



FEDERAL REPUBLIC OF NIGERIA

**THE UNIVERSITY OF JOS
JOS, PLATEAU STATE, NIGERIA**

**PRESIDENTIAL VISITATION PANEL REPORT
(2011-2015)**

JUNE 2021



FEDERAL REPUBLIC OF NIGERIA
PRESIDENTIAL VISITATION PANEL ON ACTIVITIES OF THE
UNIVERSITY OF JOS, JOS, PLATEAU STATE (2011-2015)

16th June, 2021.

FME/PS.606/C.I/111/183

Mallam Adamu Adamu
The Honourable Minister of Education,
Federal Ministry of Education,
Federal Secretariat Complex,
Phase III,
Abuja.

Dear Honourable Minister,

SUBMISSION OF THE 2011-2015 PRESIDENTIAL VISITATION PANEL
ON ACTIVITIES OF THE UNIVERSITY OF JOS, JOS, PLATEAU STATE

The Honourable Minister inaugurated the Visitation Panel on Tuesday 13th April 2021, at the Auditorium of the National Universities Commission, on behalf of the Visitor, President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, Muhammadu Buhari, GCFR. The Panel was given 60 days to complete its assignment of addressing a 10-item terms of reference, in two-part reports; 2011-2015 and 2016-2020.

2. The Visitation Panel has completed its assignment within the allocated time-frame. I hereby have the honour and pleasure to submit the Reports.

3. The Report of the Visitation Panel is in two (2) volumes namely:
 - i. The Main Report.
 - ii. The appendices.
4. Please accept the assurances of our highest respect and esteem.

**PROFESSOR OLU OBAFEMI, FNAL, NNOM
CHAIRMAN**

ACKNOWLEDGMENT

The Presidential VISITATION PANEL acknowledges with appreciation the confidence reposed on it by the Visitor, President Muhammadu Buhari, Minister of Education, Mallam Adamu Adamu, Permanent Secretary, Federal Ministry of Education, Arc Sunny Echonu, the Director, Tertiary Education Department, Mrs. R. G. Ilyasu and the Executive Secretary of the National Universities Commission, Prof. Abubakar Adamu Rasheed, mni.

The Panel sincerely thanks the Vice-chancellor Professor Seddi S. Maimako, the Management, Staff and Students of University of Jos for their support during the course of this assignment.

Finally, the Panel is grateful to all those who submitted Memoranda, attended the oral interactive sessions and shared their experiences with it.

ACRONYMS AND TERMS

1.	ACEPRD – African Centre for Excellence in Phytomedicine Research Development.
2.	ASUU – Academic Staff Union of Universities.
3.	BMC- Budget Monitoring Committee.
4.	BPE – Bureau for Public Enterprises.
5.	CECOMPS – Centre for Conflict Management and Peace Studies.
6.	CCTV – Closed Circuit Television.
7.	DTLC – Direct Teaching and Laboratory coats.
8.	FME – Federal Ministry of Education.
9.	FMF – Federal Ministry of Finance.
10.	HME – Honourable Minister of Education.
11.	ICT– Information and Communication Technology.
12.	IDSL – Integrated Data Service Limited.
13.	IGR – Internally Generated Revenue.
14.	ICPC – Independent Corrupt Practices and Other Related Offences Commission.
15.	JAMB – Joint Admission and Matriculation Board.
16.	JUTH – Jos University Teaching Hospital.
17.	LAN – Local Area Network.
18.	MOU – Memorandum of Understanding.
19.	MDCAN – Medical and Dental Consultants’ Association of Nigeria.
20.	NNPC – Nigerian National Petroleum Corporation
21.	NUC – National Universities Commission
22.	NASU – Non-Academic Staff Union of Universities.
23.	NAAT – National Association of Academic Technologists.
24.	NBCL – Naraguta (Nigerian) Bricks and Clay Limited.
25.	NHIS – National Health Insurance Scheme.
26.	PPC – Public Procurement Committee.
27.	PIPC – Plateau State Investment and Property.
28.	PKF – Panel Kerr Forster and Cooperation.
29.	PTDF – Petroleum Technology Development Fund
30.	SUG – Students Union Government.
31.	SSANU – Senior Staff Association of Nigerian Universities.
32.	TISHIP – Tertiary Institutions Student Health Insurance Program.
33.	UHS – University Health Services.
34.	USARM – University System Annual Review Meeting.

35.	TETFUND – Tertiary Education Trust Fund.
36.	UCL – University Consultancy Limited
37.	38.VAT – Value Added Tax.

MEMBERS OF THE PRESIDENTIAL VISITATION PANEL

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1. PROF. OLU OBAFEMI (FNAL, NNOM)
RETIRED PROFESSOR OF ENGLISH
DRAMATIC LITERATURE | CHAIRMAN |
| 2. ALHAJI ALANI BANKOLE | MEMBER* |
| 3. DR. ENG. ABDULKARIM LAWAL MAYERE
ASSOCIATE PROFESSOR
KADUNA STATE UNIVERSITY | MEMBER |
| 4. PROF. CHIJOKE CHRIS OHUROGU
PROFESSOR OF LAW
BASE UNIVERSITY, ABUJA | MEMBER |
| 5. HON ISHAQ GAMBO MAGAJI
FORMER BANKER | MEMBER |
| 6. DR (MRS) JULIANA OKWENA PONDEI
FEDERAL UNIVERSITY OTUOKE
OTUOKE, BAYELSA STATE | MEMBER |
| 7. DR UMOEKA EMMANUEL JAMES
DEPUTY DIRECTOR (EDUCATION)
TERTIARY EDUCATION DEPARTMENT
FEDERAL MINISTRY OF EDUCATION, ABUJA | MEMBER/SECRETARY |

* **Absent throughout the duration of the Visitation.**

SIGNATURE PAGE

S/N	NAME	STATUS	SIGNATURE
1	PROF. OLU OBAFEMI (FNAL, NNOM) Retired Professor of English and Dramatic Literature.	CHAIRMAN	
2	ALHAJI ALANI BANKOLE	MEMBER	ABSENT
3	DR. ENG. ABDULKARIM LAWAL MAYERE Associate Professor Kaduna State University	MEMBER	
4	PROF. CHIJOKE CHRIS OHUROGU Professor of Law Base University Abuja	MEMBER	
5	HON ISHAQ GAMBO MAGAJI Former Banker	MEMBER	
6	DR (MRS) JULIANA OKWENA PONDEI Federal University Otuoke, Otuoke, Bayelsa State	MEMBER	
7	DR UMOEKA EMMANUEL JAMES Deputy Director (Education) Tertiary Education Department Federal Ministry of Education Abuja	MEMBER/ SECRETARY	

TABLE OF CONTENTS

Letter of Presentation		Page
Acknowledgement		ii
Members of Presidential Visitation Panel		vii
Signature Page		viii
Table of Contents		ix
List of Tables		x
Acronyms and Terms		xi
List of Appendices (2011-2015)		xiii
Chapter One -----Introduction		1
Chapter Two-----Historical Background		3
Chapter Three-----Methodology		5
Chapter Four-----Terms of Reference 1		6
Chapter Five -----Terms of Reference 2		11
Chapter Six -----Terms of Reference 3		20
Chapter Seven-----Terms of Reference 4		23
Chapter Eight -----Terms of Reference 5		31
Chapter Nine-----Terms of Reference 6		44
Chapter Ten -----Terms of Reference 7		49
Chapter Eleven-----Terms of Reference 8		52
Chapter Twelve-----Terms of Reference 9		58
Chapter Thirteen -----Terms of Reference 10		60

LIST OF TABLES

Table		Page
Table 6.1	Summary of income, expenditure and balance	20
Table 7.1	Income Utilised for Projects between 2011-2015.	23
Table 7.2	Projects Awarded between 2011-2015.	23
Table 7.3	Ongoing or Completed projects between 2011-2015.	24
Table 7.4	Projects Executed between 2011-2015.	25
Table 7.5	Ongoing or Completed Projects between 2011-2015.	26
Table 7.6	Ongoing or Completed Projects between 2011-2015.	26
Table 7.7	Ongoing or Completed Projects between 2011-2015.	27
Table 7.8	Ongoing or Completed Projects between 2011-2015.	27
Table 7.9	Ongoing or Completed Projects between 2011-2015.	28
Table 7.10	Ongoing or Completed Projects between 2011-2015.	28
Table 8.1	Staff Statistics of the University of Jos 2011-2015.	31
Table 8.2	Staff/Student ratios of the undergraduates at the various facilities.	33
Table 8.3	Staff mix in the University of Jos for the period 2011-2015.	35

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VOLUME 2. MATTERS OUTSIDE TOR: SUBMISSION & MEMORANDA (2011-2015)

LIST OF APPENDICES

S/N	LIST	PAGES
1.	MEMORANDUM FROM UNIVERSITY HEALTH SERVICES OF THE UNIVERSITY OF JOS.	1-7
2.	MEMORANDUM BY UNGWAN RIMI DEVELOPMENT COMMUNITY ASSOCIATION.	8-15
3.	SUBMISSION BY THE MEDICAL AND DENTAL CONSULTANTS' ASSOCIATION OF NIGERIA (MDCAN) JUTH BRANCH.	16-20
4.	MEMORANDUM SUBMITTED BY COLLEGE OF HEALTH SCIENCES.	21-30
5.	SUBMISSION OF THE PLATEAU STATE STAFF IN THE UNIVERSITY OF JOS (2011-2015).	31-38
6.	MEMORANDUM FOR THE FUNDING OF FEDERAL UNIVERSITIES, FROM PROF DANNY MCCAIN, DIRECTOR, CENTRE FOR CONFLICT MANAGEMENT AND PEACE STUDIES UNIVERSITY OF JOS.	39-44
7.	MEMORANDUM RELATED TO INTERNATIONAL STAFF BY PROF DANNY MCCAIN, DIRECTOR, CENTRE FOR CONFLICT MANAGEMENT AND PEACE STUDIES UNIVERSITY OF JOS.	45-47
8.	THE MEMORANDUM ON THE ACQUISITION OF NARAGUTA (NIGERIA) BRICKS AND CLAY LIMITED (NBCL) BY THE UNIVERSITY OF JOS AND THE LAND GRABBING (ENCROACHMENT EFFORTS OF THE ADJOINING NARAGUTA COMMUNITY) BY ARC (MRS) H.G. AUTA.	48-96
9.	SUBMISSION BY ACADEMIC STAFF UNION OF UNIVERSITIES (ASUU) DURING THE PERIOD 2011-2015, PROFESSOR H.B. MAFUYAI AS VICE-CHANCELLOR.	97-118
10.	MAFUYAI. H. B (PROF) COMMENT(S) ON ACADEMIC STAFF UNION OF UNIVERSITIES (ASUU), DURING THE PERIOD 2011-2015.	119-125

CHAPTER ONE

INTRODUCTION

1.1 Inauguration of the Visitation Panel

The Visitation Panels for Forty-Three (43) Federal Universities and Three (3) Inter University Centres were inaugurated by the Honourable Minister of Education, Mallam Adamu Adamu on Monday, 13 April, 2021 and were given Sixty days (60) to complete the assignment with effect from 13th April, 2021 to 12th June 2021. The Inauguration was held at the Auditorium of the National University Commission Secretariat; Abuja on behalf of the Visitor, President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria.

1.2 Composition of the Panel

The 2021 Presidential Visitation Panel to the University of Jos has the following members;

i.	Prof. Olu Obafemi FNAL. NNOM	Chairman
ii.	Alhaji Alani Bankole	Member (Absent)*
iii.	Dr. Abdulkarim Lawal Mayere	Member
iv.	Prof. Chijioke Chris Ohurogu	Member
v.	Dr. Juliana Okwena Pondei	Member
vi.	Hon. Ishaq Gambo Magaji	Member
vii.	Dr. Umoeka Emmanuel James	Member/Secretary

*** He did not report and never participated in the Panel's activities.**

1.3 Terms of Reference

The terms of reference for the Visitation Panel were as follows:

- 1.3.1 To Inquire into the level of implementation of the White Paper on the last Visitation Report, covering 2006-2010;
- 1.3.2 To Look into the leadership quality of the University, in terms of the roles of the Governing Councils, the Vice-Chancellors and other Principal Officers;
- 1.3.3 To Examine the financial management of the institution, including Statutory Allocations and Internally Generated Revenue over the period under investigation and determine its level of compliance with appropriate regulations;

- 1.3.4 To Investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
- 1.3.5 To examine the adequacy of staffing and staff development programmes of the University;
- 1.3.6 To Determine the relationship between the University and the various statutory bodies it interacts with according to its Law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship, i.e. Governing Council, NUC, and the Federal Ministry of Education (FME);
- 1.3.7 To scrutinise the Law establishing the University, including the relationship between the various internal organs, units and offices and indicate the way the laws have been observed by the competent authority, offering suggestion of any necessary modifications to the Law;
- 1.3.8 To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction;
- 1.3.9 To examine the general security in the University showing how the University has dealt with it and recommend appropriate measures; and
- 1.3.10 To examine the process and structures of discipline of students in the University in line with due process and the rules

CHAPTER TWO

A BRIEF HISTORY OF THE UNIVERSITY OF JOS

2.1 Background

The University of Jos took off as a Campus of the University of Ibadan in November, 1971, with Professor E. A. Ayandele as its first Acting Principal. Its first location was the present Township Campus of the University along Murtala Mohammed way, Jos. Its first set of students were admitted in January, 1972 into pre degree programmes. Degree Courses in the Arts and Science were introduced in October, 1973 and in the Sciences and Education the following year. The same year, the Bauchi Road Campus, which then accommodated only the Faculties of Natural, Environmental, Medical Sciences and Education was acquired. In September, 1975, the then Federal Military Government announced the establishment of seven new Universities and University Colleges including the University of Jos. Professor Gilbert Onuaguluchi was its first Vice Chancellor. Since then, The University has had ten substantive Vice Chancellors including the current Vice-Chancellor, Professor Sabastian Seddi Maimako.

2.2 Achievements

From a modest four Faculties structure with 700 Students in 1975, the University has grown into twelve Faculties, with 8,094 post graduate students, 22,873 Full-time undergraduates, 1,187 Sub-degrees and 5,260 part-time students. The Faculties are; **Agriculture, Arts, Education, Engineering, Environmental Science, Law, Management Science Medical Science, Natural Sciences, Pharmaceutical Science, Social Sciences and Veterinary Medicine.** In order to reinforce its reputation for innovation, in its teaching methods and cutting-edge research, the University has introduced over twenty new programmes that are relevant to the need of the communities within the catchment area. These include Music, Actuarial science, Criminology and Security Studies. Veterinary Medicine, Agriculture. These are designed to produce skilled manpower that would ensure food security and adequate agricultural raw material for industries and export, and Engineering to provide an excellent balance between essential principles of Engineering Science and its application to the creative world of engineering practice. In the four decades of its existence, the University of Jos compressive portfolio of programmes has moved successfully and has assisted students, both local and international to prepare for graduation.

The University has set a considerable tract record of good standard in teaching and learning. This vital part of the University's performance has enabled it to build observable partnership with other institutions, the public sector, industry and commerce. Recently declared Africa's Centre of Excellence in Phyto-medicine Research Development, the University, through a World Bank \$8M grant, is to conduct research and teaching in Phyto-medicine in Nigeria, West African Countries and develop new medicines.

The University's Scientists and Technologists, through the Centre for Biotechnology and Genetics Engineering are engaged in Research and the cultivation of *Artemisia Annua*, the key plant in Artemisia-based Combination Therapy (ACT) at the Centre's Farm in Langtang South LGA of Plateau State with support from a Step-B/WORLD BANK Grant, the Mathematics Research on the Application of Technology for Teaching and Learning.

