



FEDERAL MINISTRY OF EDUCATION

REPORT OF VISITATION PANEL

TO

**FEDERAL UNIVERSITY BIRNIN KEBBI,
KEBBI STATE
(2016–2020)**

MAIN REPORT

Volume One

JUNE, 2021

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ACRONYMS

A&PC	Appointment and Promotion Committee
ASUU	Academic Staff Union of Universities
BMAS	Benchmark Minimum Academic Standards
BOT	Build-Operate-and- Transfer
CBN	Central Bank of Nigeria
CHS	College of Health Sciences
CONTISS	Consolidated Tertiary Institutions Salary Structure
CP	Commissioner of Police
CSO	Chief Security Officer
DSS	Directorate of State Services
DSA	Dean of Student Affairs
DVC	Deputy Vice Chancellor
F&GPC	Finance and General Purpose Committee
FEC	Federal Executive Council
FME	Federal Ministry of Education
FUBK	Federal University Birnin Kebbi
GCFR	Grand Commander of the Federal Republic
HOD	Head of Department
ICT	Information Communication Technology
ID cards	Identity Cards
IGR	Internally Generated Revenue

IPPIS	Integrated Payroll and Personnel Information System
IPSAS	Internal Public Sector Accounting Standard
NAAT	National Association of Academic Technologists
NASU	Non-Academic Staff Union
NUC	National Universities Commission
NYSC	National Youth Service Corps
OAGF	Office of the Accountant General of the Federation
OHCSF	Office of the Head of Civil Service of the Federation
PPP	Public Private Partnership
SANU	Senior Staff Association of Nigeria Universities
SDC	Students Disciplinary Committee
SPV	Special Purpose Vehicle
SRC	Students Representative Council
TETfund	Tertiary Education Trust fund
TOR	Term of Reference
VC	Vice Chancellor

ACKNOWLEDGEMENTS

The members of the Visitation Panel on Federal University Birnin Kebbi hereby express their gratitude to the Visitor to the University, His Excellency Muhammad Buhari, GCFR, President and Commander-in-Chief of the Armed Forces of Nigeria, for giving them the opportunity to serve their country in a vital segment of the tertiary education sector.

The Panel would like to thank all those who contributed to making its work a huge success. These include, but not limited to, the former and present Pro Chancellors and Chairmen of Council of the University, past and incumbent Vice Chancellors and their Principal Officers, Provosts, Deans, Heads of Departments and Units and Members of Senate and Executives of Staff unions and the Students Representative Council. Special mention must be made of distinguished stakeholders in the host community of which HE Senator Abubakar Atiku Bagudu, the Executive Governor of Kebbi State stands out or occupies a the prime position. The Panel is also grateful to the Kebbi State Commissioner of Police (Mr Adeleke) and District Head of Kalgo as represented by Alhaji Dangaladima and the Village Heads.

The Panel owes a debt of gratitude to the Visitor for the opportunity to serve. The Panel took pains to execute the assignment dispassionately in order to achieve the overriding objectives for which it was set up. It is therefore the hope and firm belief of members that the findings and recommendations contained in the Report will be useful in improving the efficiency and effectiveness of the university system as well as “ascertaining the extent the University has fulfilled its mandate for public good during the period under review”. It is our hope that our Report will justify the confidence reposed in us to serve.

Lastly, but most importantly, members express their profound gratitude to the Almighty God (Allah) for imbuing them with the wisdom, expertise and good health to carry out this important assignment.

EXECUTIVE SUMMARY

In compliance with the Universities (Miscellaneous Provisions) Act, 2003 as amended up till 2012 and by letters Ref. FME/PS/606/C.I/III/183 of 29th March 2021, the Visitor to Federal University Birnin Kebbi, The President and Commander-in-Chief of the Armed Forces of Nigeria, HE Muhammad Buhari, GCFR, constituted a seven-member Visitation Panel to Federal University, Birnin Kebbi. The Panel was inaugurated by the Honourable Minister of Education, Malam Adamu Adamu, on 13th April, 2021, and given ten Terms of Reference (see the Main Report). The Panel was required to conduct two visitations: 2011 to 2015 and 2016 to 2020.

