

**REPORT OF THE VISITATION  
PANEL ON THE AFFAIRS OF  
FEDERAL UNIVERSITY OF  
TECHNOLOGY  
AKURE**

**2011- 2015**

**TABLE OF CONTENTS**

<b>CONTENTS</b>						<b>PAGE</b>
	<b>EXECUTIVE SUMMARY</b>	-	-	-	-	<b>ii</b>
<b>1.0</b>	<b>INTRODUCTION</b>	-	-	-	-	<b>1</b>
<b>2.0</b>	<b>BRIEF HISTORY OF FUTA</b>	-	-	-	-	<b>5</b>
<b>3.0</b>	<b>METHODOLOGY</b>	-	-	-	-	<b>6</b>
<b>4.0</b>	<b>TERM OF REFERENCE I</b>	-	-	-	-	<b>11</b>
<b>5.0</b>	<b>TERM OF REFERENCE II</b>	-	-	-	-	<b>17</b>
<b>6.0</b>	<b>TERM OF REFERENCE III</b>	-	-	-	-	<b>26</b>
<b>7.0</b>	<b>TERM OF REFERENCE IV</b>	-	-	-	-	<b>39</b>
<b>8.0</b>	<b>TERM OF REFERENCE V</b>	-	-	-	-	<b>46</b>
<b>9.0</b>	<b>TERM OF REFERENCE VI</b>	-	-	-	-	<b>52</b>
<b>10.0</b>	<b>TERM OF REFERENCE VII</b>	-	-	-	-	<b>58</b>
<b>11.0</b>	<b>TERM OF REFERENCE VIII</b>	-	-	-	-	<b>63</b>
<b>12.0</b>	<b>TERM OF REFERENCE IX</b>	-	-	-	-	<b>78</b>
<b>13.0</b>	<b>TERM OF REFERENCE X</b>	-	-	-	-	<b>80</b>
<b>14.0</b>	<b>CONCLUSION</b>	-	-	-	-	<b>85</b>

## **EXECUTIVE SUMMARY**

### **1.0 Introduction**

#### **1.1 Constitution of The Visitation Panel**

The Visitor to the Federal Universities, President Muhammadu Buhari, GCFR constituted Visitation Panels to thirty-eight (38) Federal Universities and four (4) Inter-University Centres in Nigeria covering two 5-year periods, namely: 2011-2015 and 2016-2020.

#### **1.2 Inauguration and Swearing-In Ceremony**

The Presidential Visitation Panel (PVP) to the Federal University of Technology, Akure (FUTA) was formally inaugurated along with the others on Tuesday, 13<sup>th</sup> April, 2021 by the Honourable Minister of Education, Mallam Adamu Adamu, who was ably represented by the Permanent Secretary, Arc. Sonny Echono at the Idris Abdulkadir Auditorium, National Universities Commission, Maitama, Abuja.

The Panels were given sixty (60) days from the date of inauguration to submit their Reports which must cover the two (2) separate 5-year periods under consideration: 2011 - 2015 and 2016 - 2020.

### **2.0 Brief History of the University**

The Federal University of Technology, Akure (FUTA) was one of the seven specialized Universities of Technology established by the Alhaji Shehu Shagari-led civilian administration in the 1980s. The University commenced operations in a rented two-storey building located at No. 58, Oyemekun Road, Akure in 1981. It later moved into the campus of the old Federal Polytechnic (now in Ado Ekiti) in 1986 and inherited the facilities. The pioneer Vice Chancellor was Professor Theodore Idibiye Francis (1981-1987), a renowned Professor of medicine, who laid a solid foundation for the smooth take-off of the University. The University had produced six substantive vice-chancellors up to date.

### **3.0 METHODOLOGY**

The Federal Ministry of Education advertorials in *THIS DAY* and *Vanguard Newspapers* of 11<sup>th</sup> January, 2021 conveyed the approval of the Visitor, President Muhammadu Buhari, GCFR for the constitution of Visitation Panels to Federal Universities and Inter-University Centres. Both advertorials stated the Terms of Reference. Call notices for written and oral submissions were sent out to the general University community by the Visitation Panel, FUTA on 29<sup>th</sup> April, 2021. Written and Oral memoranda were received from the various organs of the University and Communities. The Panel took out time to inspect many of the facilities on the two campuses of the University. The outcome of the written submissions, interactions and observations from facility tour formed the crux of the synthesis giving rise to the Panel's findings, observations and recommendations.

### **4.0 TERM OF REFERENCE I**

*To inquire into the Level of Implementation of the White Paper on the last Visitation Report.*

The Federal University of Technology, Akure had worked extensively on the implementation of the necessary areas raised in the white paper on the last Visitation Report (2004 - 2011) to varying degrees. These were itemized below and recommendations made for each:

#### **4.1 Commendations**

The University was commended on several projects which had been completed, fully equipped, functional and commissioned. They included: the Central Research Laboratory, New University Library complex, 2500 seating capacity Auditorium, other laboratories and lecture halls.

## **4.2 Admission Quota for Educationally Disadvantaged States**

The quota for educationally disadvantaged states was usually not filled because applications received from these states and other states outside the catchment area were insufficient.

It was recommended that the University Management should intensify efforts to attract candidates by reaching out to governments of the states concerned.

## **4.3 General Funding Requirements**

There was a general funding requirement for the entire University as there had been negligence over a period of time. The facilities in need of urgent attention included: the new Library Complex, Directorate of Works and Services, Medical Centre, Recreational centres, Staff Club and the Teaching and Research Farm. The recommended statutory allocation of 10% of the recurrent grant to the Library should be strictly adhered to in order to address the inadequacies in the Unit.

## **4.4 Medical Centre**

The Medical Centre did not benefit the status of the University, even though additional buildings were acquired by the Centre following the Report of the previous Visitation Panel (2004 - 2010). There was urgent need for a new Medical Centre and total overhaul of the facilities and staff. The Director of the Centre had spent more than 15 years because the tenured policy was not in operation at the Centre. He should be redeployed.

## **4.5 Membership of Congregation**

The controversy over the membership of congregation still persisted. The University law should be amended to give clarity to the definition of a degree holder for the purpose of admission into Congregation.

## **5.0 TERM OF REFERENCE II**

*To Look into the Leadership Quality of the University in Terms of the Roles of the University Governing Council, the Vice Chancellor and other Principal Officers*

### **5.1 The Role of the Governing Council**

The period covered three Governing Councils chaired by Brigadier General Raji Rasaki (Rtd) (2007 – 2012), Alhaji Mahmoud Yahaya (SAN) (9<sup>th</sup> April, 2013 – 15<sup>th</sup> Nov., 2013) and Dr. Mohammed Shata (2014 – 2017).

The Panel observed that the appointment of General Raji Rasaki as University Council Chairman did not meet the requirement of the Law for a person with requisite University Management experience. Government should ensure that appointments of Chairmen of Councils conformed to the requirements of a competent University person or a retired University person for effective governance of the University.

Government should ensure that any Chairman of Council in acting capacity should not remain in that capacity for more than six months in order to avoid creating a vacuum in governance.

### **5.2 The Role of the Vice Chancellor**

Professor Adebisi M. Balogun served as the Vice Chancellor between 2007 and 2012. He was a highly experienced academic. Prof. Adebisi G. Daramola assumed office as Vice Chancellor on 24<sup>th</sup> May, 2012. He provided effective, firm and decisive leadership, before the breakdown of law and order in 2016, as a consequence of the strike action embarked upon by the Joint Action Committee (JAC) of the three Non-Teaching Staff Unions in the University. Although, he had altercations with the Unions, it was observed that his intentions were largely misunderstood by them.

### **5.3 The Role of the Deputy Vice Chancellors**

The position of the Deputy Vice Chancellors (DVC) as provided in the law establishing the Universities was to assist the Vice Chancellor in the overall management of the University as well as act in the absence of the Vice-Chancellor. The Federal University of Technology, Akure had two offices of the Deputy Vice Chancellor, Academics and

Development. For the period under review, five senior Professors served as Deputy Vice-Chancellors.

#### **5.4 The Registrar**

Two Registrars served the University in the period 2011 to 2015: Dr. (Mrs) E. F. Oyebade (2001 – 2011) and Dr. (Mrs) M. O. Ajayi (1<sup>st</sup> June, 2011 – 31<sup>st</sup> May, 2017). Both of them served the University with utmost sense of diligence, responsibility and professionalism. The two Registrars made their marks as Secretaries to the Governing Councils, Senate and Congregation.

#### **5.5 The Bursar**

The Bursary Department was headed by the Bursar who coordinated and handled all financial transactions and management of the University. The three Bursars who served during the period were: Mr Raphael A. Aladetimi (2004 – 2013), Mr Peter O. Akindele, acted between 2013 and 2014 and Mr E. A. Oresegun (2014 – 2019).

#### **5.6 The University Librarian**

Mr Femi Zacheaus Oguntuase (2010 – 2015) was the only librarian who served in the period under consideration. He was instrumental in the building and commissioning of a new Library Complex equipped with very relevant collections and other Library services.

### **6.0 TERM OF REFERENCE III**

*To look into the Financial Management of the University Including Allocations and Internally Generated Revenue over the Recommended Periods and Determine Whether it was in Compliance with Appropriate Regulations*

#### **6.1 Federal Government (FGN) Capital Grant**

The total FGN capital grant received for the period was Six hundred and seventy-five million, four hundred and sixty-four thousand, two hundred and seventy-four naira (₦675,464,274.00). The highest was in 2012 which was Two hundred and twenty-one million, one hundred and ninety-eight thousand, four hundred and thirty-three naira (₦221,198,433.00) and the lowest was Twenty-six million, eight

hundred and forty-six thousand, five hundred and seventy-four naira (₦26,846,574.00) in 2015.

It was recommended that FGN should increase capital budget to the University to cushion the effect of the over 80% reduction in the Capital Grant.

## **6.2 NEEDS Assessment Grant**

The sum of Two billion, eight hundred and thirty-three million, seven hundred and three thousand, seven hundred and four naira (₦2,833,703,704.00) was received in 2014 as NEEDS Assessment grant.

## **6.3 TETFUND Grant**

Between 2011 and 2015, there was about 90% reduction in the total TETFund grant received, with significant negative implications on the development of the University.

Government should give more attention to the development of the University by increasing and releasing fund to the Institution.

## **6.4 Pension Grant**

The total sum received during the period under review, was appropriately applied. The University Management should be commended for the tidy arrangement and accounting records kept for pension and related issues.

## **6.5 Budget Process and Management**

There were prepared budgets for the period. However, there was no standing Budget Committee for proper collation of inputs from the various units in preparing the annual budget.

Management should adopt a participatory approach in the preparation of its budgets.



## **6.6 Internally Generated Revenue (IGR)**

### **A. Students' Fees**

Records showed that the revenue from students' fees were progressively on the increase during the period except for 2013 where there was a sharp drop.

Management should explore other areas of generating income internally in addition to the students' fees which formed a significant portion of the IGR.

### **B. FUTA Business Development Company (BDC)**

The performance of FUTA BDC for the period was not impressive, as the company made losses annually during the period under review. However, there were some elements of bright prospects as the losses began to reduce in 2015.

The huge potentials of the FUTA BDC should be properly harnessed. More experienced hands, especially a Business Manager should be engaged in the operation and management of the outfit for revenue generation.

### **C. Centre for Continuing Education (CCE)**

The PGD programme which generated the highest revenue compared to other units in the Centre was discontinued while the recurrent expenditure was still running from 2014 up till 2017.

The Centre should introduce more certificate programmes that would be beneficial to both staff and people outside the University community.

### **D. Investments**

The value of stocks which was on the increase suddenly nose-dived. This showed that the stock market was not properly monitored and the investment properly managed.

There should be an investment unit, created under the Bursary for the close monitoring of the stock market performance.

## **E. Other Revenue Sources**

Revenue from sources such as University Secondary School and FUTA Teaching and Research Farms were not disclosed. There was no control in place on the internet tickets generated and sold by the Computer Resource Centre (CRC).

### **6.7 Accounting Systems**

The Manual Accounting and Information Processing system in operation was prone to errors and delays. The University did not have an appropriate accounting software and had not invested in ICT and networking of the Bursary Department. There should be computerization and networking of the Bursary Department to reduce/eliminate errors and ensure prompt production of accounts.

### **6.8 Cost Reduction Efforts**

The University contracted the servicing of her vehicles to outsiders, which could ordinarily be undertaken by direct labour.

Several Air conditioners, fans and bulbs which were not functioning could be fixed using direct labour as a cost reduction technique. There were just six (6) Mechanics in the University. More mechanics should be recruited for the Works Department.

### **6.9 Reconciliation of Account/Bank Statement**

The level of Bank Reconciliation was examined. It was discovered that some reconciliation statements were not counter-signed as evidence of review by superior officers. It was recommended that as a control measure, every reconciliation statement should be counter-signed by a higher-level officer above the Unit Head.

### **6.10 Internal Audit/Adherence to Guidelines**

The Internal Audit was functional, alive to its statutory responsibilities and reporting directly to the Vice Chancellor but the Budget Monitoring Committee was not functional and the Director of Audit ought to be a member.

### **6.11 External Audit**

The Books and Records of the University were audited by its External Auditors for the respective years with accompanying Management letter/Domestic Report and appropriate observations and recommendations were made to Management.