The University has played a notable role in Ornithology and Biodiversity Research and Conservation since 2002 through a partnership with AP Leventis Ornithological Research Institute (APLORI). Graduate Programmes and ecological studies of the institute have taken advantage of the presence of 105 of the world bird species in Laminga and have attracted students from Nigeria, Africa and Europe. Also, there exist an MOU with University of Cape Coast (UCC), Ghana in which UNIJOS is helping to build capacity to UCC undergraduate programmes in Conservation Studies.

The University's Faculty of Pharmaceutical Science has focused on the production of anti-snake venom and research into herbal drugs in the last ten years. The Centre of Conflict Management and Peace Studies (CECOMPS) has led peace initiative in research and publication in the spate of crisis in Plateau with a grant from the Royal Netherland Embassy in Nigeria. The research also enjoys support from the Sultan of Sokoto.

The Tertiary Education Trust Fund (TETFund) has been a critical partner in the activities of the University by supporting it both in physical infrastructure as well as research and training. For instance, TETFund has been involved in both Special Intervention Projects as well as Normal Intervention Projects on University physical structures since 2011. This is seen in areas such as the rehabilitation and furnishing of the Central Library, completion of Faculty of Social Sciences, furnishing of a 1000 capacity lecture hall at the Faculty of Social Sciences as well as construction of Faculty of Management Sciences. The TETFund has also been helpful in the areas of research and training of staff of the University.

In 2003, the University entered into a partnership with the Carnegie of New York for International strengthening on different projects with a grant of \$6.3m in three tranches. We also establish from an available document that the University of Jos has been able to maintain a good relationship with its Alumni and friends to make considerable investment in its efforts to develop a modern, dynamic learning environment for the future generation.

Of unique significance is the overseas training of twenty-one (21) academic staff from the Faculty of Arts in various skills such as digital film-making, digital publishing, introduction of web-design and broadcasting techniques.

2.3 Challenges

The major challenges of the University include:

- a) Security – porosity of the campuses, absence of fencing, general exposure to external incursion
- b) Funding – No Take-Off Grant at inception, which slowed down infrastructural development of the University
- c) Perennial delay in the release of results of students which make performance evaluation difficult to track, both from the students and the management itself.

CHAPTER THREE

METHODOLOGY

3.1 Modus Operandi

Over a period of sixty (60) days about eighty weeks, the Panel applied several methods for data gathering material, information, data and records, to enable it address the Terms of Reference. These include;

3.1.1 Interviews and Interaction with Stakeholders

The Panel met with the Governing Council, some members of Senate, The Vice-Chancellor and Deputy Vice Chancellors, other Principal Officers of the University and the immediate past Vice Chancellor Professor, Hayward B. Mafuyai, members of the Academic Staff Unions and Non-Academic Staff Union like ASUU, NASU, representative of the student union as well as the University Host Communities. The Panel held a Town Hall meeting with the University Community to feel their pulses as well as paid courtesy visits to His Royal Majesty the Gbong Gwom Jos in his Palace and the State Executive Governor Rt. Hon Simon Lalong.

3.1.2 Memoranda

The Panel advertised for and received Memoranda from numerous stakeholders and also entertained oral defence of memoranda where requested (a list of the Memoranda is in Appendices I and II).

3.1.3 Facility Tour

The Presidential Visitation Panel embarked on tours of the facilities and projects for teaching, learning and research and also inspected all the completed and on-going projects of the University in all the campuses of the university.

3.1.4 Engaging the Services of an Accounting Firm to Carry out Analysis of Financial Management

This was done by some members of the Panel who have expertise in financial management and assisted in cross-checking the financial records of the University of Jos from 2011-2015, coupled with other relevant document at our disposal. The Panel also minimally engaged external financial experts to assist in data analysis and interpretation. There was also an analysis of all the Memoranda received from the staff, students, Staff Unions and other stakeholder in the University as well as discussion with the authors and writers of the memoranda.

3.2 The Report:

- The Report of the Presidential Visitation Panel submitted in Volumes. These are:
- i. The Main Reports,
 - ii. The Appendices.

CHAPTER FOUR

TERMS OF REFERENCE (TOR) ONE

To inquire into the level of implementation of the white paper on the 1999-2003 and 2006-2010 visitation reports

4.1. Level of Implementation of Terms of Reference from Previous Reports

This section deals with the level of implementation of the previous Visitation Panels' recommendations and Visitors' approvals between 2006 - 2010.

4.2 Terms of Reference One

4.2.1 Visitation Panel Recommendation

The University should contact Prof. Ibrahim James and commence the full implementation of the Visitor's directive including payment of all his accrued arrears of salary allowances and full retirement benefits to him.

4.2.2 Visitor's Directive/Comment

The recommendation was accepted, the Council and management were directed to ensure compliance.

4.2.3 University's Compliance

According to the University, the reinstatement of Prof. Ibrahim James was overtaken by events. As at the time the White Paper was released, he had retired from the University, having attained the age of 65 years. In internal memorandum dated 10th September, 2012, it is stated that, the University Management, at its 241st Meeting held on Monday July, 23rd, 2012, deliberated on the complaints of Prof. Ibrahim James and directed that all his entitlements be paid. It is noted that his gratuity and arrears of pension had been processed for payment. It is also noted that payment of his monthly pension had commenced.

4.2.4 Broken items littered at Administrative Block, Faculty of Law, Art and Social Sciences

- i. **Panel’s Recommendation** – The Visitation Panel recommended that the University should fashion out a programme to orientate its community on maintenance culture and cleanliness.
- ii. **Visitor’s Directive/Comment** – The Visitor accepted this recommendation and directed council to ensure compliance.
- iii. **University’s compliance** – Relying on the observation of the last Visitation Panel on this heading, the items were collected and kept in the store of the Directorate of Physical Facilities. They were disposed off by the University’s appointed auctioneers and the proceeds paid into the University’s account.

4.3 Terms of Reference Four (a)

To investigate the application of funds, particularly the special grants, loans meant for specific projects in order to determine the status of such projects and their relevance for further funding. The recovery of University of Jos money from the defunct All State Trust Bank from its new owner Eco Bank.

4.3.1 Visitation Panel Recommendation

The University should initiate the process of recovering the monies trapped in distressed All States Trust Bank from Eco Bank.

4.3.2 Visitor’s Directive/Comment

The University made efforts of recovering the trapped monies in the distressed All States Trust Bank. All necessary documents and forms were completed and submitted to the Nigerian Deposit Insurance Corporation awaiting refunds from the Government agency saddled with the responsibility of the Bank liquidation.

4.3.3 University’s Compliance

The matter was taken to court, however the University lost because the case was statute barred.

4.3.4 Terms of Reference Four (b)

To investigate the application of funds, particularly the special grants, loans meant for specific projects in order to determine the status of such projects and their relevance for further funding. TETFUND and donor funding to identify physical projects.

4.3.5 Visitation Panel Recommendation

- a. The TETFUND and donor funding is a very good source of generating revenue from institutions seeking to fulfill their corporate social responsibility. Management should intensify efforts at establishing partnerships that will attract this kind of funding for its research and other activities.
- b. The University should ensure that the funds so sourced are applied to the identified projects or activities.

4.3.6 Visitors Directive/Comment

The Visitor accepted recommendations (a) and (b).

4.3.7 University's compliance

The balance of 76.6 million was yet to be utilized as at the end of 2010 financial year. This amount has been rolled over and utilized as reflected in the report of donor funds for the period 2011-2015 and 2016-2020.

4.3.8 Terms of Reference (c)

To investigate the application of funds, particularly the special grants, loans meant for specific projects in order to determine the status of such projects and their relevance for further funding. TETFUND overheads for renovation of Library and research grants

4.3.9 Visitation Panel Recommendation.

- a. Efforts should be made by the Government to augment subvention to overhead cost to enable the University meet its commitments.
- b. Government should as a matter of policy, direct the University to allocate at least 20% of overhead to library books and journals and 20% to research even while exploring other avenues to attract funding to these areas.

4.3.10 Visitors Directive/Comment

The Visitor noted recommendations (a) and (b) and directed Council and Management to prioritize their needs in line with budgetary provisions and IGR.

4.4 Terms of Reference Five

To examine the adequacy of the Staff and Staff development of the University.

4.4.1 Visitation Panel Recommendation

- a) Training need analysis should be carried out in order to ensure that training is tailor made for both the University and its Staff. The objective of training is to enable participants acquire new skills and knowledge and for increased productivity.
- b) The University should intensify its efforts towards capacity building for its staff with a view to ensuring that they receive international research exposure.
- c) The University should as a matter of urgency, initiate action towards the provision of supporting and recreational facilities for its Staff members.

4.4.2 Visitor's Directive/Comment

The Visitor noted recommendations (a) and (b). The Visitor accepted recommendation (c).

4.4.3 University's compliance

Legal unit/Staff training.

4.4.4 Recommendations

- i. The Government white paper should be released earlier for effective implementation and compliance. However, the implementation of the white paper of the visitation report for 2004-2010 by the Council and management was not properly done.*
- ii. The management should also ensure that directives by the Governing Councils are fully implemented.*

4.4.5 Terms of Reference Nine

To examine the general security of the University, how the University has dealt with and recommend appropriate measures to deal with it. The issue of land encroachment by Rusau Village in the Permanent Site.

4.5.1 Recommendation

- a) The University should be supported with a special grant to enable it to accelerate the development of the permanent site for immediate relocations of the majority of university activities in a secure atmosphere devoid of threats, as there can be no compromise for the safety of lives and properties of students and staff alike.*
- b) The University, a citadel of learning and research should be given a special grant to enable it move to its permanent site. This is the only assured way to meet its security challenges and be able to retain its highly skilled professors and attract more students.*
- c) The Government should as a matter of urgency, look into the issue of land encroachment by Rusau village which is situated right inside the permanent site with due care to relocate the inhabitants since every household was paid compensation.*

4.5.2 Visitors Directive/Comment

- i. The Visitor noted recommendation (a) and directed Council to prioritize as earlier stated.
- ii. The Visitor noted this recommendation (b) and directed Council to prioritize as earlier stated.
- iii. The Visitor accepted recommendation (c) and directed Council to liaise with the Plateau State Government for effective resolution of the issue.

4.6.1 Terms of Reference Ten(a)

To examine the processes and structures of the Mechanisms for the discipline of students in the University in order to ascertain compliance with due process of the rule of law.

4.6.2 Recommendation

All disciplinary cases should be completed within a reasonable time. Undue delays in the investigations and workings of the Committee should be avoided. It is known that Justice delayed is Justice denied; the hearing should be within a reasonable time.

4.6.3 Visitors Directive and Comment

The Visitor accepted this recommendation.

4.6.4 University's Compliance

The University Management ensured that all disciplinary cases were treated promptly and the University has not received any complain in respect of delay so far. The students' disciplinary committee treats cases on their merit and recommends punishments to the Senate of the University. Those cases that needed to be referred to the Police are also treated with dispatch.

4.7 Terms of Reference Ten(b)

To examine the processes and structures of the mechanisms for the discipline of students in the University in order to ascertain compliance with due process of the rule of law. Draw up a disciplinary manual for students defining the various acts of misconduct and the procedure to be followed in the event of a breach.

4.7.1 Recommendation

The University should immediately draw up and clearly specify the procedure to be followed in the disciplinary system. This procedure should:

- i. Outline the sequence to be followed in disciplinary process;*
- ii. Specify the time lines;*
- iii. Outline the roles of the Chief Security Officer, the Dean of Students and other relevant officers;*
- iv. Specify the form and nature of evidence to be admitted; and all of which should confirm with the rule of law, ensure fair hearing as well as the safeguarding of the integrity of the institution.*
 - a. The procedure/processes associated with the disciplinary system in (b) should appear in the student information handbook.*
 - b. The committees should be constituted in such a manner as to ensure its independence and impartiality. Members of the Committee should not partake or vote when the Senate as a body is considering the report of its committee.*

4.7.2 Visitors Directive/Comment

The Visitor noted recommendations (a) and (b).

CHAPTER FIVE

TERMS OF REFERENCE (TOR) 2

To look into leadership quality of the university in terms of the role of the Governing Council, the Head of the institution and other Principal Officers;

5.1 Findings/Observations/Recommendation

The observations and findings below come from the Panel's verified Reports by Council, Senate and Management.

The success or failure recorded by an institution is often a function of the quality of its leadership. Within the Nigerian University system, the importance of quality leadership can hardly be overemphasized. The assessment here is broken into two parts since there are two Councils in focus.

5.2 Achievements and Challenges of the 12th Governing Council from May 21, 2013 to April 5, 2017

5.2.1 Achievements

The achievements of the 12th Governing Council of the University are summarized as follows:

A. Addressing Security Challenges

The issue of the security challenges which escalated since the sectarian crisis in Jos in 2001 was presented to Council. During the crisis, some staff and students lost their lives. In order to safeguard lives and properties, Council reported that it provided guidance to the University Management and money was expended to acquire some security devices to maintain security within and around the Campuses. Yet, the University premises were partially fenced as a part of the security measures.

B. Elimination of Delays in Promotion

Council eliminated delays in the promotion of staff by clearing all back-log of promotions. The appraisals for promotion of staff for the years 2011/2012, 2012/2013 shows that all categories of staff benefited from promotion. The delays in promotion were largely removed by Council. The back-log of salaries was cleared and arrears paid.

C. Disposal of Disciplinary Matters

Council reconstituted the Council/Senate Disciplinary Committee which enabled it substantially ensure timely disposal of disciplinary cases. Council met the situation where staff abused the privilege of Fellowship and training by absconding from the services of the University. Through its Disciplinary Committee, Council brought to book all erring staff and sanity was restored to the system.

D. Research Grants

Council paid significant attention to and encouraged research. During the life of the 12th Governing Council, the University benefitted from various research grants. Some of which include:

- i. Unijos African Centre of Excellence in Phyto-medicine Research Development worth \$8m (World Bank Grant).
 - ii. Support of Training and Mentoring in Nigeria for Academics (STAMINA) worth \$3,250,000. The grant was for five years.
 - iii. Unijos Nigeria Stability and Reconciliation Programme (British Council)
- Within the life of this Council, the University won over N1.2 billion grants.

E. Establishment of New Faculties/New Programmes

The tenure of the 12th Governing Council witnessed the establishment of new Faculties as follows:

- a. Faculty of Agriculture
- b. Faculty of Engineering
- c. Faculty of Management Sciences
- d. Faculty of Veterinary Medicine

In the same vein, 14 new programmes were established which included: B.A. Fine & Applied Arts, B.Sc. Quantity Surveying, B.Sc. Banking & Finance, B.A. Archaeology, B.Sc. Actuarial Science, B.Sc. Marketing, etc. In view of this development, the admission quota of the University was increased from 4,555 to 6,500 students.

F. Staff/Student Audit

The National Universities Commission (NUC) directed Councils of all Federal Universities in Nigeria to conduct a staff/student's audit. The University of Jos Governing Council divided its members into eleven (11) groups which conducted the audit and submitted their report to the Council. Council also directed that the exercise should be a continuous one in the University so that the University would have an updated record of all its staff and students.

G. Ensuring Financial Discipline and Transparency

The Governing Council at its meetings considered reports of its Finance and General Purposes Committee (F&GPC) where all receipts and payments of the University and the reports of the Budget Performance of the University were considered, approved and appropriate directives given.

In order to make the business outfits of the University more viable and profitable, the Governing Council considered reports from the outfits and directed that these outfits submit their financial transactions, management structure, areas of operations and intended areas of business activities.

