

CHAPTER ONE

INTRODUCTION

1.0 Preamble

The laws establishing Federal Universities and Inter-University Centres in Nigeria require that the President, as the Visitor should, from time to time set up Visitation Panels to take stock of the activities of the institutions for the purpose of determining the extent to which they have fulfilled their mandates. Consequently, the President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, Muhammadu Buhari, approved the constitution of Visitation Panels to 38 Federal Universities and 4 Inter-University Centres.

1.1 Inauguration of the Panels

The Honourable Minister of Education, Mallam Adamu Adamu, on behalf of the President, inaugurated the 42 Visitation Panels on Tuesday, 13th April 2021 at the Idris Abdulkadir Auditorium of the National Universities Commission, among which was the Panel to the Federal University, Dutsin-Ma.

1.2 Composition of the Panel

The Visitation Panel to the Federal University, Dutsin-Ma brought together distinguished Nigerians, to bring their various experiences to bear on the process of ensuring credible reports on the University for a period covering 2011 to 2015 and 2016 to 2020. Members of the Panel are:

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|---|---|-----------|
| 1. Professor Onje Gye-Wado | - | Chairman |
| 2. Professor Edward Olorunsola Olanipekun | - | Member |
| 3. Professor Amina Abubakar Bashir | - | Member |
| 4. Professor Balarabe Alhaji Haruna | - | Member |
| 5. Barr. Uche Nnawulezi, Ph.D | - | Member |
| 6. Engr. Muhammad Rabiu Abubakar | - | Member |
| 7. Mrs. Lydia Tani Imoroa | - | Secretary |

1.3 Terms of Reference

The Panel had a 10-point Terms of Reference as follows:

- i) To inquire into the level of implementation of the White Paper on the last Visitation report;
- ii) To examine the leadership quality of the University in terms of roles of Governing Council with Vice Chancellor, other Principal Officers as well as organs of the Institution;
- iii) To look into the financial management of the Institution including statutory allocations and internally-generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations;
- iv) To investigate the application of funds, particularly the special grants and loans meant for specific projects, in order to determine the status of such projects and their relevance for further funding;
- v) To examine adequacy of the staff and staff development programs of the university;
- vi) To determine the relationship between the university and the various statutory bodies it interacts with according to its law, for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e. Governing Council, National Universities Commission, Federal Ministry of Education);
- vii) To examine the law establishing the university, including the relationship between the various internal organs, units and offices and indicate the

ways the law has been observed by the competent authorities and also suggest any modifications to the law;

- viii) To trace the historical evolution of the university and take stock of its net achievements and problems as well as its style and direction.
- ix) To examine the general security in the university and how the university has dealt with it and recommend appropriate measures; and
- x) To examine the processes and structures of discipline of students in the university in line with due process of the rule of law.

CHAPTER TWO

METHODOLOGY

2.0 Arrival of the Panel at Federal University, Dutsin-Ma

The Panel arrived Federal University, Dutsin-Ma on Wednesday, 21st April, 2021, held its first meeting the same day and mapped out the modalities for carrying out the assignment. It planned to apply wide-ranging and comprehensive methodologies for data gathering including: call for memoranda from the University community and the general public, extensive interactions and interviews with relevant stakeholders, collection of briefings from key officers of the University, and consultations with staff and students.

2.1 Courtesy Calls

The Panel subsequently paid courtesy calls on the Governor of Katsina State, the Emir of Katsina, the Commissioner of Police and the Director, State Security Services. In each case, the Chairman of the Panel took time to explain the purpose of the visitation which was to assess the Federal University, Dutsin-Ma, as it relates to the development of the University, its relationship with the community and the aspirations of Nigerians in respect of the institution. It was also to seek their support in carrying out the assignment. The Chairman further assured them that the Panel was not intended to witch-hunt or punish anyone, but only to collect and collate the relevant facts and present them to the Visitor, the President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria. He promised them that the Panel would carry out its job diligently, fairly and without malice.

2.2 Inspection of Facilities/Projects

The Panel embarked on a tour of the University to inspect physical facilities available for teaching, learning and research, as well as the inspection of completed and on-going projects in the University's campuses. This afforded

the Panel the opportunity for on-the-spot assessments of the developments, achievements and problems of the University during the period under review. The tour of the University took the Panel through the University Library, Faculties, University Clinic, Male and Female Hostels, ICT Centre, Council and Senate and Chambers, Laboratories, Sports Complex, Classrooms/Lecture Theatres.

2.3 Call for Memoranda and Documents

The Panel requested for memoranda from the University community and general public through print and electronic media. It also requested for 8 copies of each submitted memorandum for distribution to all Panel members. A total of fifteen (15) memoranda were received in hard and soft copies from individuals and groups. Other official documents related to the various operations of the University were also obtained from the University, such as Minutes of Council, Senate and Congregation, the University Law, Academic Brief, Student Handbooks, Staff Nominal Roll (Academic and Non-Academic), Conditions of Service of Staff, etc. The Panel also requested for briefing documents from the Vice Chancellor and other Principal Officers, Director of Physical Planning and Works, Director of Academic Planning, Director of Legal Affairs, Director of ICT, departments and special units.

2.4 Interviews/Interactions

The Panel conducted interactive sessions with the Council, Congregation, Principal Officers, Directors, Deans of Faculties, Unions, students, as well as with some authors of the memoranda. A town hall meeting was also held with members of the University community, host community and other relevant stakeholders. The Panel also interacted with the pioneer Vice Chancellor, Prof. James Ayatse.

2.5 Conclusion

The Chairman urged members to live up to the high expectations of the Visitor in the discharge of their duties and to treat all matters relating to the assignment with utmost responsibility. It was emphasized that the exercise was neither a witch-hunting nor malicious one. It was aimed at improving the Nigerian University System and the further development of our country.

CHAPTER THREE

TERM OF REFERENCE NO. 1

To inquire into the level of implementation of the White Paper on the last Visitation Report

Established in 2011, the Federal University, Dutsin-Ma had not been subjected to any visitation exercise in the past, hence NO WHITE PAPER to implement.

CHAPTER FOUR

TERM OF REFERENCE NO. 2

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

4.0 INTRODUCTION

Leadership can be defined as a process of social influence, which maximizes the efforts of others, towards the achievement of a goal. According to Warren Bennis, "Leadership is the capacity to translate vision into reality".

In addressing this Term of Reference, the Panel focused on the quality of leadership that Council, Senate, the Vice Chancellor and other Principal Officers have provided in the course of carrying out their statutory functions at Federal University, Dutsin-Ma between 2011 and 2015.

The Panel relied on oral interviews, briefs submitted by some of the officers concerned and Minutes of Meetings, in assessing the quality of leadership.

4.1 OBSERVATIONS

- i) The Council is the governing body of the University, charged with the general control and superintendence of the policies, finances and property of the University, including its public relations.
- ii) In the first four years of the establishment of the University, there was no Council.
- iii) The Senate is the highest decision-making organ on all academic matters.
- iv) Prof. James Ayatse, was appointed as the pioneer Vice Chancellor.
- v) Mallam Muhammad Yusuf Abubakar was appointed in February 2011 as the pioneer Registrar and he assumed office on 10th March, 2011 alongside the pioneer Vice Chancellor, Prof. James Ayatse.