### **6.12 Take-off Grant**

The take-off grant approved for the Institution had not been released to date. Government should revisit the issue and the approved take-off grant should be released to the University to assist in the developmental efforts of the Institution.

## **7.0 TERM OF REFERENCE 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*

### **Procurement Committee/Budget Monitoring Committee**

The procurement committee was well constituted and the 2007 Public Procurement Act was complied with in the award of contracts at various times and the Federal Government approved threshold was also enforced. However, Budget Monitoring Committee was not functional and there was no Project Monitoring Committee for supervision and monitoring of all executed contracts.

### **7.2 Record of Acquisition/Procurement Act Challenges**

The rather long and protracted procurement processes enunciated in the Procurement Act had affected some contracts with economic consequences. The time and circle of the Procurement process for projects needing approval by the Federal Executive Council (FEC) and/or Ministerial Board should be shortened to prevent request for contract price variations.

### **7.3 TETFund Grant**

The percentage allocations of the TETFund Grant for Research, Training, Conference, Library and projects were 8.45%; 23.26%; 11.28%; 16.78% and 40.23% respectively. There were unutilised funds for the period.

Management should, as a matter of urgency, set up a Project Monitoring Committee to ensure implementation and delivery of quality projects.

The University had a lot of areas of need, therefore, efforts should be made to utilise funds promptly in view of the time value of money.

### **7.4 NEEDS Assessment Grants**

Although, there were unutilised funds, there were also several projects in the University of which their percentages of completion were not disclosed.

Some procurement contracts were terminated and reasons for the termination were not provided.

The Physical Planning Unit should be up to its duty in assessing and documenting the state and level of completion of every project.

The University should have a standing Project Monitoring Committee.

### **7.5 Adherence to Standards and Regulations**

Capitalized Internally Generated Revenue (IGR) was poorly managed. There were evidences of payments for same transactions made several times.

There was the practice of meeting expenses out of the daily sales in the Feed Mill as well as the Teaching and Research Farms.

There was no proper record of the quantities of some store items, for example, the records of the purchase of diesel.

Proper reconciliation and recording of all purchases of store items should be done and vetted at all times. The practice of meeting expenses from cash sales in the Feed Mill as well as the Teaching and Research Farms should be stopped.

## **8.0 TERM OF REFERENCE V**

*To Examine the Adequacy of the Staff and Staff Development Programme of the University*

Based on the recommended teaching staff/student ratio, most Departments were understaffed and as such there was gross inadequacy of staff. The creation of new Programmes/Schools aggravated the understaffing situation. The adequacy of staff was considered from numerical and quality perspectives.

### **8.1 Numerical Staff Adequacy**

There was numerical staff inadequacy in many Departments/Programmes following the staff/student ratio in academic staff that varied between 1:17 and 1:36 running contrary to NUC guidelines of 1:15, 1:20 and 1:30 depending on the Discipline.

#### **8.1.1 Quality of Staff**

There was adequacy in the quality of staff at all levels especially as the staffing was top heavy. This was enhanced as a result of acquisition of higher degrees by the staff while many more were undergoing training.

### **8.2 Staff Development**

Staff Development Programme was grossly inadequate to meet the demands of training of staff in order to enable them deliver commensurately on their various mandates.

Conference support and sponsorship for staff to attend conferences reduced drastically in the period under review resulting in undue hardships

## **9.0 TERM OF REFERENCE 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)*

### **9.1 The Visitor**

The relationship between the University and the Visitor had been cordial. The Visitor appointed Governing Council members into the Council of the University during the period under review.

### **9.2 The University Governing Council**

The University had two Councils during the period, 2011-2015: One led by Brig. General Raji A. Rasaki from 2009 to 2013 and another by Alhaji Mahmood Yahaya (SAN) from 2013 to 2017.

### **9.3 Federal Ministry of Education**

The University maintained good relationship with the Ministry as the Ministry's representatives were in all the Councils. The University should be given more autonomy to enable her address urgent issues.

### **9.4 National Universities Commission**

National Universities Commission (NUC) performed her statutory functions of accreditation of programmes as well as approval of establishment of new programmes of the University.

### **9.5 Office of the Accountant General of the Federation**

The University complied with all establishment circulars from the office of the Accountant General.

### **9.6 Bureau for Public Procurement (BPP)**

Funds approved for the University through budgetary process were not released seamlessly. Such funds should always be released promptly and seamlessly.

### **9.6 Tertiary Education Trust Fund (TETfund)**

It was observed that notable projects in the University were done through the TETFund intervention, though there were many bottlenecks in the process of accessing allocated fund by TETFund.

## **9.7 Joint Admissions and Matriculation Board (JAMB)**

The University related very well with the Joint Admissions and Matriculation Board (JAMB) on Students' admission issues. The University should be commended for the good relationship which existed between her and JAMB.

## **9.8 Staff and Students' Unions**

The University maintained good relationship with the Students' Union and had a good understanding (relationship) with ASUU and Non-Teaching Unions. The workable relationship between the Unions and the University should be maintained.

## **9.10 Ondo State Government**

The relationship between the University and the State Government during the period was not too cordial. The State Government did not play any supportive role on the issue of the permanent site of the University. The University should always strive to court the State Government's favour in order to gain one form of developmental project or the other.

## **9.11 Host Community**

The relationship between the Community and the University was friendly and peaceful and should be sustained.

## **10.0 TERM OF REFERENCE 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 Authority and also Suggest any Modifications to the Law Considered Necessary or Desirable to Enable the University to Better Achieve its Objectives.*

### **10.1 Establishing Law**

Federal University of Technology (FUT) Act (1986) provided for the establishment, constitution and functions of the various organs, units and offices of the Federal University of Technology, Akure.

The seeming perennial issue of the composition of the congregation in the University had led to several litigations and was a source of worry for peace within the University. The University law should be amended to give clarity to the definition of a degree holder for the purpose of admission into the Congregation.

### **10.2 Appointment of the Vice Chancellor.**

There was an increasing tendency for the University and the local community to push for the appointment of a Vice-Chancellor who was an indigene of the town. This was not only obnoxious but rather abhorrent in respect to anything representing an academic community.

It was recommended that the Vice-Chancellor should henceforth be appointed compulsorily outside of the state and area of the locality of the Institution to forestall biases in decision making.

### **10.3. Land Ownership**

All the land holdings of the Institution were in order and properly documented. Government could, as a matter of urgency, pay for some more land already promised by way of compensation and get proper title cover for them to enable the University prepare for future expansion.

### **10.4 Governing Council**

The relationship of the University and its Governing Council had been smooth and seamless. For the purpose of proper understanding of the unique nature of the University system, the Council should be chaired by personnel, who in addition to integrity, held the rank of a Professor and had held high administrative office in the University System. Retirees should be very much considered.

### **10.5 Library**

The University Library had been massively underfunded. The University Librarian was not a member in attendance at the University Council. His attendance was at the discretion of the Vice-Chancellor. He should be seriously considered as a permanent member in attendance in Council. His attendance should not be at the whims and caprices of the Vice-Chancellor.



## **11.0 TERM OF REFERENCE 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*

### **11.1 The Evolution of the University:**

The Federal University of Technology, Akure (FUTA) was one of the first sets of specialized Universities of Technology established by the Alhaji Shehu Shagari – led civilian administration in the 1980s. It formally came into being in 1981, but full-blown academic activities commenced in 1982. The University commenced operations in a rented two-storey building located at No. 58, Oyemekun Road, Akure in 1981 before moving into the campus of the old Federal Polytechnic (now located in Ado-Ekiti).

The pioneer Vice Chancellor of the newly established University was Professor Theodore Idibiye Francis, a renowned Professor of medicine who laid the foundation for the take-off of the University in 1982. By 1986, the Federal Polytechnic finally moved to its newly-built campus in Ado-Ekiti and its Akure infrastructural facilities were inherited by the Federal University of Technology, Akure. By 2015, the University had witnessed phenomenal growth from a modest

University with three schools in 1982 to seven schools in 2015, including the School of Postgraduate Studies. The University had about eleven (11) teaching support units. The University had two campuses: the Main Campus at Obanla and the Mini Campus at Ibule. There was also a site for the School of Health Sciences which was being developed.

### **11.2 The Chancellors, Pro-Chancellors and Vice Chancellors:**

From the inception of the University, three (3) traditional rulers served as Chancellors of the University who normally chaired the University Convocations. Similarly, twelve (12) eminent personalities had served as the Pro-Chancellors and Chairmen of the Governing Council of the University while six substantive Vice Chancellors had served in the period under review.

### **11.3 Schools and Academic Programmes in FUTA:**

At inception, the University commenced academic activities with three Schools. By 2015, the University had expanded with seven Schools and a Postgraduate School. In the period under review, there were forty-six (46) undergraduate degree programmes offered across the schools and five Masters, Postgraduate Diplomas and PhDs in the School of Postgraduate Studies. Between 2011 and 2015, almost all the degree programmes offered in the University had obtained full accreditation status while a few had interim accreditation.

#### **11.4 Record of Achievements in FUTA**

The University, over the years, had recorded some significant milestones in the area of infrastructural facilities, academic attainments, research activities, linkages and collaborations as well as endowments.

#### **11.5 Problems Faced by the University.**

The greatest challenge faced by the University was in the area of inadequate funding from the Federal Government, which had affected service delivery and the overall development of the Institution. The University was grossly understaffed particularly staffing for Academic Departments. There were also shortages in the Registry, Bursary and the Computer Resource Centre of the University.

#### **11.6 The Style and Direction of the University Leadership**

The University was headed by very senior and experienced Vice-Chancellors, who were assisted by five Deputy Vice Chancellors and other Principal Officers: Registrars, Bursars and the University Librarian. At the School and Departmental levels, the Deans and Heads of Departments as well as the several Directors of Academic and Non-academic units represented the Vice Chancellor as such authority was clearly delegated to facilitate in administration.

### **12.0 TERM OF REFERENCE IX**

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

From records, the Management did her best to provide adequate security in the University but Security Staff were, however, not adequate or sufficient in number. Similarly, there were challenges of inadequate facilities such as patrol vehicles and motorbikes required for efficient services of the Unit. Modern communication and observatory gadgets were not available to the staff of the Unit. In addition to the speed breakers on Akure-Ilesha road at the North Gate of the University, consideration should be given to the possibility of construction of an over-head bridge as recommended by the last Visitation Panel.

### **13.0 TERM OF REFERENCE X**

*To Examine the Processes and Structures of the Mechanism for Discipline of Students in the University in order to Ascertain Compliance with Due Process of the Rule of Law*

#### **13.1 Students' Disciplinary Panels**

There were 3 disciplinary panels all headed by senior University personnel. Between 2011 and 2015, 8 students were disciplined for various examination malpractices, 17 cases of miscellaneous disciplinary measures and sanctions had been carried out. The University Committee on cult related matters investigated cult related allegations and recommended appropriate disciplinary measures. Thirty-nine (39) cult related cases were investigated and determined, mostly leading to an indefinite suspension or expulsion.

### **14.0 CONCLUSION**

The regular constitution of Panels for visitation in the system would impact greatly on the style of leadership and arrest the rot and the decay in the system. It was hoped that the prompt release of the white paper would facilitate a high level of implementation of the recommendations.

The Panel used this medium to express its gratitude for the opportunity given to the members to serve our dear country and remain committed to serving the fatherland at any other time.

## **1.0**

## **INTRODUCTION**

### **1.2 Constitution of The Visitation Panel**

The Visitor to the Federal Universities, President Muhammadu Buhari, GCFR in exercise of his powers, constituted Panels for the conduct of Visitation Panels to thirty-eight (38) Federal Universities and four (4) Inter-University Centres in Nigeria covering two 5-year periods, namely: 2011-2015 and 2016-2020. The purpose of the Exercise was to review the performance of the institutions in the areas of governance, academic standards, quality assurance, management of finance, the relationship between management on the one hand, staff and students on the other, the condition of physical infrastructure as well as instructional facilities and thereafter advice Government accordingly.

### **1.3 Inauguration and Swearing-In Ceremony**

The Presidential Visitation Panel (PVP) to the Federal University of Technology, Akure (FUTA) was formally inaugurated along with thirty-seven (37) others and the four (4) Inter-University Centres on Tuesday, 13<sup>th</sup> April, 2021 by the Honourable Minister of Education, Mallam Adamu Adamu, who was ably represented by the Permanent Secretary, Arc. Sonny Echono at the Idris Abdulkadir Auditorium, National Universities Commission, Maitama, Abuja. The Panel was given up to sixty (60) days from the date of inauguration to submit its

reports, which must cover the two (2) separate 5-year periods under consideration: 2011-2015 and 2016-2020.

Following the indisposition of the Presidential Visitation Panel appointed Chairman to FUTA, Emeritus Professor Ilochi Augustine Okafor (SAN) and his inability to participate in the exercise and upon the directive of the Executive Secretary, NUC to the Secretary of the Panel, L. N. Achor (Mrs), the Panel held a brief post inaugural zoom meeting on Monday, 26<sup>th</sup> April, 2021 to select an acting Chairman.

The Panel arrived the University on Wednesday, 28<sup>th</sup> April, 2021 and commenced work on Thursday, 29<sup>th</sup> April, 2021 led by the newly selected acting Chairman, Prof. (Mrs) Ngozi Obiajulum Iloh of the University of Benin.