H. Ensuring Steady Academic Activities in the University

In order to ensure steady academic activities in the University, the Governing Council interacted with the four Staff Unions on Campus and the Student Union Government. Following the Governing Council's intervention, a prolonged ASUU strike was suspended after a series of dialogue with the Pro-Chancellor and members of Council. The Panel found that the non-implementation of the Agreement reached left the agitation raging.

Council also engaged the other non-teaching Unions on Campus in a dialogue which led to the suspension of their planned strike action. Such interventions were done on many occasions by the Council.

The Governing Council constituted several Committees to handle the disbursement of the Earned Academic Allowance sent to the University. After the disbursement, there were problems that triggered industrial disharmony and the Governing Council met several times to consider reports of Committees. There were, however, outstanding matters regarding refund of payments made to non-academic staff.

In the same vein, when the students embarked on a riot, the Governing Council of the University liaised with the University Management to ensure that some normalcy was restored on Campus immediately.

I. Suit Between Plateau State Board of Internal Revenue Service Vs University of Jos

The Plateau State Board of Internal Revenue Services had sued the University of Jos claiming the sum of N3,889,426,654.97 being outstanding tax liabilities for the years 2005 – 2010. It also claimed 10% penalty on the said amount from 2005

to the date of judgement as well as the cost of action, among other things. The University defended the action and got favourable judgement.

The Counsel to the University submitted a bill of ₦380,000,000.00, being 10% of the total sum as his professional fee. He later reduced the bill down to ₦190m, and subsequently, to ₦155m, and when it was not paid, the Solicitor threatened Court action. The Governing Council of the University intervened and after series of mediation, especially, the personal intervention of the Chairman, Council accepted the payment of 2% of the total bill of ₦3,889,426,654.97 amounting to ₦77,588,533.00 which Council approved as final settlement.

J. Land Acquisition from the Plateau State Government

The Governing Council of the University paid courtesy calls on the former and present Governors of Plateau State. The efforts of Council led to the approval and declaration by the Governor of Plateau State of the following areas as belonging to the University:

- a. Farin Gada/Rusau Village
- b. Settlement along Zaria Road/Gamajigo excluding Army Engineers and Command Secondary School.
- c. NEPA/Zangam neighbourhoods.
- d. Mista Ali to follow the Feeder Road along Babale
- e. To meet up with boundary along Naraguta Village.

The approval and declaration were contained in a letter with Ref. BPG1070/11/209 dated July 27, 2015 from the Governor to the University. The current Governor of Plateau State was approached for the settlement of compensation to enable the University to take physical possession of the lands for development.

K. Acquisition of Landed Properties

The Governing Council has visited several landed properties offered to the University for purchase. Among those offered and purchased were:

- i. Dalash Suite located at the University Staff Quarters but belonging to a private owner at ₦50.5m.
- ii. Property offered by John Lodam at ₦25m.

Council has continued to encourage the University to purchase the Naraguta Country Club and the ANAN building offered for sale to the University.

L. Appointments of Principal Officers of the University

The 12th Governing Council conducted what it considered as transparent processes and appointed the following Principal Officers for the University:

- i. Bursar - Council appointed Mr. Alhassan Ibrahim as Bursar for a period of five years with effect from February 14, 2014.
- ii. Librarian - Council appointed Dr. Stephen A. Akintunde as Librarian for a period of 5 years with effect from February 14, 2014.
- iii. Registrar - Council appointed Mr. M.M. Danjem as Registrar for a period of five years with effect from June 24, 2016.
- iv. Vice-Chancellor-Council appointed Professor S.S. Maimako as Vice-Chancellor for a period of five years with effect from June 23, 2016.
- v. Deputy Vice-Chancellors – Council appointed Professors Nelson A. Ochekepe and Teresa M. Nmadu as Deputy Vice-Chancellor (Academic and Administration) respectively for two terms of two years each with effect from December 8, 2014.

The exercises were conducted and completed without any rancour and protests from any quarters.

M. Improving the Internally Generated Revenue of the University

The Governing Council, at all its meetings, had continued to discuss and brainstorm on ways of improving IGR of the University. This led to the approval by Council for the University to float a Unijos Micro-Finance Bank. The Bank has already been registered with Corporate Affairs Commission (CAC) and the processes for paying the equity sum of ₦100m is at advanced stage.

Besides floating the Unijos Micro-Finance Bank, Council directed Management to look inward and identify areas of Revenue Generation. Council also considered other areas of revenue generation and approved same for implementation. This included the expansion of Postgraduate programmes, commercializing the filling station of the University, improving the rents from University properties, partnering with Departments that are viable for revenue generation to market their products, etc. There is, however, still a lacuna in revenue generation in the University.

N. Resolution of Industrial Disputes in the University

Council, in its effort to curtail threat(s) to industrial harmony in the University, made a policy to stop unnecessary disruption of academic activities. The Panel, however, found that this policy is yet to yield optimal results with the Academic Staff Union.

O. Creation of the Directorate of Alumni Relations

The 12th Governing Council identified the need to adequately utilize the benefits of alumni relations and directed the establishment of the Directorate of Alumni Relations. The Directorate had been established and through it, the University relates closely with its Alumni. This is with a view to bringing rapid development to the University through Alumni activities.

P. Implementation of Due Process Policy of Government

Council has continued to ensure the implementation of the due process policy of Government in line with the provisions of the Procurement Act 2007. Council, at all its meetings had continued to consider reports of on-going projects of the University, visiting sites of projects and directing the University Management on ways of completing all projects. Through Council's supervisory role, many projects have been commissioned, especially, during the last 2015 Convocation ceremony in the University.

Q. Infrastructural and Environmental Improvement of the University

During the tenure of the 12th Governing Council, there was infrastructural improvement of the University. Some of the projects commissioned during the tenure of the 12th Governing Council included:

- i. Pedestrian footbridge across river Dilimi at Naraguta Campus which eventually was known to be the longest foot bridge in the West African sub-region.
- ii. New Students Hostel complex at Naraguta Campus
- iii. Internal roads network at Naraguta Campus
- iv. Block A of the Faculty of Arts Building
- v. Centre for Entrepreneurship Studies
- vi. Centre for International Law and Diplomacy
- vii. Construction of Professorial Office complex at Naraguta complex
- viii. The completion of the Aliyu Akwa Doma Indoor Theatre.

R. Review of the Criteria for Appointments and Promotions Committee and the Scheme of Service for Senior and Junior Staff

The 12th Governing Council, in a drive for excellent productivity in the University, reviewed the criteria for the appointments and promotions and also reviewed the Scheme of Service for the Senior Staff of the University.

In the same vein, Council also reviewed the Scheme of Service for the Junior Staff of the University.

5.2.2 Challenges

The challenges faced by the 12th Governing Councils included but not limited to the following:

a. Security

The University has had its fair share of insecurity from the ethno-religious crises in Jos and its environs which has impacted negatively the smooth running of academic activities in the University. The University has lost quite a number of Staff and Students as a result of these crises. It also affected the operation of the University Consultancy Ltd. which is a major revenue yielding arm of the University.

b. Staffing

Undue interference of politicians was adjudged to have affected the recruitment of quality candidates into the various Units and Departments of the University, especially in Professional cadres. Academic Departments are grossly understaffed due to the seeming embargo on recruitment which has affected the accreditation of some programmes in the University.

The University had done quite a lot in the aspect of staff training and development. Unfortunately, some staff on study leave abroad absconded, partly because of the poor remuneration and working condition in the country.

c. Funding

The University, over this period, experienced inadequate funding as Federal Government releases has not been consistent. This has greatly affected accreditation of courses, provision of infrastructure and planning.

5.3 General Governance of the University Management

Leadership analysis of the development of the University focused on the tenure of the administration of Hayward Babale Mafuyai as Vice-Chancellor (2011 – 2015). The template for this assessment is framed along the line of physical development, academic development and achievement of cutting edge, and ranking.

5.4 Achievements and Challenges of Management

5.4.1 Achievements

The achievements of Management of the University of Jos during the period 2011 – 2015 is summarized as follows:

- a) Renovation and remodelling of some existing physical structures

- b) Infrastructural development characterised by new faculty buildings; new constructions of the Central Bank of Nigeria Centre of Excellence; new students' hostels, a pedestrian bridge; tarring of campus access roads (the Naraguta campus)
- c) Development of the 4th cycle of the University of Jos Strategic Plan (2015 – 2019)
- d) Establishment of twenty-three new academic programmes
- e) Accreditation of Academic Programmes by NUC and other Professional Bodies.

5.5 The Relationship of the Governing Council and Government

There was a free-flow of information and communication between Council and agencies of Government. Policies and directives of Government are communicated through circulars or new rules and regulations on aspects of the enabling laws. These laws are implemented by Council and Management. In compliance with Public Procurement Act, Council is no longer in charge of the Tenders Board. The Board has been reconstituted in tune with the Circular Ref No SGF /OP/I/S/VIII/57 dated 11th March, 2009 in conformity with section 16 of the Public Procurement Act, 2007,

Available statistics show consistent compliance by Council with the approved number of meetings of 8 per Semester (16 per Session). Hence, the meeting of the Council in this period 2011 – 2015 would be 40 meetings, including emergencies. The Governing Council, according to a cross section of the University community was able to restore a great measure of confidence in the University 's activities by establishing a relatively peaceful atmosphere in its dealings with Management. The Council and Management approved the backlog of promotion cases of Academic and Non-academic Staff.

The Council introduced an innovative gender policy that meets with National and global appeals for women on empowerment and affirmative action. Thirty percent (30%) of employment, training and admission opportunities in the University was reportedly reserved for the women. There are no reports otherwise from the womenfolk.

5.6 Promotion in the Period 2011-2016

The Administration of Professor Hayward B. Mafuyai, in sync with Council, considered the backlog of promotion cases of teaching and non-teaching staff to be a cardinal point of its pursuit. Subsequently, there were no longer delays experienced in the promotion exercise.

5.7 Quality of Relationship with Senate

- i. The Senate is the highest decision-making organ on academic matters in the University. The Senate requires a level-playing ground in the exercise of its

statutory responsibilities and functions. It should be a beacon in the organizational and control of academic matters

- ii. During the period 2011-2015, the Senate held forty (40) meetings including emergency meetings. In all these meetings, deliberations were said to be on matters ranging from approvals of Doctorate degrees, review of disciplinary actions and appeals to student's examination misconduct matters, appointments, elections of its representative, academic curricula, creation and establishment of degrees and diploma programme, among others
- iii. The University is administered in such a way that the Senate is represented in all Committees of the Council. Indeed, these Committees are referred to as Council/Senate Committees ensuring broad-based consultation in the decision-making process as it affects policy formation, guidance and fiscal responsibilities

5.8 Quality of Relationship with Principal Officers

- i. **The Vice-Chancellor** – Report shows that he has given qualitative leadership and encouraged team spirit and collective responsibility in the decision-making process, which makes for free interaction and wide consultation of the University. The Vice-Chancellor and the Principal Officers meet every Monday. The weekly meetings were held whether the Vice-Chancellor was available or not.
- ii. **Deputy Vice-Chancellors (DVCs)** – In the absence of the Vice-Chancellor, either the Deputy Vice-Chancellor (Academic) Prof B.T. Ugwu or Deputy Vice-Chancellor (Administration) Prof Ibrahim Musa, was designated to act on his behalf. The DVCs chair several Senate Committees and are key members of the Management Committee. They are both recent appointees to their positions having assumed their offices in November 2010.
- iii. **The Registrar** is responsible for the University records and the provision of support services. During this period 2011-2015, Jilli Dandam. D Esq was appointed on the 24th June, 2010. He is Secretary to Council, Senate, Congregation and Convocation. He features prominently in several important committees, and he is the conduit of all University internal and external correspondences. Report revealed that he has functioned competently in that position.
- iv. **The Bursar** is the chief financial officer of the University. The Bursary Department of the University was seriously indicted by the 2004 Visitation Report as lacking in professionalism and depth. The current Bursar Mr. A. A. Akims, inherited a Bursary that was fraught with un-reconciled accounts and in urgent need of intervention. The Bursar repositioned the Department

in line with the directives of the Visitor on that Visitation. He introduced many reforms like instituting a Price Control Unit and a Bank Reconciliation Committee that has positively transformed the financial outlay of the University.

- iv. **The Librarian** – The University Librarian was adjudged to have functioned well when compared to other University Librarians in Nigeria. The Librarian, Prof. Adakole Ochai who have been on that beat since before the last Visitation, brought enormous experience to bear in the administration of the Library. However, in this Information Age where knowledge is the currency, there is a constant need to update and upgrade the Library in line with the global trends.
- v. **Principal Officers** – The Principal officers have brought the team spirit models to bear on decision making in their individual Departments there by motivating staff and drawing much needed commitment in the discharge of their responsibilities.

5.9 Recommendations

- a. *With the enormous responsibilities imposed on Governing Councils, Government should continue to appoint Council members in line with the content and character of the University. This will ensure quality and high integrity of the Council; it will shield it from compromise which could diminish its status. This position reaffirms the provisions of Section 2 (2) of the University (Miscellaneous Provisions) (Amendment) Act, 2003.*
- b. *In the disbursement of the Internally Generated Revenue (IGR), it is important that the income generating Department should substantially partake in it for infrastructural development and improved facilities. The sharing formula approved by Council on 22nd February 2010 for non-NUC funded programmes ought to have been adopted and implemented on post-graduate programmes.*
- c. *The University should ensure that all Government circulars are disseminated to all relevant University Departments/Units immediately they are received.*
- d. *Heads of Departments should be appointed based on merit and experience.*
- e. *The Vice-Chancellor and his Principal Officers should ensure that Council's approval should be obtained before any policy on levies on parents is implemented.*

f. Council should approve funds for the full furnishing of Aliyu Akwe Doma Indoor Theatre with full compliments of lights, drapes, projector, music set and office furniture.

CHAPTER SIX

TERM OF REFERENCE 3

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

6.1 Preamble

In order to address Term of Reference 3 as highlighted above for the period 2011 – 2015. The Panel:

- (a) Identified the unit(s) responsible for financial management of the institution including committees.
- (b) Identified the regulations governing the financial management of the institution and compliance to such regulations.
- (c) Scrutinized financial management of statutory allocation and Internally Generated Revenue.

The Laws establishing the University require the Council of the University to prepare financial statements for each financial year that genuinely reflects the state of the finances of the University at the end of the year and of its financial performance.

6.2 General Findings, Observations and Recommendation

6.2.1 Findings

The University has three (3) sources of finance which are classified under Federal Government Grants otherwise known as Statutory Allocation, Donor Funds and Student Fees/Charges otherwise known as Internally Generated Revenue. The University finance between 2011 - 2015 was N45.6b with just about 1% from the Donor Funds. About 85% of the University finances is from Statutory Allocation while only 15% is obtained from IGR.

Table 6.1: Summary of income, expenditure and balance

S/N	Income Source	Income Amount (N)	Expenditure (N)	Balance (N)	Income Percentage
A	Federal Government Grants	38,620,603,745.73	34,335,012,173.56	4,285,591,572.17	84%
B	Donor Funds	424,883,207.35	344,613,387.46	80,269,819.89	1%
C	Student Fees/Charges	6,591,963,836.38	5,969,676,467.43	622,287,368.95	15%
	Total Income Source	45,637,450,789.46	40,649,302,028.45	4,988,148,761.01	100%

6.2.2 Observation

The University cannot be sustained by relying heavily on grants from the Federal Government.

6.2.3 Recommendation

The Federal Government should make Statutory Allocation a performance-based grant whereby the amount allocated coincide with other sources of finance so as to encourage the University to improve on Donor Funds and IGR. This will ensure prudent financial management by the University and ensure sustainability.