The Panel was given sixty (60) days from the day of its inauguration to complete and submit a Report to the Federal Government for necessary action. In order to ensure adequate participation of the university community, members of the host community as well as the general public, the Panel took a number of actions as outlined below:

- Called for memoranda from the public and all stakeholders,
- Visited and undertook campus-wide tour of the University's three campuses,
- Held interactive sessions with the Vice Chancellor(s) and Principal Officers,
- Held interactive sessions with members of Senate and randomly selected members of congregation,
- Held interactive sessions with staff unions and Students Representative Council,
- Paid courtesy call on the Executive Governor of Kebbi State, HE Senator Abubakar Atiku Bagudu,
- Paid courtesy call on the State Commissioner of Police and
- Paid courtesy on Village Heads and the District Head of Kalgo where the university is located.

Information from interactive sessions, memoranda and courtesy calls as well as various documents submitted by officials of the university (Management, Provost, Deans, Heads of Departments, Heads of Units and Unions etc.) provided data or information on various activities of the university analysed. Additional details on methodology used can be found in the Main Report.

The Executive Summary contains the Panels Observations and Findings and the consequent Recommendations. The Executive Summary is arranged according to the Terms of Reference. The Main Report has a total of twelve (12) chapters.

TERM OF REFERENCE 1

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

This is the first attempt of visitation Panel to Federal University Birnin Kebbi. The University is exempted from the Terms of Reference one due to its year of establishment.

TERM OF REFERENCE 2

To look into the leadership quality of each university in terms of the roles of governing council, the vice chancellors and other principal officers.

3.6 Observations/Findings

- i. Council handled cases of promotions from senior lecturer to professorial cadre.
- ii. The Council performed very well in spite of constraints such as COVID-19. This is in terms of regularities of meetings and directives given to Management.
- iii. There are no frictions between the Council and the Vice Chancellor and other members of Management
- iv. The Council and the Senate adhered strictly to their mandates without usurping the powers and authorities of each other
- v. The Council received reports of external assessors and ratified promotions recommended by A&PC.
- vi. The Council examined issues related but not limited to power supply completion project of 2015- 2016, road construction and procurement of laboratory equipment.
- vii. The Council observed that appropriate tax deduction made when necessary.
- viii. The Council constituted committees and discussed the reports leading to the appointments of Bursar and Librarian of the University.
- ix. The Council directed the University to write to Federal Ministry of Education on the appointment of substantive Vice chancellor, since appointment of Acting VC was for a period of six (6) months.

- x. The Council contacted the then CBN Governor, Sanusi Lamido for interventions he promised to present the request when FEC appoints a Governing Board for the Bank.
- xi. The Panel observed that due process was followed in the appointment of the substantive Vice chancellor. However, a member of convocation did not participate in the exercise. It is understood that the University is yet to hold its first convocation ceremony.
- xii. The Panel observed that the Council has been proactive in soliciting for assistance from individuals to build female hostels, school buses etc.

3.7 RECOMMENDATIONS

The Panel recommends as follows:

- i. As a matter of urgency, the Panel recommends that University should get a comprehensive University calendar not just the present monthly rescind calendar of events.
- ii. The Panel commends the leadership roles of the principal officers and the peaceful relationships among them and recognized that such should be strengthened.
- iii. The Principal officers should continue to support the Vice Chancellor for the effective management of the affairs of the University.
- iv. The Panel recommends that the Management should check releases to the University at least two (2) months before the expiration of the fiscal year in order to avoid mopping up of their capital balances.
- v. While the planting of tree nursery and botany programmes of the University are commendable, however, Panel recommends that planting of trees be done on green area and in tandem with the University master plan.
- vi. University trees with economic values such as guava, orange, and mango etc be planted because they are significant components of urban infrastructure and have real calculable economic value which can contribute to IGR.

- vii. The Panel recommends that mentioning name of the Assessors of the professorial candidates is unethical and should not be done in future.
- viii. The Panel commends the donors to the University and encouraged the Council in collaboration with the University management to continue efforts to attract more donors.

