
- (vii) Congregation and
- (viii) Convocation.

The functions of each of the organs and relationships among them are clearly defined in the Act. The Visitor conducts a visitation to the University as often as circumstances may demand but, usually, not less than once every five years. The University authorities have a duty to co-operate always with the Visitation Panel so appointed by the Visitor, in pursuance of the laws; they are to provide necessary facilities and information. The Chancellor, who takes precedence over all other members of the University, presides over

all meetings of Convocation held for the conferment of degrees, diplomas and certificates of the University. The Pro-Chancellor presides over all meetings of the Council which is charged with the general control and superintendence over the policies, finances and properties of the University. As a general function, the Vice-Chancellor directs the day-to-day activities of the University; he/she is the Chief Executive Officer/Accounting Officer of the University as well as Chairman of Senate.

The Panel observed that the Vice-Chancellor of FUTO, during the period under review, complied with the existing laws, rules and regulations of the University. As the Chairman of Senate, the highest academic Organ of the University, the Vice-Chancellor sought to ensure efficiency in research, teaching and learning; in the management of quality assurance, control of student admissions, welfare and discipline of staff and students.

In relation to compliance with the law, the Panel observed that the Administration allowed all the major Organs of the University to discharge their functions unhindered. During the Panel's interactions with the Senate of the University, Congregation, staff and student unions, there was ample freedom of expression and opinions on matters affecting the interest and welfare of various groups as well as the collective interests of the University. In all, the hierarchy of authority/chain of command is respected across the University.

8.3.2 Recommendation

The Panel recommends that the Management of FUTO, for the period under review, be commended for its substantial compliance and adherence to the provisions of the law establishing the University.

8.4 Consideration of Necessary/Desirable Modifications to the law to Enable FUTO Achieve its Objectives.

8.4.1 Findings/Observation

Throughout the Panel's interactions with various stakeholders of the University, there was no suggestion for the modification or amendment of the Act of FUTO, nor, indeed, of any provisions of the laws governing Nigerian Universities, generally. The Panel interprets this to mean that there are no issues with the laws as they stand.

8.4.2 Recommendation

The Panel recommends that there should be no modification to the laws of FUTO as they exist. All that is needed is the correct application of the laws and proper discharge of justice.

CHAPTER NINE

HISTORICAL EVOLUTION OF FEDERAL UNIVERSITY OF TECHNOLOGY, OWERRI

TERM OF REFERENCE NO. 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 Achieve the Objectives Set for it.

9.1 Historical Evolution of FUTO

- i. The Federal University of Technology, Owerri (FUTO), was first established in October 1980. This epoch-making event was pursuant to the decision of the Federal Executive Council, under the leadership of President Shehu Shagari, *GCFR*, to establish a University of Technology in each geo-political zone and particularly in a State which did not have a conventional University. The establishment of the University of Technology was considered a welcome innovation in Nigeria's educational system. The University is structured to provide and promote sound basic scientific training as a foundation for the development of Technology and applied sciences relevant for overall national development.
- ii. FUTO was the first of the three such Universities set up by the Federal Government of Nigeria to commence operations effectively. It commenced operations on November 28, 1980, in the premises of the old Government Technical College (GTC), Owerri, with a compliment of staff seconded from the Imo State Civil Service, with only the school of Natural and Applied Science (SNAS) later renamed School of Sciences. The University relocated to a rented premise at plot 97, Ikenegbu Layout, Owerri. It later moved to the Lake Nwaebere Campus, named after a seasonal Water point which floods a section of the Campus during the rainy season. The movement to the Lake

Nwaebere Campus, at the instance of the Federal Ministry of Education, Lagos, was to enable the commencement of academic activities in the University. This gesture, on the part of the Government, placed at the disposal of the University, the few facilities at the site, originally conceived as the permanent site of the Federal Government Girls College, Owerri. This comprised some residential facilities for staff and students, classrooms, laboratories and a library block. Not long after, the facilities became inadequate for the increasing number of staff and students. To meet this pressure, a set of other facilities, a large lecture theatre and a multi-purpose hall and engineering workshop were developed at the temporary site. Three new undergraduate schools were established, namely, the School of Engineering and Engineering Technology (SEET), School of Agriculture and Agricultural Technology (SAAT) and the School of Management Technology (SMAT).