6.3 Statutory Allocation

These are funds received by the University from the Federal Government under annual budgetary provisions. A total of N38.6b was reported to have been received by the University between 2011-2015. This covers three major sub categories;

6.3.1 Personnel

The personnel cost includes salaries, earned allowances and pension funds. This accounts for 80% of the entire statutory allocation to the University. Over the five years period, the Personnel Cost increased by 25% while pension funds declined by over 50% to about N126m in 2015.

- a) **Observation** – It is observed that the University spent higher than the amount allocated for Personnel Cost in 2011 and 2014 by about N344m and N86m respectively. The amount spent in 2012 and 2013 was lower than the amount received from the Federal Government probably to cover for the overspending.

- b) **Recommendation** – *The Federal Government needs to put in place mechanisms to check irregular spending on Personnel Cost to avoid these inconsistencies.*

6.3.2 Overhead

The Overhead Cost of the University for the period 2011-2015 constitutes 2% of the Statutory Allocation. The Overhead Cost gradually reduced from N173m in 2011 to 100m in 2015 with the lowest amount of N91m in 2014.

- a) **Observation:** The Overhead Cost was highest when the Personnel Cost was lowest and tends to decrease with increasing Personnel Cost. For example, in 2013 when there was a drop in Personnel Cost, there was a sudden jump in Overhead Cost.
- b) **Recommendation:** *There should be adequate funds for Overhead Costs so as to ensure optimum running of faculties, departments and other units of the University.*

6.3.3 Capital

A total of N6.88b was received between 2011 - 2015 representing 18% of the entire Statutory Allocation. This also includes TETFUND input on both Normal Intervention and Needs Assessment as well as income from PTFDF.

- a) **Observation:** Funds received were not optimally utilised for the development of the University. For example, only 43% of the funds received from Capital appropriation in 2012 was utilised. It took 2 years for the University to start utilising TETFUND Normal intervention with only about N178m utilised out of N3.2b received. The same goes to funds received under NEEDS Assessment where only N1.6b was utilised in 2015 out of the N2.8b received since 2013. There was a total of N4.5b utilised for the period under investigation.
- b) **Recommendation:** *The University should establish a Project Implementation and Monitoring (PIM) Units so as to ensure funds are judiciously and optimally utilized.*

CHAPTER SEVEN

TERMS OF REFERENCE FOUR

To investigate the application of funds, particularly the special grants, loans meant for specific projects in order to determine the state of each project and their relevance for further funding.

7.1 Findings/Observations/Recommendations

In order to achieve TOR Four (4), the following steps and methodology were taken;

- (a) Income to the University based on the Statement by Bursar.
- (b) Expenditure on projects based on submission by the Physical Planning Department.
- (c) Physical projects inspection by the Visitation Panel.

7.1.1 Findings

Between 2011 - 2015, the University had a total income of N7.7 billion to be utilised for projects from Statutory Allocation and IGR sources. However, the University was able to award 191 projects worth N6.6 billion, and issued payment of N3.3 billion for the awarded projects. N4.4 billion remained unspent between 2011 - 2015. The summary of income utilised for projects is as tabulated below.

Table 7.1: Income Utilised for Projects between 2011 – 2015

Income Source	Income Amount	Total Projects Awarded	Value of Projects Awarded	Actual Expenditure
Capital	790,649,669.01	15*	139,273,140.20	645,707,474.00
TETFUND	6,045,498,694.05	154	5,794,419,328.35	1,843,270,409.39
PTDF	48,093,851.74	0	0	47,712,628.97
IGR Projects	793,418,867.41	22	702,912,824.93	793,418,867.41
TOTAL	7,677,661,082.21	191	6,636,605,293.48	3,330,109,379.77

*Includes project executed using income from NHIS in 2013

Table 7.2: Projects Awarded between 2011 – 2015

Income Source	Total Projects Awarded	Completed	Ongoing	Abandoned	Total Projects Executed
Capital	15	17	1	0	18
TETFund	154	139	18	2	159
PTDF	0	0	0	0	0
IGR Projects	22	22	0	0	22
TOTAL	191	178	19	2	199

A total of 191 projects were awarded during the period under investigation, out of which 178 projects were completed, 19 projects were ongoing, while 2 projects were abandoned. It should be noted that 4 projects carried forward from period 2006 - 2010 were completed during the period under investigation with the exception of one project which was completed during the period 2016 - 2020. Three projects were awarded in 2016 but reported during 2011 - 2015, and date of award for one project could not be established, making a total of 199 projects executed during 2011 -2015 period.

A total of 79 companies were awarded contracts between 2011 to 2015. Jibrilla Enterprises Ltd has secured the largest number of 16 contracts at a total sum of N973,348,232.97, while ENL Consortium Ltd has the single biggest contract awarded by value at the sum total of N914,915,513.76 for execution of Construction of Administrative Building/Senate Chambers at Naraguta Campus. There are other instances where four (4) companies were awarded between 10 to 28 contracts each. The University needs to improve on its contract price intelligence. For example, it was observed that two contracts were awarded for supply of 33kV and 15kV Perkins generators all at the same price. There is a need to generally investigate due process followed under the University guidelines for the contracts awarded.

Detailed breakdown of findings for projects are given below. This is based on the 2011 - 2015 project reports submitted to the Visitation Panel according to the following sources of funds;

7.1.2 Capital Appropriation

- a) Total Projects - 18,
- b) Ongoing - 1
- c) Completed - 17
- d) Abandoned - 0

- e) Total Projects Awarded 2011 - 2015: 14
- f) Total Amount for Projects Awarded 2011 - 2015: N139,273,140.20

Table 7.3: Ongoing or Completed Projects between 2011 – 2015

Year	Awarded Projects	Amount Awarded	Completed Projects
2011	3	45,707,394.01	3
2012	8	71,458,321.19	4
2013	0	0	6
2014	3	22,107,425.00	4
2015	0	0	0
Total	14	139,273,140.20	17

NOTE: The following projects were awarded before 2011 or completed within 2011 - 2015, or ongoing project with payment issued within the 2011 - 2015 period;

1. Construction of Administrative Building/Senate Chambers at Naraguta Campus was awarded in 2009 and still ongoing over the period of 2011 - 2015.
2. Three projects were awarded in 2010 as follows;
 - a. Completion of Faculty of Education Block 27
 - b. Completion of Faculty of Education Blocks 13, 14, and 15
 - c. Construction of Perimeter Fence Wall at Bauchi Road Senior Staff Quarters
3. Project for Construction of Perimeter Fence Wall at Bauchi Road Senior Staff Quarters was awarded in 2011 and completed in 2015.

7.1.3 2013 Needs Assessment Intervention Projects

- a. Total Projects - 116,
- b. Ongoing - 12
- c. Completed - 103
- d. Abandoned - 1
- e. Total Projects Awarded 2011 - 2015: 116
- f. Total Amount for Projects Awarded 2011 - 2015: N1,847,199,794.96

Table 7.4: Projects Executed between 2011 – 2015

Year	Awarded Projects	Amount Awarded	Completed Projects
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2011	0	0	0
2012	0	0	0
2013	0	0	0
2014	77	762,182,591.51	0
2015	39	1,085,017,203.45	103
Total	116	1,847,199,794.96	0

NOTE:

1. Three projects were completed in 2016 but captured under 2011 - 2015. Hence for the purpose of separating the two reports, these projects will be captured under 2016 completed projects.

7.1.4 2010 TETFUND Special Intervention Projects (SIP)

- a) Total Projects - 28,
- b) Ongoing - 4
- c) Completed - 23
- d) Abandoned - 1
- e) Total Projects Awarded 2011 - 2015: 24
- f) Total Amount for Projects Awarded 2011 - 2015: N2,143,140,883.53

Table 7.5: Ongoing or Completed Projects between 2011 – 2015

Year	Awarded Projects	Amount Awarded	Completed Projects
2011	5	816,625,089.10	0
2012	10	1,223,867,516.34	5
2013	0	0	9
2014	0	0	1
2015	10	102,648,278.09	10
Total	24	2,143,140,883.53	25

NOTE:

1. There is no award date captured for Construction of College of Medicine; External Works: Water Supply and Pump House at JUTH Permanent Site (S/N 67 on the document provided by the Physical Planning Department)
2. There are three projects awarded in 2016 but captured under 2011 - 2015. The Physical Planning department need to provide additional information as to why it was captured under 2011 - 2015. For now, the three projects are not reflected in the table above.
3. Four projects were ongoing as of 2012 with one project determined within the same year. The determined project is considered abandoned.

7.1.5 2009/2010 TETFUND Normal Intervention Projects

- a. Total Projects - 3
- b. Ongoing - 2
- c. Completed - 1
- d. Abandoned - 0
- e. Total Projects Awarded 2011 - 2015: 3
- f. Total Amount for Projects Awarded 2011 - 2015: N207,316,114.60

Table 7.6: Ongoing or Completed Projects between 2011 – 2015

Year	Awarded Projects	Amount Awarded	Completed Projects
2011	1	111,599,892.60	0
2012	2	95,716,222.00	1
2013	0	0	0
2014	0	0	0
2015	0	0	0
Total	3	207,316,114.60	1

NOTE:

1. Two projects were ongoing as at 2013.

7.1.6 2013 National Health Insurance Scheme (NHIS)

- a. Total Projects - 1,
- b. Ongoing - 0
- c. Completed - 1
- d. Abandoned - 0

- e. Total Projects Awarded 2011 - 2015: 1
- f. Total Amount for Projects Awarded 2011 - 2015: N19,480,745.00

Table 7.7: Ongoing or Completed Projects between 2011 – 2015

Year	Awarded Projects	Amount Awarded	Completed Projects
2011	0	0	0
2012	0	0	0
2013	1	19,480,745.00	1
2014	0	0	0
2015	0	0	0
Total	1	0	1

7.1.7 TETFUND Entrepreneurship Development Intervention

- a. Total Projects - 2,
- b. Ongoing - 0
- c. Completed - 2
- d. Abandoned - 0
- e. Total Projects Awarded 2011 - 2015: 2
- f. Total Amount for Projects Awarded 2011 - 2015: N88,703,976.14

Table 7.8: Ongoing or Completed Projects between 2011 – 2015

Year	Awarded Projects	Amount Awarded	Completed Projects
2011	0	0	0
2012	0	0	0
2013	0	0	0
2014	2	88,703,976.14	0
2015	0	0	2
Total	2	88,703,976.14	2

7.1.8 Internally Generated Revenue Projects (IGR)/Development Levy

- a. Total Projects - 22,
- b. Ongoing - 0
- c. Completed - 22
- d. Abandoned - 0
- e. Total Projects Awarded 2011 - 2015: 22
- f. Total Amount for Projects Awarded 2011 - 2015: N702,912,824.93

Table 7.9: Ongoing or Completed Projects between 2011 – 2015

Year	Awarded Projects	Amount Awarded	Completed Projects
2011	3	10,558,660.00	2
2012	2	256,369,471.65	2
2013	6	284,314,853.68	1
2014	8	80,147,917.00	9
2015	3	71,521,922.60	8
Total	22	702,912,824.93	22

7.1.9 TETFUND 2013 (BOT) Special Intervention Projects

- a. Total Projects - 10,
- b. Ongoing - 0
- c. Completed - 10
- d. Abandoned - 0
- e. Total Projects Awarded 2011 - 2015: 8
- f. Total Amount for Projects Awarded 2011 - 2015: N1,508,058,559.12

Table 7.10: Ongoing or Completed Projects between 2011 – 2015

Year	Awarded Projects	Amount Awarded	Completed Projects
2011	0	0	1
2012	1	18,208,435.00	0
2013	0	0	0
2014	0	0	0
2015	8	1,508,058,559.12	8
Total	9	1,526,266,994.12	9

NOTE:

Exactly the same project for Furnishing of 6no.Classrooms for Faculty of Social Science captured under 2009/2010 TETFUND Normal Intervention Projects was captured again under TETFUND 2013 (BOT) SPECIAL INTERVENTION. For the purposes of this report the project is deleted. However, it will be good to have an explanation on why the project is captured under two different sources of funds.

7.2 OBSERVATIONS

A. Capital

- i. The University received total funding of N790,649,669.01 under capital appropriation where contracts worth N139,273,140.20 only were awarded. However, 645,707,474.00 was reported to have been spent over the said period.
- ii. The procurement of a vehicle under NHIS is from recurrent funds and not capital appropriation.
- iii. The balance of N144,942,194.51 was reported to have been refunded to the Federal Government.

B. TETFUND

The sum of N3,211,794,990.44 was received from TETFUND for various projects under different intervention programmes. The University was only able to award 38 projects worth N3,947,219,533.39 and disbursed the sum of N178,475,294.39 only over the period of investigation 2011 - 2015.

C. PTDF

- i. Income of N48,093,851.74 was received from PTDF, but there was no trace of projects executed, yet a total of N47,712,628.97 was reported to have been spent.

D. NEEDS ASSESSMENT

Income of N2,833,703,703.61 was received under NEEDS Assessment (first trench), but total of 116 projects were awarded at the sum of N1,847,199,794.96, yet a total of N1,664,795,115.00 was reported to have been spent.

E. IGR

The sum of N793,418,867.41 was utilised for projects from IGR sources over the period 2011 - 2015, while the total value of projects awarded was N702,912,824.93. The sum of N90,506,042.48 was reported to have been utilised for payments of projects brought forward from 2010.

7.3 Recommendation

The University should improve on its procurement process by strengthening the capacity of its Procurement Unit.

a. Based on observations highlighted in 7.2 (A-D), it indicates general poor project performance. Hence it is strongly recommended that the University should improve on its procurement process by strengthening the capacity of its Procurement Unit as the case with NEEDS Assessment.

b. Furthermore, the University should create dedicated projects unit most especially for the purpose of project execution and monitoring for TETFUND and NEEDS Assessment similar to the Donor funds units of the university whom handles all projects without involvement of Physical Planning Unit.

c. All future funding to the University should be tied down to performance until funds allocated are fully utilised.

CHAPTER EIGHT

TERM OF REFERENCE FIVE

To examine the adequacy of the Staffing and Staff Development Programmes of the University

8.1 Findings/ Observations/Recommendations

8.1.1 Adequacy of Staff

The adequacy of staff in a Nigerian University is largely determined by the extent to which staffing meets the provisions of the Minimum Academic Standards (MAS) in respect of staff/student ratio, staff mix, competence and qualification. It is within this context that the Panel sought and obtained data on staff strength of both academic and non-academic staff to determine whether it was adequate for the teaching and administrative needs of the University.

Academic staff are made up of:

- a. Professors and Readers
- b. Senior Lecturers
- c. Lecturers I and II
- d. Assistant Lecturers and Graduate Assistants.
- e. Non-academic staff are categorized as
- f. Senior Technical Staff
- g. Senior Administrative and Secretarial Staff / Senior Non-Secretarial/Administrative Staff and,
- h. Junior Staff.

For the period under review (2011 – 2015), records of staff statistics were obtained from the following sources:

- a. The Central Registry of the University,
- b. The book, *Giant Strides: Governance and Administration of the University of Jos, 2011 – 2016* and,
- c. The Directorate for Academic Planning and Management.

The table below shows the changes in staff strength of all categories of staff for the period under review.

Table 8.1: Staff Statistics of the University of Jos, 2011 – 2015

S/No	Category of Staff	Review Period				
		2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
1.	Academic	1028	1077	1129	1221	1243
2.	Senior Technical	429	432	462	482	440
3.	Senior Administrative	284	285	311	328	391
4.	Secretarial	189	191	203	256	271
5.	Junior Technical	364	368	429	375	370
6.	Junior Non-technical	706	713	670	662	577
	Total	3000	3066	3204	3324	3292

Source: Oyetunde *et al.*, (2017)

The total staff strength increased from three thousand (3,000) in the 2010/2011 academic session to three thousand, two hundred and ninety-two (3,292) in 2014/2015. Academic Staff, Senior Administrative and Secretarial Staff numbers increased throughout the period under review. Senior technical staff numbers also increased progressively and then decreased in 2014/2015. Junior staff numbers increased then decreased in the last two sessions.