- vi) Mr. Sidiq Momoh was appointed as the pioneer Bursar of the University.
- vii) The pioneer Vice-Chancellor (Prof. James Ayatse), shortly after assuming office, engaged the services of Prof. Benki S. H. Womboh as a Library Resource Person (Consultant) to set up the University Library for one year.
- viii) In October 2012, Mallam Musbahu Na'iyā assumed duty as Deputy University Librarian to take over the mantle of leadership in the University Library following the resignation of the Consultant, having spent one year in office. Mallam Na'iyā brought his wealth of experience from his previous job as a two-term University Librarian of Bayero University, Kano.
- ix) Dr. Babangida Umar Dangani was appointed as substantive University Librarian on 4th May, 2015.

4.2 COUNCIL

4.2.1 Findings

- i) The first Council was constituted in 2015.
- ii) Thereafter, these statutory committees were constituted: the Finance and General Purposes Committee (F and GPC), Appointments and Promotions Committee (A and PC), Staff Disciplinary and Appeal Committees.

4.2.2 Recommendations

Council should always be constituted as and when due.

4.3 SENATE

4.3.1 Findings

- i) Senate substantially acted in accordance with the laws and regulations of the University.
- ii) The Senate has consistently approved results during the period under review.

4.3.2 Recommendations

Senate should continue to meet as regularly as possible.

4.4 VICE CHANCELLOR

4.4.1 Findings

- i) The Vice Chancellor served out his five-year term
- ii) There was only one Deputy Vice Chancellor in the year under review

4.4.2 Recommendations

The Vice Chancellor should be directed to act in accordance with the law and regulation in appointment of appropriate officers.

4.5 REGISTRAR

4.5.1 Findings

Some Minutes of Council were not signed by the Chairman and the Secretary.

4.5.2 Recommendations

The Registrar as Secretary to Council should be diligent in ensuring that all minutes of meetings are signed after the necessary correction(s) have been effected.

4.6 BURSAR

4.6.1 Findings

The Bursary is not organized and consistent in keeping and tracing the records.

4.6.2 Recommendations

There should be proper record keeping and centralization of database of official documents.

4.7 UNIVERSITY LIBRARIAN

4.7.1 Findings

The main library has facilities, including an e-library to facilitate learning, teaching and research.

4.7.2 Recommendations

- i) Conscious efforts should be made by the University Administration to expand the space and facilities available in the main library to cater for the increasing population of users.
- ii) Every Faculty (and later Department) should be encouraged to have a library.

CHAPTER FIVE

TERM OF REFERENCE NO. 3

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

5.0 INTRODUCTION

The Panel approached this Term of Reference by examining all the relevant financial records and regulations made available. It looked at the sources and utilization of funds in capital, recurrent, TETFund and special allocations, as well as the internal revenue of the University. The External Auditor's Reports in the period under review were closely reviewed.

5.1 OBSERVATIONS

- i) The following documents are crucial for an effective financial management of the University:
 - a) Federal University of Dutsin-Ma (Establishment) Act, 2015.
 - b) Public Procurement Act, 2007.
 - c) Finance Act, 2020.
 - d) Fiscal Responsibility Act.
 - e) Civil Service Rules (for recruitment and other financial matters).
 - f) Accounting Manuals of the University.
 - g) Federal Government Financial Instructions.
 - h) Previous years' External Auditor's and Internal Auditor's financial statements and Management reports.
- ii) Stakeholders in the University were involved in the budget process and information on financial approvals of Government fund releases were made available to relevant Departments and Units.

- iii) Inadequate and untimely release of Capital and Overhead grants was observed throughout the period under review.
- iv) There was surplus budget only in the year 2012, the remaining three years were deficit estimates.
- v) The University Accounts had been audited from the year 2012 to 2015; financial statements and the corresponding Management letters were submitted to the University for the approval of Council, although not regular and as when due.
- vi) There was non-implementation of External Auditors Reports for the period under review.
- vii) The Panel observed that the substantial part of the grant received by the University within the period came from TETFund.
- viii) The main source of internally generated revenue (IGR) of the University was the Students' registration fees. Other sources were Consultancy fees from Departments and Faculties, money generated from Postgraduate Sandwich Courses.
- ix) Monitoring visits by various government agencies had greatly assisted the University in observing regulations, accountability and expenditure control.

5.2 BUDGETARY PROCESS AND MANAGEMENT

5.2.1 Findings

Financial management of resources was in compliance with some standing guidelines and regulations.

5.2.2 Recommendations

The University should form a budget Monitoring Committee to ensure effective implementation of the approved budget.

5.3 STATUTORY ALLOCATION

Table 5.0 shows amount appropriated, amount released, amount utilized and the percentage level of performance for the period under review.

Table 5.0: Budget Performance for 2012 – 2015

YEAR	TYPE OF GRANT	AMOUNT APPROPRIATED ₦	AMOUNT RELEASED ₦	AMOUNT UTILIZED ₦	LEVEL OF PERFORMANCE %
2012	Personnel	768,010,334.00	546,670,542.00		
	Overhead	97,222,222.00	165,344,734.00		
	Capital	277,777,778.00	81,892,538.00		
	Total	1,138,010,334.00	793,907,814.00		
2013	Personnel	1,642,164,764.00	1,401,413,599.47	1,401,403,996.13	85.34
	Overhead	93,126,805.00	93,006,903.00	93,004,377.82	99.87
	Capital	333,077,777.00	137,460,121.00	136,908,897.41	41.10
	Total	2,068,369,346.00	1,631,880,623.47	1,631,317,241.36	78.87
2014	Personnel	1,642,162,259.00	1,351,117,276.92	1,351,056,204.80	82.27
	Overhead	112,413,730.00	84,250,073.11	8,250,073.11	74.95
	Capital	96,638,583.25	37,005,914.62	37,005,799.91	38.29
	Total	1,851,214,572.25	1,472,373,264.65	1,472,312,077.82	79.53
2015	Personnel	1,991,345,504.00	1,630,380,742.00	1,613,654,037.46	81.03
	Overhead	74,301,284.00	72,648,444.02	72,648,327.01	97.78
	Capital	53,693,149.00	26,846,574.00	26,627,191.27	49.59
	Total	2,119,339,937.00	1,729,875,760.02	1,712,929,555.74	80.82

5.3.1 Findings

The Capital grants received for the period were low, erratic and untimely. (See Table 5.0).

5.3.2 Recommendations

The paltry allocation to the University from the Federal Government should, in general be re-visited. Specifically the allocation for Overhead costs should receive urgent attention. This is to be done in conjunction with the University itself improving the financial management of its internally generated revenue (IGR).

5.4 DEFICIT IN BUDGET

The Panel noted that the summary of the operational budget of the University from 2012 to 2015 approved by Council at its December 15, 2015 meeting is as shown in Table 5.1.

Table 5.1: Summary of Operational Budget (2012 to 2015)

YEAR	TOTAL REVENUE (N)	TOTAL EXPENDITURE (N)	VARIANCE (N)	BUDGET STATUS
2012	2,325,490,550	2,316,569,739	8,920,811	Surplus
2013	2,810,669,346	3,103,754,541	293,085,195	Deficit
2014	2,016,429,572	2,589,507,828	573,078,256	Deficit
2015	2,584,681,742	2,690,350,652	105,668,910	Deficit

5.4.1 Findings

- i) There were variances due to under-provision or over-expenditure in some cases or non-implementation in other cases.
- ii) The University could run into financial crises arising from deficit budget.