- iii. An important landmark was reached on 13th December, 1986, when the University conferred degrees on 67 students as its first graduands, all from the School of Natural and Applied Sciences. By then, all the four schools and General Studies Unit were fully established.
- iv. On 13th December, 1987, the University, for the first time, played host to the Visitor, General Ibrahim B. Babangida, President, Commander-in-Chief of the Nigerian Armed Forces. The Visitor's presence was historic as the University also made another landmark by graduating students from all the four schools. FUTO started her Post-Graduate School in 1989.
- v. Within two decades of its existence, a number of academic support units like the Library Information System, University Farm, Centre for Industrial System and the Management Information System Units were established in addition to the School of Health Technology.
- vi. An important landmark in the University's history was when it acquired 4,580 hectares of land for a permanent site. This expansive land spans the southern part of the New Owerri up to the Western section of Owerri-Port-Harcout Road and the Eastern Section

- of Owerri-Aba Road. Work on the new site began in 1985 but development was painfully slow due to the lack of take-off grant from the Federal Government.
- vii. Another milestone of the University was the physical movement from its temporary Lake Nwaebere site to the permanent site at Ihiagwa, in January, 1993.
- viii. FUTO, which started with an undergraduate intake of 225 students in the 1981/1982 Session, now has over 22,000 students (see more in ToR 4). Its staff strength has also grown proportionately over the years to carter for the increasing number of students.
 - ix. Professor Umaru Deshi Gomwalk was appointed the first Vice-Chancellor (1980-1987). He was succeeded by Prof. Ama Nduka, as the second Vice-Chancellor of the University (1987-1991). Engr. Prof. C.O.G. Obah was appointed as the third Vice-Chancellor of the University from (1992-1999). He was then succeeded by Prof. J.E. Njoku, who took office as the fourth Substantive Vice-Chancellor (2000-2005). The fifth Vice-Chancellor, Prof. C. Onwuliri, took office from (2006-2011) and was succeeded by Prof. C.C. Asiabaka as the sixth Vice Chancellor from (2011-2016.)

9.2 Net Achievements

FUTO, in its quest for development, passed through successive Administrations, under various Vice-Chancellors and different Governing Councils. Each Vice-Chancellor, contributed differently to the growth and consolidation of the University.

The overall growth of FUTO was noticeable in the areas of teaching and learning environment, landmark infrastructure development, expansion of academic programmes, as well as research and development activities. In addition, the University broke new grounds in the areas of staff development and capacity building as well as the sourcing and application of funds from key agencies such as TETFund, PTDF, NLNG, Central Bank of Nigeria, etc. The innovations introduced in the University during the period under review include:

i) Expansion of Existing Schools and Creation of New Programmes

Senate at its 388th meeting, held on February 26, 2015, approved the splitting of the School of Science into two Schools as follows:

- a) School of Biological Sciences (SOBS)
 - Department of Biology;
 - Department of Biochemistry;
 - Department of Bio-technology, and
 - Department of Microbiology.
- **b**) School of Physical Sciences
 - Department of Chemistry;
 - Department of Computer Science;
 - Department of Geology;
 - Department of Mathematics;
 - Department of Physics;
 - Department of Statistics, and
 - Department of Science Laboratory Technology.

ii) Renaming of School of Environmental Technology (SOET) as School of Environmental Sciences (SOES)

Senate at its 388th meeting, held on February 26, 2015, renamed the School of Environmental Technology (SOET) as School of Environmental Sciences, in line with the recently released Benchmark Minimum Academic Standards (BMAS) in Environmental Sciences.

iii) Creation of New Departments

The University Senate approved the creation of the following Programmes and Departments:

Department of Anatomy;

Department of Physiology;

Department of Mechatronics Engineering;

Department of Environmental Health Science, and

Department of Financial Management Technology

iv) Creation of School of Medical Sciences

In preparation for the establishment of a Medical School, the Senate at its 405th meeting, held on April 26, 2016, approved the creation of the School of Medical Sciences to house the Departments of Anatomy, Physiology and Medical Biochemistry.

v) Review of Academic Regulations for Undergraduate Students

The University Senate reviewed, updated, and approved the Academic Regulations for Undergraduate Students to cover the period, 2014-2019. At its 395th meeting, Senate amended Section 26.(C) of the Academic Regulations for Undergraduate Students which now stipulates the punishment for impersonation to be rustication for a minimum of two academic sessions, instead of expulsion.