Data obtained recently from the central administrative records indicated that the total staff strength of the University in 2011 was 3,211. The total number gradually increased to 3,263 (1.62% rise) in 2012, 3,264 (0.03%) in 2013, 3,598 (10.23%) in 2014 and 3,672 (2.06%) in 2015.

It was observed that the data from the two sources varied. Reasons for this variation were given as:

1. The time of data collection which could have differed between central administration and the academic planning unit.
2. The possibility of having staff who had left or retired; staff who were on sabbatical, adjunct, contract etc. still captured in their database.
3. Possibility of recently appointed staff recorded in the central administrative unit but not captured in the academic planning unit.

8.1.2 Recommendations

- (a) *Management should harmonize data between the Registry and the Directorate for Academic Planning and Management to avoid conflicting reports.*

- (b) *There should be frequent updates on statistics of staff which could be done quarterly instead of annually. This will show the exact trend of change in staff population.*
- (c) *Processing information is usually slow in the University. Improvements can be made in this regard to set straight and prompt records. Conflict and duplication of duties should be avoided, a clear hierarchy of duties and standard operating procedures must be followed.*

8.2 Academic Staff

The University of Jos had eight (8) Faculties before the review period. The number of Faculties increased to twelve (12), with the introduction of Management Sciences and Veterinary Medicine in 2013 and, Agriculture and Engineering in 2014. There are, presently 87 Departments, a teaching hospital, and fifteen (15) other academic units (see Strategic plan document 2015 – 2019). Academic staff are distributed across these units (See staff mix document provided by the Directorate for Academic Planning & Management).

8.2.1 Staff/Student Ratios

From the information submitted from the Directorate of Academic Planning, it was noted that the University complied, to some extent, with the NUC guidelines and standards on the approved academic staff/student ratio and staff mix. A lot of improvement was made to meet the requirements with the increasing student population.

The total student population (undergraduate and postgraduate) decreased from 20,972 in the 2010/2011 academic session to 20,194 in 2011/2012, giving a 3.85% reduction. Student population was 20,444 (1.24% increase) in 2012/2013. The student population in the 2013/2014 academic session reduced to 19,753 (3.38% decrease) and by 2014/2015, it rose to 21,148 (8.11% increase). These figures exclude the part time and remedial student populations.

The table below shows the staff/student ratios at the faculty level for undergraduate students only.

Table 8.2: Staff/student ratios of undergraduates at the various faculties

S/No.	Faculty	Academic Session				
		2010/2011	2011/2012	2012/2013	2013/2014	2014/2015

1.	Arts	1:16	1:16	1:16	1:17	1:16
2.	Social Sciences	1:37	1:24	1:32	1:25	1:23
3.	Natural Sciences	1:21	1:16	1:16	1:16	1:15
4.	Education	1:22	1:19	1:20	1:19	1:18
5.	Medical Sciences	1:14	1:13	1:10	1:10	1:12
6.	Pharmaceutical Sciences	1:12	1:12	1:13	1:10	1:10
7.	Environmental Sciences	1:14	1:14	1:15	1:10	1:11
8.	Law	1:53	1:52	1:50	1:37	1:30
9.	Management Sciences	-	-	1:31	1:27	1:29
10.	Engineering	-	-		-	1:8
11.	Agriculture	-	-	-	-	1:5
12.	Veterinary Medicine	-	-	-	-	1:2

Sourced: The Directorate of Academic Planning and Management

Note: These are ratios for Faculties and not individual Departments.

Following NUC guidelines, the Faculties of Arts, Education, and the newly created Faculties of Engineering, Agriculture and Veterinary Medicine still fall short of the required staff/student ratios. Faculty of Natural Sciences have also been in short of the required staff student ratio of 1:20 except in 2010/2011. The Faculty of Social Sciences had an overcrowding student population in the 2010/2011 academic session, then normalised in 2011/2012 with the splitting of the faculty. The Faculty was slightly above the required ratio of 1:30 in 2012/2013 and then fell below in the subsequent years.

The Faculty of Medical Sciences was slightly overcrowded with students in 2010/2011, and 2011/2012, had the required student/staff ratio of 1:10 in 2012/2013 and 2013/2014 but exceeded it in 2014/2015. The Faculty of Pharmaceutical Sciences attained the required staff/student ratio of 1:10 in 2013/2014, and 2014/2015. Environmental Sciences attained the required staff/student ratio of 1:15 in 2013/2012 only and remained below the ratio afterwards. The Faculty of Law was continually grossly overcrowded until 2014/2015 when the required staff/student

ratio of 1:30 was reached. Faculty of Management Sciences began with a slightly high staff/student ratio but maintained it afterwards.

8.2.2 Recommendations

- (a) *The University should maintain the staff/student ratios as approved by NUC BMAS and Accreditation requirements.*
- (b) *Stricter measures should be taken in compliance with the student/staff ratio in the admission of students into the various programmes.*

8.2.3 Staff Mix

Staff mix for the period under review showed the University has high numbers of Professors and Readers (NUC BMAS, 20%) still in short of Senior Lecturers (NUC BMAS, 35%) and highly populated with the lower cadre of academic staff (NUC BMAS, 45%).

The percentage of Professors and Readers decreased from 23.25% in 2010/2011 to 22.84% in 2011/2012 (Table 3). In 2012/2013, their percentage increased to 23.14% before decreasing again to 23.06% in 2013/2014, after which it increased to 23.79% in 2014/2015. The percentage of Senior lecturers was 11.53% in 2010/2011, it decreased to 11.51% in 2011/2012 before increasing steadily from 11.88% in 2012/2013, 12.19% in 2013/2014, to 14.00% in 2014/2015.

Percentages of Lecturers I and II increased continuously from 36.86% in 2010/2011, 37.23% in 2011/2012, 40.00% in 2012/2013, 41.41% in 2013/2014 and 41.33% in 2014/4015. The percentage of Assistant Lecturers was 15.41% in 2010/2011 and 15.51% in 2011/2012, then declined to 14.76% in 2012/2013, 14.16% in 2013/2014, and 13.07% in 2014/2015. The percentage of Graduate Assistants was 12.85% in 2010/2011, increased to 12.91% in 2011/2012, then continued to decline from 10.22% in 2012/2013 to 9.16% in 2013/2014 and 6.81% in 2014/2015.

Lecturers I and II, Assistant Lecturers and Graduate Assistants make up the lower cadre of academic staff. Their total percentages were 65.12% in 2010/2011, 65.65% in 2011/2012, 64.98% in 2012/2013, 64.7 in 2013/2014 and 62.21% in 2014/2015. These percentages are far greater than the NUC BMAS of 45%.

Table 8.3: Staff mix in the University of Jos for the period 2011 – 2016

Rank	% Occurrence of Academic Staff per session				
	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015

Professors and Readers	247 (23.35%)	246 (22.84%)	265 (23.14%)	282 (23.08%)	304 (23.79%)
Senior Lecturers	122 (11.53%)	124 (11.51%)	136 (11.88%)	149 (12.19%)	179 (14.00%)
Lecturers I and II	390 (36.86%)	401 (37.23%)	458 (40.00%)	506 (41.41%)	541 (42.33%)
Assistant Lecturers	163 (15.41%)	167 (15.51%)	169 (14.76%)	173 (14.16%)	167 (13.07%)
Graduate Assistants	136 (12.85%)	139 (12.91%)	117 (10.22%)	112 (9.16%)	87 (6.81%)
Total (%)	1058 (100%)	1077 (100%)	1145 (100%)	1222 (100%)	1278 (100%)

Sourced: Directorate of Academic Planning and Management, 2021

Staff mix according to Faculties and Departments varied but generally, the academic staffing is inadequate in the most critical area (Senior Lecturers). Departments with urgent staff needs were Music, Science Laboratory Technology, Anaesthetics, Dentistry, Haematology, Estate Management, Criminology, Mechanical and Electrical Engineering, Banking and Finance, Actuarial Science and Agriculture.

8.2.4 Recommendations

- (a) *The University should recruit more staff, especially in the disciplines with critical paucity of staff.*
- (b) *Continued staff training to improve on the staff mix generally should be embarked upon.*

8.3 Non-Academic Staff

Data supplied by the University's central Registry shows the number of non-academic staff still greatly outweighs the number of academic staff, although slight efforts were made in closing the gap through the years.

Out of a total staff strength of 3,211 in 2011, 1084 (33.76%) were academics and 2,127 (66.24%) non-academics. In 2012 the number of academic staff increased by 2.95%, then decreased by 1.25% in 2013 to give a total of 1,102 (33.76%). On the other hand, non-academic staff numbers increased by 0.94% in 2013, giving a total of 2,162 (66.24%). Subsequently, academic staff numbers increased by 17.24% in 2014 and 5.19% in 2015 to give a total of 1,359 (37.01%). Non-academic staff numbers increased by 6.66% in 2014 and 0.30% in 2015 to give a total of 2,313

(62.99%). This shows a 0.51% difference in favour of academic staff compared to the last review period (2004 – 2010).

It was observed that additional recruitments were embarked on in 2014 with the introduction of three (3) Faculties. Again, there were disparities between data received from the Central Registry and the Directorate of Academic Planning.

8.3.1 Recommendations

- (a) *The non-academic staff strength far outweighs that of the academic staff. There should be a balance of this ratio as it is not stated in the NUC BMAS, since the Universities are established especially for academics and the academia.*
- (b) *There should be data harmony between the Registry and the Directorate for Academic Planning and Management to avoid conflicting reports.*

8.4 Staff Training and Development

Staff training and development is the anchor of quality service delivery. Its objective is to improve opportunities to upgrade and update staff capabilities through attendance of seminars, conferences and workshops, acquisition of degrees and higher degrees, study fellowships, sabbatical leave, and other exchange programmes. During the review period (2011 – 2015), the University intensified training for both academic and non-academic staff.

8.4.1 Staff Training

Training for both categories of staff was embarked upon within the country and outside the country. A vast majority of staff were trained within the country and the University in particular.

- a. **Training within the country** – one hundred and eighty-seven (187), and one hundred and thirty-eight (138) academic staff enrolled for PhD and Masters' degree respectively, one for professional exam, WAPC and one for Postgraduate Diploma. It was observed that PhD training within the University takes a much longer period to complete. This was largely due to insufficient funding.
- b. **Training outside the country** – Tertiary Education Trust Fund, TETFUND sponsored fifty-seven (57) academic staff for PhD, Masters and laboratory benchwork in various fields of study. Needs Assessment Intervention Fund

sponsored sixteen (16) PhD and two (2) laboratory benchwork in 2015. There were twenty-five (25) MPhil/PhD and eight (8) Masters self-sponsorships from other international organisations. Beneficiaries went on training under Commonwealth, Netherlands Universities Foundation International Cooperation (NUFIC), United States Agency for International Development (USAID), Canadian International Development Agency (CIDA) and Japan International Cooperation Agency (JICA).

Overall, TETFUND sponsored seventy-five (75) academic staff for M.Phil./PhD and sixteen (16) for Masters' degree programmes. Other TETFUND sponsorships were:

- i. Overseas training of twenty-one (21) staff from the Faculty of Arts in various skills such as digital film making, digital publishing, introduction to web design and broadcasting techniques etc.
- ii. Training of ninety-one (91) staff in Faculty of Medicine on various aspects of medicine.
- c. **Non-academic staff training** – for this category of staff, there were training for four (4) PhD, twenty-nine (29) Master's and eight (8) Bachelor's degree programmes. Others were sixty-nine (69) Ordinary National Diploma (OND) / Higher National Diploma (HND) and seven (7) Certificate courses.

8.4.2 Staff Development

Only ten (10) academic staff went for postdoctoral research in the review period. Both categories of staff benefitted from local and international TETFUND sponsored Conference attendance. Eighty-eight (88) academic and twenty (20) non-academic staff benefitted from the overseas sponsorship while fourteen (14) academic and one hundred and five (105) non-academic staff benefitted from the local sponsorship.

Recreational Facilities to enhance staff physical and mental performance in the University are limited to a Lawn Tennis and a Basketball Court in the Naraguta Campus, and a Lawn Tennis Court in the University Staff Club at the University Staff Quarters in Bauchi Road. The University needs to invest more in sports and recreation as this is an important aspect of staff development.

8.4.3 Recommendations

- (a) *Training for both categories of staff should be further embarked upon.*

- (b) *Increased TETFUND sponsored training within the country would reduce the time for PhD training as funding is part of the reason for the slow pace of training in the country.*
- (c) *Staff should be further encouraged to go for training workshops, seminars, conferences etc. Staff could compete for funding from international bodies to reduce the burden on TETFUND.*
- (d) *The University should build an indoor Sports Complex and Recreational Centre.*

8.5 Research and Development

The Office for Research and Development organises workshops and training on research writing, proposals for grants, accessing information on various research grants, fellowships, etc. The office successfully registered the university with the National Institute for Health (NIH), a worldwide research funding body, in 2014.

Multidisciplinary and collaborative research are on the increase with the establishment of the office. These research works are gaining more recognition globally. The University Teaching Hospital Research Team won the NIH Grant and Support for the Training and Mentoring of Academics Grant for junior academics. Funding for research is obtained internally and externally. Internal funding is from TETFUND Institutional Based Research, IBR. External sources of funds for research are from the World Bank, the National Institute for Health, and other grants.

Research activities are continuous in the University. Between 2013 and 2015, twenty-seven (27) applications for TETFUND IBR, cutting across various disciplines were made. These applications usually take a while to be processed before they are granted. One (1) World Bank research grant of N8,000,000 was awarded in 2015 and two (2) NIH grants; N621,385 awarded in 2011 and N3,200,000 awarded in 2015.

8.5.1 Recommendation

- (a) *Additional sources for research funding (both internal and external), other than TETFUND, should be identified and pursued vigorously to reduce the burden on TETFUND.*
- (b) *Government should commend TETFUND for the massive intervention in the research activity of the University.*

8.6 Teaching and Research Laboratories

An integral part of teaching in science-based courses is practical demonstration. This enhances the student's ability to understand and practice theory. Science, Language and Theatre laboratories should be well equipped with both efficient manpower and modern equipment to deliver effectively in state-of-the-art research, scholarship opportunities and output.

For all the Faculties generally, many of the equipment in the laboratories are obsolete, except for Engineering and Veterinary Medicine, which are newly created Faculties. However, they also have their special needs. Some equipment has been in use for so long, some have undergone repairs over and over again while others are lying dormant either because they have not been installed, were partially installed or lack trained manpower on their operation system. This makes laboratory work very frustrating. Lists of required and updated equipment are sent to the University Management regularly but the response is either slow or non-existent.

Another aspect is the issue of the number and training of technologists. The technologists complained of total neglect in training opportunities in the University. They do not go for workshops or seminars to build on their capacities. Their numbers, in most of the departments, is low compared to the number of students, hence, they are generally overworked. A pressing issue is that of laboratory space. Most of the laboratories cannot accommodate the teeming student population, the reason for the overworking of the technologists. Laboratory sessions are broken into smaller groups with the same technologists manning them.

Technologists insist on consultation before equipment are purchased. This is to ensure that the right specifications are met. Some equipment provided come without accessories, making installation difficult.