TERM OF REFERENCE 3

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

OBSERVATIONS/FINDINGS

- i. A comprehensive budget document is prepared annually on with the personnel cost fully funded by subvention directly from the Federal Ministry of Finance. However, the release of funds for overhead cost is inadequate.
- ii. The Panel observed a very poor performance in four out of the five years (10%) and it is not as high 50% in any of the five years under review.
- iii. The Panel noted that Accounting process, transactions, recording and posting have been improved.
- iv. Internal control, as a sub-management process is usually designed to provide reasonable assurance regarding the achievement of the organisation objectives in the following areas:
 - a. Effective and efficiency of the operation,
 - b. Reliability of financial reporting,
 - c. Compliance with applicable laws and regulations and
 - d. Accounting for and safeguard of assets.

Using the above parameters as our benchmark, the University's activities during the period under review (2016-2020) were evaluated and the following observations were noted:

- a. Delay in retirement of purchase advances to staff and
- b. Giving new advance to staff that have not retired the previous advances fully.
- v. The University recorded increase in the amount of IGR which is ostensibly from student registration fees as students population continue to increase over the years.
 - a. Student fees 2016-2020 = ~~N~~864,739,903.41
 - b. Other Incomes 2016-2020 = ~~N~~15,407,438.23
- vi. The University has no control on the quantum of money from the Student fees as it is determined by the number of students on admission in the University. Other sources that the University used to generate funds include activities such as block making, plastic ID cards, transport service (bus shuttle) etc. The income is limited especially from the bus service as the buses are inadequate to cater for the growing number of students.
- vii. The Panel observed the existence of Tenders Board.
- viii. The Panel observed a shortage of highly qualified professional Bursary staff.
- ix. The Internal Audit also has a shortage of staff and has not been given the approval to recruit needed staff.
- x. The Panel observed issues raised by the external Auditors for the need to have certain account books and need to train the Bursary Staff for optimal performance.
- xi. The Panel further observed that there were various cost-saving measures implemented by the Management to have value for money spent.
- xii. The Panel observed the absence of a functional procurement Unit as required by law.
- xiii. The Panel observed very weak sources of IGR.

- xiv. The Panel observed the application of ICT in the area of pay roll application, student registration and the use of other accounting software by the Bursary Department.
- xv. The Panel noted the positive and timely response to advice by the External Auditor for improved service delivery and fraud detection and reduction through the use of proper accounting procedures and records.

4.3 Recommendations

- i. The University should set up a functional Procurement Unit as required by law to ensure the University gets value for money.
- ii. The University should use a more sophisticated accounting software to minimise fraud and ensure financial reportorial accuracy.
- iii. Increase in Internally Generated Revenue (IGR) by 5.15% in 2018 is commendable compared with the year 2017 IGR. This is a good development and the Management is advised to retain the momentum by adding measures that will further boost and sustain the same trend in years ahead.
- iv. The University should embark on vigorous IGR drive in the area of consultancy services, partnership with local, national and international donor agencies and the NNPC in investigating the Sokoto and Gwandu basins. The University should seek collaboration of the National and State Assembly members from the geo-political zone to utilize some of their constituency projects on skills acquisition training, e-learning Centre to conduct e-exam to generate additional revenue.
- v. The Panel recommends the strengthening of the tree nursery project to generate revenue.
- vi. The Panel recommends the strengthening of the block making industry of the University for increased revenue generation.
- vii. The Panel recommends that the University should establish a publication Unit to generate money through printing.

- viii. The University should produce souvenirs such as T-shirts, badges, lapels etc to create new source of income.
- ix. The University should utilise the yet-to-be-developed land on the permanent site for revenue generation through annual land rent from commercial farming.
- x. The University should establish a bookshop running on public private partnership (PPP) as Special Purpose Vehicle (SPV).
- xi. The University should embark of economic projects like water production, bakery, borehole drilling etc using the PPP platform.
- xii. Training and supervision programmes should be focused on transaction, posting from cash book to general ledger as well as bank reconciliations
- xiii. The Panel recommends that Management should put in place strict measures to compel defaulting staff to retire their outstanding advances. Deductions of advances from salary should be done within the stipulations of the law.
- xiv. The Panel suggests that under no circumstance should any advance be given, if a previous advance has not been retired.