5.4.2 Recommendations

- i) The University should maintain surplus for ease of financing.
- ii) The University should ensure that budgets are not exceeded when awarding contracts.
- iii) The principle and practice of matching expenditure against income should be strictly applied.

5.5 QUARTERLY AND ANNUAL INTERNAL AUDITING

5.5.1 Findings

There were no single quarterly or yearly reports presented to the Management between 2011 to 2015.

5.5.2 Recommendations

- i) The Directorate of Internal Audit should prepare quarterly and end of year audit reports and present to the Vice Chancellor.
- ii) The Directorate should be strengthened with qualified staff and facilities to enable it discharge its functions properly.

5.6 EXTERNAL AUDITING OF THE UNIVERSITY FINANCES

5.6.1 Findings

- i) The Council of the University as provided in the University Establishment Act, 2015, (section 7{4}) appoints External Auditors.
- ii) The External Auditors could not obtain copies of Internal Audit Reports of the University for the period under review.
- iii) There was non-implementation of External Auditors Reports for the period under review.

5.6.2 Recommendations

- i) External Auditing of the University accounts should be regular and as prescribed by law.
- ii) All the observations put forward by the External Auditor should be implemented by Management.
- iii) The University Management should be more alive to its responsibilities by ensuring that the Internal Audit department makes available its reports to the External Auditors.

5.7 SOURCES OF FUNDING

Sources of funding for the University during the period under review are as stated in Table 5.2

Table 5.2: Grants Received from Government and the Revenue Generated (2011-2015)

S/N	Type of Grant	Amount (N)					
		2011	2012	2013	2014	2015	Total
1.	Recurrent Allocations	-	865,232,556	1,735,291,567	1,754,575,990	2,065,646,788	6,420,746,901.00
2.	Capital Allocations	-	81,892,538	137,460,121	37,005,914.62	26,846,574.25	283,205,147.87
3.	TETFUND	1,500,000,000	2,000,000,000	1,536,000,000	213,600,000		5,249,600,000.00
4.	Needs Assessment	-	-	-	41,357,850.97	65,247,398.66	106,605,249.63
5.	Donor Agencies	-	-	-	-	-	-
6.	Internally generated		13,803,830.00	93,209,600.00	149,845,933	108,545,689	351,601,222.00
	TOTAL	1,500,000,000	2,947,125,094	3,501,961,288	2,196,385,688.59	2,266,286,449.91	12,411,758,520.50

5.7.1 Findings

- i) There were no statutory grants from Federal Government to the University in 2011 as the Institution was established in February the same year.
- ii) There were no significant shortfalls in personnel grants during the period under review.

5.7.2 Recommendations

- i) Government should consider increasing the capital grant and ensure timely release of funds to the University.
- ii) University Management should be more alive to its responsibilities to ensure that all funds allocated to the University are accessed promptly.

5.8 DEVELOPMENTS AND MANAGEMENT OF PHYSICAL FACILITIES

The overview of projects executed within the period under review is as shown in **Appendix B3** in Volume II of this Report.

5.8.1 Findings

- i) There were 27 capital projects funded through TETFund (Take-off grant) ranging from construction and remodelling/rehabilitation works, procurement of equipment and supply of furniture, provision of books and library journals. The total amount expended was N5,249,600,000 and all the projects were completed, commissioned and all have bearing on teaching and learning, students and staff welfare.
- ii) Three projects were funded by the Needs Assessment Committee in the year 2014. The sum of N106,605,249.63 was expended on the projects which were all completed and put to use.
- iii) Capital projects amounting to N283,205,147.87 executed at the Take-off campus of the University were mainly minor works such as water projects, rehabilitation of building, procurement of vehicles, equipment and furniture. All the categories of these projects were also fully completed within the period.

5.8.2 Recommendations

- i) The University should make provision in its annual budget proposals for the maintenance of the physical facilities.
- ii) Government should release grants timely and appropriately.
- iii) The Universities should access grants promptly.

5.9 INTERNALLY GENERATED REVENUE (IGR)

During the period under review the Internally Generated Revenue (IGR) of the University is as presented in Table 5.3:

Table 5.3: Record of IGR (2011-2015)

S/N	Year	Amount (N)
1.	2011	-
2.	2012	13,803,830.00
3.	2013	93,209,920.00
4.	2014	149,496,533.00
5.	2015	108,545,689.00
TOTAL		351,601,222.00

5.9.1 Findings

The IGR fund was generally used in supplementing the University overhead expenses and capital expenditures.

5.9.2 Recommendations

- i) There is need for the University to explore other sources of revenue to enhance its IGR base.
- ii) The University should intensify its revenue generation drive through the Guest-House, Micro Finance Bank, Bookshop, Endowment Funds, and Alumni Association.
- iii) The Panel further recommends that the University should make rigorous effort to capture all the incomes from the Internally Generated Revenue (IGR).

5.10 ADHERENCE TO STANDARD NORMS IN FUND DISTRIBUTION AND UTILISATION

5.10.1 Findings

- i) The University Management Committee handled funds distribution and utilization at inception before the Governing Council was inaugurated in 2015.
- ii) It was noted in 2013 account that some capital expenditures were posted into overhead expenses.

5.10.2 Recommendations

The University should maintain ledger for all projects and make sure all entrances are made properly.

5.11 MONITORING OF PROJECTS BY RELEVANT AGENCIES

Table 5.4 indicates the project monitoring activities during the period under review:

Table 5.4: Projects Monitoring Activities (2011-2015)

S/N	Name of Agency	Monitoring Focus
1.	National Universities Commission (NUC)	a) Vetting of submissions on Capital Projects. b) Monitoring the state of physical facilities. c) Advising on fund resource allocations. d) Verification of financial documents submitted to NUC. e) Capacity building of professional staff.
2.	Tertiary Education Trust Fund (TETFund)	Monitoring of the resource allocation and the state of physical facilities undertaken.
3.	Office of Accountant General of the Federation	a) Financial records b) Auditing
4.	Office of Auditor General of the Federation	a) Financial records b) Auditing
5.	Budget Office of the Federation	Monitoring of budget implementation and challenges.
6.	National Assembly	Oversight function to ensure that institutions operate in accordance with guided laws.
7.	National Economic Intelligence Committee	Monitoring of budget implementation to ensure judicious utilization of allocated funds.
8.	NEEDS Assessment Implementation Committee	Monitoring and oversight function to ensure that funds allocated are judiciously used in accordance with guiding laws.

5.11.1 Findings

Government agencies during the period under review paid scheduled or unscheduled visits to the University.

5.11.2 Recommendations

Monitoring of the University's finances and projects by various agencies of Government should continue as this complements the functions of Council.

CHAPTER SIX

TERM OF REFERENCE NO. 4

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

6.0 INTRODUCTION

In this Chapter, the Panel examined the application of funds in the execution of projects of the University between 2011 and 2015. Capital projects, disbursement of funds and the general implementation strategies were also identified. The Panel also noted the manner of utilisation of funds.

6.1 OBSERVATIONS

- i) The University received grants from TETFund and Needs Assessment Fund within the period under review.
- ii) No loans were accessed during the period 2011 – 2015.
- iii) The Panel observed that there was no TETFund Desk Officer to handle both the financial and administrative work of the Fund.
- iv) In the same vein, it was also observed that the University did not maintain TETFund Assets Register.
- v) The Projects had greatly helped in reducing the infrastructural deficit in the University and had bearing on teaching and learning.
- vi) The University maintains a Master Plan for use in planning the academic and physical development of the University.