8.6.1 Recommendations

- (a) The University should provide more advanced and up-to-date equipment for the laboratories – both science and language laboratories.*
- (b) Technologists should also be included in University Laboratory Committees, so that they can make their input as end users.*
- (c) Training of technologists should be done where new equipment have been purchased. The University should empower its technical staff by sponsoring their attendance at seminars, workshops, etc.*

(d) *Laboratory assistants should be trained to complement technology staff.*

8.7 Research Linkages and Exchange Programmes

The University Linkages and Student Exchange Programmes engage staff with the international community to strengthen its programmes and research to attain global recognition. Partnerships, linkages, and student exchange have been created, and more were envisaged with the creation of new programmes. The Carnegie Africa in Diaspora Fellowship brought in two Professors: Professor Samuel Zalanga of the Department of Anthropology, Bethel University, Minnesota, and Professor Damascus Kafumbe of the Department of Music, Middlebury College, Florida. They both spent a semester each in the University of Jos.

Mutual benefits exist between local and international partnerships and linkages made by the various faculties and units of the university, including the Jos Carnegie Partnership Third Tranche Project with the Carnegie Corporation of New York. This partnership promotes gender equity and institutional strengthening. Over thirty (30) memoranda of understanding (MOUs) for various projects were entered into during this review period. Some of these were:

- (i) The Nigerian Centre for Pentecostal and Charismatic Research of the Department of Religious Studies and Philosophy, 2010 – 2012; collaborated with six seminaries in Nigeria and had a grant of \$500,000 from the Centre for Religious and Civic Culture, University of Southern California.
- (ii) The Africa Centre of Excellence in Phytomedicine Research (ACEPRD), with support funding from World Bank for four years (2015 – 2019). Collaborations are with local and international bodies.
- (iii) The Department of Geology had partnership with UNESCO/SIDA Project on Health Impact of Active and Abandoned Mines in Sub-Sahara Africa (2011 – 2015). EXXON MOBIL ESSO University Partnership Pro-Programme (UPP) for Field Mapping/Map Production (2012 – 2015); staff training and student scholarship (2015 – 2019).
- (iv) The Faculty of Medical Sciences signed MOUs with various institutions in the United States of America for training; North Western University, Chicago (2011 – 2015), Harvard University's T. H. Chan School of Public Health which ended in 2013, North Western Chicago Fogarty Training (D43) which started in 2014 and the National Centre in HIV Epidemiology and Clinical Research which started in 2010.

- (v) The A. P. Leventis Ornithological Research Institute (APLORI) set up in 2002 and funded by the Leventis Conservation Foundation is dedicated to ornithological research and conservation training in West Africa, runs a Master's programme in Conservation Biology. Staff and student exchange programmes exist with various institutes in the UK, South Africa, Ghana, and in Nigeria.

Information extracted from

8.7.1 Recommendation

Collaborations/Partnerships should be further enhanced as they are key to the formation of the global image of the University.

8.8 Information and Communication Technology (ICT)

The Directorate of Information and Information Technology plays a vital role in the attainment of globalization. Staff of this unit are required to be competent to play their much-needed role of supporting research, learning, and teaching. Thus, they go on training, workshops, and conferences and in turn, attract grants to the University. Training grants of up to \$99,000 were attracted by the unit during this review period. In addition, so much upgrading of the University IT system, ranging from purchase of software, hardware, and furniture for the multimedia laboratory, use of new public IP addresses, web and mail appliances, inland backup servers and active directory servers. Others are bandwidth upgrade, digitalisation of General Studies examinations, fibre optic backbone rehabilitation, fibre optic connection to the Medical College of University Teaching Hospital with support from Nigerian Communications Commission (NCC) and restoration of fibre optic connection to Naraguta Campus.

The NCC's Universal Service Provision Fund (USPF) delivered active devices such as VoIP phones, inverters, and batteries for power back up, monitoring screens, IP camera equipment, teleconference/video conference devices among others. The second phase of Nigerian Universities Electronic Teaching and Learning Platform was awarded to Spectrum Engineering Limited. They delivered and installed smart boards and their accessories, and other equipment.

8.8.1 Recommendation

The University should continue to improve on its appreciable support for ICT to achieve a global status, and for the University to participate in the nation's knowledge-driven economy more actively.

8.9 University Library

The University Library aims to be technologically driven and internationally ranked with competent, creative, and innovative staff. The Library's physical and virtual learning spaces complements and supports teaching and research. The library's Institutional Repository, a useful database of the University's research output was gutted down by fire in 2013 and then restored.

The Library Management System improved its functions by introducing online registration of new users in the 2013/2014 academic session. An open-source library management software, Koha, used for library services was also installed. A Creative Learning Space for academic resources and intellectual activities was actualised in April 2015 at the Bauchi Road Campus Library. Spaces for exhibitions have been created in the library. Ancient Manuscripts were displayed in April 22 – May 9, 2014 by an international research team, Manuscript Research Group of the Department of Religious Studies. Open access weeks were observed in 2011, 2013 and 2014.

Library staff attend regular meetings and seminars to update themselves with global trends. They were also awardees of sponsored (local and international) programmes including PhD and Master's degree, workshops and conferences. An Assistant Librarian, Funmi Fati won specially recognised international career awards in 2013 and 2015. Other members have distinguished themselves both locally and internationally.

The University Library book collections during the review period was at four thousand five hundred and twelve (4,512) titles in eleven thousand three hundred and ninety-one (11,391) volumes. Published books from two (2) members of its staff were in circulation, in addition to twenty-five (25) journals and periodicals. There are also online journals published by various faculties. It was observed that the Library still needed funding in areas such as provision of books, journal subscriptions, internet/electronic services, air conditioners, computers, photocopiers, and other library materials.

8.9.1 Recommendations

- (a) *The University should ensure that the statutory revenue allocation for the Library is made available to it for improved stocking and growth of its library capacity.*
- (b) *Additionally, the Library should be further funded through Internal Generated Revenue (IGR).*

8.10 Accreditation Statuses of Programmes

National Universities Commission conduct accreditation exercises to ensure the delivery of quality education in Nigerian Universities. To achieve this, the commission has set up minimum academic standards and benchmarks (includes funding, staffing, infrastructure, laboratories etc.) and quality assurance for every discipline which are reviewed after every five (5) years. If these standards and benchmarks are met by 80% and above, then the programme is fully accredited and will be visited after five (5) years. If by 60% – 79%, an interim accreditation status is given and revisited after three (years). Below 60% is denial and a visit scheduled the following year.

There are seventy-five (75) programmes in the University. Several Accreditation exercises were carried out during the review period in some of these programmes. Nursing earned an Interim Accreditation Status in 2012, twenty-seven (27) programmes across the Faculties of Arts, Education, Basic Medical Sciences, Pharmaceutical Sciences, Natural Sciences, Social Sciences and Management Sciences were visited by NUC in 2014. Nine (9) programmes earned Full Accreditation Status and eighteen (18) earned the Interim Accreditation Status.

8.11 Recommendation

All necessary requirements for full accreditation of all programmes should continually be put in place. This will ensure maintenance of NUC minimum standards.

8.11 Quality Assurance Measures

The Directorate of Academic Planning and Management shoulders the responsibility of ensuring that all degree programmes are of NUC BMAS and international standards. The Directorate monitors the learning environment, course delivery, assess learning outcomes among other quality assurance measures which are: (i) Admission (ii) Academic calendar (iii) Lecture delivery (iv) Monitoring of Lectures and Examinations (v) Senate Scrutiny of Results (vi) Seminars/Workshops (vii) NUC BMAS Compliance (viii) Accreditation Exercises (ix) Assessment of

Physical Facilities (x) Staff-Student Ratio/Staff Mix (xi) Full Time Equivalent/Head Count to aid budgetary purposes and (xii) Strategic Planning. Questionnaires are drawn up to monitor and evaluate examinations, lecturers' performance by students, academic mentoring etc. These are all important tools for assuring quality delivery in the system.

8.11.1 Recommendation

Quality Assurance Measures should always be maintained to give the University a national and world class status.

8.12 Staff Promotion

For effective manpower output from an employee, the employer should always take the issue of welfare and promotion of its staff as one of its priorities. The University of Jos is much aware of this, that is why it engages in the promotion of staff due for the exercise, on a yearly basis. Before the review period, there were backlog of cases which were promptly attended to.

In the year 2011, one hundred and twenty-seven (127) academic staff were promoted, one hundred and nine (109) in 2012, one hundred and thirty-nine (139) in 2013, one hundred and seventy-four (174) in 2014 and ninety-two (92) in 2015. For non-academic staff in the senior cadre, two hundred (200) were promoted in 2011, one hundred and twenty-eight in 2012, two hundred and forty-nine in 2013, two hundred and thirty-five in 2014 and, one hundred and fifty-eight in 2015. For junior staff, one hundred and forty-four (144) were promoted in 2011, one hundred and seventeen (117) in 2012, two hundred and fifteen (215) in 2013, three hundred and twenty-seven (327) in 2014 and, one hundred and fifty-six (156) in 2015. The promotions were done according to the stipulated guidelines for each category of staff.

8.12.1 Recommendation

The University should continue to adhere strictly to its policies and guidelines on staff promotion to ensure the maintenance of qualified and competent manpower.

8.13 Staff Welfare

Concerning welfare matters of staff, the sum of four million naira (N4,000,000) was released last in 1992 by the Federal Government. This money was distributed among the Staff Unions (ASUU, SSANU, NAAT and NASU) of the

University as housing, furniture, and vehicle/motorcycle loans. This loan was grossly inadequate, and only helped the beneficiaries to ease the effect of the economy. Recoveries of loans made were not enough to cater for the long list of awaiting applicants.

Staff accommodation in the University Staff Quarters is grossly inadequate and in a state of disrepair. The accommodation lacks necessities like portable drinking water and accessible roads. The number of University Security Staff in the Staff Quarters are inadequate, so that staff tend to organise private security guards by themselves to secure their quarters.

8.13.1 Recommendations

- a) *The Federal Government should release more funds to sustain the loans scheme and improve facilities in the Staff Quarters.*
- b) *The University should increase her source of IGR by engaging in entrepreneurial activities such as production of portable drinking water, baking of bread, soap making, antiseptics etc. This fund would be generated to cater for some staff welfare.*

CHAPTER NINE

TERM OF REFERENCE SIX

“To determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e. Governing Council, NUC and the Federal Ministry of Education (FME)”

9.1 General Governance

The Organogram of the University is structured like a pyramid; the Visitor is at the apex, followed by *the Council*; then the *Vice Chancellor* who also doubles as the Chairman of the Senate. The Senate appears on the same level with the Vice-Chancellor, and is empowered with the general function to organize and control the teaching, the admission of students, and the discipline of students; and to promote research at the university.’ Under the Senate are the various faculties and under the faculties are the various academic departments. There are *other Principal officers* such as the Deputy Vice Chancellors, the Registrar, the Bursar and the Librarian. In general, this administrative governance is consistent with the law setting up the University.

9.1.1 Observation

The Panel observed that in the period of October 2011-April 2013, the University had no Governing Council. This absence of a Governing Council affected the decision-

making processes and policy formulation which the Council ought to have provided for the University

9.1.2 Recommendation

Government should ensure that at all times, there is a Governing Council for the University so as not to impede the smooth administration of the University.

9.2 Council Relationship with the Visitor

9.2.1 Observation

The relationship between the Council and the Visitor was cordial during the period under review (2011-2015) through the instrumentation of NUC and the Federal Ministry of Education. There appears to be no effective mechanism enabling the Visitor monitor the Council in order to ensure that it achieves its mandate. There was a feeling among some in the university community, of disenchantment in the appointment of Vice Chancellors in spite of the elaborate procedure entrenched for such appointment. The feeling is that the Visitor should be much more interested in the integrity of the process rather than the outcome, thereby ensuring that the best candidate emerged and without compromising the autonomy of the Council. This equally applies to the appointment of other Principal Officers.

9.2.2 Recommendation

The Visitor should monitor the workings of Council without compromising its autonomy. The University Council may be required to render annual or quarterly report of their stewardship to the Visitor as a way to ensure constant contact with council beyond the inauguration.

9.3 Council and State Government

9.3.1 Observation

The state Government's contribution to infrastructural and manpower development of the University is commendable. This can be seen in the government's interventions on issues that concern the university. The relationship between the University Council and the State Government is cordial.

9.3.2 Recommendation

The Governing Council of the University should continue with the cordial relationship with the State Government, employing that cordiality to encourage and demand the state government's continuous contribution to the infrastructural development of the University.

9.4 Council Relationship with Senate

9.4.1 Observation

The Senate is represented in Council by four (4) of its members. This representation ensures that Council and Senate are in sync over issues affecting the

university. There is indication that in the past, occasions abound when Council attempted to usurped the powers of Senate. Other than that, the relationship with the Senate was generally cordial.

9.4.2 Recommendation

The status of the Senate on all academic matters should be constantly maintained; Council, except where specifically empowered under the University law, should avoid acts capable of eroding the functions and areas of influence of the Senate.

9.5 Council and Management

9.5.1 Observation

The relationship between the Council and Management was cordial. However, as suggested by many within the university, the cordiality appears to be established and promoted by the spirit of *quid pro quo*, rather than sound individual principles. This situation carries the tendency to impede Council to discharge its functions in the overall interest and good of the University.

9.5.2 Recommendation

While Council must not be involved in the day-to-day administration of the University, Council members must strictly perform their oversight functions over the University Management in order to ensure transparency, accountability and good governance, to produce excellent results.

9.6 Council with Students' Relationship

9.6.1 Observation

The relationship between students and the University usually terminates at the level of the Senate and the Vice Chancellor. This is not unusual since the Council is expected to be detached from the day-to-day administration of the University. Consequently, cases of reported friction between the Council and the Student body are infrequent.

The panel received complaints, of payment for the security of their hostels, in spite of which, burglary and theft are rife. There is no evidence that Council has intervened in any of these issues.

9.6.2 Recommendation

As much as possible, Council should be humane and deploy human rights-based approach in its dealings with the students while not compromising discipline. Allegation of extortion of students by way of charging of sundry fees should be investigated carefully and addressed promptly.

9.7 Principal Officers and The Council Relationship

9.7.1 Observation

There are no reported frictions between the principal officers and the Council. Given the fact that the Principal Officers are either members of Council or are in attendance, it is not a surprise that both parties seem to be in sync.

9.7.2 Recommendation

The cordial relationship between the Council and principal officers should be sustained for good governance and growth of the university.

9.8 Council Relations with University's Host Community

9.8.1 Observation

The relationship between the University and the host communities is mixed; in some quarters, it is cordial, while in some, it is generally tense. The encroachment on the University by land grabbers is evidence of the uneasy relationship between the Council and host communities. The people of *Anguwan Rogo/Rimi/Sabon Layi*, which is part of the host communities, currently feel sidelined in the employment and admission processes in the University. They are also dissatisfied with the level of the social impact the University is making in the communities, which, at the moment is inadequate. This is also an exaggerated perception of universities social responsibility.

9.8.2 Recommendation

- a. The Council should be encouraged to engender good neighbourliness between the university and the host communities. In the spirit of the town-and-gown relationship which every university symbolizes, the Council should be encouraged to embark on community services that will have positive impact on the community. Such services will obviously endear the University to the communities and with significant impact on the immediate society*
- b. The Visitor should, through the instrumentality of the State Government, urgently recover the University land from trespassers and embark on perimeter fencing of the entire campus.*

9.9 Council with Security Agencies

9.9.1 Observation

While noting the role played by the security agencies such as the Police, Nigerian Security and Civil Defence and the Federal Road Safety Commission from time to time, there is no presence of any security agencies on campus or around the premises of the University. This is consistent with Government policy. However, the general perception is that the university security service is inefficient which may be attributable to the employment of less competent people in the security department. During the period under review, there were many reported cases of theft, robbery, cultism, murder, banditry, etc. in the hotels. The relationship between the university security and the state

security agencies is not robust. It appears there is lack of or insufficient collaboration between them in order to improve security in and around the campus. The reported cases of attacks on staff in their staff quarters would not have occurred if the university premises were well-secured.