#### **1.4 Composition of The Panel**

Membership of the Visitation Panel was as follows:

- 1. Professor (Mrs) Ngozi Obiajulum Iloh - Chairman**
- 2. Alhaji Abdulmumini Ayo Abdulmalik - Member**
- 3. Professor Mahmud Muhammad Lawan- Member**
- 4. Mr. Tokunbo Olugbenga Esq. - Member**
- 5. Dr. Emmanuel Emeakponuzo Daferighe- Member**
- 6. Mrs Laretta Nnenna Achor Member/Secretary**

Members of the Panel received original copies of their Letters of Appointment dated 29<sup>th</sup> March, 2021 with reference no. FME/PS/606/C.1/111/183 earlier scanned and forwarded to them through Whatsapp by the Secretary.

## **1.5 Terms of Reference**

The Terms of Reference of the Panel were:

- i. To inquire into the level of implementation of the white paper on the last visitation report;
- ii. To look into the leadership quality of each university in terms of the roles of Governing Council, the Vice-Chancellors and other principal officers;
- iii. To look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations;
- iv. To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
- v. To examine the adequacy of the staff and staff development programs of each university;
- vi. To determine the relationship between the university and the various statutory bodies it interacts with according to its law for the 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 direction;
- ix. To examine the general security in the university and how the university has dealt with it and recommend appropriate measures; and
- x. To examine the processes and structures of discipline of students in each university in line with the due process of the rule of law.

## **2.0**

### **Brief History of the University**

The Federal University of Technology, Akure (FUTA) was one of the seven specialized Universities of Technology established by the Alhaji Shehu Shagari-led civilian administration in the 1980s. It came into full operations in 1981 with three foundation Schools: School of Agriculture and Agricultural Technology (SAAT), School of Earth and Mineral Sciences (SEMS) and School of Pure and Applied Sciences (SPAS).

FUTA commenced operations in a rented two-storey building located at No. 58, Oyemekun Road, Akure in 1981 and later moved into the campus of the old Federal Polytechnic (now in Ado Ekiti) in 1986 and inherited the facilities. The University thus established its mini campus in Obakekere and later in Obanla (now the main campus with the core Academic centre). The mini campus was at Ibule, where the Centre for Continuing Education conducted its teaching and other academic activities. There was also a site for the School of Health Sciences which was being developed.

The pioneer Vice Chancellor was Professor Theodore Idibiye Francis (1981-1987), a renowned Professor of medicine, who laid a solid foundation for the smooth take-off of the University. The University had produced six substantive Vice-Chancellors up to date.

By 2015, the University had witnessed a phenomenal growth from a modest University with three schools in 1982 to seven schools including the School of Postgraduate studies.



## **3.0 METHODOLOGY**

### **3.1 Preamble**

The Visitation Panel to the Federal University of Technology, Akure, adopted the following methodology in carrying out its assignment.

The Federal Ministry of Education placed advertorials in the National Newspapers, some of which appeared on *THIS DAY Newspaper* and *Vanguard Newspaper* on 11<sup>th</sup> January, 2021 conveying the approval of the constitution of Visitation Panels to the Federal Universities and Inter-University Centres by the President and Visitor to all Federal Universities, Muhammadu Buhari GCFR.

### **3.2 Courtesy Calls**

On arrival at the Federal University of Technology, Akure (FUTA) a courtesy visit was made to the Vice-Chancellor, Professor J.A. Fuwape ably represented by the Deputy Vice-Chancellor (Development) Prof P.G. Oguntunde and other Principal and key Officers – the Registrar, Mr R. A. Arifalo; the Bursar, Mr J.A. Adesoba; the University Librarian, Dr. B.O. Gbadamosi; Deans of the various Schools and Directors, Deputy Registrars; the Public Relations and Protocol Officer etc.

The Chairman of the Visitation Panel, Professor (Mrs) Ngozi O. Iloh explained the Mission of the Panel to the University Management and sought for their cooperation.

The Panel also paid a courtesy call on His Excellency, the Executive Governor of Ondo State, Arakunrin Oluwarotimi Akeredolu (SAN). The Chairman appealed to the Governor and his cabinet to explore ways of easing the traffic logjam at the University entrance and the possibility of assistance of the Federal Government in the construction of a flyover to put an end to the various accidents at the Main Gate of the University. She also sought assistance for the completion of the 500 Lecture theatre started by NDDC. The Governor thanked the Federal Government for the commencement of the Medicine and Surgery (MBBS) programme with effect from 2020/2021 academic session.

The Governor reiterated that his administration had partnered with FUTA, especially in the area of Technology with the establishment of the Tech Hub in the Institution. He further promised to continue to prioritize education and to talk to the Niger-Delta Development Commission (NDDC) on the abandoned lecture theatre project. On the incessant accidents at the University's North Gate, the Governor suggested the relocation of the Main Gate to a safer place.

There was also a courtesy call on the Paramount ruler in the state, His Royal Majesty, Oba Aladetoyinbo Ogunlade Aladelusi, the Deji of Akure land and other traditional rulers.

### **3.3 Call for Memoranda from the University and Host Communities**

In addition to the Federal Ministry of Education's advertorials in the National dailies, call notices for written and oral submissions were sent out to:

1. General University Community;

2. University Governing Council;
3. University Management;
4. University Senate;
5. University based Unions (Academic Staff Union of Universities – ASUU, Senior Staff Association of Nigerian Universities – SSANU, National Association of Academic Technologists – NAAT, Non-Academic Staff Union of Educational & Associated Institutions – NASU and Student Union.

The call for memoranda was also extended to the General public through the use of jingles in the local and established media houses. They were requested to make written submissions on the Terms of Reference and also to be prepared to meet with the Panel for oral submissions and interaction.

### **3.4 Interactions**

The Panel also interacted with the various organs and officers of the University Community. Those interacted with included the Governing Council, Senate, Town Hall, Vice-Chancellor, Deputy Vice-Chancellors, Deans, Directors, Registrars, Bursars, Heads of Departments, Directors of Centres, Chief Security Officer (CSO), Leadership of Unions (ASUU, SSANU, NAAT, NASU & SU).

### **3.5 Facility Tour of the University**

The Panel took out time to inspect many of the facilities on the two campuses of the University. The Main Campus of 640 hectares of land along Akure-Ilesha Express Road housing majority of the infrastructural development,

and the Ibule Annex Campus for Continuing Education, were painstakingly visited. The site of the Medical Campus along Akure-Owo was equally inspected. Other facilities inspected included the Central Library, Health Centre, Teaching and Research Farms, ICT Hub, Computer Resource Centre (CRC), Works Department, Security Department and Fire Service Unit, Male and Female Hostels, Julius Okojie Central Research Laboratory, New Senate Building, 2,500-Seater capacity Auditorium, etc.

### **3.6 Synthesis**

Written and Oral memoranda received from various organs and officers of the University and Communities included the followings:

University Management, Former Vice-Chancellors: Professor. A. M. Balogun (2007 – 2012), and Professor. A. G. Daramola (2012 – 2017), Registrar: Dr Mrs M. O. Ajayi (2011 – 2017), and Bursar: Mr E. A. Oresegun (2014 – 2019), Deans of Schools and Dean of Students, Heads of Departments and Directors of Centres, Unions (ASUU, SSANU, NAAT, NASU), Members of Staff, Students, Civil Society Organizations, Minutes of Meetings (of Governing Councils and Senate), Documents from Registry, Bursary, Physical Planning, Academic Planning etc.

The outcome of the written submissions, interactions and observations from facility tour formed the crux of the synthesis giving rise to the Panel's findings, observations and recommendations.

## **4.0**

## **TERM OF REFERENCE I**

*To inquire into the Level of Implementation of the White Paper on the last Visitation Report.*

The Federal University of Technology, Akure had worked extensively on the implementation of the necessary areas raised in the white paper on the last Visitation Report (2004-2011) to varying degrees. These were itemized below and recommendations made for each:

### **4.1 Admission Quota for Educationally Disadvantaged States**

#### **4.1.1 Observation/Finding**

The quota for educationally disadvantaged states was usually not filled because not enough applications were received from these states and other states outside the catchment area.

#### **4.1.2 Recommendation**

The University Management should intensify efforts to attract candidates by reaching out to governments of the states concerned.

### **4.2 Central Research Laboratory**

#### **4.2.1 Observation/Finding**

The Central Research Laboratory had been completed, fully equipped and functional. It was commissioned in November, 2011 to serve the University community and outsiders. **(Annexure A1)**

#### **4.2.2. Recommendation**

The University should be commended.

### **4.3. Building and Equipment of new offices, Laboratories and Lecture Halls**

#### **4.3.1 Observation/Finding**

The University had completed and commissioned the 2,500 seating capacity Auditorium, some laboratories and other lecture halls. However, due to the increasing population of students, they had become inadequate.

#### **4.3.2 Recommendation**

The University should build additional lecture halls and theatres to meet the increasing population of students.

### **4.4. ICT Facilities:**

#### **4.4.1 Observations/Findings**

The backbone of FUTA's WAN network, the 27km Fibre Optics project had been completed and commissioned, however this was still inadequate. The limitations were due to inadequate funding, staffing and equipment, and epileptic power supply, which had damaged the available equipment.

#### **(Annexure A2)**

#### **4.4.2 Recommendations**

- (i) Adequate funding was needed for sufficient fibre optics and more equipment.
- (ii) The University should improve on power supply by acquiring a good heavy-duty generator to power the centre so as to prevent future damage to the equipment.

## **4.5 New Library Complex**

### **4.5.1 Observations/Findings**

- (i) The new University Library complex had been completed and was in use. However, the library was generally hot and not conducive for reading and research because the air conditioners were not functioning optimally. The books, journals and Newspapers were insufficient and outdated.
- (ii) There was inadequate funding in the Library. The 10% statutory allocation to the Library had not been judiciously released over the years. **(Annexure A3)**

### **4.5.2 Recommendations**

- (i) The University Management should pay more attention to the Library and ensure that the recommended statutory allocation of 10% of the recurrent grant to the Library was strictly adhered to in order to address the inadequacies in the Unit.
- (ii) The issue of the functionality of the Bindery Section, New e-Library and air conditioners, as well as outdated stock, should be addressed urgently.

## **4.6. Restructuring of the Directorate of Works and Services**

### **4.6.1 Observations/Findings**

The Directorate of Works and Services had been overhauled and it maintained good working relationship with the Directorate of Physical Planning. However, the equipment and facilities in the Unit were inadequate as a result of insufficient funds. The staff were not properly kitted for the job.

### **4.6.3 Recommendations**

- (i) The cordial working relationship between the Directorates of Works and Services and Physical Planning should be sustained to ensure efficiency.
- (ii) There was need for adequate funding of the Directorate of Works and Services.
- (iii) Additional one (1) 1,000 KVA generator should be provided.

## **4.7 Medical Centre**

### **4.7.1 Observations/Findings**

- (i) The Medical Centre did not befit the status of the University, even though additional buildings were acquired by the Centre following the Report of the Previous Visitation Panel (2004-2010).
- (ii) Facilities were not functional, particularly the X-Ray machine which was in a state of dormancy.
- (iii) The Pharmacy lacked a befitting store for the storage of drugs. The air conditioners were not effective.
- (iv) The Laboratory lacked modern equipment for testing.
- (v) The Staffing was grossly inadequate.
- (vi) The Director of the Centre had spent more than 15 years because of the tenureship policy which was not in operation at the Centre.



#### **4.7.2 Recommendations**

- (i) The University Management should make more efforts to construct the new Medical Centre.
- (ii) Funding should be released to the Medical Centre for the provision of adequate and functional facilities.
- (iii) A proper store should be provided in the Pharmacy for the storage of drugs.
- (iv) Modern equipment for testing should be provided in the Laboratory.
- (v) Additional Professionals particularly Doctors and Nurses should be employed urgently.
- (vi) The present Director of the Centre should be redeployed.

#### **4.8 Recreational Facilities**

##### **4.8.1 Observation/Finding**

The recreational facilities were inadequate in comparison to the increase in the University population particularly of students.

##### **4.8.2 Recommendation**

Additional recreational facilities, for both indoors and outdoors should be provided, as well as sports kits.

#### **4.9 Staff Club**

##### **4.9.1 Observation/Finding**

The staff club was poorly equipped and had a low patronage.

## **4.9.2 Recommendation**

In order to attract more patronage, the staff club should be properly equipped and members encouraged to patronize it.

## **4.10 Membership of Congregation**

### **4.10.1 Observation/Finding**

The controversy over the membership of congregation still persisted. This is as a result of the ambiguous interpretation of the definition of "administrative staff".

### **4.10.2 Recommendations**

- (i) The University Management should synchronize the conditions of service in line with the law establishing the University in order to capture the meaning of "Administrative Staff".
- (ii) The University law should be amended to give clarity to the definition of a degree holder for the purpose of admission into Congregation.

## **5.0 TERM OF REFERENCE II**

*To Look into the Leadership Quality of the University in Terms of the Roles of the University Governing Council, the Vice Chancellor and other Principal Officers*

### **5.1 The Role of the Governing Council**

### **5.1.1 Observations/Findings**

The period of the Visitation covered three Governing Councils. The First Council under the Chairmanship of Brigadier General Raji Rasaki (Rtd) was inaugurated in February, 2009 and the tenure ended in 2013. The Second Council came on board in April 2013 and ended December 2013 and was headed by Mr. Mahmoud Yahaya (SAN). The Council was short lived because of the demise of the Chairman in the same year. The Panel observed that the appointment of General Raji Rasaki as University Council Chairman did not meet the requirement of the Law for a person with requisite University Management experience. Although, the then Chairman, Brig. Gen. Raji Rasaki could be termed a man of vast experience having been a Military Administrator of Lagos State and a Visitor to Lagos State University (LASU).