On the issue of rustication, the Panel observed that rustication for two academic sessions was too harsh and too long; a punishment of rustication for one session would be more appropriate.

vi) Change of Nomenclatures of some Departments and Degrees

The nomenclatures of the following Departments were changed:

- i. Department of Agricultural Engineering changed to Agricultural and Bioresources Engineering, and
- ii. Department of Prosthetics and Orthopaedics changed to Prosthesis and Orthotics

The nomenclatures of the Degrees awarded by the following Departments were changed from B.Tech. to B.Sc.:

- iii. Department of Public Health;
- iv. Department of Dental Technology, and
- v. Department of Prosthetics and Orthotics

vii) Enforcement of the Withdrawal Policy of Students with CGPA of below 1.00

For quality assurance and to bring back the spirit of hard work and competitiveness that characterises FUTO students, the Senate reiterated its commitment to implement the policy of withdrawal of students with CGPA of less than 1.00.

viii) Establishment of the Joint University Preliminary Examinations Board

The University Senate, at its 385th meeting, held on September 30, 2014, approved the use of Joint University Preliminary Examinations Board (JUPEB) for Direct Entry Admission into the University.

9.3 Challenges, Style and Sense of Direction

9.3.1 Challenges

The Panel found that the challenges faced by the University during the period under review varied as time went by. In 2011, the University Management x-rayed the overall status of the University and found that a series of challenges hindered progress and undermined the efforts made by successive University Administrations in FUTO. These challenges include:

- i) Inadequate commitment from University stakeholders;
- ii) Inadequate infrastructure, especially lecture halls, laboratories, and office accommodation;
- iii) Inadequate and ineffective service delivery in terms of teaching and research;
- iv) Faulty and inefficient administration of examinations, plus the rising challenge of examination malpractices;
- v) Work inefficiency and inadequate supervision and monitoring of staff;
- vi) Poor work attitude, inadequate motivation;
- vii) Poor Host Community–University relationship;
- viii) Inadequate hostel accommodation for students and absence of staff residential quarters, and
- ix) General *laissez faire* attitude of staff and students, owing to poor service orientation and study commitment.

By the end of the period under review, the challenges faced by the University included:

- i) Inadequate funding;
- ii) Encroachment on University land;
- iii) Perimeter fencing;
- iv) Insecurity, and
- v) Poor work ethics of some staff.

The Panel observed that, in response to perceived challenges, the University Management developed a Strategic Plan (2011-2016) and Policy Guidelines and Management Principles for the purpose of re-positioning the University to achieve its mandate and service delivery obligations. However, while some of the challenges were mitigated, other ones emerged over the period.

9.3.2 Style and Sense of Direction

The University Administration stated its vision as: "To reposition FUTO to be a top-ranked first-class Institution of excellence in technological knowledge production and dissemination through teaching, research and service to humankind". The Vice-Chancellor at the time stressed his guiding principle and mantra as "Quest for Excellence", taking into account the need to move the University forward. The Administration outlined its guiding principles which included:

- i. Focused leadership;
- ii. Transparency and accountability;
- iii. Discipline and devotion to duty;
- iv. Equity and fair play;
- v. Teamwork and functional division of labour;
- vi. Observance of proper channels of communication, and
- vii. Due process and cost effectiveness in all University transactions.
- viii. The University formulated a policy statement that outlined ways of actualising the Vice-Chancellor's mission of "Quest for Excellence" in a stable, conducive, and sustainable University system. These include:
 - a. The adoption of an open and democratic leadership approach;
 - b. Pursuit of qualitative training and capacity building at all levels;
 - c. Promotion of staff and students' welfare;
 - d. Exploration of new sources of funding for University self-reliance;
 - e. Promotion of research:
 - f. Development of community-university mutual relationships, and
 - g. Positive outreach initiatives and beneficial University linkages.