TERM OF REFERENCE 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.

5.5 OBSERVATION AND FINDINGS

- i. The Panel observed that the University did not receive the initial take-off projects.
- ii. The Panel observed that University Library is operating in a temporary building.
- iii. The Panel observed that I.C.T Centre of the University needs improvement given the challenges of virtual and e-learning.

- iv. The Panel observed that the University is spending a substantial amount of money on electricity and diesel.
- v. The Panel observed that there are inadequate student hostels, sport facilities and recreational centres.
- vi. The Panel observed that there is no Fire Fighting Station in the University.
- vii. The Panel observed that there were no staff quarters for University personnel.
- viii. The Panel observed the operation of Tenders Board for the purpose of strict compliance to the Public Procurement Act.
- ix. The Panel found out that University projects executed were of high standard and in conformity with specifications.
- x. The Panel found commitment and dedication exhibited by the University Management in compliance with financial regulation.
- xi. The Panel found out that there were no disputed or abundant projects in the University.
- xii. The University did not secure loan or advances from financial institutions.
- xiii. All payments of contracts were backed by Valuation Certificates issued by either the consultant or Directorate of Physical Planning and Development.
- xiv. The University had strictly adhered to the Master Plan approved by National Universities Commission (NUC)

5.6 RECOMMENDATIONS

- i. The Panel recommends the provision of the funds at take-off to help the Universities realize their mandate.

- ii. The Panel recommends that the take-off projects be made available to the University.
- iii. The Panel recommends the construction, furnishing and equipping of the Main Library of the University.
- iv. The Panel recommends the construction and equipment of an I.C.T Prometric Centre.
- v. The Panel recommends the use of alternative and cheaper building materials such as burnt bricks and prefab without compromising quality.
- vi. The Panel recommends the University to explore accessing donations from corporate organizations like Sokoto Cement Company as corporate social responsibility to reduce construction cost.
- vii. The Panel recommends the University to use the expertise of its staff from the Faculty of Environmental Sciences as consultants to reduce project costs.

TERM OF REFERENCE 5

To examine the adequacy of the staff and staff development programmes of each university.

6.4 OBSERVATION/FINDINGS

- i. The Panel observed that the number of lecturers inadequate for available programmes.
- ii. The academic staff workforce was bottom-heavy.
- iii. Most of the academic staff were on visiting or sabbatical leave appointments.
- iv. Most of the visiting lecturers shuttle between Birnin-Kebbi and Sokoto.

- v. Many of the lecturers went on study leave for higher degrees.
- vi. The Panel observed that visiting lecturers as well as those on sabbatical have not been paid since administration depends on the use of IPPIS for payment of University staff salaries.

6.5 RECOMMENDATIONS

- i. There is the need to engage more staff on permanent appointment.
- ii. Academic staff on study leave should be encouraged to finish within record time and return to the University.
- iii. Visiting academic or sabbatical staff should be paid promptly to encourage them to put in their best.
- iv. The University should be given a waiver by Office of the Head of Civil Service of the Federation (OHCSF) and other appropriate authorities to employ both academic and non-academic staff.

TERM OF REFERENCE 6

To determine the relationship between the university and the various statutory bodies it interacts with according to its law for the purpose of supervision, planning, finance, discipline, guardians and any other relationship (i.e Governing council, NUC and the Federal Ministry of Education (FME)).

7.8 OBSERVATIONS /FINDINGS

- i. The University relates with statutory bodies in accordance with University (Miscellaneous Provisions) Act 2003.
- ii. The University does not have records of friction or acts undermining the authority of any of the bodies namely: Governing Council, Senate, National Universities Commission and Federal Ministry of Education. All issues were handled by the appropriate authorities during the period under review.
- iii. The Governing Council has resolved some Senior Staff disciplinary matters.