After the demise of Mr. Mahmoud Yahaya (SAN), an Acting Chairman, Chief Joel Madaki was appointed in February, 2014 and held sway until June 2014. In July, 2014, a substantive Chairman, Dr. Mohammed Shata was appointed to administer the affairs of the Council till April, 2017. **(Annexure B1)**

All the three Governing Councils provided exceptional leadership in driving policies and administration of the University.

They promoted participatory governance and open style administration. It could be discerned that the open style of administration created the atmosphere for peace and tranquillity, which the institution enjoyed in the period under review, i.e. 2011 - 2015. The Councils in line with the provisions of the law met regularly, at least once in every quarter and also

held emergency meetings in order to consider matters of urgent importance, as was the case in the appointment of a new Vice-chancellor in 2012.

Committees of Councils such as the Finance and General Purposes (F & GPC) and Budget Monitoring Committees, (BMC) existed and met as and when due. However, the BMC was not fully functional between 2011 and 2015. Minutes of Council meetings as well as those of committees were available and were properly documented.

There were no disruptions of academic activities in the University, owing to local issues during the period under review; however, in compliance with the directives of their national bodies, the Unions in the University, particularly the Academic Staff Union of Universities (ASUU) joined their colleagues to participate in the national strike of 2013.

### **5.1.2 Recommendations:**

- (i) Government should ensure that appointments of Chairmen of Councils conformed with the requirements of a competent University person with integrity or a retired University person for the effective governance of the University.
- (ii) The Councils under this period should be commended for providing quality leadership and guidance in the governance of the University.
- (iii) The Councils should equally be commended for creating the enabling environment for peace to reign in the institution.
- (iv) Government should ensure that any Chairman of Council in acting capacity should not act for more than six months to avoid creating a vacuum in governance.

- (v) Councils should be encouraged to sustain the participatory and open style of administration in order to ensure inclusive governance.

## **5.2 The Role of the Vice-Chancellor**

### **5.2.1 Observations/Findings**

Professor Adebisi M. Balogun served as Vice-Chancellor between 2007 and 2012. During his tenure, there were some measure of consultation and participatory governance, with the committee system fully functional. Due to the consultative nature of his administration, there was peace and stability in the University. Prof. A. M. Balogun was a highly experienced academic and the first Deputy Vice-Chancellor, Development in the University. He succeeded in changing the infrastructural trajectory of the University. He established several academic and research centres such as the Centre for Climate Change and the Centre for Research and Development (CERAD). He was credited with the construction and furnishing of a befitting Central Research Laboratory Complex named after the former Executive Secretary of the National Universities Commission, Prof. Julius Okojie, which currently functioned with the state-of-the-art equipment (**Annexure A1**).

During his tenure, the University enjoyed peace, which was as a result of constant engagement with all stakeholders. After completing his tenure in February, 2012, the then Deputy Vice-Chancellor, (Academics), Prof. E. A. Fasakin acted between 8<sup>th</sup> March, and 23<sup>rd</sup> May, 2012.

Prof. Adebisi G. Daramola assumed office as Vice-Chancellor on 24<sup>th</sup> May, 2012. He was an astute administrator and an accomplished Agricultural Economist. Prof. A. G. Daramola provided effective, firm and decisive

leadership (**Annexure G5**). He recorded significant milestones in the execution of several projects such as the 2,500-Seater-capacity lecture theatre as well as attracted grants and won awards for the University. Although, he had altercations with the Unions, it was observed that his intentions were largely misunderstood by them.

### **5.2.2 Recommendations**

- (i) The style of leadership characterised by consultation and participation should be sustained and strengthened to guard against dictatorship.
- (ii) The Vice-Chancellor should sustain governance through the committee system because it would promote inclusiveness and participation.

## **5.3 The Role of the Deputy Vice-Chancellors**

### **5.3.1 Observations/Findings**

The position of the Deputy Vice-Chancellors (DVC) as provided in the law establishing the Universities was to assist the Vice-Chancellor in the overall management of the University as well as act in the absence of the Vice-Chancellor. The Federal University of Technology, Akure had two offices of the Deputy Vice-Chancellor, Academics and Development. During the period under review, five senior Professors served as Deputy Vice-Chancellor, namely:

- (i) Prof. Z. D. Adeyewa – DVC, Academic (2<sup>nd</sup> January, 2010 – 30<sup>th</sup> September, 2011)
- (ii) Prof. E. A. Fasakin – DVC, Academic (2011 – 2015)
- (iii) Prof. O. Arayela – DVC, Academic (1st April, 2015 – 2019)

- (iv) Prof. J. A. Fadamiro – DVC, Development (2010 - 31<sup>st</sup> December, 2011)
- (v) Prof. T. L. Akinbogun – DVC, Development (August, 2012 – 2016)

The Deputy Vice-Chancellors had all performed creditably well and assisted the Vice-Chancellor in running the affairs of the University. As chairmen of some of the University committees such as University Admissions Committee, headed by the DVC, Academic, they had significantly contributed towards the growth of the University.

### **5.3.2 Recommendations**

- (i) The University should be encouraged to sustain its tradition of appointing senior and experienced academics as Deputy Vice-Chancellors.
- (ii) The Deputy Vice-Chancellors when appointed should continue to work closely with the Vice-Chancellor to achieve success and excellence.

## **5.4 The Registrar**

### **5.4.1 Observations/Findings**

Two Registrars served the University in the period 2011 to 2015: Dr. (Mrs) E. F. Oyebade (2001 – 2011) and Dr. (Mrs) M.O. Ajayi (1<sup>st</sup> June, 2011 – 31<sup>st</sup> May, 2017).

Both of them served the University with utmost sense of diligence, responsibility and professionalism. The two Registrars made their mark as Secretaries to the Governing Councils in facilitating administrative running of

the University. The Registrars also excelled as Secretaries to the Senate and Congregation.

The Panel observed that the major challenge that affected the Registry was inadequate funding and understaffing, though this was a general problem across most units of the University.

#### **5.4.2 Recommendations**

- (i) The Registrars should be commended for their contributions in the effective administration of the University.
- (ii) The University should be encouraged to sustain the tradition of appointing competent Registrars for the University.
- (iii) As the central hub of administration, the Registry should be adequately funded and properly staffed to effectively and efficiently perform her role in the growth of the University.

### **5.5 The Bursar**

#### **5.5.1 Observations/Findings**

The Bursary Department, headed by the Bursar, coordinated and handled all financial transactions and management of the University. Three Bursars served in the period between 2011 and 2015. They were Mr Raphael A. Aladetimi (2004 – 2013). He was first appointed in acting capacity between 2004 and 2005, but was later confirmed as the substantive Bursar in 2005 and served till 2013. Mr Peter O. Akindele acted between 2013 and 2014.

Mr E. A. Oresegun assumed office in 2014 and headed the Department until 2019. There were no reported cases of financial infractions. However, Mr E. A. Oresegun, who was prosecuted by the Economic and Financial Crimes



Commission (EFCC) in 2016 for a criminal and financial matter was later discharged and acquitted by the Court. This was adequately considered in the 2016 – 2020 Report (**Annexure B3**)

### **5.5.2 Recommendation**

- (i) The University should ensure regular training of Bursary staff to keep them abreast of the current financial management and accounting realities.

## **5.6 The University Librarian**

### **5.6.1 Observations/Findings**

Mr Femi Zacheaus Oguntuase was the only Librarian who served during the period under consideration from 2010 to 2015. He was instrumental to the efforts in building and commissioning of a new Library Complex equipped with very relevant collections and other Library services. However, there were still challenges of inadequate reading spaces, funding and power supply. The University Management neglected the Library during the period under review.

### **5.6.2 Recommendations**

- (i) Government should ensure increased funding to the Library in order to procure relevant and up to date Library collections such as journals, textbooks and online materials.
- (ii) The Management of the University should accord the Library special attention because of its pivotal role to teaching and research.

## **5.7 Other Key Departments of the University**

### **5.7.1 Observations/Findings**

Over the last forty years of its existence, the University had grown from strength to strength. Consequently, other key Departments had been established to assist in the governance and academic development of the University. The Director, Academic Planning, though not a Principal Officer but a key Officer, was very central to the smooth working of the University system. The Academic Planning coordinated all the processes for the accreditation of academic programmes, provided the requisite template for planning of academic programmes and activities, as well as quality assurance and control. The Academic Planning Unit was headed by a Senior Professor, who was responsible to the Vice-Chancellor.

### **5.7.2 Recommendations**

- (i) The Academic Planning Unit should be supported and strengthened to continue with the good work.
- (ii) The Academic Planning Unit should continue to drive the quality assurance template for better and resourceful academic and research output

## **6.0 TERM OF REFERENCE III**

*To look into the Financial Management of the University Including Allocations and Internally Generated Revenue over the Recommended Periods and Determine Whether it was in Compliance with Appropriate Regulations*

The University received the following grants from government for the development of the Institution in the period under review.

## **6.1 Federal Government (FGN) Capital Grant**

### **6.1.1 Observations/ Findings**

The total FGN capital grant received for the period was Six hundred and seventy-five million, four hundred and sixty-four thousand, two hundred and seventy-four naira (₦675,464,274.00). The highest was in 2012 which was Two hundred and twenty-one million, one hundred and ninety-eight thousand, four hundred and thirty-three naira (₦221,198,433.00) and the lowest was Twenty-six million, eight hundred and forty-six thousand, five hundred and seventy-four naira (₦26,846,574.00) in 2015. This had a significant negative effect on the developmental efforts of Management.

#### **(Annexure C1)**

### **6.1.2 Recommendations**

- (a) Government should increase capital allocation to cushion the effect of the over 80% reduction which was experienced by the University.
- (b) Government should ensure a prompt release of capital grant to the University to promote development.

## **6.2 NEEDS Assessment Grant**

### **6.2.1 Observations/Findings**

The sum of Two billion, eight hundred and thirty-three million, seven hundred and three thousand, seven hundred and four naira (₦2,833,703,704.00) was received in 2014 as NEEDS Assessment grant. There were several projects initiated from the NEEDS Assessment grant, namely: **(Annexure C2)**

- (i) Construction and completion of Postgraduate hostel

- (ii) Construction and completion of undergraduate female hostel
- (iii) Construction and completion of the Multi-purpose hall, among others.

### **6.2.2 Recommendations**

- (a) The Council should be commended for the proper utilization of the fund.
- (b) Management should not relent in its efforts; more critical needs of the University should be included in future allocations and application of the fund.

## **6.3 TETFund Grant**

### **6.3.1 Observations/Findings**

Between 2011 and 2015, the total TETFund grant received was One billion, eight hundred and sixty—one million, eight hundred and twenty-nine thousand, four hundred and forty-three naira (₦1,861,829,443.00)

with the highest of Seven hundred and seven million, four hundred and fifty-six thousand, seven hundred and twenty naira (₦707,456,720.00) in 2013 which nose-dived to Seventy-eight million, eighteen thousand twenty-five naira (₦78,018,025.00) in 2015 representing about 90% reduction with significant negative implications on the development of the Institution.

### **(Annexure C3)**

### **6.3.2 Recommendation**

- (a) Government should give more attention to the development of the University by increasing and releasing fund to the Institution.

## **6.4 Pension Grant**

### **6.4.1 Observation/Finding**

The total sum received in the period, 2011 - 2015 was Four hundred and five million, two hundred and seventy thousand, one hundred and forty naira (N405,270,140.00). This was appropriately applied; however, the Federal Government took over direct payment of Pension later from 2016.

### **(Annexure C4)**

### **6.4.2 Recommendation**

Management should be commended for the tidy arrangement and accounting records kept for pension issues and related matters.

## **6.5 Budget Process and Management**

### **6.5.1 Observation/Finding**

There were prepared budgets for the period. However, there was no standing Budget Committee for proper collation of inputs from the various units preparing the annual budget.

### **6.5.2 Recommendations**

- (a) Management should adopt a participatory approach in the preparation of its budget.
- (b) A Budget Committee should be constituted and a proper budget process should be put in place which would originate from the user Department and coordinated by the Committee.

- (c) The Budget Committee should pass vetted budget requests to the Finance and General Purpose Committee of Council, which had the responsibility of making recommendations to Council, for approval before final submission to Government.

## **6.6 Internally Generated Revenue (IGR)**

### **A. Students' Fees**

#### **6.6.1 Observations/Findings**

- (a) Records showed that the revenue from students' fees were progressively on the increase from Seven hundred and thirty-one million, eight hundred and twenty-six thousand, five hundred and seventy-eight naira (₦731,826,578.00) in 2011 to Two billion, three hundred and forty-three million, sixty-eight thousand, three hundred and fifty-eight naira (₦2,343,068,358.00) in 2015.
- (b) However, in 2013, there was a sharp drop to Six hundred and three million, five hundred and ninety thousand, three hundred and thirty-two naira (₦603,590,332.00) from One billion, two hundred and ninety-seven million, seven hundred and fifteen thousand, five hundred and nineteen naira (₦1,297,715,519,00) in 2012. **(Annexure C5)**

#### **6.6.2 Recommendations**

In addition to the students' fees which formed a significant portion of the IGR.