The University Administration reviewed and updated its Strategic Plan that spelled out the goals, objectives and targets guiding the various activities and projects, mapped out by the University for the period, 2011-2016. The goals outlined in the Strategic Plan are as follows:

- i) Achieving comprehensive and qualitative strengths in undergraduate programmes;
- ii) Establishing and sustaining first class professional, postgraduate and research programmes;
- iii) Establishing a healthy, academic, gender-sensitive and conducive teaching and learning environment;
- iv) Pursuit and promotion of high-quality purpose-oriented research activities;
- v) Grooming and sustaining highly qualified and experienced academic and administrative staff of national and international standards;
- vi) Promotion of increased generation and efficient utilisation of resources for sustainability of the University and its programmes;
- vii) Facilitating increased provision of Information and Communication Technology (ICT) for full computerisation of University activities;
- viii) Promoting increased participation of a diverse range of stakeholders in the University development and goals attainment;
- ix) Re-activating and strengthening of FUTO's Economic Ventures;
- x) Adopting efficient and effective management policies for the attainment of international standards;
- xi) Massive development of infrastructure and physical facilities for the development of a functional and sustainable University community;
- xii) Promoting quality assurance in all University functions and increased institutional efficiency at all levels;
- xiii) Adoption and utilization of best practices in the conduct and discharge of all University operations;

- xiv) Encouraging and consolidating the development of Centres of Excellence in different Schools and Disciplines in the University, and
- xv) Promoting and facilitating state-of-the-art development of the University Library and Library Services.

The Panel observed that the University Administration laid a credible foundation for positive transformation of the University, in line with the popular mantra "Quest for Excellence". The University Management did all that was humanly possible to cost the respective activities, tasks, projects, and operations itemised in the Strategic Plan. This was to serve as a basis for effective budgeting and a positive guide for would-be sponsors or agencies interested in University endowments. Although a Strategic Plan was developed, the implementation of its goals and objectives was a nightmare, because:

- i. Some of the goals identified were hypothetical and difficult to measure, and
- ii. There were no appropriate Monitoring, Evaluation and Learning Mechanisms provided by the University.

9.4 Recommendations

The Panel recommends that:

- i. The University Management should be commended for the innovations introduced in the University resulting in the commendable infrastructure growth, consolidation and transformation:
- ii. The University Management should further invest in the development of human capital to improve the benefits of increased infrastructure growth and transformation of the University, and
- iii. The University should review its Strategic Plan and develop a results-oriented Monitoring and Evaluation Framework for effective implementation and learning.

CHAPTER TEN

SECURITY SITUATION IN FEDERAL UNIVERSITY OF TECHNOLOGY, OWERRI

TERM OF REFERENCE NO. 9:

To Examine the General Security in the University, How the University has dealt with it and Recommend Appropriate Measures to Deal with it.

10.1 Security Situation in FUTO

Security is a critical phenomenon in all circumstances, as its presence or otherwise determines the survival of an organization. After a thorough examination of the general security situation in FUTO, for the period 2011-2015, the Panel found the Institution to be under the following critical conditions. The University is situated amid 11 host communities with 11 different Chiefs as rulers thus making dialogue and meaningful agreement difficult.

Consequent upon the above, the security situation had further deteriorated and individuals in the Host Communities had taken it upon themselves to parcel out portions of the University land for sale. The situation has been exacerbated due to the fact that:

- i. The absence of a perimeter fence across the University or at least around key areas of the University has contributed to making the Institution a thoroughfare, open to vandalism and, worse still, massive encroachment on the land by the Host Communities;
- ii. These encroachments, especially in the areas close to the student hostels, pose a grave security threat that needed to be urgently addressed;
- iii. There was a portent threat by the Host Communities about the use and rights of ownership of the Waterfront in the heart of FUTO premises;
- iv. These Host Communities claimed that even though their forefathers willingly gave FUTO the land, the Waterfront was never a part of the deal;

- v. The Host Communities demand that 2,000 hectares of FUTO land be excised and returned to them (See Appendix 10.1-1.3);
- vi. The University Administration faced confrontations and stiff resistance from the Host Communities which almost prevented the siting of some capital projects that were painstakingly attracted to the University, and
- vii. In a few cases, physical infrastructure and other facilities were pulled down while construction works got stalled, as a result of hostilities from the Host Communities.