6.2 GRANTS FOR SPECIFIC PROJECTS

The grants for specific projects are summarized under the two main categories and the details are given in Table 6.0:

Table 6.0: Grants Received During the Period (2011-2015)

S/ N	Type of Grant	Amount (N)					
		2011	2012	2013	2014	2015	Total
1.	TETFUND	1,500,000, 000	2,000,000, 000	1,536,000,000	213,600,000		5,249,600,000.00
2.	NEEDS ASSESSMENT	-	-	-	41,357,850.97	65,247,398.66	106,605,249.63
	TOTAL	1,500,000, 000	2,081,892, 538	1,673,460,121	291,963,765.59	92,093,972.91	5,356,205,249.63

6.2.1 Findings (Grants from TETFund)

- i) The University had accessed the fund.
- ii) All the Projects under TETFund and Needs Assessment were fully executed.

6.2.2 Recommendations

The Panel recommends that the University should appoint TETFund Desk Officer and maintain separate Assets Register to record only TETFund Assets in line with its guidelines.

6.2.3 Findings (Needs Assessment Grants)

- i) The total amount received from Needs Assessment Committee was N106,605,249.63 between the year 2014-2015. Three (3) projects were awarded and completed in the year 2015.
- ii) The University does not have a functional Budget Monitoring Committee in compliance with 2009 ASUU-FGN agreement which is also prerequisite for the release of the Presidential Needs Assessment Fund.

6.2.4 Recommendations

More Needs Assessment allocations should be sustained.

6.3 MANAGEMENT AND DEVELOPMENT OF PHYSICAL FACILITIES AND HUMAN CAPITAL

6.3.1 Findings

- i) The initial projects executed in the University were mainly rehabilitation of dilapidated structures at the Take-off site. These included residential units; classroom blocks, provision of ancillary facilities, boreholes, water tanks and reticulation, etc. These projects had direct bearing on the initial take-off of the University.
- ii) From the records of the various monitoring agencies and the outcome of the inspection of some facilities by the Panel, it was noted that there was some level of prudence in management and use of available resources of the University.

6.3.2 Recommendations

The University should make provision in each year's budget for the maintenance of the physical infrastructures provided. This will enhance their serviceability and prolong their life span.

6.4 RELEVANCE OF THE PROJECTS

6.4.1 Findings

- i) All the completed projects are very relevant to the infrastructural development of the University.
- ii) All the projects have direct bearing on Teaching, Research and Learning.

6.4.2 Recommendations

The Government should continue to support the University by releasing the approved statutory grants in good time to enable the institution plan ahead and utilize the funds before the end of each financial year.

CHAPTER SEVEN

TERM OF REFERENCE NO. 5

To examine the adequacy of staff and staff development programmes

7.0 INTRODUCTION

This chapter examined the totality of the staff in the Federal University Dutsin-Ma: Academic, Administrative and Technical staff on which the bulk of the recurrent expenditure is spent on as salaries and allowances. As it so often happens, other items such as staff development, equipment for teaching and research and other teaching materials depend on what is left of the funds. It is therefore imperative that a prudent overall staffing structure be put in place in order to ensure proper fund disbursement.

7.1 OBSERVATIONS

- i) The University has academic, administrative and technical staff.
- ii) The establishment of the programme in the University was a matter of priority.
- iii) During the period under review, there were 3 academic departments and other service departments: the Registry, Bursary, Audit, Clinic, Physical Planning and Works, Sports Centre.
- iv) Staff development was carried out locally as well as internationally.

7.2 ACADEMIC STAFF

7.2.1 Findings

- i) In all the departments, employment has been massive, both academic and non-teaching. Major areas of need have been ignored, which creates an imbalance in the nature of staffing. There is adequacy in terms of staff only in the lower ranks of Lecturer 1 and below, hence the over-reliance on staff on visiting and sabbatical.

- ii) Senior academic staff should be searched and sourced. A good mechanism for employment drive must be put in place.

Table 7.0: Academic Staff in the Faculty of Agriculture and Agricultural Technology

The Faculty had 8 Departments at inception: Table 7.0 shows the distribution of academic staff in various departments according to cadre.

S/N	Department	Professor	Reader	Snr. Lect.	Lect. I	Lect. II	Asst. Lect.	Grad. Asst.
1	Animal Science	-	1	3	5	5	4	-
2	Agric Economics		2	2	1	7	7	-
3	Agric Extension					4	2	
4	Crop Prod. and Protection	-	-	2	3	2	2	-
5	Fisheries and Aquaculture	3	-	-	-	-	6	
6	Food Science and Tech	-	-	-	-	-	5	1
7.	Forestry and Wildlife Mgt	-	-	-	1	1	2	-
8.	Soil Science	-	-	-	-	-	-	-

Table 7.0 shows that there are a good number of academic staff. However, middle cadre, Lecturers I and II are in the majority.

Table 7.1: Faculty of Agriculture and Agricultural Technology Staff/Student Ratio

Table 7.1 shows the staff/student ratio in the Faculty of Agriculture and Agricultural Technology.

S/N	Session	Academic Staff	Non-Teaching Staff	Students
1.	2011-2012	10	1	4
2.	2012-2013	50	8	29
3.	2013-2014	36	12	74
4.	2014-2015	37	15	64

Table 7.2: Faculty of Arts, Management and Social Sciences

The Faculty has 11 departments. Table 7.2 shows the distribution of academic staff in various departments according to cadre.

Department		Professor	Reader	Snr. Lect.	Lect. I	Lect. II	Asst. Lect.	Grad. Asst.
Arts	Arabic Studies	-	-	-	-	-	-	-
	Hausa	-	-	-	-	-	-	-
	History and Strategic Studies	2	1	5	2	1	5	3
	Islamic Studies	-	-	-	-	-	-	-
	Language and Linguistics	3	-	4	7	1	1	1
Management	Business Management	3	3	6	3	6	4	1
	Accounting	1	0	1	1	3	3	5
Social Sciences	Economics and Development Studies	1	1	4	2	3	8	1
	Geography and Regional Planning	3	1	4	5	3	1	1
	Political Science	4	1	7	2	7	6	2
	Sociology	2	2	3	2	0	5	1

Table 7.3: Faculty Staff/Student Ratio

Table 7.3 shows the staff/student ratio in the Faculty of Arts, Management and Social Sciences

	Session	Academic Staff	Students
Arts	2011-2015	36	124
Management	2011-2015	40	329
Social Sciences	2011-2015	82	909

Table 7.4: Faculty of Science and Education

The Faculty has 12 Departments. The distribution of academic staff in various departments according to cadre is as shown in Table 7.4

Department		Profesor	Reader	Snr. Lect.	Lect. I	Lect. II	Asst. Lect.	Grad. Asst.
Sciences	Biochemistry and Molecular Biology	1	-	2	-	2	3	2
	Biological Sciences	1	2	2	6	15	41	23
	Microbiology	4	4	-	6	7	10	5
	Applied Chemistry	15	-	9	7	18	25	1
	Computer Science and Information Technology	15	15	20	9	28	61	30
	Mathematical Sciences	6	3	3	1	9	27	9
	Physics	7	1	3	1	12	30	9
Education	Educational Foundations	3	-	2	4	5	7	-
	Special Education	-	-	-	-	-	-	-
	Library and Information Science	-	-	-	-	-	-	-
	Science Education	1	1	-	1	5	2	-
	Human Kinetics and Health Education	1	1	1	2	1	-	-

Table 7.5: Faculty/Staff/Student Ratio

Table 7.5 shows the staff/student ratio in the Faculty of Science and Education

	Session	Academic Staff	Students
Sciences	2011-2015	395	891
Education	2011-2015	31	201

7.2.2 Recommendations

- i) The University should adhere to the NUC guidelines of staff/student ratio as stipulated in the Benchmark Minimum Academic Standards (BMAS).
- ii) In situations where equipment are to be supplied to departments, the departments should be allowed to determine what they need and their qualities. On no account should items be forced on departments.
- iii) The high number of non-teaching staff in all the departments shows redundancy. Employment should be done in terms of needs.