- (i) Management should explore other areas of generating income internally.

- (ii) Management might consider floating programmes that would be attractive to the public thus making the University a destination of choice. In this regard, more attention should be paid to the Centre for Continuing Education for its role in community development and income generation.

## **B. FUTA Business Development Company (BDC)**

### **6.6.3 Observations/Findings**

- (i) The performance of FUTA BDC for the period was not impressive. The company made losses annually for the period covered.

Nevertheless, there were some elements of bright prospects as the losses reduced from five million, eight hundred and thirty-two thousand, three hundred and thirteen naira (₦5,832,313.00) in 2011 to Six hundred and eighty-one thousand, four hundred and twenty-three naira (₦681,423.00) in 2015.

### **6.6.4 Recommendations**

- (i) The huge potentials of the FUTA BDC should be harnessed.
- (ii) More experienced hands; especially a Business Manager should be engaged in the operation and management of the outfit for more revenue generation.

## **C. Centre for Continuing Education (CCE)**

### **6.6.5 Observations/Findings**

- (i) The performance of the Centre was impressive and encouraging showing surplus of annual income over expenditure in the period under review.
- (ii) The Centre was autonomous and the functions were centralised and monitored by the Bursar.
- (iii) The PGD programme which generated the highest revenue of fourteen million, two thousand, three hundred naira (₦14,002,300.00) compared to others was discontinued but with the recurrent expenditure still running from 2014 up till 2017. **(Annexure C6)**

### **6.6.6 Recommendations**

- (i) The University should put machinery in place to ensure the revival and sustenance of the PGD programme as it formed one of the major sources of IGR for the Institution.
- (ii) The Centre should introduce more certificate and conversion programmes that would be beneficial to both Staff and other people outside the University community.

## **D. Investments**

### **6.6.7 Observation/Findings**

- (i) The value of investment in stocks was forty-nine million, nine hundred and ten thousand, two hundred and eight naira (₦49,910,208.00) in 2011. This, however, increased to one hundred and eleven million, eight hundred and seventy thousand, one hundred and ninety-five naira (₦111,870,195.00) but nose-dived to seventy-five million, four



hundred and fifty-seven thousand, eight hundred and sixteen naira (₦75,457,816.00).

- (ii) This was an indication that the stock market was not properly monitored and the investment properly managed.
- (iii) The University was still holding on to some stocks which should have been sold and the proceed used to buy well performing shares in the market.

#### **6.6.8 Recommendations**

- (i) There should be an Investment Unit created under the Bursary for close monitoring of the stock market performance.
- (ii) The first principle of any investment move was the guarantee and security of capital. In the prevailing circumstances, part of the holdings should be disposed off and invested in Treasury Bills, which were less risky and could be for a short-term of 90 days.

### **E. Other Revenue Sources**

#### **6.6.9 Observations/Findings**

- (i) Revenue from sources such as University Secondary School and FUTA Teaching and Research Farms were not disclosed.
- (ii) The Farms were operating like a self-accounting unit, spending its cash takings instead of payment of cash to the University central account.
- (iii) The Farms generally were operating below capacity especially at the poultry and feed mills.

- (iv) There was no control in place on the internet tickets generated and sold by the Computer Resource Centre (CRC).

### **6.6.10 Recommendations**

- (i) Adequate controls should be put in place to monitor the proceeds of all revenue generating units of the University
- (ii) The Teaching and Research Farms should be properly monitored by the Bursary Department in terms of income and expenses.
- (iii) A Bursary staff should work with the Farm Manager to ensure proper processing of financial data and documentation of farm transactions.
- (iv) The Internal Audit unit should design a control system for internet tickets generated which should be implemented by the Bursary.
- (v) Additional investment was required at the farm site. This could be an avenue to contributing to teaching and learning, the development of Agriculture and enhancing food production in Nigeria.
- (vi) There was an urgent need to upgrade the feed mill to a commercial status as the output of the unit was in high demand within and outside the State.
- (vii) The non-disclosure of the financial position of the University Secondary School and the Teaching and Research Farms under any guise amounted to under statement of the income of the University. This practice should be discontinued.

## **6.7 Accounting Systems**

### **6.7.1 Observations/Findings**

- (i) The manual accounting and information processing system in operation was prone to errors and delays.
- (ii) The University did not have appropriate accounting software and had not invested in ICT and networking of the Bursary Department.
- (iii) Not all the stocks purchased during the period under review passed through the Central Store as it became difficult to ascertain the actual value of the stock purchased.

### **6.7.2 Recommendations**

- (i) There should be computerization and networking of the Bursary - Department to reduce/eliminate errors and ensure prompt production of accounts.
- (ii) Management, as a matter of urgency, should invest in the Information Technology networking of all Departments in the University
- (iii) Appropriate Accounting Software/packages should be procured to complement efforts of the staff of the Bursary Department.
- (iv) All stock purchased should pass through the Central Store. Standard procedures for transferring stock items to end users should be adopted and implemented. This would ensure effective inventory management.

## **6.8 Cost Reduction Efforts**

### **6.8.1 Observations/Findings**

- (i) The University contracted the servicing of its vehicles to outsiders, which could ordinarily be undertaken by direct labour.

- (ii) Several Air conditioners, fans and bulbs which were not functioning could be fixed using direct labour as a cost reduction technique.
- (iii) There were just six (6) Mechanics in the University Works Department.

### **6.8.2 Recommendations**

- (i) The servicing of the University vehicles should be undertaken by direct labour to save cost.
- (ii) The rich manpower across the various Schools and Departments in the University should be harnessed to service and maintain the air conditioners, fans, electrical appliances and other equipment.
- (iii) More mechanics should be recruited for the Works Department.

## **6.9 Reconciliation of Account/Bank Statement**

### **6.9.1 Observation/Findings**

The level of Bank Reconciliation was examined. It was discovered that some reconciliation statements were not counter-signed as evidence of review by superior officers.

### **6.9.2 Recommendation**

As a control measure, every reconciliation statement should be counter-signed by a higher-level officer above the Unit Head.

## **6.10 Internal Audit/Adherence to Guidelines**

### **6.10.1 Observations/Findings**

- (i) The Internal Audit was functional, alive to its statutory responsibilities and reporting directly to the Vice-Chancellor.
- (ii) The Budget Monitoring Committee was not functional. However, the Director of Audit ought to be a member.

### **6.10.2 Recommendation**

The Internal Audit Unit should be commended.

## **6.11 External Audit**

### **6.11.1 Observations/Findings**

- (i) The books and records of the University were audited by its External Auditors for the respective years with accompanying Management letter/Domestic Report.
- (ii) Appropriate observations and recommendations were made to Management. However, there were no reported cases of fraud, embezzlement or misappropriation. **(Annexure C7)**

### **6.11.2 Recommendation**

Management should note all observations made and promptly implement the various recommendations.

## **6.12 Take-off Grant**

### **6.12.1 Observations/findings**

Federal University of Technology Akure (FUTA) was established in 1981. The University had been in existence for about forty (40) years, unfortunately the take-off grant approved for the Institution had not been released to date.

### **6.12.2 Recommendation**

Government should revisit the issue and the approved take-off grant released to the University to assist in the developmental efforts of the Institution.

## **7.0 TERM OF REFERENCE 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*

### **7.1 Procurement Committee/Budget Monitoring Committee**

#### **7.1.1 Observations/Findings**

- (i) The procurement committee was well constituted and the 2007 Public Procurement Act was complied with in the award of contracts at various times and the Federal Government approved threshold was also enforced.

- (ii) The Budget Monitoring Committee was not functional and there was no Project Monitoring Committee for the supervision and monitoring of all executed contracts.

### **7.1.2 Recommendations**

- (i) The Budget Monitoring Committee should be made functional and active.
- (ii) The University should constitute a Project Monitoring Committee to ensure contracts were executed according to specification.

## **7.2 Record of Acquisition/Procurement Act Challenges**

### **7.2.1 Observations/Findings**

- (i) The 2007 Public Procurement Act sought to promote transparency, accountability, competitiveness and value for money within the procurement environment in all Federal Ministries, Department and Agencies (MDAs).
- (ii) The rather long and protracted circle of procurement processes enunciated in the Procurement Act had affected some contracts with economic consequences.
- (iii) This had resulted in challenges in the implementation/completion of some capital projects funded from NEEDS Assessment and 2013/2016 merged TETFund grants. Some of these projects were:
  - (a) Construction of School of Agriculture and Agricultural Technology (SAAT) Building (TETFund)
  - (b) Construction of School of Engineering and Engineering Technology (SEET) Building (NEEDS)

(c) Construction of School of Health and Health Technology (SHHT) Building (TETFund)

- (iv) For the projects in (c) above, the bid process started in 2017 but the approval from the Federal Executive Council (FEC) was received in 2019. **(Annexure D1)**

## 7.2.2 Recommendations

- (i) The time and circle of the Procurement process on projects needing approval by the Federal Executive Council (FEC) and or Ministerial Tenders Board should be shortened so as not to provide basis for contractors to hide and pressure the clients for variation due to changes in the Market prices.
- (ii) The 2007 Procurement Act was ripe for review and various stakeholders, professionals and operators in the MDAs should be given opportunity to share their experiences.

## 7.3 TETFund Grant

### 7.3.1 Observations/Findings

- (i) The total of one billion, eight hundred and sixty-one million, eight hundred and twenty-nine thousand, four hundred and forty-three Naira (₦1,861,829,443.00) grant was received from TETFund for the period 2011 to 2015. one billion, thirty-three million, one hundred and ten thousand, thirty-one naira (₦1,033,110,031.00) was applied as follow in Table 1: **(Annexure C3)**

**Table 1: Percentage Distribution of TETFund Grant (2011 – 2015)**

Research	₦ 87,319,686	8.45%
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Training	₦ 240,287,126	23.26%
Conference	₦ 116,542,221	11.28%
Library	₦ 173,352,617	16.78%
Project	₦ 415,608,381	40.23%
<b>Total</b>	<b>₦ 1,033,110,031</b>	<b>100%</b>

Table 1 showed that 16.78% was allocated to Library. However, the 10% Recurrent Grant (overhead) component of the University Allocation which should statutorily be released to the Library was not implemented.

- (ii) Some of the TETFund funded projects on the University campus were of poor quality and poor finishing. It was discovered that there was no functioning Project Monitoring Committee for periodic evaluation of projects.
- (iii) The unutilized TETFund grant for the period was eight hundred and twenty-eight million, seven hundred and nineteen thousand, four hundred and twelve naira (₦828,719,412.00).

### **7.3.2 Recommendations**

- (i) The usage of funds allocated to the Library should be prioritized and the statutory 10% overhead allocation to the Library should be implemented as the Library was a major hub of the University.
- (ii) Management should as a matter of urgency set up a Project Monitoring Committee comprising of all stakeholders of the Institution in order to ensure quality implementation and delivery of projects.

- (iii) The University had a lot of areas in need of attention; therefore, efforts should be made to utilise funds promptly considering the time value of money.

## **7.4 NEEDS Assessment Grants**

### **7.4.1 Observations/Findings**

- (i) A total of two billion, eight hundred and thirty-three million, seven hundred and three thousand, seven hundred and four naira (₦2,833,703,704.00) NEEDS Assessment grant was received in 2014. Nine hundred thousand naira (₦900,000) was utilised in 2014 and nine hundred and seventeen million, three hundred and fifteen thousand, eight hundred and twenty-eight naira (₦917,315,828.00) in 2015.

This left an unutilised fund of one billion, nine hundred and fifteen million, four hundred and eighty-seven thousand, eight hundred and seventy-six naira (₦1,915,487,876.00). However, there were several on-going projects in the University, of which the percentages of completion were not disclosed.

#### **(Annexure C2)**

- (ii) Some procurement contracts were terminated and reasons for such procurement process termination were not provided.
- (iii) Some of the projects funded from NEEDS Assessment intervention were of poor quality.

### **7.4.2 Recommendations**

- (i) The Physical Planning Unit should be up to its duty in assessing the state and level of completion of every project.

- (ii) Due diligence should be exercised in the award of contracts; aside from the lowest bidder criterion in the bidding process, other factors such as capacity and credibility of the contractors should be considered.
- (iii) The University should have a standing Project Monitoring Committee.

## **7.5 Adherence to Standards and Regulations**

### **7.5.1 Observations/Findings**

- (i) There was no proper recording of quantity of some store items especially the records for the purchase of diesel. Not capturing correct quantity of store items could reduce financial data reliability and accuracy of financial information.
- (ii) There were also practices of meeting expenses out of daily sales by the Feed Mill and Teaching and Research Farms. The Teaching and Research Farms and Feed Mill were operating below capacity.
- (iii) Capitalized Internally Generated Revenue (IGR) was poorly managed. There were evidences of payments for same transactions made several times. These were indications of misappropriation of funds.
- (iv) Deductions such as ODSG Tax, FGN VAT, and Staff Cooperatives were duly remitted. In respect of staff deductions, the staff take-home government policy of, at least 1/3 of their salaries after all deductions on various loans, was not followed most times resulting in negative pay for such staff.

### **7.5.2 Recommendations**

- (i) Proper reconciliation and recording of all purchases of store items should be done and vetted at all times.