- iv. Senate meetings are held regularly and senate performs its role creditably.
- v. The University is yet to have its own Act as a legal entity. It is being processed at the National Assembly, and has reached the stage of third reading.
- vi. Programmes in the University have full or interim accreditation status as approved by NUC.
- vii. The University has enjoyed funds from appropriation, TETFund and NEEDS Assessment.

7.9 RECOMMENDATIONS

- i. The University should be encouraged to maintain her relationship with the supervising statutory bodies.
- ii. Senate should continue to act creditably to enhance the integrity of academic programmes and award of degrees as well as encouraging members to work hard on joint committees of Senate and Council for good internal governance in the University.
- iii. The Council and Management should be commended for handling disciplinary matters promptly and appropriately.
- iv. Necessary measures should be put in place to have Federal University Birnin Kebbi Act.
- v. The Programmes yet to have accreditation should be funded to achieve full accreditation.
- vi. More funds should be given to the University through Appropriation, TETFund, and NEEDS Assessment to accelerate development in the University.

TERM OF REFERENCE 7

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

8.3 OBSERVATION AND FINDINGS

8.3.1 OBSERVATION

- i. The Federal University Birnin Kebbi is not a creation of statute and therefore lacks any legal authority for its existence. It is not gifted with Basic Statute of its own and therefore exists as a University only in practical terms, but not as a legal entity.
- ii. Unlike any Federal University in Nigeria which relies on its own Basic Law for the various organs to carry out its functions, this University lacks any statutory support for achieving the objects of its creation. The Federal University Birnin Kebbi can only function legally, along the lines delimited by the Universities (Miscellaneous Provisions) Act as amended up till 2012.
- iii. In spite of these limitations, the Principal Officers, and other officers are known to be applying themselves creditably to the demands of their office, and the various organs and Unit are known to be achieving results with dedication and commitment.
- iv. Although observation reveals that there exists a compendium, in two volumes entitled, Academic Brief, to guide the various organs/units in their interactions, the content of the said Academic Brief is, at best, a rule of practical convenience and can never be a substitute for the much needed University Act.
- v. The Panel notes the anxiety of critical stakeholders, *inter alia*, the Academic Staff Union of Universities (ASUU) that this University is not a creation of statute with the implication that:
 - a) "The University can neither sue nor can it be sued"

- b) The appointments and promotion in the University are not supported by the Act of the University that is non-existent.
- c) "The Certificate issued by the University is not backed by any enabling law." This is captured in the Memo submitted by ASUU.
- vi. The Panel notes the efforts of appropriate Government agencies in trying to enact the Federal University Birnin Kebbi Act (which is said to have passed the third reading in the National Assembly).

8.3.2 **FINDINGS**

The Panel is persuaded that the University (Miscellaneous Provisions) Act, as amended, does not cover the many functions, organs and units of this University unlike what obtains in a Federal University with its Basic Law. It is therefore lacking in the following ways.

- a) This University is not a body corporate having perpetual succession and Common Seal with power to sue and be sued, and the Council cannot determine the Seal of the University;
- b) It has no legal direction as to the object of its existence;
- c) It can only entertain a rebuttable presumption of the legal functions of the University;
- d) It has no legal authority for the functions of the Chancellor;
- e) It does not have a legal authority for the functions of the Council of the University with regards to its Finance and General Purposes Committee;
- f) It cannot appreciate the detailed legal function of the Senate;
- g) It has no legal authority for the recognition of the Visitor of a Federal University as the President because this is only defined in the Basic Law of each University;
- h) Not being a creation of statute, it is unknown to this University, the rigid rule of fair hearing in the determination of the appointment of the Deputy Vice-Chancellors or any other person employed as a senior

member of staff of the academic, administrative, technical professional staff of the University;

- i) The grave implication is that these categories of staff are to be treated like the employees in the private sector who can be sacked for good or for bad reasons or for no reason at all;
- j) The University lacks any legal authority to discipline any student by the Vice-Chancellor "whenever it appears to the Vice-Chancellor that the said student has been guilty of misconduct;
- k) It lacks any legal authority for the appointment of the many Committees of the University, which constitute the bedrock for the University administration;
- l) It lacks any legal authority for the organization of academic work of the University, amongst other areas.