7.3 STAFF DEVELOPMENT

7.3.1 Findings

- i) TETFund is the major source of staff development through research grants, trainings, conferences and workshops.
- ii) Training and other forms of capacity building are also available to non-teaching staff, subject to availability of funds.

7.3.2 Recommendations

The University should continue to sponsor academic and non-teaching staff for trainings, conferences and workshops.

7.4 NON-TEACHING STAFF

7.4.1 Findings

- i) The general trend of over bloated recruitment has also affected non-teaching staff.
- ii) Women constitute only 10% of the staff of the University.

7.4.2 Recommendations

- i) The Panel recommends that Management should rationalize its employment activities of all cadres and tailor it to grow along with the development of the University and the provision of essential facilities. There is need for caution to avoid premature over-staffing.

- ii) The Panel also recommends the employment of more women in future recruitment exercises.

CHAPTER EIGHT

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 purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e. Governing Council, National Universities Commission, Federal Ministry of Education).

8.0 INTRODUCTION

The Federal University, Dutsin-Ma, just like any other University in Nigeria cannot function effectively without relating to some statutory bodies according to its law and statutes for purposes of supervision, planning, discipline, finance, among others. In addressing this TOR, the Panel relied on oral submissions and relevant documents in assessing the relationship between the FUDMA and the key MDAs (Ministries, Departments and Agencies) as well as the host community.

8.1 OBSERVATIONS

- i) The Visitor relates with the University through the Ministry of Education.
- ii) The Ministry of Education relates directly with the University through NUC and Council.
- iii) The University relates with JAMB for the purpose of admission of students.
- iv) It relates with NUC for general guidelines.
- v) It relates with TETFund in relation to funding, projects and programmes.

8.2 THE VISITOR

8.2.1 Findings

- i) The Visitor established Federal University, Dutsin-Ma in 2011, backed by the Federal University of Dutsin-Ma (Establishment) Act, 2015
- ii) The Visitor appointed Prof. James Ayatse as the pioneer Vice Chancellor in 2011.
- iii) He also constituted the first Council (headed by HE Erelu Olusola Obada) in 2015.

- iv) Federal University, Dutsin-Ma was not subjected to any visitation exercise since inception.

8.2.2 Recommendations

Constitution of Panels should be regular and as provided for by law.

8.3. FEDERAL MINISTRY OF EDUCATION

8.3.1 Findings

Federal Ministry of Education acts in the absence of Council.

8.3.2 Recommendations

Government should continue to provide conducive environment that minimizes direct involvement of Federal Ministry of Education in University affairs.

8.4 NATIONAL UNIVERSITIES COMMISSION

8.4.1 Findings

- i) The National Universities Commission (NUC) sets the minimum standards for the Universities.
- ii) NUC approves academic programmes for the Universities.
- iii) The Commission is also responsible for accrediting the academic programmes of the Universities.

8.4.2 Recommendations

National Universities Commission should continue to play its regulatory and advisory role in the management of the Universities.

8.5 COUNCIL

8.5.1 Findings

- i) Council was established by the Federal University of Dutsin-Ma (Establishment) Act, 2015.
- ii) Council is made of external and internal members of University community.

8.5.2 Recommendations

- i) Council should be encouraged to work in accordance with the law and in the best interest of the University.
- ii) Appointment of members should be in accordance with section 6(2) of the Act in order to have “persons of proven integrity, knowledgeable and familiar with the affairs and tradition of the University”.

8.6 TETFUND

8.6.1 Findings

TETFund is created by law to intervene in the funding of the Universities’ projects and programmes.

8.6.2 Recommendations

TETFund should continue to play its statutory role in the development of Universities.

8.7 RELATIONSHIP WITH JAMB

8.7.1 Findings

- i) Students’ enrolment in the University increased steadily during the period under review, with many candidates seeking admission through the Unified Tertiary Matriculation Examination (UTME) and Direct Entry (DE), which is conducted by the Joint Admissions and Matriculation Board (JAMB).
- ii) The ICT (Information and Communication Technology) - CBT (Computer-Based Test) Centre of the University was approved by JAMB for purposes of registration of candidates for the UTME and for the conduct of CBT.

8.7.2 Recommendations

- i) University Management should ensure that all the computers and other facilities at the ICT-CBT Centre are functional.
- ii) Technical staff of the ICT and CBT Centre should be encouraged and supported to undergo training/re-training periodically.

CHAPTER NINE

TERM OF REFERENCE NO. 7

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.

9.0 INTRODUCTION

This chapter bordered on the examination of the Law establishing the Federal University Dutsin-Ma, with particular emphasis on the relationship between the various internal organs, units and offices. In addition, the various ways this law has been observed by competent authorities were also examined as well as suggestions that are necessary for the modifications of the law, where necessary.

9.1 OBSERVATIONS

The Federal University of Dutsin-Ma (Establishment) Act, 2015 was the instrument that established Federal University Dutsin-Ma, for the purpose of ensuring equity and access to tertiary education in the country. The Bill which gave birth to the Act was passed by the Senate on 23rd April, 2013, and was passed by the House of Representatives on 3rd March, 2015. It was subsequently signed into law on the 26th of March, 2015 and finally gazetted in April, 2016. The Act sufficiently provides for certain internal Organs, Units and Offices.

9.2 COUNCIL

9.2.1 Findings

- i) The Panel noted that the University operated without a Council for a period of four years since its establishment.
- ii) The Honourable Minister of Education performed the functions of Council.
- iii) The first Council did not serve out its term. The void, so created, resulted in the Vice-Chancellor having to clear issues which were within the purview of Council

for adjudication and decision-making, with the Honourable Minister of Education. Not only was there no provision for such an action in the law of the Federal University Dutsin-Ma, the frequent recourse to the Honourable Minister of Education, tended to drag him (the Hon. Minister), rather unfortunately, into the day-to day running of the affairs of the University. This action received varied interpretations by members of the University community. These unsavoury remarks could have been avoided were there a Council in place to carry out its statutory responsibilities.

9.2.2 Recommendations

The Visitor should ensure that the University always has a properly constituted Council.

9.3 SENATE

9.3.1 Findings

- i) The Law gives Senate the responsibility of organising and controlling teaching at the University, the admission and discipline of students and the promotion of research.
- ii) The Senate may establish new campus, college, faculty, department, school, institute or other teaching and research units of the University, or any Hall of residence or similar institution at the University, with the approval of Council.