- (ii) The practice of meeting expenses from cash sales in the Feed Mill, and Teaching and Research Farms should be stopped. Cash sales should be banked intact and an imprest system adopted.
- (iv) Adequate control measures should be put in place to avoid duplication of payments. There should be prompt preparation of reconciliation statement. The Internal Audit unit should be alive to its responsibility.
- (iv) The policy of 1/3 take home pay should be strictly adhered to before granting loans to staff members by cooperative societies. Pay Advice of staff seeking loans should be properly screened.

## **8.0 TERM OF REFERENCE V**

*To Examine the Adequacy of the Staff and Staff Development Programme of the University*

### **8.1. Adequacy of Staff**

#### **8.1.1 Observations/Findings**

- (i) Based on the recommended teaching staff/student ratio, most Departments were understaffed and as such there was gross inadequacy of staff. The creation of new Programmes/Schools aggravated the understaffing situation.
- (ii) This necessitated the recruitment of new staff even though it became insufficient due to increase in the population of students. The adequacy of staff was considered from the numerical and quality perspectives.

#### **8.1.2 Numerical Staff Adequacy**

There was numerical staff inadequacy in many Departments/Programmes following the staff/student ratios in academic staff that varied between 1:17 and 1:24 running contrary to the NUC guidelines of 1:15, 1:20 and 1:30 depending on the Discipline. The work load for the academic staff was burdensome because generally, Academic Staff and Technologists were grossly inadequate during the period under review (see Tables 2 - 5). A total of five new Programmes were established. For instance, Agricultural Economics & Extension (AEE) and Agricultural and Resource Economics (ARE) in School of Agriculture and Agricultural Technology (SAAT) were newly established in 2011/2012. This explained why they had no staff backing at inception and subsequently affected students' admission leading to their total annihilation. This notwithstanding, the recruitment of new staff did not significantly improve the staffing position.

(iii) Academic Staff Structure of the University was top heavy while the Senior Lecturer cadre was understaffed.

### **8.1.3 Recommendation:**

(i) There was an urgent need to recruit more academic staff especially for courses that had students but had no teaching staff to sustain them like the AEE and ARE.

### **8.1.3 Quality of Staff**

### **8.1.4 Observations/Findings**

(i) There was adequacy in the quality of staff at all levels especially as the staffing was top heavy.

(ii) The period under review saw an upward progressive migration from the Lecturer cadre to Senior Lecturer and subsequently to Professorial cadre in the academic structure. This was enhanced as a result of acquisition of higher degrees and many more staff were undergoing training.

### **8.1.5 Recommendation**

The University Management should be commended for this.

**Table 2: Academic Staff by School 2010-2015**

<b>School</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
SAAT	103	111	130	130	147
SEET	99	104	119	120	140
SET	73	83	105	103	126
SEMS	48	49	55	63	73
SMAT	14	24	29	34	46
SOC	-	-	-	-	-
SOS	155	169	182	183	219
SHHT	-	-	-	-	-
LIBRARY	13	14	12	14	15
<b>TOTAL</b>	<b>505</b>	<b>554</b>	<b>632</b>	<b>647</b>	<b>766</b>

**Note \*Including Library Staff for each academic session**

**Table 3: Student Enrolment by School 2010 - 2015**

<b>School</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
SAAT	2967	2188	2393	2361	2571
SEET	3034	3096	3152	3068	3106
SET	2158	2461	2601	2731	2990
SEMS	1027	1244	1398	1487	1747
SMAT	462	646	795	834	972
SOS	3432	3650	3838	3675	3667
SHHT	-	-	-	-	-

TOTAL	13981	13285	14177	14156	15053
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**Table 5: Staff/ Student Ratios by School**

S/N	NAME OF SCHOOL	FUTA RATIO	NUC RATIO
1	School of Agriculture and Agricultural Technology	1:17	1:15
2	School of Engineering and Engineering Technology	1:22	1:15
3	School of Environment Technology	1:23	1:15
4	School of Earth and Mineral Sciences	1:24	1:20
5	School of Management Technology	1:21	1:30
6	School of Sciences	1:17	1:20

**Table 4: NUC Approved Ratio for Technical Staff, Administrative staff**

S/N	NAME OF SCHOOL	RATIO
1.	Senior Technical staff to teaching staff	1:4 in Science based disciplines
2.	Senior administrative staff to teaching staff	1:12 in Academic Units

**NOTE:** The approved NUC Staff-Student ratio as stipulated above (Table 4), ratio 1:4 of Technical Staff to Academic Staff, ratio 1:12 of Administrative Staff to Academic Staff.

## **8.2. Staff Development**

### **8.2.1 Observations/Findings**

- (i) The University had a Staff Development Policy and had been sustaining a slow but progressive scheme for all cadres of staff. However, the Staff Development Programme was grossly inadequate to meet the demands of training of staff in order to enable them deliver commensurately on their various mandates.

- (ii) Funding had been majorly through TETFund special intervention, conference, training grants, awards, collaborative programmes/linkages and University Internally Generated Revenue (IGR).
- (iii) Special attention was given to the application of 'In-breeding' training for Higher Degree Programme. 'In-breeding staff' was one who was undergoing a higher degree programme in home University, especially Ph.D. The challenge was that the 'in-breeding staff' was completely excluded from TETFund sponsorship.
- (iv) Conference support and sponsorship for staff to attend conferences reduced drastically in the period under review resulting in undue hardship. This affected participation at local and international conferences as funding became a major issue. Between 2011 and 2012 only one staff benefitted from conference grant (see Table 5 on Conference for Academic and Non-Academic Staff). This was as a result of the Federal Government Circular in 2012/2013 preventing the University from supporting Professional Bodies' conferences/workshops. Except for TETFund and NEEDS Assessment sponsored in-service training, University had stopped sponsorship to conferences, workshops and seminars for staff.

**Table 5: Budgetary Allocation & Actual Expenditure for Local Conference and Workshops from 2010/2011 to 2014/2015**

<b>Year</b>	<b>Budgeted</b>	<b>Actual</b>
2010/2011	₦98,907,400.00	₦45,042,787.00
2011/2012	₦88,256,888.00	₦41,669,860.00
2012/2013	₦92,503,500.00	₦64,491,562.00
2013/2014	₦59,048,000.00	₦14,481,779.00



2014/2015	₦60,510,015.00	₦12,062,805.00
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## 8.2.2 Recommendations

- a) Accessibility to TETFund Intervention should be made less cumbersome.
- b) TETFund should review the submission time to allow for conferences with 3 to 4 months notices.
- c) The University and TETFund should allow scholars (In-breeding staff) who were taking higher degree programme in home institution to benefit from TETFund PhD Sponsorship. This would enhance the acquisition of the relevant equipment for the programme which would eventually be domiciled in the home Department/University.
- d) Academic Technologists should be included as beneficiaries of higher degree programmes.
- e) The University could do more to improve on staff development, if the TETFund funding included a total package of research project, laboratory support and tuition.
- f) Conference grants should be reinstated to improve conference attendance.

## 9.0 TERM OF REFERENCE 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));*

### 9.1 Visitor

#### 9.1.1 Observations/Findings

The relationship between the University and the Visitor was statutorily defined. It had been cordial and the Visitor had been ably represented at the University's functions particularly during convocation ceremonies. He appointed members into the Governing Council of the University during the period under review. **(Annexure E1)**

### **9.1.2 Recommendations**

- (i) The good relationship between the Visitor and the University should be commended and sustained.
- ii) Visitation Panel for the University should be set up as at when due; that is, five yearly as provided for in the University statute.

## **9.2 The University Governing Council**

The period witnessed changes in the Councils and the Management of the Federal University of Technology, Akure (FUTA). The University had two Councils, namely: one led by Brig. General Raji A. Rasaki from 2009 to 2013 and another by Alhaji Mahmood Yahaya (SAN) from 2013 to 2017. There were two substantive Vice-Chancellors and an Acting Vice-Chancellor in between. These were Prof. A. M. Balogun (2007-2012, and Prof. A. G. Daramola (2012-2017), while Prof. E. A. Fasakin acted from March, 2012 to May, 2012.

### **9.2.1 Observations/Findings**

- (i) The tenures of the two Councils and Managements dove-tailed into the 2016 – 2020 period, but altogether, they recorded some significant progress in policy formulation and the growth of the University. For example, the journey of the University to research break-through and

academic relationship with other reputable institutions world-wide flourished during the period.

- ii) Both the Councils and the Management performed their statutory functions creditably. They met regularly and consulted as well as sustained peaceful administration in the University.
  - i) In line with the recommendations of the previous Visitation Panel, appointments of Principal Officers were transparent.

### **9.2.2. Recommendation**

The cordial relationship between Management and the Councils should be sustained.

## **9.3 Federal Ministry of Education**

### **9.3.1 Observations/Findings**

- (i) The University maintained good relationship with the Ministry.
- (ii) The Ministry's representatives were on the Councils.
- (iii) The Ministry performed her oversight functions.
- (iv) The University complied with all the establishment circulars from the Ministry.
- (v) Some of the circulars tended to whittle down the autonomy of the University.

### **9.3.2 Recommendations**

- (i) The good relationship between the Ministry and the University should be sustained.
- (ii) The University should be given more autonomy to enable her address urgent issues.

## **9.4 National Universities Commission**

#### **9.4.1 Observations/Findings**

- (i) National Universities Commission (NUC) performed her statutory functions of course accreditation as well as approval for the establishment of new programmes by the University.
- (ii) NUC also maintained good relationship with the University.

#### **9.4.2 Recommendations**

- (i) NUC should continue to perform her oversight functions
- (ii) The good relationship with the University should be sustained

### **9.5 Office of the Accountant General of the Federation**

#### **9.5.1.1 Observations/Findings**

- (i) The University complied with all establishment circulars from the office of the Accountant-General.
- (ii) The University related very well with the office of the Accountant-General on all financial matters.

#### **9.5.2 Recommendations**

- (i) The University should be commended for her compliance level with circular directives from the office of the Accountant General of the Federation.
- (ii) The cordial relationship between the two bodies should be sustained.

### **9.6 Bureau for Public Procurement (BPP)**

#### **9.6.1 Observation/Finding**

Funds approved for the University through budgetary process were not released seamlessly.

## **9.6.2 Recommendation**

Funds duly approved through budgetary process should always be released promptly and seamlessly.

## **9.7 Tertiary Education Trust Fund (TETFund)**

### **9.7.1 Observations/Findings**

- (i) Notable projects in the University were done through TETFund intervention.
- (ii) There were many bottlenecks in the process of accessing allocated fund from TETFund.

### **9.7.2 Recommendations**

- (i) More projects and research grants should be considered and approved for the University.
- (ii) TETFund should always simplify the process of assessment of allocated funds.

## **9.8 Joint Admissions and Matriculation Board (JAMB)**

### **9.8.2 Observation/Finding**

The University related very well with the Joint Admissions and Matriculation Board (JAMB) on Students' admission issues.

### **9.8.3 Recommendation**

The University should be commended for the good relationship which existed between her and JAMB.

## **9.9. Staff and Students' Unions**

### **9.9.1 Observations/Findings**

- (i) The University maintained good relationship with the Students' Union.

- (ii) There were inadequate students' hostel facilities due to inadequate funds.
- (iii) The University had an understanding relationship with ASUU and the Non-Teaching Staff Unions.
- (iv) There were inadequate staff offices.

### **9.9.2 Recommendations**

- (i) The workable relationship between the Unions and the University should be maintained.
- (ii) Funds should be provided for the completion and construction of more hostel facilities.

## **9.10 Ondo State Government**

### **9.10.1 Observations/Findings**

- (i) The relationship between the University and the State Government was not too cordial in the period under consideration.
- (ii) The State Government did not play any supportive role on the issue of the permanent site of the University.

### **9.10.2 Recommendation**

The University should always strive to solicit support from the State Government for some developmental projects.

## **9.11 Host Community**

### **9.11.1 Observations/Findings**

The relationship between the Community and the University was friendly and peaceful.

### **9.11.2 Recommendation**

The friendly and peaceful relationship should be sustained.

## **10.0 TERM OF REFERENCE 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 Authority and also Suggest any Modifications to the Law Considered Necessary or Desirable to Enable the University to Better Achieve its Objectives.*

### **10.1 Establishing Law**

Federal University of Technology (FUT) Act (1986) provided for the establishment, constitution and functions of the various organs, units and offices of the Federal University of Technology, Akure.

These objectives had been substantially complied with by the University in line with the existing law. **(Annexure F1)**

#### **10.1.1 Observations/Findings**

- (i) There was the seeming perennial issue of the composition of congregation in the University. This had led to several litigations and was a source of worry for peace within the University.

- (ii) Article 4, 3rd schedule of the FUT Act stated the composition of the congregation. Subsection (h) of this section stated that, every member of the administrative staff who held a degree could be a member.
- (iii) Subsection 3 also fixed the quorum as one third of the whole number nearest to one third of the total number or 50 whichever was less.
- (iv) The interpretation of these phrases had led to a lot of bad blood in the Institution.
- (v) What drove this problem was the provision that congregation must be represented by a member in the University Council. The feeling of exclusiveness by administrative staff or non-academic staff, led to a loss of sense of belonging, which in turn led to a need to assert themselves. This was because non-academic staff could only have a single member in Council via the Congregation while academic staff had a minimum of 4 members in Council via the University Senate.