9.9.2 Recommendation

There should be a synergy between Council and the security agencies in order to improve intelligence and security on campus and around the campus. This will go a long way in reducing the crime rate in the locality.

9.10 Council Statutory Bodies (NUC and FME)

9.10.1 Observation

The relationship with the National Universities Commission (NUC), is generally cordial and formal. Very often the nature of the relationship is limited to issuance of circulars and the periodic accreditation of programmes in the University for standardization and quality control. Some of these circulars though, tend to impinge on the autonomy of the University. The relationship with the Federal Ministry of Education is not different from what exists in other universities owned by the Federal Government. The Ministry is the supervising ministry through which government policies are handed down to the universities through the NUC. Representative of the Ministry sits in the Governing Council of the University.

9.10.2 Recommendation

- a. Government should ensure that its circulars are consistent with University autonomy and in accordance with the enabling law of the University.*
- b. Quality control should remain a pride of place in the NUC accreditation exercise. Also, when accreditation teams are sent by the NUC and other accrediting bodies, there should be follow up visit or report confirming that issues raised have been or are being addressed.*

9.11 Staff and General Disciplines

9.11.1 Observation

There are expressed observations that uniform standard has not been applied in relation to staff discipline. It is felt that while some staffers have gotten away with light reprimands, others have been severely punished for the same class of offences. There is no memoranda or submission to attest to this.

9.11.2 Recommendation

Issues affecting staff discipline should continue to be conducted with transparency and according to extant rules and regulation.

9.12 Students and General Discipline

Student's discipline is important and crucial to the realization of the university mandate. It is also important to the overall growth of every student. Therefore, no effort should be spared in assisting students to live by the rules and regulations of the university. This also implies evenness and uniformity in the application of sanctions in deserving cases. There is complain by students of slow administration of justice over dispute between students and staff.

9.12.1 Observation

This allegation was said by students to have led to frustration among students leading to withdrawal of cases with dissatisfaction.

9.12.2 Recommendation

Management should improve the handling of disciplinary matters between students and staff to ensure that justice is transparently done.

CHAPTER TEN

TERM OF REFERENCE SEVEN

“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”

10.1 The Law Establishing the University

The University of Jos was established in 1975. The law establishing the university was amended in 1983 by the Universities (Miscellaneous Provisions) Act, and codified in the 2004 Laws of the Federation of Nigeria Cap.U8. By that law, the university is “a body corporate with perpetual succession and a common seal and may sue or be sued in its corporate name.”

The objects of the University are as set out in **section 1(3)** of the Act as:

- a) “(a) to encourage the advancement of learning and to hold out to all persons without distinction of race, creed, sex or political conviction the opportunity of acquiring a higher and liberal education;
- b) to provide courses of instruction and other facilities for the pursuit of learning in all branches, and to make those facilities available on proper terms to such persons as are equipped to be from them;
- c) to encourage and promote scholarship and conduct research in all fields of learning and human endeavour;
- d) to relate its activities to the social, cultural and economic needs of the people of Nigeria; and
- e) to undertake any other activities appropriate for a university of the highest standard.”

Under the 2003 amendment to the Act, “the Council of a University shall be free in the discharge of its functions and exercise of its responsibilities for the good management, growth and development of the University” (section 2AAA (1)). Again, where establishment circulars are inconsistent with the laws of the University, the Council is empowered to reject such circulars (section 2AA). The import of these provisions in section 2 of the 2003 amendment is to ensure the autonomy of Council which includes the power to remove a Vice Chancellor.

From the interactions with the principal officers and staff, the Panel is convinced that they were familiar with the provisions of the various Acts and Statutes of the University and endeavour to apply them. The Panel is of the view that areas of the laws

not being implemented, is not due to ignorance, but a result of laxity, bureaucracy and red-tape.

10.2 Governance

The current composition of the Council is consistent with the extant law which is the *Universities (Miscellaneous Provisions) (Amendment Act) 2003* (the composition of Council is detailed in the next section below). The Panel is satisfied that during the period under review, Council maintained a cordial relationship with the University management and other arms of the University.

10.3 Governing Council Composition

10.3.1 Observation

Under the *Universities (Miscellaneous Provisions) (Amendment) Act 2003*, the Council is composed of the following,

- a) The Pro-Chancellor;
- b) the Vice Chancellor;
- c) the Deputy Vice Chancellors;
- d) one person from the Federal Ministry responsible for education;
- e) four persons representing a variety of interests and broadly representative of the whole Federation to be appointed by the National Council of Ministers;
- f) four persons appointed by the Senate from amongst its members;
- g) two persons appointed by congregation from among its member; and
- h) one person appointed by Convocation from among its members.

10.3.2 Recommendation

Although the composition of the existing Council complies with the law and should be sustained, government should also consider the propriety of having the students' body, as well as representatives of staff unions in Council. Members of Council should see their duties as sacred to the realization of the university mandate.

10.4 The Senate Composition

10.4.1 Observation

The composition of Senate is as provided for in the *Universities (Miscellaneous Provisions) (Amendment) Act 2003*, section 7 thereof. Under that law, Senate is composed of the Vice Chancellor, the Deputy Vice Chancellors, all Professors of the University, all Deans, Provost and Directors of academic units of the University, all Heads of Academic Departments, Units and Research Institutes of the University, the University Librarian and academic members of congregation who are not professors.

10.5 Service Delivery

Traditionally, universities are set up for teaching/learning, research and community services. They are expected to, through constant innovative thinking and research; help drive national development. The measure of success or failure in this regard is determined by the extent of service delivery recorded by the university.

10.6 Teaching

10.6.1 Observation

During the period under review, the Panel observed that the Council and management have striven to improve on the facilities for teaching and learning in the campuses of the university, within available resources and to the extent of their will power. The Panel also notes the preponderant presence of TETFUND projects on campus. This notwithstanding, it is apparent that the facilities, such as well-equipped classrooms and lecture theatres are not adequate for the ever-growing number of students admitted yearly, into the various programmes. Even where the classrooms are available, they lack basic furniture for students. The lecture theatres are often too small to accommodate the large population of students. Sometimes, illumination is inadequate due to the poor lighting situation.

On curriculum, the general observation is that most departments do not periodically update what and how they teach. In this era of innovations, student centred learning with clear outcome goals should be the order of the day beyond NUC's Basic Minimum Academic Standard (BMAS).

10.6.2 Recommendations

- a) Adequate classrooms/lecture theatres should be provided and well-equipped with modern teaching aids in the University generally. For the College of Health Sciences, additional facilities for effective teaching and research should be provided in the Lamingo campus. This will further enable them to commence approved programmes that are yet to commence due to lack of facilities. The completed Aliyu Akwe Doma Indoor Theatre should be given full complement of modern theatre equipment of lights, drapes, projector, music sets and furniture.*
- b) Periodic curriculum review should be embarked upon; Council and Senate should take seriously to this, and also encourage staff in all programmes to adopt a student-centred learning approach which encourages participation and reduces the dictation of notes by lecturers to the barest minimum.*

10.7 Community Service

10.7.1 Observation

Rendering of community services is an integral part of the duties of the University and academic staff. No data is available to determine the extent the University has been able to execute this duty. Not much appears to have been done in this regard.

10.7.2 Recommendation

The Visitor, through Council, should impress it on the Management and staff the need to engage in community services in order to create the necessary social impacts. Efforts should be made to generate understanding of the challenges faced by the university in the effort towards community engagements and solutions thereto, proffered.

CHAPTER ELEVEN

TERMS OF REFERENCE 8

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

11.0 Introduction

In an effort to trace the historical evolution of the University, the Visitation Panel made recourse to the vision and mission of the University as articulated in the University’s Vision which is to nurture a University of high international standard and a globally-rated University, providing an excellent educational experience with high impact on society. The Mission Statement and the Philosophy of the University is to serve the people of Nigeria and humanity at large by encouraging and promoting a culture of excellence, building an innovative University and delivering an outstanding and inclusive student academic experience as well as promoting good character.

11.1 Findings/Observations/Recommendations

11.1.1A Brief History of the University

- i. The University of Jos which began as a Campus of the University of Ibadan in 1972 with 89 students in Faculty of Arts, on a site within the Centre of Jos city on the Murtala Mohammed way (now known as the Township Campus), became an autonomous institution (one of the second 2nd generation Universities in the country) on 25 October, 1975
- ii. From a modest four faculties structure with about 700 students in 1975, the University has grown to twelve faculties with several faculties as at 2015,
- iii. In October 1975 when the then Military Government decreed its establishment as full fledge University, additional campus on Bauchi Road, located north of the Jos North Local Government was acquired for its Administrative Block and the new Faculty of Natural Sciences. The university continued to erect more temporary structures on this Bauchi road campus for the added Faculties of Social Sciences, Science education and Medical Sciences, as well as the Pharmaceutical Sciences which came on later. There were about 700 students and of these, only 148 were accommodated on campus.
- iv. The need to provide accommodation for a substantial number of staff and student in the University led the institution to the acquisition, construction and

renting of structures within the town for its academic activities, staff residential quarters and students' hostels at different locations in the city, (including donations of some buildings for staff housing from the then Benue-Plateau Government within the State Government Quarters along Bauchi road, near the temporary campus).

- v. Acquisition of land for the Permanent Site of the University was beset with great difficulties associated with payment of compensation claims. After many years of protracted negotiations, the University was able to secure, by 1980, a permanent site on small portion of the 4,000 acres situated between the Bauchi and Zaria roads; next to the Naraguta Hostel, on which it developed a Master Plan and built its ultra-modern library building, which remained isolated and unoccupied for many years. The Library building was later modified after over ten years, to temporarily house the Faculties of Arts and Social sciences.
- vi. By about the mid 1980's, the University of Jos Teaching Hospital was constructed at Lamingo, near Shere Hills about 10km from the Bauchi Road Campus and the Permanent Site, to provide clinical facilities for the Faculty of Medical sciences.
- vii. Today the permanent site, (also known as the Naraguta Campus), has Student hostels (Naraguta and Abuja Hostels), some Senior Staff Quarters, Faculties of Arts, Social Sciences, Environmental sciences and Education, as well as the Health centre and structures for the Physical Planning Division and the Works and Maintenance Department, and Engineering Faculty Building which is under construction
- viii. Thus, the University now operates on four Campuses, in addition to the Bauchi Road Senior Staff Quarters, namely;
 - a. The Township Campus, where it has the centre for continuing Education, centre for Nomadic Education and some Medical Sciences Departments;
 - b. The Bauchi road campus, which houses the Administration, School of Postgraduate Studies, Faculties of Law and Natural Sciences, the Pre-Clinical of the Faculty of Medical Sciences, the Faculty of Pharmaceutical Sciences and the Open-Air Theatre;
 - c. The Jos University Teaching Hospital (JUTH) at Lamingo for the Clinical Departments of Surgery, Obstetrics and Gynaecology, Haematology, Radiology, Medical Instructional Technology Unit etc; and

- d. The Permanent Site (the Naraguta Campus).
- ix The impact of the Tertiary Education Trust Fund (TETFUND) in the historical development of the University is enormous. From research grants to infrastructural development, TETFund's presence can be felt all over the institution. Within 2011-2015, several physical infrastructures were constructed and commissioned through its special intervention fund in the Permanent Site. Faculty of Management Science Building and 3.7km of Academic Loop Road was rehabilitated, with asphalt outlay.
- x. The uneasy peace between the University and the surrounding communities has continued to deteriorate with mortal consequences. There is a strong climate of fear and insecurity among the staff and students of the University based on the inclemency of their neighbourhood. This is gradually making the University an unattractive choice for staff and students and posing a great hindrance to the growth and development of the institution.

11.2 Academic Development/Faculty Programmes and Research Academic Centres

- i. Between its establishment and the period under review (2011 -2015), the University of Jos has grown from four (4) to eight (8) Faculties, from forty-eight (48) Departments in 2006 to Fifty-seven (57) Department in 2011 and as at 2015 when the School of Post-Graduate Studies & College of Health Science was added, the list of its academic Programmes increased.
- ii. New academic programmes were also established between 2014 and 2015. The National Universities Commission approved 23 new programmes in Education, Environmental Sciences, Management Science, Engineering, Veterinary Medicine, Agriculture and Criminology for the University.
- iii. Other notable achievements in research and development recorded by the University between 2011 and 15 are as follows:
 - a. In 2011, JUTH was selected by the Federal Government as one of the Regional Trauma Centre,
 - b. In 2013 the University of Jos, Faculty of Pharmaceutical Science was one of the few African University that won the \$7.8m (USD) (ACEPRD Centre) Association of African University-World Bank grant to establish a centre of Excellence in Phytomedicine Research and Development.

- c. In 2013, the Faculty of Law emerged third best in Nigeria and the best in Northern Nigeria, this singular achievement earned the Faculty a donation of law books by the Nigerian Institute of Advance Legal Studies (NIALS)
- d. The University of Jos CISCO Programme initiated in 2006 was sustained by the then Vice Chancellor and was promoted to an Academic Support and Training Centre for English Speaking Countries in Africa.
- iv. The massive growth in student enrolment and the expansion of undergraduate and postgraduate programmes notwithstanding, the dearth of laboratory infrastructural facilities and lack of adequate support structures for teaching and research are quite disturbing.
- v. The laboratory facilities are inadequate in nearly all cases in aiding quality teaching and learning as well as productive research.

11.3 Recommendations

- a. *Government should provide funds to upgrade the Laboratories and Workshops in the University which are largely obsolete and unsuitable for modern teaching and quality research work.*
- b. *Council and Management should explore new frontiers for the overall achievement of the University's vision and mission.*
- c. *The University should urgently initiate and sustain the regular publication of statistical digest as well as Faculty/Department Academic Prospectuses.*
- d. *The University should suspend the establishment of more programmes and consolidate the existing ones through provision of infrastructure, resources input and ample requisite manpower.*
- e. *Facilities for Sports and Recreation are few on any of the campuses, the Visitor should provide fund to erect and equip a Sport Complex for the University.*

11.4 Core Values

- (i). The University shows commitment to the development of a Nigerian society which values education and effectively promotes its development. It is guided in many of its endeavours by the under-listed interdepend objectives;
 - a) Advancing teaching, learning and research;
 - b) Commitment to high standard of ethic, integrity and excellence.
 - c) Commitment to relevance and impact, and
 - d) Promotion of co-existence and cooperation,

(ii). The University is committed to enhancing a spirit of understanding, cooperation and inclusion among students, staff, alumni, employers of labour, the community and government to build its character, quality, efficiency and effectiveness. This is evident in the fairly cordial relationship that exist between Management and the Students Union Government.

(iii). In 2014, there was an upward review of some charges in the University which led to a protest by the students. However, the matter was partially laid to rest through dialogue.

11.4 Recommendation

The University should operate in an atmosphere of openness and mutual respect to ensure a truly conducive working environment, regardless of religion, ethnic and gender differences.