9.3.2 Recommendations

- i) Senate should continue to strengthen the admission processes in accordance with the relevant rules and regulations.
- ii) Senate should continue to strengthen the processes of teaching and research.
- iii) Senate should create and develop centers of excellence.

9.4 THE VICE CHANCELLOR

9.4.1 Findings

- i) The Vice-Chancellor under the Federal University of Dutsin-Ma (Establishment) Act, 2015 is the Administrative and Academic Head of the University.

- ii) The Vice-Chancellor is the Head of the University management comprised of the Deputy Vice Chancellors, the Registrar, the Bursar and the University Librarian.
- iii) The Vice-Chancellor is the Chairman of Senate.
- iv) The Vice-Chancellor is a member of Council.
- v) The Panel was not seized of any strategic plan.

9.4.2 Recommendations

- i) The Vice Chancellor should be encouraged to be inclusive in the administration of the University.
- ii) The Vice Chancellor should be encouraged to develop his strategic plan within the vision and mission of the University.

CHAPTER TEN

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 direction.

10.0 INTRODUCTION

The Federal University, Dutsin-Ma (FUDMA) was one of the 12 Federal Universities approved by the Federal Executive Council of the Federal Republic of Nigeria at its 44th meeting of 22nd December 2010. The establishment of the institutions was for ensuring equity in the distribution of federally-owned universities and improving access to quality university education in the country. The appointment of the Vice-Chancellor of the University, Professor James O.I. Ayatse (former Vice Chancellor of Federal University of Agriculture, Makurdi), and the Registrar, Muhammad Y. Abubakar (former Deputy Registrar at Umaru Musa Yar'Adua University, Katsina), which was announced on 9th February 2011 by the Honourable Minister of Education, Professor Ruqayyatu Ahmed Rufa'i, OON, took effect on 16th February 2011. The University was established as a conventional or general university that was expected to evolve and emerge as a centre of excellence in its chosen areas of strength or comparative advantage. The Vice-Chancellor and Registrar officially assumed duties on 10th March 2011, the day they were formally presented to the Government of Katsina State by the Honourable Minister of Education.

10.1 OBSERVATIONS

- i) The Federal University Dutsin-Ma commenced its academic activities from a take-off campus donated by the Katsina State Government with Title Document which was the site of the former Government Day Secondary School Dutsin-Ma, renovated and remodeled to accommodate the Central Administrative Building, Classrooms for Lectures, Staff Offices, University Clinic, the ICT building, the

University Library, the Vice-Chancellor's Lodge, the Registrar's Lodge as well as the Sports and Recreational Centers.

- ii) The Take-off Site of the University measures about 18 hectares, while the main campus is about 1,200 hectares, approximately 20 kilometers from the Take-off Site.
- iii) The University took off for its first academic year on 14th July 2012 and lectures commenced on 23rd July 2012. It held its first Matriculation on 30th July 2012, with a student population of 460. The University was the first to call students to campus, the first to commence lectures and the first to matriculate its students out of the nine new federal universities.
- iv) In the period under review, the Federal University, Dutsin-Ma commenced academic activities in the 2011/2012 academic session and graduated its first set of students in 2015. However, the first Convocation ceremony could not hold in the period under review, but was scheduled to hold on Saturday 23rd January, 2016 for the graduation of 110 students with 11 bagging First Class Honours, 49 Second class upper, 46 Second class lower and 4 Third class Degrees respectively.
- v) The University had made significant progress in the development of Phase 1 of its Academic Development Plan as provided in Federal University Dutsin-Ma Academic Brief 2011/12-2020/21.

10.2 STRUCTURE OF FACULTIES AND DEPARTMENTS

At the beginning of the University, there was a directive that the institution should commence with a maximum of three Faculties (two general and one professional). The University therefore started with the following three Faculties as consistent with the **Academic Brief** of the institution:

- i. Faculty of Agriculture and Agricultural Technology
- ii. Faculty of Arts, Management and Social Sciences
- iii. Faculty of Science and Education

The Panel noted that the Establishment of the above three Faculties was in line with the Phase One stage of the development of the University as contained in the Academic Brief of Federal University Dutsin-Ma. It further noted that these Faculties were deliberately structured to serve as the foundation from which new Faculties would emerge in the second phase of the development of the institution. The Faculty structure above was maintained for four academic years i.e. 2011/2012 to 2014/2015. The distribution of Departments and Programmes in different Faculties is as shown in Table 10.0:

Table 10.0 Departments and Programmes in Different Faculties

FACULTY	DEPARTMENT	PROGRAMME	TAKE-OFF SESSION
Arts, Management and Social Sciences	Business Management	B.Sc. Business Management	2011/2012
	Accounting	B.Sc. Accounting	2011/2012
	Political Science and Public Administration	B.Sc. Political Science	2011/2012
	Geography and Planning	B.Sc. Geography and Town Planning	2011/2012
	Economics and Development Studies	B.Sc. Economics	2011/2012
	Sociology	B.Sc. Sociology	2011/2012
	History and Diplomatic Studies	B.A. History and Strategic Studies	2011/2012
Science and Education	Language and Communication Studies	B.A. English	2011/2012
	Biochemistry and Molecular Biology	B.Sc. Biochemistry	2011/2012
	Basic and Applied Chemistry	B.Sc. Industrial Chemistry	2011/2012
	Physics	B.Sc. Physics Electronics	2011/2012
	Biological Sciences	B.Sc. Biology	2011/2012

		B.Sc. Microbiology and Parasitology	2011/2012
	Mathematical Sciences and Information Technology	B.Sc. Mathematics	2011/2012
		B.Sc. Computer Science and IT	2011/2012
	Science Education	B.Sc. Ed. (Chemistry)	2011/2012
		B.Sc. Ed. (Physics)	2011/2012
		B.Sc. Ed. (Biology)	2011/2012
		B.Sc. Ed. (Maths)	2011/2012
		B.A. Ed (English)	2012/2013
Agriculture and Agricultural Technology	Fisheries and Aquaculture Technology	B. Fisheries and Aquaculture Tech.	2011/2012
	Forestry Resources and Environmental Management	B. Forestry Resources Mgt.	2012/2013
	Animal Health and Production	B. Agric. Animal Production and Health	2012/2013
	Crop Production and Protection	B. Agric. Crop Production and Protection	2012/2013
	Agricultural Economics, Extension and Rural Sociology	B. Agric. Agric. Economics	2012/2013
	Agribusiness	B. Agric. Agribusiness	2012/2013
	Home Management Science	B. Home Management	2012/2013
	Food Science and Technology	B. Food Science and Technology	2012/2013

10.3 PHASES OF ACADEMIC DEVELOPMENT OF THE UNIVERSITY

Table 10.1 shows the academic development of the University in phases, as contained in the Academic Brief:

Table 10.1: Phases of Academic Development

Phase	Duration	Session
Phase 1	5 years	2011/12-2015/16
Phase 2	5 years	2016/17-2020/17
Phase 3	5 years	2021/22-2025/26
Phase 4	5 years	2026/27-2030/31

The University operated without a Council until 2015 when Council was constituted. In May 2015, Council approved the creation of new Faculties and additional Departments and programmes. The Commencement dates for the Faculties were also given. The details of the approved structure, with effect from 2015/2016 is as provided in Table 10.2.