### **10.1.2 Recommendations**

- (i) The definition of 'administrative staff' needed to be made clear and unambiguous.
- (ii) Clause 4:1(h) of the Act stated that an administrative staff, who had a degree, could be a member of the congregation. Therefore, the question was, at what point of the acquisition of the degree, could such a member qualify? Was it at the point of entry or in the course of employment?



- (iii) It would also be helpful to have a bit more clarity on the specific numbers required for membership of the congregation.
- (iv) From the fore—going, it would be necessary to amend the enabling laws, in order to remove the ambiguity regarding the definition of “Administrative Staff” and avoid any more misunderstanding. In this case, synchrony was needed between the University Approved Scheme of Service and the University Law

## **10.2 Appointment of the Vice Chancellor**

### **10.2.1 Observations/Findings**

- (i) There was an increasing tendency for the University and the local community to push for the appointment of an indigene of the town as the Vice-Chancellor. This was not only obnoxious but rather abhorrent in respect to anything representing an academic community, particularly a University.
- (ii) The down side of such perspective was that it actually dredged up substandard and not too qualified candidates whose major qualification was their indigeneship. **(Annexure F)**

### **10.2.2 Recommendation**

- (i) The Vice-Chancellor should henceforth be appointed compulsorily outside of the state and area of the locality of the Institution in order to avoid interference and biases in management decision-making.

## **10.3. Land Ownership**

### **10.3.1 Observation/Findings**

- (i) All the land holdings of the Institution were in order and properly documented. No parcel of the University land had been sold out.
- (ii) However, there was the existing issue of the 10,000 hectares of land granted to the Institution by the State Government. Unfortunately, due to the failure of Government to pay compensation to the original land owners, the University could only take possession of only 200 hectares, which was then covered by a Certificate of Occupancy.
- (iii) Later, it became clearly impossible to get back the full 10,000 hectares because a sizeable part of the land was now within Ekiti State territory.

### **10.3.2 Recommendation**

- (i) Government should, as a matter of urgency, pay for some more hectares by way of compensation and get proper title cover for them to assist the University in future expansion.

## **10.4 Governing Council**

### **10.4.1 Observation/Finding**

- (i) The relationship of the University and its Governing Council had been smooth and seamless.

## **10.4.2 Recommendation**

- (i) For the purpose of proper understanding of the unique nature of the University system, the Councils should be chaired by personnel, who in addition to integrity would have held the rank of a professor and had held high administrative office in the University system. Retirees should be very much considered.

## **10.5 Library**

### **10.5.1 Observations/Findings**

- (i) The University Library had been massively underfunded. This was probably because of the general lack of adequate funding. **(Annexure A3)**
- (ii) The Librarian was not a permanent Council member in attendance where he could properly champion the cause of a Department as important as the Library. The University Librarian's attendance at the University Council was at the discretion of the Vice-Chancellor.

### **10.5.1 Recommendations**

- (i) There should be a significant increase in the funding of the University Library.
- (ii) The Librarian should be seriously considered as a permanent member in attendance in Council. His attendance should not be at the whims and caprices of the Vice-Chancellor.

## **11.0 TERM OF REFERENCE 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*

### **11.1 Philosophy and Objectives of the University**

It was imperative to begin describing the philosophy, objectives, vision and mission of the University, before explaining the historical evolution of the University.

The philosophy of the Federal University of Technology, Akure was to among other things:

- (a) Solve problems which require the knowledge of more than one subject area;
- (b) Undertake a thorough identification of indigenous technology;
- (c) Identify those that can be upgraded and modernized and;
- (d) Harness technological resources (equipment and technical know-how) in servicing as well as provide leadership to industrial and technological development

The Federal University of Technology, Akure was established to clearly give prominence to technological training and provide the required impetus for rapid industrial and technological development in Nigeria.

The primary objectives of the University as set out in the Federal Universities of Technology Act 1986 were as follows: **(Annexure F)**

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

account indigenous culture and the need to enhance national unity;  
and finally;

(viii) To undertake any other activities appropriate for a University of Technology of the highest standard.

### **11.1.1 Vision**

To be a World class University of Technology and a centre of Excellence in training, research and service delivery.

### **11.1.2 Mission**

To promote technological advancement by providing an environment conducive for research, teaching and learning which engenders development of products that are technologically oriented, self-reliant and relevant to the society.

## **11.2 The Evolution of the University**

The Federal University of Technology, Akure (FUTA) was one of the first sets of specialized Universities of Technology established by the Alhaji Shehu Shagari – led civilian administration in the 1980s. In fact, FUTA formally came into being in 1981, but full-blown academic activities commenced in 1982 with the admission of the first set of students into the three foundation Schools: School of Agriculture and Agricultural Technology (SAAT), School of Earth and Mineral Sciences (SEMS), and the School of Pure and Applied Sciences (SPAS). The University commenced operations in a rented two-storey building located at No. 58, Oyemekun Road, Akure in 1981 before moving into the campus of the old Federal Polytechnic, now located in Ado-Ekiti.

The pioneer Vice-Chancellor of the newly established University was Professor Theodore Idibiye Francis, a renowned Professor of medicine who laid the foundation for the take off of the University in 1982. He served the University meritoriously for seven years between 1981 and 1988. He developed the vision and mission, as well as the academic briefs, master plan, policies and guidelines which gave the University the direction for its future growth and development.

By 1986, the Federal Polytechnic finally moved to its newly – built campus in Ado-Ekiti and its Akure infrastructural facilities were inherited by the Federal University of Technology, Akure. Soon after this development, most of the core units of the then University such as the Engineering workshop, new Library complex; three new School buildings; the Senate building, the Students' Centre (Zulkanaini Gambari) complex, three new lecture theatres, the Sports Complex and administration moved to the Mini-campus at Obakekere and later to the new Senate building at Obanla.

The founding Academic Secretary was Dr. Benedict I. C. Ijomah who served the University from 1982 to 1983 at inception and worked closely

with the Vice Chancellor to nurture the Federal University of Technology, Akure.

By 2015, the University had witnessed phenomenal growth from a modest University with three schools in 1982 to seven schools in 2015, including the School of Postgraduate Studies.

There existed the law establishing the University, i.e. Federal Universities of Technology Act 1986 which was promulgated to cover all the then five Universities of Technology.

FUTA had developed effective policies and guidelines for the administration of the University. Policy documents such as University Schedule of Service, the Approved Scheme of Service for Administrative and Professional Staff, Appointments and Promotions Guidelines; Condition of Service for both Senior and Junior Staff, Memorandum of Appointment for Vice Chancellor and other Principal Officers, etc existed for good governance and administration.

The University had the following Teaching Support Units:

- Teaching and Research Farm
- Industrial Training Unit (SIWES)
- Centre for Research and Development (CERAD)
- Computer Resource Centre (CRC)
- Centre for Gender issues in Science and Technology (CEGIST)
- Centre for Entrepreneurship (CENT)
- Centre for Space Research and Applications (CESRA)
- Central Research Laboratory (CRL, named after Julius Okojie)
- Centre for Renewable Energy Technology (CRET)
- Industrial Park and Incubation Centre (IPIC)
- Zoological Park

As part of the efforts by the University to foster Town and Gown relationship, the University had instituted several programmes to cater for the needs of the immediate environment and also generate resources for the institution. These were as follows:



- Centre for Continuing Education (CCE)
- University Staff Primary School
- FUTA Staff Secondary School
- FUTA Business Development Company (BDC)
- Computer Resource Centre (CRC)

### **11.3 The University Campuses**

The University had two campuses: the Main Campus at Obanla and the Mini Campus at Ibule. The Obanla Campus was the core Academic centre of the University which was about 640 hectares and accommodated virtually all the seven Schools including the Postgraduate School as at 2015. The Ibule Campus was a Mini centre where the Centre for Continuing Education conducted its teaching and other academic activities. There was also a site for the School of Health Sciences which was being developed.

### **11.4 The Chancellors, Pro-Chancellors and Vice Chancellors: 1981 – 2015**

From the inception of the University, the following traditional leaders served as Chancellors of the University who normally chaired the University Convocations.

**Table 6: Chancellors (1981 – 2015)**

<b>S/No</b>	<b>NAME</b>	<b>PERIOD OF TENURE</b>
1.	HRH Alhaji Zukarnaini Gambari Mohammed, Emir of Ilorin	1981 – 1992

2.	HRH. Sir (Dr) Chukwuemela Nnam Obi II, OON, Oba (Eze-Ogba of Ogbaland)	1993 – 2000
3.	HRH Alhaji (Dr.) Isa Mustafa Agwai I, Emir of Lafia	2000 – 2015

Similarly, for the same period the following served as the Pro-Chancellors and Chairmen of the Governing Council of the University.

**Table 7: Pro-Chancellors (1981 – 2017)**

<b>S/NO.</b>	<b>NAME</b>	<b>PERIOD OF TENURE</b>
1.	High Chief (Dr.) Gabriel Akin-Deko	1981-1983
2.	Alhaji Y. A. B. Olatunji	1983-1984
3.	Mr. S. M. Onekutu, OON	1984-1986
4.	Chief Gray A. E. Longe	1986-1993
5.	Dr. Dalhatu Yakubu Araf	1993-1997
6.	Chief E. S. Yusufu	1997-1999
7.	Prof. Jadesola Akande	2000-2004
8.	Chief (Dr.) Dejo Raimi, JP	2005-2007
9.	Brig. Gen. (Rtd) Raji Rasaki	2008-2013
10.	Mr. Mahmoud Yahaya, SAN	9 <sup>th</sup> April, 2013 – 15 <sup>th</sup> Nov. 2013
11.	Chief Joel Madaki (Acting)	5 <sup>th</sup> Dec. 2013 – June, 2014

12.	Dr. Mohammed Shata	2014 – 2017
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Also, the following in Table 8 were the Vice Chancellors from the inception of the University to the period under review.

**Table 8: Vice-Chancellors (1981 – 2017)**

<b>S/NO.</b>	<b>NAME</b>	<b>PERIOD OF TENURE</b>
1.	Prof. Theodore Idibiye Francis	1981 – 1987
2.	Prof. Albert Adeoye Ilemobade	1987 – 1995
3.	Prof. Lawrence Babatope Kolawole	1996 – 1999
4.	Prof. Ekundayo Olayinka Adeyemi (Acting)	Jan.2000 – Sept. 2001
5.	Prof. Robert Adebawale Ogunsusi (Acting)	Oct. 2001 – Dec. 2001
6.	Prof. Peter Olufemi Adeniyi	2002 – 2006
7.	Prof. Adebisi Moshood Balogun	2007 – 2012
8.	Prof. Emmanuel Adedayo Fasakin (Acting)	March, 2012 – May, 2012
9.	Prof. Adebisi Gregory Daramola	2012 – 2017

### **11.5 Schools and Academic Programmes in FUTA**

At inception, the University commenced academic activities with three Schools. By 2015, the University had expanded with seven Schools and a Postgraduate School. The seven Schools with their years of establishment were as follows: The foundation Schools were the School of Agriculture and Agricultural technology (1982/83), the School of Pure and Applied Sciences

(now referred to as the School of Sciences, 1982/83), and the School of Mines and Earth Sciences (1982/83), later renamed as the School of Earth and Mineral Sciences in 2002/03. In the years that followed, other schools were added such as the School of Postgraduate Studies (1985/86), the School of Engineering and Engineering Technology (1988/89), the School of Environmental Technology (1989/90), and the School of Management Technology (2009/10).

In the period under review, there were forty-six (46) undergraduate degree programmes offered across the seven schools and five Masters, Postgraduate Diplomas and PhDs in the School of Postgraduate Studies. The University ran Diploma and Certificate courses in the Centre for Continuing Education at the Ibule Mini Campus in Akure. Between 2011 and 2015, almost all the degree programmes offered in the University had obtained full accreditation status while a few had interim accreditation.

## **11.6 Record of Achievements in FUTA.**

### **11.6.1 Observations/Findings**

The University, over the years, had recorded some significant milestones in the area of infrastructural facilities, academic attainments, research activities, linkages and collaborations as well as endowments.

- (i) The University had successfully expanded its programmes from three at inception to seven in 2015.
- (ii) The University had established linkages and collaborations with both foreign and local Universities, Research Institutions, Corporate Organisations, etc. Similarly, staff and students had won laurels, awards and grants for the University across the globe (See tenure

Reports of the two past substantive Vice Chancellors, Profs A. M. Balogun (**Annexure G1**) and A. G. Daramola in the (**Annexure G2**). Undoubtedly, the most active and successful collaboration was the one between FUTA and Florida Agricultural and Mechanical University (FAMU), Tallahassee, USA, where graduate and undergraduate students received training from the American University. In fact, the second set of students travelled to the USA for the training in 2014.

- (iii) The Central Research Laboratory which was fully equipped with modern state-of-the-art facilities had enhanced research activities and uplifted the University's standing in teaching and research. (**Annexure A1**)
- (iv) The institution had good record of completing all its projects with few still ongoing and only one abandoned project, the NDDC hostel initiated in 2005.
- (v) The University had excellent community relationship with its host community. In fact, the community participated in almost all programmes of the University such as the Inaugural Lectures, Foundation Day Lectures and Convocations.
- (vi) The University had inherited, initiated and completed several infrastructural projects such as the landscaping and renovation of campus roads. In addition, facility upgrade and maintenance were undertaken and completed; this included students' hostels, laboratories and workshops.
- (vi) The University had instituted and consolidated several University Lecture Series such as Foundation Day lectures; Inaugural Lectures, Convocation Lectures, as well as Schools Lecture Series

and the Registry Annual Lecture Series (Tenure Report of Prof. Adebisi Balogun in the **Annexure G1**).