10.2 Efforts to Address Security Challenges on Campus

The internal security outfit, though grossly inadequate and under equipped, was doing its best, during the period under review, to secure the staff, students and properties of FUTO:

- i. The University Administration sustained the engagement of external security staff to strengthen the existing security apparatus on campus;
- ii. The Administration made sure that cult activities were negligible, that the elections of the Student Union Government (SUG) were generally peaceful, and that students were well behaved, with the University taking advantage of a successful "Man O' War" Security Outfit, populated by students themselves;
- iii. Orientation programmes were organized regularly for fresh students and even new members of staff who were educated on the need to conduct themselves in the appropriate manners;
- iv. A yearly seminar was organized for security men, using renowned military and police officers as resource persons;
- v. There were strong institutional mechanisms in place to punish erring staff and students who aided and abetted any form of violence and security breakdown, and
- vi. The immediate past Vice-Chancellor reported and the Panel confirmed that a joint Committee of the University Governing Council and officials of the Imo State Government "is currently looking at the land problem" between the trio of the State

Government, the Host Community and FUTO, with a view to finding a lasting solution to the ugly situation.

10.3 Security Outfits on Campus

The Panel found that:

- i. The University Administration engaged the services of external security staff to strengthen the existing security outfits on campus, and
- ii. The Administration constructed five (5) security booths at strategic places on campus to check crime.

10.5 Relationship with Security Agencies

The Panel established that FUTO had a harmonious relationship with the various security outfits in the State. This cordial relationship continued from the former Administration to the current one, as was obvious from the Panel's courtesy call on the Imo State Commissioner of Police who, himself, confirmed that the Vice-Chancellor was always in touch with him and that he was well informed of the security challenges of the University.

Similarly, FUTO also had and continues to have a thriving relationship with the DSS, Civil Defense Corps and the Nigeria Army, situated in the neighbouring Obinze Community.

While the relationship between the University and the Imo State Governments, within the period under review, was cordial, the same cannot be said of the relationship between the University and the Host Communities.

10.5 Recommendations

After a thorough examination of the general security situation in the University, the Panel recommends that:

- i. The Federal Government should, as a matter of urgency, come to the aid of FUTO to rescue the University from a security crisis that is getting worse by the day;
- Since FUTO's security crisis can only be solved by the erection of a perimeter fencing, the Federal Government should provide a **Special Grant** or **Refundable Loan** to the University for the purpose of demarcating the boundaries of the University;
- iii. FUTO should continue to dialogue and seek the cooperation of the Host Communities, especially their youths, in the quest for a peaceful solution;
- iv. As a stop gap, FUTO should Fence off the University land in areas that are close to the Host Communities, to reduce the threats of encroachment;
- v. Also as a stop gap, the University should fence off the student hostel (in the same manners that the FUTO Guest House and Microfinance Bank were fenced) to provide security for the students on campus;
- vi. The University should train and retrain its security staff;
- vii. FUTO should ensure there are disciplinary measures taken against security staff or indeed any staff caught aiding and abetting the theft or vandalization of University properties, to serve as a deterrent to other potential offenders;
- viii. The University should consult other Nigerian Universities having similar Host Communities/University land disputes, understudy their modes of resolution;
- ix. FUTO should engage the Host Community leaders jointly and in group rather than on individual basis, to avoid the accusations of divide and- rule tactics, and
- x. The University should seek a permanent solution to the FUTO land dispute, by "thinking outside the box" and taking innovative and radical measures, beyond what had been done in the past.

CHAPTER ELEVEN

PROCESSES AND MECHANISMS FOR THE DISCIPLINE OF STUDENTS IN FUTO

TERM OF REFERENCE No.10:

To Examine the Processes and Structure of the Mechanism for the Discipline of Students in Each University in Order to Ascertain Compliance with Due Process of the Rule of Law.

Preamble

Discipline is an instrument of social upbringing and means of behavioural change. It has a deterrent value for human beings, at all ages and in all circumstances. Everywhere, universities are populated mainly by youths with adventurous tendencies that need to be constantly guarded and channeled to positive ends. Since a university has the responsibility of training students both in character and learning, discipline is considered as one of the primary means of achieving this dual goal.

At FUTO, matters of student discipline are taken seriously. There is a Statutory Student Disciplinary Committee that reports to the Senate of the University.