Table 10.2: Approved Structure

FACULTY	DEPARTMENT	PROGRAMME
Management Sciences	Business Management	B.Sc. Business Management
	Accounting	B.Sc. Accounting B.Sc. Finance
Social Sciences	Political Science	B.Sc. Political Science
	Geography and Regional Planning	B.Sc. Geography and Regional Planning
	Economics and Development Studies	B.Sc. Economics
	Sociology	B.Sc. Sociology
Arts	History and Diplomatic Studies	B.A. History and Strategic Studies
	Religious Studies	B.A. Islamic Studies B.A. Christian Studies
	Languages and Linguistics	B.A. English

		B.A. Linguistics
Science	Biochemistry and Molecular Biology	B.Sc. Biochemistry
	Basic and Applied Chemistry	B.Sc. Industrial Chemistry
	Physics	B.Sc. Physics Electronics
	Geology	B.Sc. Geology
	Biological Sciences	B.Sc. Biology
		B.Sc. Microbiology
	Mathematical Sciences and Information Technology	B.Sc. Mathematics
B.Sc. Computer Sci. and IT		
Education	Science Education	B.Sc. Ed. (Chemistry)
		B.Sc. Ed. (Physics)
		B.Sc. Ed. (Biology)
		BSc. Ed (Human Kinetics and Health Edu)
		B.Sc. Ed. (Maths)
	Education Foundations	BA. Ed (English)
Agriculture	Fisheries and Aquaculture Technology	B. Fisheries and Aquaculture Tech.
	Forestry Resources and Environmental Management	B. Forestry Resources Mgt.
	Animal Health and Production	B. Agric. Animal Production and Health
	Crop Production and Protection	B. Agric. Crop Production and Protection

	Agricultural Economics, Extension and Rural Sociology	B. Agric. Agric. Economics
	Food Science and Technology	B. Food Science and Technology
	Home Management Science	B. Home Management

10.4 DEVELOPMENT OF ACADEMIC PROGRAMMES AND STATUS OF ACCREDITATION

All the 23 matured programmes of the Federal University Dutsin-Ma passed accreditation, some with full accreditation but majority had interim accreditation status. Out of the nine new Federal Universities established in 2011, Federal University Dutsin-Ma was the first and only institution that received accreditation of their programmes before the graduation of its first set of students. This is commendable.

The accreditation status of each programme visited in March 2015 by NUC Accreditation Panels is as presented in Table 10.3

Table 10.3: Accreditation Status of Programmes Visited by NUC in 2015

FACULTY	DEPARTMENT	PROGRAMME	Accreditation Status
Arts, Management and Social Sciences	Business Management	B.Sc. Business Management	Interim
	Accounting	B.Sc. Accounting	Interim
	Political Science and Public Administration	B.Sc. Political Science	Full
	Geography and Planning	B.Sc. Geography and Town Planning	Full
	Economics and Development Studies	B.Sc. Economics	Full
	Sociology	B.Sc. Sociology	Interim

	History and Diplomatic Studies	B.A. History and Strategic Studies	Interim
	Language and Communication Studies	B.A. English	Interim
Science and Education	Biochemistry and Molecular Biology	B.Sc. Biochemistry	Interim
	Physics	B.Sc. Physics Electronics	Interim
	Biological Sciences	B.Sc. Biology	Interim
		B.Sc. Microbiology	Interim
	Mathematical Sciences and Information Technology	B.Sc. Mathematics	Interim
		B.Sc. Computer Sci.	Interim
	Science Education	B.Sc. Ed. (Chemistry)	Interim
		B.Sc. Ed. (Physics)	Interim
		B.Sc. Ed. (Biology)	Interim
B.Sc. Ed. (Maths)		Interim	
	B.A. Ed. (English)	Interim	
Agriculture and Agricultural Technology	Fisheries and Aquaculture Technology	B. Fisheries and Aquaculture Tech.	Interim
	Forestry Resources and Environmental Management	B. Forestry Resources Mgt.	Interim
	Animal Health and Production	B. Agric. Animal Production and Health	Interim
	Crop Production and Protection	B.Agric. Crop Production and Protection	Interim
	Agricultural Economics, Extension and Rural Sociology	B.Agric. Agric Economics	Interim

10.5 STAFFING

The University recruited quality staff to run its academic programmes and provided administrative and technical support. However, there was some difficulty in getting requisite staff at senior levels, which was mitigated by

sabbatical and visiting appointments. The staffing was therefore understandably heavy at the base.

10.5.1 Findings:

- i) Owing to the difficulty in attracting senior academic staff, the University resorted to engaging Graduate Assistants, hence their high number across the departments.
- ii) To address the staffing challenge, the institution commenced staff development Programmes as a way of enhancing staff career development and growth.
- iii) Over 150 staff benefitted from training for their Masters or Doctorate Degrees, while some had started returning to the University after completion of their studies. This was through the resources provided by the Federal Government through TETFund.

10.6 PROMOTING QUALITY AND ACADEMIC EXCELLENCE

10.6.1 Technology-Driven Teaching, Learning, Research and Administration of Services:

In the period under review, most of the University's key services were ICT-driven:

- i) Students' registration, lectures and examination management were technology aided: lecture notes, assignments, results were uploaded on the intranet/internet. Students did not pay for hand-outs, lecture notes;
- ii) Library services were computerised and there was a strong E-library and E-learning facilities that was solar powered;
- iii) Bursary services and Human resources management were also computer driven;
- iv) Major meetings of the University such as Senate were ICT driven and paperless to reduce waste of funds on stationery;
- v) Processing of transcripts was done in minutes.

vi) To ensure provision of power, key ICT facilities such as servers were solar powered.

10.7 INFORMATION AND COMMUNICATION TECHNOLOGY AND UNIVERSITY RANKING

In the period under review, the Information Communication and Technology (ICT) was clearly the strength of the University. The University could undertake key ICT deployments using internal capacity. Skillful and experienced ICT staff, who were among the best in the industry, were recruited. This influenced their web ranking - FUDMA was ranked 14th in Nigeria (out of 140 institutions) and 5114th out of 25000 in the world by webometrics <http://www.webometrics.info/en/Africa/Nigeria> in February 2015. FUDMA was also ranked 22nd in Nigeria by 4icu (For International Colleges and Universities) <http://www.4icu.org/ng/> at the same time. The University has developed an official website: www.fudutsinma.edu.ng.

10.8 PERFORMANCE OF FUDMA STUDENTS

Early in 2015, the University was rated by the world Webometric ranking as the 14th best University in Nigeria. FUDMA students in Accounting programme had passed some lower professional level examination (ICAN) and some were heading to become Chartered Accountants before completion of their BSc programme or during Youth Service. One of the pioneer Geography students won international prize in GIS mapping in 2015.

10.9 PROMOTION OF ACADEMIC EXCELLENCE

The University had established honours and academic scholarship for students that performed well. Students that obtained CPGA of 4.50 at the end of each session were placed on the Vice Chancellor's Honours list and awarded scholarship that took care of their student charges and books in the subsequent session. Those that obtained a CGPA of 4.00 and above were placed on the

Dean's Honours list and benefitted from Book allowance in the subsequent year. The University also offered automatic employment to all the first set of first-class graduates.

10.10 ACADEMIC DEVELOPMENT DOCUMENTS

The University has an Academic Brief and Master Plan for the development of the Take-off Campus and the Main Campus. The parcels of land for the campuses were provided by the Katsina State Government. The University had obtained title documents for both campuses and there were no encumbrances on both pieces of land.