11.5 The University Strategic Plan, its Impact on its History and Development

- a. It is on record that the University has achieved the enviable record of being one of the early Federal Universities in the nation to roll out Institutional Strategic Plans. Since 1998, it has actively and meaningfully participated in the activities of strategic planning, implementation and evaluation. Three successful plans had been developed and implemented up to 2015.
- b. The third Cycle Strategic plan (2009- 2014) was evaluated using hundreds of copies of the evaluation instrument prepay and validated by an assessment committee. At the end of the assessment of the rate of implementation, it was discovered that a reasonably level of success was achieved in the implementation of the goals of the Third Cycle Strategic Plan
- c. However only three (3) out of the nine (9) strategic goals were adequately implemented. The problem was not about the goal itself but the level of implementation which was due to several factors among which are funding, interpretation and insufficient awareness of the goals.
- d. There is evidence to show that the Management of the University is committed to implementation of the goals, as demonstrated in the areas of staff training, advancement activities, establishing of new departments and faculties in the areas of need and in the increased numbers of undergraduate programmes accredited by NUC.

11.6 Observations

- (i). The major challenges which mitigated against the full implementation of the Third Cycle Strategic plan, were funding, shortage of Human Resources, inadequate facilities and the unstable academic calendar.
- (ii) The inadequate implementation of some of the goals was due to poor interpretation, low level awareness about the strategic plans as well as poor monitoring.

11.7 Recommendations

- a. Council should improve funding for the entire strategic plan.*
- b. Periodic University wide sensitization among stake holders should be organized to draw their attention to their role and responsibilities in relation to the plan*

11.8 Academic Achievements Within the Period Under Review

- i. Academic programs are offered at Doctoral, Masters, Bachelors, Diploma and Certificates levels, with emphasis on teaching and research across the various disciplines. The University operates the Course Unit System and by the 2013/2014 session, there was a boost in the staff strength to 1221 academic, 480 Senior Technical, 329 senior administrative, 297 secretarial and 375 Junior technical staff. The total junior non-academic staff is 651.
- ii. These collectively served a total of full-time student population of 17,826, part time students' population of 5,260 and 1189 sub-degree (Diploma) Students. Similarly, for 2013/2014 intake, the University had a postgraduate student population of 8,094 distributed as 249 for Ph.D 1554 for Master and 119 for Post-Graduate Diploma respectively.
- iii. The 2014/2015 session witnessed the addition of three (3) new Faculties; Agriculture, Engineering and Veterinary Medicine. The University has an impressive record of collaboration with other institutions locally and internationally, including affiliations with Research Institutes, Universities in Africa, Europe and the Americas as well as government institutions in Japan and international bodies such as World Health organization (WHO).
- iv. During the period of the 3rd Cycle Strategic Plan 2009 -2014, the University was able to attract a grant of \$1.8m form Carnegie Corporation of New York under its programme for institutional strengthening in African University.

- v. In 2013, the Faculty of Pharmaceutical Science won a grant of \$8m from World Bank for a Research in Phytomedicine. This has resulted in the establishment of the Africa Centre of Excellence in Phytomedicine Research Development (ACEPRO) to cover West and Central African Countries

11.9 Recommendations

(a) The University should intensify efforts to establish more linkages and networking of research activities within the Nigerian research system in order to sustain the achievement recorded so far.

(b) It should also do more to attract more funding for research through strategic alliance with Nigeria's industries by proposing/engaging in industry-sponsored demand driven research projects.

11.10 The Impact of Insecurity on the University's Academic Attainment

(i) In the period under review (2011-2015), the University gained considerable strides in infrastructural rejuvenation and academic attainment, the security architecture has continued to experience serious challenges, in forms of violent ethno-religious and communal conflicts, land encroachment and kidnapping. This has impacted the University negatively and each time a violent conflict occurs in Jos, the University community has been at the receiving end.

(ii) The consequences of all these conflicts to the University is always enormous; these include loss of lives and injury to persons; damages to properties, displacement of staff and students, as well as temporary disruption of academic activities.

(iii) The University Management, over the years has sought the intervention of the relevant Federal Government security agencies in Jos and the University's internal Security Division to restore law and order. These interventions usually come after some damages had been done in the University Community generally.

11.11 Recommendations

- i. The University should build on its present effort of good neighbourliness with its immediate host communities and respond to some of their germane complaints with the material capacity.*

- ii. Government should consider establishing a permanent Federal security post within the University;*
- iii. Adequate training and arming of the internal security outfit of the university in view of the peculiarity of the University should be ensured*
- iv. Government should provide fund under capital appropriation for the erection of perimeter fencing of the entire University Permanent Campus at Naraguta.*

CHAPTER TWELVE

TERM OF REFERENCE 9

To examine the general security in the University, how the University has dealt with it and recommends appropriate measures to deal with it.

12.1 Findings/Observations/Recommendations

During the period under review (2011 - 2015), the University of Jos was continually under security threat which hampered the flow of academic activities. In order to address this term of reference, the Panel focuses on the security structure of the University and the reporting mechanism.

12.2 Findings

12.2.1 General Security Structure

- a. The security structure of the University consists of fifteen (15) bases and five (5) units. The bases are spread across three (3) campuses, two (2) teaching hospitals and one (1) biotechnology farm. The bases are headed by Base Officers while the Units are headed by Officers in Charge. Each of the bases are further subdivided to cover vulnerable areas. At night, the University security is complemented with a Duty Officer and three (3) armed policemen who patrol all the bases.
- b. The University also has a Campus Security Advisory Committee headed by the Deputy Vice-Chancellor Administration which provides additional directives, advice and initiatives which helped to enhance security operations and management in the University.

12.2.2 Security Reporting Mechanism

- a. The reporting mechanism of the security threats to the University is classified under three (3) categories as follows according to the reported cases;
 - i. Land Encroachment - Only one case was reported on land encroachment where on 14th October 2014, two (2) security personnel were attacked by some fulani herdsmen at Naraguta Campus resulting in personnel sustaining various degrees of injuries. The herdsmen were arrested and handed over to the police.
 - ii. Cult Related Cases and Kidnapping - There are three cases reported on cult-related activities and kidnappings all in 2011. A student was maimed with a sum of money taken at the hostel by a gang of students who are suspected cultists. Another student was macheted by unknown persons at the hostel and he later lost his life. There was also a report of robbery and abduction where mobile phones and money were collected at gunpoint in

- an abandoned building. Within the same period, a security personnel was attacked whilst on duty. The suspect was apprehended and handed over to the police. Later, it was found out that it was the same suspect, who is also a cultist, that committed all previous crimes.
- iii. Protests and Demonstrations - There was one case of reported peaceful demonstration by students on 24th November 2014 on the issue of increment of school charges.

12.3 Observations

- a. The security structure of the University lacks adequate manpower to properly secure the various campuses. There were no substantial projects invested to handle the security threat within the campus.
- b. There is no daily security report and based on interaction with the Chief Security officer, there is only a case/crime register kept at the security office. In addition, over the period of 2011 - 2015, there was no single report or minutes of meeting by the Campus Security Advisory Committee.
- c. The case of Fulani herdsmen's encroachment on university property was reported. Though no full details were provided, the case shows frequent friction between the Fulani herdsmen and the University security.
- d. There was no response by the University on cult-related cases of attack on students until when a security personnel was attacked, before the Security unit swiftly took action and arrested the suspect. This showed inadequate attention paid to student's security.
- e. It is observed that no issue of sexual harassment, assault or rape was reported within the 2011 - 2015 period. There was also no reported case of missing persons. A total of 5 cases were reported to the Panel by the University.

12.4 Recommendations

- a. *The University should increase its budget on security and ensure that all the revenue collected as security charges is optimally utilised on security so as to deploy adequate well-equipped manpower.*
- b. *The University should invest in the deployment of modern security facilities such as CCTV cameras, streetlights and emergency response.*
- c. *There should be a daily security report from the security office collated from all bases and submitted to the Campus Security Committee.*
- d. *The University should adequately safeguard/secure its property to avoid encroachment, especially by the herdsmen and ultimately create good relationships with all its neighbouring communities.*
- e. *The University should be more vigilant and take prompt action on cases reported by students.*

CHAPTER THIRTEEN

TERMS OF REFERENCE 10

To examine the processes and structures of the mechanisms for the discipline of students in the University to ascertain compliance with due process of the rule of law

13.1 Findings/Observations/Recommendations

13.1.1 Legal Structure for the Discipline Of Students

The University has ample laws and regulations to manage its student population. The responsibility of disciplining students lies on the Senate by section 7 (1) and the Vice Chancellor by Section 18 of the University of Jos Act, 2004. The actions/recommendations of the Student Disciplinary Committee are contained in Section 10, subsections (a), (b) and (c) of the Revised Regulations. Section 14 explains the rights of students caught in Examination Misconduct. (See appendix 3 of report of Senate to the Presidential Visitation Panel.)

13.1.2 Composition of the Disciplinary Committee

Documents received indicated that there are two students' disciplinary committees: The Student Disciplinary Committee and the Senate Examination Misconduct Committee. The compositions of these Committees are not contained in the University Act or Student Information Handbook. Data from documents revealed the composition of the Senate Examination Misconduct Committee with a Chairman as Professor. Other members include the University Legal Officer, the Chief Security Officer (CSO), Senior Deputy Registrar, Senate Affairs and at least two other Professors, a Representative of the Institute of Education, and an Administrative Officer from the Examinations and Records Unit who is the Secretary.

The Student Information Handbook states the establishment of a Students' Court by the Students Affairs Division in conjunction with Executives of the Student Union. This court sits twice every week where minor cases involving students are tried, presided over by the University's legal practitioner. A 4th year law or social science student is appointed the Registrar while other 4th year or final year law students can represent students as private lawyers. Major cases are handled by the Students Disciplinary Committee, which is composed of the Chairman who is a Professor appointed by Senate, the Dean of Students, one other member of Senate, the Chief Security Officer of the University, the Legal Officer of the University, two lecturers from the Faculty of Law (non-members of Senate) the President of Students

Union Government (SUG) and a Senior Administrative Officer from the Directorate of Student Affairs as Secretary.

Senate observed that the University Student Handbook did not sufficiently capture punishments meted out to recalcitrant students. It therefore mandated the Students Disciplinary Committee to draw up a Code of Conduct for students, which is currently under scrutiny before its approval and implementation.

Disciplinary offences are classified as either major or minor. Major offences attract expulsion or suspension. These include armed robbery, examination misconduct, cult activities, rape, impersonation, illegal collection of NYSC call up letters, forgery of certificates and theft of Library books. Minor offences are fighting, unauthorized demonstrations, unauthorized press release, damage of University properties and loss of privilege.

Disciplinary sanctions that may be imposed for violation of University Regulations of code of conduct could be fines, disciplinary probation, suspension, expulsion, loss of privilege and refund. The student has a right of appeal to the Vice Chancellor, Senate and ultimately to Council if he/she disagrees with the decision of the disciplinary committee.

13.1.3 Examinations Misconduct Committee

The Senate Examinations Misconduct Committee shoulders the responsibility of investigating alleged examination misconduct among students. The Revised Examinations Regulations and Guidelines as approved by the 6th Regular Meeting 2011/2012 Academic Session specifies the types of Examination Misconduct and disciplinary actions meted out. The categories are:

- a. Leakages,
- b. Impersonation,
- c. Bringing of Foreign Unauthorized Materials into the Examinations Hall,
- d. Unauthorized Exchange of Information in or out of the Examination Hall,
- e. Consulting Unauthorised Materials or Persons outside the Examination Hall during Examination,
- f. Insult on Supervisors, Invigilators, and other Members of Staff associated with the Examination,
- g. Assault or Battering of Supervisors and Invigilators,
- h. Carelessness in the Examination Hall and,
- i. Suspension and Withholding of Results of Students Involved in Examination.

Upon thorough investigation using laid down protocols of the University, the Committee submits its findings and observations with recommendations to Senate for further action. The Committee sits regularly and after the end of every semester examination, to attend to new and pending cases.

The students under investigation are grouped into those:

- (i) The Committee interviewed and concluded their cases,
- (ii) The Committee interviewed and are yet to conclude their cases,
- (iii) That failed to honour the Committee's first invitation,
- (iv) That failed to honour the Committee's first and second invitation, and
- (v) That failed to honour the Committee's first, second, and third invitation.

A long period of time is taken in going through these processes, and ultimately the student does not know his/her fate in good time. Those interviewed and their cases concluded also had to wait for a long period for approval. Another factor is when there are incessant strikes in the system, making both Committee members and students to be absent, causing delay.

During the review period, there were several number of cases of which seventy-three (73) students were expelled, two hundred and ten (210) suspended, two (2) students were issued warnings and seventeen (17) exonerated.

13.1.4 Cases Overseen by the Student Disciplinary Committee

Cases of theft, forgery of signature, assault, abduction, battery, threat to life, fraud/extortion, defamation of character, misappropriation of funds, breach of contract, breach of trust, conspiracy, rape, etc. and student unrest. Depending on the severity of the case, the Committee recommends suspension for one (1) Academic Session or more or expulsion as stipulated in the University Student Handbook.

Some examples: -

- (i) An alleged case of assault, abduction robbery, theft, and suspected membership of cultism against three (3) students. The Disciplinary Committee recommended that:
 - (a) The case be forwarded to the Police Station since it was a criminal case.

- (b) The students be suspended pending the determination of case by the Court.
- (ii) Comments made by a student in the newspapers tarnishing the image of the University, fuelled unrest. The Committee recommended that: -
 - (a) Letters of apology be written by the student for statement to the press, and to the University which must be published, and placed on notice boards.
 - (b) Failure to do these would cause his semester results to be withheld.
- (iii) Boycotting of semester examinations leading to students' unrest incited by Student Union Parliament. The Committee recommended that the students be: -
 - (a) Suspended for one semester and refund monies of projects destroyed.
 - (b) Write letters of apology to the University, the students and the public for giving conflicting information that led to the civil unrest, closure of the University, interruption of University Calendar, destruction of properties and undue hardship on students. The letters must be published in the newspaper.
 - (c) Failure to do so will result to their expulsion from the University.
 - (iv) Criminal forgery of a lecturer's signature; The Disciplinary Committee recommended that: The main culprit be suspended for two (2) semesters, five (5) accomplices be suspended for two (2) semesters and their 2011/2012 second semester examinations cancelled, and four (4) others be suspended for three (3) semesters for the various roles they played.
During the review period, eighteen (18) students were suspended, two (2) expelled, three (3) issued warnings, four (4) struck out and seven (7) referred to the Police.

13.1.5 Recommendations

- (a) *The Senate Examinations Misconduct Committee should meet more regularly to conclude pending cases before a new semester begins. Unnecessary bureaucracy should be avoided.*
- (b) *The Students Handbook should be reviewed to accommodate new regulations, which provide reprisals for new forms of misconduct.*
- (c) *The University should draw up and clearly specify the procedure to be followed in the Student Disciplinary Committee and specify the timelines.*
- (d) *The roles of the Dean of Students, Chief Security Officer and other officers should be clearly defined.*
- (e) *The Student Disciplinary Committee should specify the form and prescribe nature of evidence to be submitted, all of which should conform with the rule of law, ensure fair hearing, and safeguard the integrity of the Institution.*
- (f) *These procedure (b – d) should appear in the Student Information Handbook.*

13.2 Partnership/Collaboration with Security Agencies

The University Security Division enjoys a fairly cordial relationship and partnership with external Security Agencies. The external security agencies are the Nigerian Police Force (NPF), Department of State Security (DSS), National Drug Law Enforcement Agency (NDLEA), Nigerian Security and Civil Defence Corps (NSCDC), Special Task Force of the Operation Safe Haven (STF), Operation Rainbow (OR), Vigilante Group of Nigeria (VGN), Neighbourhood Watch (NW), and Professional Hunters Association of Nigeria (PHAN).

13.2.1 Recommendations

- (a) The University should maintain partnership/collaboration with security agencies to ensure a safer learning environment on campus.*
- (b) The University should mount training in mentorship for the security staff and external security agencies that they collaborate with.*