- (viii) The institution had developed its Strategic Plan, Action Plan and Research Agenda and which had also been instituted at the level of each School in the University.
- (ix) The University had developed effective free flow of information through several communication channels such as the Weekly Bulletins, Quarterly Magazine, and University Giant Strides, Alumni and Development News as well as the establishment of the FUTA Radio (93.1FM).

### **11.6.2 Recommendations**

- (i) The University should be commended for the massive expansion witnessed in infrastructural and Academic programmes.
- (ii) The University should be commended for the high level of linkages and collaborations entered into with other institutions and were encouraged to sustain and explore more.
- (iii) The institution should be commended for sustaining the tradition of Foundation Day Lectures, Inaugural Lectures, etc which had fostered and enhanced Town and Gown relationship.
- (iv) The State of relationship with its host community should be sustained.
- (v) The communication channels established by the University should be strengthened to enhance free flow of information to the University and its host community.

## **11.7 Problems Faced by the University**

### **11.7.1 Observations/Findings**

- (i) The greatest challenge faced by the University was in the area of inadequate funding from the Federal Government, which had affected service delivery and the overall development of the Institution.
- (ii) The University was grossly understaffed particularly staffing in the Academic Departments. There were also shortages in the Registry, Bursary and the Computer Resource Centre of the University.
- (iii) Research Funding and Conference Attendance was hard to come by and difficult to access especially from TETFund.
- (iv) The Albert Ilemobade Library Complex was faced with insufficient power supply, inadequate reading and office spaces and lack of maintenance of facilities.
- (v) Cult activities existed in the University and would require proactive measures to deal with it.
- (vi) The circle of Procurement process for projects needing approval by the Federal Executive Council and/or Ministerial Tenders Board was very cumbersome.
- (vii) The manual Accounting and the Information Processing system was prone to errors and delays. d

## **11.7.2 Recommendations**

- (i) The Federal Government should give greater attention to FUTA by providing adequate funding for better service delivery and development.
- (ii) The Procurement process should be examined with a view to reducing the delays in approvals.

## **11.8 The Style and Direction of the University Leadership**

### **11.8.1 Observations/Findings**

The University was headed by a very senior and experienced Vice Chancellor, who was assisted by two Deputy Vice Chancellors and other Principal Officers, Registrar, Bursar and the University Librarian. At the School and Departmental levels, the Deans and Heads of Departments as well as the several Directors of Academic and Non-academic units represented the Vice Chancellor, as such authority was clearly delegated to facilitate administration.

In the pursuit of the Vision and Mission of the University, the leadership in the University was consultative and participatory, through the organs established to govern the University, such as the Senate, Management Advisory Committee (MAC), Principal Officers Meeting, etc. The administration was focused, had a sense of direction and was very resourceful.

- (i) There were meetings of the Principal Officers twice in a week and the Committee of Deans met once in a month while Management Advisory



Committee met once in a quarter. The Senate, being the highest academic decision-making organ of the University, met once every month.

- (ii) The University had established and maintained several linkages both in Africa and beyond as well as external collaborations.
- (iii) The Institution had attracted endowments from individuals, corporate organisations and friends of the University.
- (iv) Staff were heavily involved in the affairs of the University through the Committee System.

### **11.8.2 Recommendations**

- (i) The meetings of the various organs of the University should be sustained and further strengthened where possible.
- (ii) The University Management should sustain all the linkages and collaborations and explore others for the benefit of the Institution.
- (iii) The University Management should be commended for providing participatory and focused leadership in the University.
- (iv) The Committee system should be strengthened and sustained.

## **12.0 TERM OF REFERENCE IX**

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

**12.1** Security of lives and property was essential to peace and progress in any society or community. Efforts should therefore, necessarily be made

always to be on top of security, as learning, teaching and research, as well as other ventures, would succeed better in a secured environment.

### **12.1.1 Observations/Findings**

- (i) From records, the Management did her best to provide adequate security in the University
- (ii) Security Staff were, however, not adequate in number during the period under review.
- (iii) Similarly, there were challenges of inadequate facilities such as patrol vehicles and motorbikes required for efficient services of the Unit.
- (iv) Modern communication and observatory gadgets were not available to the staff of the Unit.
- (v) The North gate of the University was dangerously close to Akure Ilesha trunk 'A' road.
- (vi) The Gate was similarly close to a Motor Park, full of different characters, with the possibility of occasional breach of peace.
- (vii) The Fire Service Unit was without sufficient fire fighting equipment.
- (viii) Emergency numbers were not made known to the University community. **(Annexure H)**

### **12.1.2 Recommendations**

- i) Efforts to provide adequate security in the University should continue to be in the front burners.
- ii) The manpower of the Security Unit should be improved upon continuously.
- iii) Provision of adequate equipment and facilities for the staff of the Unit to ensure good services should always be prioritized.

- iv) Required modern communication and observatory gadgets should be provided for the staff of the Unit to enhance the performance of their duties always.
- v) Staff of the Unit should be subjected to training and re-training periodically.
- vi) In addition to the speed breakers on Akure-Ilesha road at the North Gate of the University, consideration should be given to the possibility of construction of an over-head bridge as recommended by the last Visitation Panel.
- vii) Regular dialogue with the leadership of the Road Transport Workers operating at the North gate, to prevent frequent crisis, should be encouraged.
- viii) Additional fire fighting equipment, to include fire fighting vehicles, should be provided for the Unit to ensure efficiency.
- ix) Emergency number should be duly circulated for the information of the University community.

## **13.0 TERM OF REFERENCE X**

*To Examine the Processes and Structures of the Mechanism for Discipline of Students in the University in order to Ascertain Compliance with Due Process of the Rule of Law*

### **13.1 Observations/Findings**

#### **13.1.1 Student Affairs Division**

The Student Affairs Division was a Division under the office of the Vice-Chancellor. It was responsible for coordinating all matters relating to students' welfare and discipline. From inception up till 1999, the Division was headed by the Student Affairs Officer and it was under the Registry. In 1999 however, the office of the Dean of Students was created and Division became directly responsible to the Vice-Chancellor.

Other members of staff in the Division included the Student Affairs Officer, the Unit Head of Guidance and Counselling, other Senior Administrative Staff, Counsellors, NYSC/General Matter Officers, Executive Officers, Clerks and Staff in the Hostels including the Hall Supervisors and Porters.

The Division comprised three units, namely, the Office of the Dean and General Administrative unit, the Counselling unit, and the Halls of Residence and Off-campus bureau. The General administrative unit took care of students' identity cards, NYSC mobilization and other administrative matters of the Division. The Counselling unit took care of counselling issues. Several students were counselled on matters relating to their courses of study, their health, their academic performance and their general conduct within and outside the University. They also dealt with cult matters, deviant students, and several other matters involving both staff and students. The Halls of Residence and Off-campus bureau of the Division was involved in the accommodation of students both within and outside the campus.

## **(Annexure I)**

### **13.1.2 General Misconduct on Campus**

It was noted and clearly stated that the University frowned at General Student misconduct on campus. This covered any conduct capable of

disrupting social or academic activities including smoking, singing, rude and impolite behaviour to University staffs, physical assault, and wilful damage to University properties and such like behaviours. Penalties of such behaviour ranged from issuing letter of warning, followed by single semester suspension, to expulsion from the University.

### **13.1.3 Peaceful Demonstrations**

Peaceful demonstrations were permitted within the campus provided it followed the laid down procedure and the University authorities were fully informed in writing 48 hours before commencement of such peaceful demonstration. No Student should be compelled to participate and there should be no obstruction of any kind to the free movement of vehicles or persons, in any part of the University during the demonstration. A violation of the terms of demonstration was suspension of participants for two semesters.

### **13.1.4 Examination Malpractices**

Examination malpractices were strictly dealt with in the University. These ranged from being involved in any form of examination leakages, leaving the examination hall without the permission of the invigilator and a host of other conducts before, during and after the examination.

### **13.1.5 Procedure for Discipline of Students**

The procedure for discipline of students was not without the involvement and intervention of the Student Affairs Division. When a student was accused of an offence, his or her case was referred to the Student Affairs Division either through the Vice-Chancellor's Office, the Security Unit or the School. Certain students also reported directly to the Division whenever they were

aggrieved. The Dean of Students set up an investigatory panel to determine the case. The report on the case of such an investigatory panel was then forwarded to the Vice Chancellor where it might still be referred to the University Disciplinary Committee for further investigation. For a culpable student, the outcome of the Disciplinary committee was communicated to him/her by the Registrar of the University.

Details of student's disciplinary cases are in the table below.

**Table 9: Discipline of Students from 2011 to 2015**

The table below shows of the various cases investigated by the Disciplinary Panel on students' misconduct during the period under review.

<b>S/N</b>	<b>Name and Matric No. of Students' Culpable</b>	<b>Type of Misconduct</b>	<b>Sanction</b>	<b>Year of Offence</b>
1.	Kolade Mutiu Gbolaade (MNE/08/3717)	Molestation and threat to life	Two Semesters Suspension	2011
2.	Abu Ibrahim Babatunde (BIO/08/4488)	Sale of FUTASU BUS	Suspension and refund of money	2012
3.	Salami Ismail Oyewole (EEE/08/3451)	Sale of FUTASU BUS	Suspension and refund of money	2013
4.	Obisesan Taiwo (MTS/07/1856)	Fraudulent activities	Two semesters suspension	2013
5.	Akinfolarin Olawale Samuel (MNE/07/0666)	Assault and threat of life	Suspension for two semesters, to swear affidavit to be of good behaviour, to go through counselling	2014
6.	Fasaanu Mutairu Y. (FWL/07/0095)	Admission Racketeering	Expulsion	2014

7.	Adeleye Damilare David (CVE/10/0395)	Indebtedness	Refund of money	2015
8.	Bamiduro Oluwarantimi (BCH/11/6316)	Theft during SIWES	Scored 'F' in SIWES and Letter of warning	2015
9.	Lawani Olanrewaju (ARC/07/0971)	Forceful dispossession ATM card and unauthorised withdrawal of money	Expulsion	2015
10.	Chibueze O. Joseph (AGP/12/9100)	Blockage of University road	Letter of warning	2015
11.	Owoh Ekenedilichukwu (MET/14/7518)	Sale of Marijuana	Two semesters Suspension	2015
12.	Ifeobu V. O. URP/14/9017	Arrested and detained by EFCC	Placed on indefinite suspension in accordance with the provisions of the University handbook of information.	2015
13.	Ogundile A. O. CVE/12/9453	Arrested and detained by EFCC	Placed on indefinite suspension in accordance with the provisions of the University handbook of information.	2015
14.	Fasakin P. T. CVE/12/9439	Arrested and detained by EFCC	Placed on indefinite suspension in accordance with the provisions of the University	2015

			handbook of information.	
15	Akinsanmi F. O. MTS/12/1058	Arrested and detained by EFCC	Placed on indefinite suspension in accordance with the provisions of the University handbook of information.	2015

Between 2011 and 2015, 39 cult related cases were investigated and determined mostly leading to an indefinite suspension or expulsion.

### **13.1.6 Recommendation**

There was substantial compliance with due process in the investigation and disciplinary actions of the institution. The University exercised zero tolerance to proven cases of general misconduct and exam malpractices. All cases of such were fairly and thoroughly investigated and appropriate disciplinary measures were taken. The Institution should be commended for significant suppression of cult related activities.



## **14.0**

## **CONCLUSION**

The Visitation Panels at their inauguration by the Honorable Minister of Education, Mallam Adamu Adamu were given a period of sixty days (60) to complete and submit two reports, covering the periods 2011-2015 and 2016-2020.

The Panel adhered strictly to the ten terms of reference, though some members of the University Community complained of lack of time to produce their written memoranda. The period used for courtesy calls and interactions were also moments of enlightenment from the communities.

The regular constitution of Panels for visitation in the system would impact greatly on the style of leadership and arrest the rot and the decay in the system. It was hoped that the prompt release of the white paper would facilitate a high level of implementation of the recommendations.

The Panel used this medium to express its gratitude for the opportunity given to its members to serve our dear country and remain committed to serving the fatherland at any other time.

**Prof. (Mrs) Ngozi Obiajulum Iloh**  
**(Chairman)**

.....  
**(Signature)**

**Alhaji Abdulmumini Ayo Abdulmalik**  
**(Member)**

.....  
**(Signature)**

**Prof. (Mrs) Ngozi Obiajulum Iloh  
(Chairman)**

.....  
**(Signature)**

**Alhaji Abdulmumini Ayo Abdulmalik  
(Member)**

.....  
**(Signature)**

**Professor Mahmud Muhammad Lawan  
(Member)**

.....  
**(Signature)**

**Mr. Tokunbo Olugbenga Esq.  
(Member)**

.....  
**(Signature)**

**Dr. Emmanuel Emeakponuzo Daferighe  
(Member)**

.....  
**(Signature)**

**Lauretta Nnenna Achor (Mrs)  
(Member/Secretary)**

.....  
**(Signature)**

**DATED:.....**