10.11 RELATIONSHIP WITH THE HOST COMMUNITY

The University had a cordial relationship with the host community in the period under review and had received huge support from the community. The University donated computers to the Community Secondary School, Dutsin-Ma and the Government Day Secondary School, Darawa. The Community also had access to and massively used the University Clinic.

10.12 DIRECTORATES AND OTHER UNITS

In addition to the Library, Bursary and Registry, the University also had the following directorates, departments and units under the Office of the Vice Chancellor:

- i) Academic Planning
- ii) Directorate of Research Development
- iii) Directorate of Advancement and Linkages
- iv) Physical Planning and Works
- v) Information and Communication Technology
- vi) Internal Audit
- vii) Students Affairs
- viii) Sports

- ix) Security
- x) University SIWES
- xi) School of General and Preliminary Studies
- xii) SERVICOM
- xiii) Transport

10.13 INFRASTRUCTURAL DEVELOPMENT AND FUNDING

The University was allocated, through TETFund, a take-off grant of N1.50 billion with which most of the facilities at the Take-off Campus were developed by drawing down on the fund to execute projects by the University management. The different geophysical surveys and other planning documents for the Permanent Campus were also funded from this grant. The Federal Government also committed about N3.2 billion in the development of the permanent campus. The management and utilisation of this fund (N3.2 billion) was directly by the Federal Ministry of Education. This money was used to construct at the permanent campus: Administration Block, Construction of ICT Block, Construction of 2No. Faculty Buildings, Construction of University Library, Construction of 1No. Male Hostel and Construction of 1No. Female Hostel.

The Katsina State Government also pledged N1.0 billion and supported the take-off of the institution by directly awarding contracts and paying from this fund for the renovation of some existing Secondary School buildings, construction of perimeter fence, internal network of roads, construction of laboratories and residential quarters for the Vice Chancellor and Registrar, etc. The Dutsin-Ma Local Government Authority supported the institution by releasing their houses for leasing by the University and paid for the first one year. These supports aided the smooth take-off of the University.

All funds received were judiciously and frugally applied, and of the new Universities, FUDMA was ahead of all of them in infrastructural and academic

development as at December 2015. The list of projects executed at the Take-off and Main campuses is attached in Volume II of this Report as **Appendix B8**.

10.14 NOTABLE PROBLEMS FACED BY THE UNIVERSITY

In spite of the monumental achievements recorded since the inception of the University in 2011, Federal University, Dutsin-Ma was faced with some challenges in the period under review which included:

- i) Inadequate Hostel Accommodation: The University faced acute shortage of hostel accommodation for students in more secured hostels.
- ii) Lack of Electricity Supply to the Main Campus: The Panel observed that the University Main Campus was not connected to the National Grid for public power supply.
- iii) Inadequate funding: This has posed great constraint to the University activities, including infrastructural development and other operations
- iv) Litigation: The University was saddled with a number of cases that have distracted and slowed down its developmental endeavours.
- v) Frequent disruptions in the academic calendar due to industrial actions by staff unions.

10.14.1 Recommendations

- i) The Federal Government and its agencies should be more pro-active in the handling of industrial matters;
- ii) The University Management should be open, fair, transparent and inclusive in the management of its human resources in the University. This will reduce strikes or demonstrations arising from purely internal or local causes.
- iii) Communication channels should be prompt and responsive to avoid erosion of confidence and trust.

CHAPTER ELEVEN

TERM OF REFERENCE NO. 9

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

11.0 INTRODUCTION

The Federal University, Dutsin-Ma was established in 2011. Located in Dutsin-Ma, about 60km from Katsina, the University started academic activities in 2011/2012 session. With the arrival of students, it became incumbent on the University Management to create the Directorate of Security Services. During the period under review, there were no actual security incidences except operational challenges of the Directorate.

The Directorate had established a working relationship with other security and intelligence agencies for effective performance of its duties. It is hoped that the Directorate would continue to be vigilant, just as the University Management would continue to give the necessary logistic support to the Directorate for effective performance.

11.1 OBSERVATIONS

- i) With the establishment of the University in 2011 and to start from the scratch, there were challenges, including security.
- ii) In order to secure the property and other facilities of the University, the necessity for a structured security service became obvious. This was also to provide a conducive and safe environment for the safety of both staff and students, as well as for teaching and learning.
- iii) The Directorate of Security Services has therefore been part of the development of the University.

11.1.1 Findings

- i) The Directorate had a complement of seventy-five (75) officers, men and women.
- ii) There was a good working relationship with other security and intelligence services.
- iii) There was no serious security breach arising from students, cult or general criminal activities.
- iv) Most of the officers, men and women had no professional security training.

11.1.2 Recommendations

- i) There should be continuous professional training of personnel of the Directorate.
- ii) With the development of the Permanent Site of the University, there should be regulated employment in the Directorate to meet the new reality.
- iii) The University should provide adequate logistic support to the Directorate.
- iv) The University Management should institute a Dialogue Platform in which the State Government, the Host Community and other Stakeholders shall discuss security and other related matters affecting the University.

CHAPTER TWELVE

TERM OF REFERENCE NO. 10

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

12.0 INTRODUCTION

The requirement under this Term of Reference directed the Visitation Panel to examine the processes and structures of discipline of students in the University in line with due process of the rule of law. To do this effectively, the Panel sought to find if there was in existence in the University the legal basis establishing the framework for students' discipline. It also sought to determine whether the University had enacted regulations and codes guiding students' conduct and proscribing misconduct.

The Panel similarly set out to determine the existence of committees, the availability of cases brought before the committees, the role of the University Security and the Investigation Committees at different levels and the rights afforded the students alleged as having committed misconduct to see how far the processes and procedures are either consistent or at variance with the dictates of the rule of law.

12.1 OBSERVATIONS

- i) The law provides for disciplinary actions on students.
- ii) During the period under review, the Senate adopted rules and regulations concerning examination misconduct/irregularities. The Panel however noted that there were no rules and regulations relating to other forms of misconduct.
- iii) The Panel was not availed with records of proceedings in respect of students' misconduct, despite repeated demands. Therefore, there was no evidence to establish whether or not there was adherence to due process.

- iv) The Panel notes that Section 19 of the Act grants the Vice Chancellor discretionary powers to determine misconduct which powers may run against the rule of law.

12.1.1 Findings

- i) During the period under review, Senate dealt with 5 examination misconduct/irregularity cases resulting in the Senate passing the sentence of rustication, expulsion and warning.
- ii) There was failure to provide relevant documents and records that could aid the Panel in arriving at the decision as to whether there was compliance with the rule of law and due process.

12.1.2 Recommendations

- i) The Panel recommends that section 19 of the Act be amended to limit the discretionary powers of the Vice Chancellor to determine any case of misconduct.
- ii) Deliberate effort must be put in place to see that the rules and regulations are updated and reviewed periodically to meet with time and changing faces of examination misconduct and irregularity.
- iii) There should be a deliberate effort to harmonize the rules and regulations and present them in a most convenient form to students.

CHAPTER THIRTEEN

GENERAL COMMENTS

- i) Panel Members of Visitation Panels should be of diverse competences to effectively cover the field and Terms of Reference.

- ii) The Panel notes that the take-off of the University was smooth and focused with a view to creating a very unique environment for learning and research.

- iii) Visitation Panels should be regular and constituted as at when due.