11.1.1 Findings/Observations

The processes and mechanisms for disciplining students at FUTO are clearly described in its Act, CAP. 23 of the Government of the Federal Republic of Nigeria, which provides for students who breach the law as follows:

I) Discipline of students

Subject to the provision of this section, where it appears to the Vice-Chancellor that any student of the University that has been found guilty of misconduct, the Vice-

Chancellor may, without prejudice to any other disciplinary powers conferred on him by the statute or regulations, direct:

- i) That the student shall not, during such period as may be specified in the direction, participate in such activities of the University, or make use of such facilities of the University, as may be so specified; or
- ii) That the activities of the student shall, during such period as may be specified in the direction, be restricted in such manner as may be so specified; or
- iii) That the student be rusticated for such period as may be specified in the direction; or
- iv) That the student be expelled from the University.
- i. Where a direction is given under the above subsections in respect of any student, that student may within the prescribed period and in the prescribed manner, appeal to the Council, and where such an appeal is brought, the Council shall, after causing such inquiry to be made in the matter as the Council considers just, either confirm or set aside the direction or modify it in such manner as the Council deems fit;
- ii. The fact that an appeal from a direction is brought in pursuance of subsection (2) of this Section shall not affect the operation of the direction while the appeal is pending;
- iii. The Vice-Chancellor may delegate his powers under this section to a Disciplinary Board consisting of such members of the University as he may nominate;
- iv. Nothing in this Section shall be construed as preventing the restrictions or termination of a student's activities at the University otherwise than on the ground of misconduct;
- v. In addition, there is a Senate Disciplinary Committee, in FUTO, charged with the responsibility of looking into all allegations of indiscipline, deviant behaviour, or misconduct on the part of any student at the University. If after a preliminary investigation has been concluded by the Chief Security Officer or the School Board,

- there is a clear case of infringement of the law by any student, the matter is promptly reported to the Vice-Chancellor for appropriate action. The Vice-Chancellor, in exercise of his powers, may refer the matter to the Senate Committee on Students Discipline for further consideration or straight to Senate for expeditious action;
- vi. There also exists, in FUTO, a Central Examinations Committee, headed by the University Examinations Officer which is charged with periodic conduct of examinations in the University. The Committee also co-ordinates all reports bordering on examination malpractices which are processed through the Vice-Chancellor to Senate for consideration and appropriate action;
- vii. Each School in the University may also examine cases of indiscipline prepared against any student within the school and forward a report and recommendations on any breach of law to the Vice-Chancellor for action as appropriate;
- viii. In the case of examination malpractice, the examination malpractices forms are administered on the student to personally fill and sign in the hall of the examination where he/she committed the offense for which he/she was caught. At the end of the examination, all such forms would be collated and processed for the attention of the Central Examinations Committee. The Committee would normally invite and grant the accused student a free, unbiased atmosphere as well as unencumbered climate to defend himself/herself of the charges prepared against him or her;
- ix. At the conclusion of each examinations session, the reports, and recommendations on all thoroughly investigated cases of malpractices would then be processed through the Vice-Chancellor to the Senate for consideration, and
- x. The Vice-Chancellor may invoke his powers in line with the University laws and regulations to impose sanctions on a student whose case of misconduct or indiscipline has been established beyond all reasonable doubts. Depending on the gravity of the offence, the student may be interdicted, suspended, or expelled from the University in consonance with the laws of the University or the laws of the nation. Such cases of gross misconduct, impersonation in examination hall, cult membership, rape, robbery, stealing, murder, falsification of certificates for

purposes of admission into the University, violence, etc., could attract severe punishment on the culprit.

A) Ascertaining compliance with due process of the rule of law

The Senate Affairs Division of the Registrar's Office at FUTO has a comprehensive compilation of Panels of investigation against students of the University, covering the period 2011-2015.

The Panel found that 94 students were expelled, during the period under review, for a variety of offences, as presented in Table 11.1 Appendix 11.1.

Table 11.1: Students Expelled from FUTO in 2011/2012-2015/2016.

SESSION	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	TOTAL
NUMBER	27	52	-	10	5	94
EXPELLED						

About 89% of the students were expelled on the grounds of impersonation during examinations. Other offences, for which disciplinary actions were taken, include slapping an invigilator; fighting an invigilator; possession of unauthorised materials; possession of GSM with relevant materials; and copying.

The Panel observed that the documents made available to it by the University did not cover other categories of students against whom verdicts, such as **rustication**, **exoneration or warning**, were passed. This may be seen as an official lapse in record keeping in the University.

11.1.2 Recommendations

The Panel recommends that:

- i. The University Management should investigate the causes of widespread **impersonation** by students during examinations so as to take necessary action to eliminate/minimize the malpractice.
- ii. The University Management should develop and/or deploy an IT-based Records Management System, capable of generating information, necessary for decision making.