8.4 RELIANCE OF THE GENERAL LAW:

Notwithstanding the above, the Panel found that the provisions of the Universities (Miscellaneous Provisions) Act as amended are being relied on to support the following administrative structure and organs:

- i. Composition of the Council, Tenure of External members of the Council;
- ii. Powers of Council to "be exercised, as in all Law and Statute of each University and to that extent establishment Circulars that are inconsistent with the Law and Statute of the University shall not apply to the University. As observed earlier, this University does not have its own Law and Statute;
- iii. A provision that the Council shall select and appoint as the Vice-Chancellor one candidate from among the candidates recommended. This was relied on in the appointment of the incumbent Vice-Chancellor;
- iv. A provision that the Vice-Chancellor may be removed from office by the Governing Council on grounds of gross misconduct or infirmity of the body

- and mind at the initiative of the Council, Senate or the Congregation after due process;
- v. A provision for the removal of a Deputy Vice-Chancellor;
 - vi. A provision for the composition and Powers of the University Senate but which obligates a University to exercise other functions in accordance with “the Law and Statute of its University”;
 - vii. A provision to the effect that “There shall be a Visitor for each University ” and “that the Visitor shall cause a Visitation to each University when necessary, at least every five years” and “the Visitor shall make the report of such Visitation and white paper thereon available to the Council which shall implement same”.
 - viii. A provision which obligates a Federal University to conscientiously ensure students’ participation, through their representatives in the governance of the University.

8.5 RECOMMENDATIONS

The Panel recommends as follows:

1. The urgent enactment of the Basic Law of the University. This would operate to:
 - i. confer a legal status on the University so as to be capable of fulfilling its legal obligations to stakeholders;
 - ii. make the University have the capacity to sue or be sued in its own name in respect of any failed contractual transaction;
 - iii. remove all senior employees as in other Federal Universities, from the categories of employment premised on mere master and servant relationship;
 - iv. guarantee to all senior employees, a protected employment that is savoured with statutory flavor. This would entitle the said employees to the right to a fair hearing when relationship with the University falls on difficult times;

- v. give the Vice-Chancellor the authority to exercise disciplinary over student
- 2. The urgent need for the Basic Law of the University can also be appreciated when it is realized that the critical stakeholders have themselves identified that the University lacks any authority to issue Certificates. This Basic Law when enacted would operate to water down the anxiety which may result into unhealthy industrial relations.
- 3. The Panel recommends a quick passage of the Law to establish the Federal University Birnin Kebbi Act and also recommends the stakeholders' appeal that University be named **Abdullahi Danfodiyo University**.

It is submitted that whatever preserves in existence the lack of University Basic Law could foist on the University, a situation pregnant with regrettable consequences.

TERM OF REFERENCE 8

To trace the historical evolution of the university and take stock of its net achievement and problem as well as its style and direction.

9.10 OBSERVATION AND FINDINGS

- i. The Panel observed under the period in review that the University has enjoyed special interventions and donations from Governments and individuals which allow her speedy growth.
- ii. The Panel is impressed that from inception to date, the growth and development of the University has been impressive in terms of structures and facilities through take-off grants and TETFund interventions.
- iii. It is on record that most of the Faculty Deans and the Provost of College of Health Science are Visiting Staff.
- iv. It is noted that good leadership roles exist between the Vice Chancellor and other Principal Officers and this has accorded the Management a smooth working relationship.

- v. The Panel observed that there is no permanent Library building at the Main Campus. A multipurpose hall is being used as the Library at present.
- vi. The Panel noted that the Laboratory equipment are scattered around the three (3) Campuses.
- vii. The cost of maintaining diesel Generators is too high as an alternative to the insufficient power supply from the National grid.
- viii. It is also observed that perimeter fencing of the University is not fully covered.
- ix. The tenure of the first VC ended abruptly because he was removed by Government (for no reasons given) after serving three out of his five-year term.
- x. Dr. Jabo was appointed Ag. Vice-Chancellor and he served in that capacity 21 months.

9.11 RECOMMENDATIONS

- i. The Panel recommends that the Council and Management of the University should continue efforts to approach Governments and individuals for their needs.
- ii. The Panel recommends, as a matter of urgency, that the University should put plans in place to hold its first Convocation.
- iii. The Panel also recommends the provision of special funds to the University to maintain the existing facilities/infrastructure.
- iv. It recommends the construction of the University Main Library, inclusive of robust e-library.
- v. The University should maintain a central laboratory to serve all Faculties, Departments and Units.
- vi. The University should key into the Energise Education in Nigeria Solar by the Federal Government at the Ministry of Power.
- vii. The University should have a legal unit manned by senior legal personnel.

- viii. The Panel recommends that additional hostels for the students be provided. In addition, the University should be encouraged to utilise Public Private Partnership arrangement on build, operate, and transfer so as to provide more hostels for students.
- ix. The Panel recommends that the University should implement outstanding courses in phase 1 and 2 of the academic brief including French, Fulfulde and Arabic languages to enhance communication with neighbouring countries in the sub-region.
- x. The Panel recommends concrete complete perimeter fencing to deter intruders and criminals.
- xi. It recommends that Vice-Chancellors be not removed abruptly unless they have committed acts of misconduct as specified by law. Such removal should be done by Council.
- xii. Appointment of Vice-Chancellors should follow due process.
- xiii. The timeline of an acting Vice-Chancellor's appointment, which legally is for a maximum of six months (see Universities Miscellaneous Provisions (Amendment) Act 2003 should be respected

TERM OF REFERENCE 9

To examine the general security in the university and how the university has dealt with it and recommended appropriate measures.

10.1 OBSERVATIONS AND FINDINGS

- i. The Chief Security Officer (CSO) is an indigene of the state and is familiar with the terrain which has come to bear on the security architecture put in place. The University has 50 Security personnel, which is grossly inadequate for effective security control. The personnel operates in two (2) shifts instead of the normal 3 shifts making the job cumbersome. The security officers are deployed to three (3) locations namely: University Take-Off Site, University Permanent Site, and Vice Chancellor's Lodge with two supervisors taking charge of each location.

- ii. The University does not have reports of vandalization, kidnapping, rape, or any form of molestation.
- iii. The major security issue is the herdsmen that use the University land for grazing even at very late hours. The Police have intervened several times, but they have not stopped. This amounts to encroachment on University land.
- iv. The University's permanent site perimeter fence is made of chain link, which does not guarantee adequate security.
- v. The remaining 25% percent of the University land is in contention due to non-payment of compensation to the land owners. This is an impediment to comprehensive security of the University.
- vi. There are no female security personnel to take care of the female students in the hostels and there are not enough security officers to man the vast land of the University.

10.2 Recommendations

- i. The University Perimeter fence should be made of concrete or cement blocks to ward off criminals encroachment.
- ii. The remaining 25% of the permanent site of the University land that is in contention with the land owners because of non-payment of compensations should be sorted out amicably through the State Government and traditional rulers to enable the University take full possession. In this respect, the University authority should constantly remind the State Governor of his promise to sort out land matters affecting the institution.
- iii. The University should engage more security officers to take care of the vast land of the University, protect the infrastructure, the students, and staff.
- iv. Female Security personnel should be recruited and trained to man the female hostels.
- v. There should be training for the security guards to understand the trending security threats in educational Institutions and how to combat the menace.

- vi. The University should, in collaboration with the Police, organise security tips and drills for students and staff on measures to forestall cases of abduction and kidnaping by bandits and kidnappers. The University should leverage on the promise made to the p by the State commissioner of Police (CP) in this respect.
- vii. There should be a security alarm system in the University to scare criminals should they invade the campuses of the University.
- viii. The University should deploy Information Technology based security measures to complement the existing security apparatus.
- ix. There should be metal detectors to scan visitors and strangers before allowing them entrance into the campuses, particularly the sensitive areas e.g Administrative Block, Senate chambers, laboratories, Student hostels and lecture theatres.

TERM OF REFERENCE 10

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

11.2 Observations/ Findings

11.2.1 Disciplinary Mechanism/procedure

- i. The University provided well publicized guidelines for students discipline and published same in the Students Handbook in the subsection entitled *General Conduct and Discipline* (pages 84 to 97). The Panel found that the section detailed a number of activities, actions and practices such as cultism, dress code, inter-student relationships, possession of firearms, physical brawls, consumption of alcohol etc whose violation attracts sanctions.
- ii. The Student Affairs Division is responsible for the welfare and discipline of students without prejudice to the functions of the Students Disciplinary Committee (SDC), the Senate and the Vice Chancellor.

- iii. The Panel found that there exists in the University during the period under review, a Student Representative Council (SRC), but not a full fledged Student Union. Generally, the relationship between the students' body and University Management was found to be cordial.
- iv. By the provisions the Universities Miscellaneous (Amendment) Acts from 2003 to 2012, Vice Chancellors are vested with the power to discipline students. Thus Students discipline is handled by the Student Affairs Division in the Vice-Chancellor's Office.
- v. The Panel found that in reality, discipline is carried out through the Student Disciplinary Committee (SDC) which handles general misconduct, other than examination misconduct issues.
- vi. On issues of examination misconduct, the Panel found that the University has put in place Faculty Examination Misconduct Committee and University Examinations Misconduct Committee, the punishable offences, the sanctions as well as the procedure for investigating such misconduct as are found in the Students Handbook.
- vii. The Panel found that the SDC rarely sits because there were not many cases requiring their attention.
- viii. Although some security personnel were routinely posted to the hostels, it was noted that the University does not have any female security officers. This is a limitation to prompt enforcement of security and misconduct related matters as no female student could be posted to the female hostels.
- ix. The Panel noticed that a large number of students stay in rented properties located in the neighboring communities of Anguwar, Jeji and Kalgo. It is also observed that the University is yet to engage the Landlords and thereby maintain appropriate records on these arrangements.

11.3 Recommendations

- i. The Panel recommends that the University should sustain the arrangement of the use of SDC for handling students disciplinary matters to ensure that the

University remains a conducive learning environment. In addition, the University should pay attention to ancillary issues or activities that could help promote peace and orderly behavior as listed below.

- ii. In line with extant guidelines from the NUC as well as global best practices, student representatives should be involved in various committees pertaining to their welfare. This is also amplified by the Universities (Amendment) Act, 2003.
- iii. Additional hostel facilities are highly required with a view to achieving a minimum of 25% campus student's accommodation which is the NUC's minimum requirement. The University is creating new academic programme and by implication the enrolment figure is always increasing.
- iv. The University should consider soliciting for investors who may be desirous of building student hostels on BOT basis.
- v. The University should reach out and engage landlords that provide accommodation for students off campus. This would enable it to have up-to-date-records of all students, prevent acts of indiscipline on the part of the students, prevent extortion of students and ensure minimal disciplinary standards are guaranteed.
- vi. There is the urgent need to hire additional security personnel and especially, female security personnel, to be posted at the female hostels especially in this period of banditry/kidnapping which is becoming more rampant in our communities.
- vii. The culture of prompt repairs of buildings and facilities should be sustained by the University.
- viii. NYSC mobilization process should continue to be given the prompt attention it deserves always.
- ix. The experiment of using SRC has succeeded in engendering cordial relationship between the University Management and the students. This should be sustained and given the necessary supervisory push always.
- x. More buses are required to sustain the shuttle services being offered. The University should continue to get such support especially from the other states

in the catchment area (Sokoto, Kebbi, Katsina) as well as other donors and well-meaning individuals.

- xi. For sustainability, private sector intervention should be encouraged in providing transportation services. The University should design a favourable (win-win) framework and negotiate with such transporters on behalf of the students.
- xii. A standard mini stadium is required for both indoor and outdoor sporting activities in the University. The University should ensure this is provided as it would encourage harmonious atmosphere in the University.