



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the
Federal Republic of Nigeria
on the
Visitation Report into the Affairs of the
National Open University of Nigeria, Abuja
(2011 - 2015)**

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE NATIONAL OPEN UNIVERSITY OF NIGERIA, ABUJA
(2011-2015)**



ARRANGEMENT OF PARAGRAPHS

Paragraph:

1. Publication of Federal Government White Paper on the Report of the Visitation Panel into the Affairs of the National Open University of Nigeria, Abuja(2011-2015).

2. Citation.

SCHEDULE

**WHITEPAPERONTHEREPORTOF THEVISITATIONPANELINTO
THE AFFAIRS OF THE NATIONAL OPEN UNIVERSITY OF NIGERIA,
ABUJA (2011-2015)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the National Open University of Nigeria, Abuja (2011-2015) as provided in the schedule to this Notice is hereby published in the Federal Government Gazette.

Publication
of Federal
Government
White Paper
on the
Report of
the Visitation
Panel into
the affairs of
the National
Open
University of
Nigeria, Abuja
(2011-2015).

2. This Notice may be cited as the "White Paper on the Report of the Visitation Panel into the affairs of the National Open University of Nigeria, Abuja (2011-2015)".

Citation.

1.0. INTRODUCTION

On 13th April, 2021, the Visitation Panel to the National Open University of Nigeria (NOUN) was inaugurated by the Honourable Minister of Education, Mallam Adamu Adamu on behalf of the Visitor, President and Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, His Excellency, Muhammadu Buhari, GCFR. The Panel was given the task of examining the affairs of the NOUN from 2011 to 2015.

1.1. MEMBERS OF THE PANEL

Membership of the Visitation Panel is as follows:

- | | | | | | | | |
|-------|--|----|----|----|----|----|------------------|
| (i) | Alhaji Isa Bello Sali, CFR | .. | .. | .. | .. | .. | <i>Chairman</i> |
| (ii) | Bldr. Jube Jemide, FNIOB | .. | .. | .. | .. | .. | <i>Member</i> |
| (iii) | Arc. John Alkali, OON, FNIA | .. | .. | .. | .. | .. | <i>Member</i> |
| (iv) | Alhaji Ibrahim Idris Sankara | .. | .. | .. | .. | .. | <i>Member</i> |
| (v) | Prof. Ephraim Chukwuocha | .. | .. | .. | .. | .. | <i>Member</i> |
| (vi) | Air Cdre. Gambo Muhammad Ilyasu (RTD.), FDC, FCNA | .. | .. | .. | .. | .. | <i>Member</i> |
| (vii) | Dr. Kareem Olawale Lateef | .. | .. | .. | .. | .. | <i>Secretary</i> |

1.2. TERMS OF REFERENCE

The Panel's Terms of Reference were to :

(i) enquire into the level of implementation of the White Paper on the last visitation report.

(ii) look into the leadership quality of each University in terms of the roles of the Governing Council, the Vice Chancellors and other Principal Officers.

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

(iv) investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding.

(v) examine the adequacy of the staff and staff development programmes of each University.

(vi) 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., the Governing Council, the National Universities Commission and the Federal Ministry of Education).

(vii) examine the Law establishing the University including the relationship between the various internal organs, units and offices, and indicate the ways the Law has been observed by the competent authorities, and also suggest any modifications to the Law.

(viii) trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction.

(ix) examine the general security in the University and how the University has dealt with it, and recommend appropriate measures.

(x) examine the processes and structures of discipline of students in each University.

1.3. Details of the Findings/Observations and Recommendations of the Visitation Panel, as well as the comments indicating recommendations accepted, noted or rejected by the Visitor are contained in a tabular format in sections 2 - 11 of this gazette. The highlights of the Visitor's directives include:

(i) the NOUN has substantially implemented the Visitor's directive in the previous white paper, (49), and 2 partially implemented. The University is urged to complete the outstanding directives ;

(ii) the University should redouble its efforts towards securing the approval of Council of Legal Education for admission of the NOUN Law graduates into the Nigeria Law School;

(iii) the NOUN should develop a 5 - 10 year Strategic Plan on how to address its challenges ;

(iv) members of the Senate should take their responsibilities seriously;

(v) the University should abide by the provisions of the enabling Act, especially as it relates to Congregation and Convocation ;

(vi) the University should continue to sustain the timely remittances of WHT, VAT and operating surpluses to the appropriate authority;

(vii) The NOUN should liaise with the Federal Ministry of Education and TETFund to see to the completion of the abandoned Model Study Centre project in Kubwa, Abuja, which was funded by the TETFund and awarded to Messrs CCECC by the Federal Ministry of Education, but was abandoned by the Contractor in 2003 at 30 *per cent* completion due to non-payment;

(viii) NOUN should operate within its mandate and the NUC should enforce this ;

(ix) the NOU Act (1983) should be amended to reflect that the University provides full-time learning and teaching delivered through Open and Distance Learning (ODL) System using new and improved communication technologies and the provision of Seminars, Special clinics, Professional Internship, Facilitation and robust counselling services;

(x) the Governing Council should ensure that it abides by the provisions of the law in appointment of Vice-Chancellor and other Principal Officers;

(xi) the NOUN should intensify efforts on its advocacy and mobilization drive to institutionalize the concept of ODL as a veritable tool for access to quality education delivery in Nigeria ;

(xii) the University should deploy contemporary security strategies, including collaboration with relevant government agencies ; and

(xiii) the University should ensure that all Study Centres have competent personnel, expeditiously dispose of all cases of examination malpractices and protecting the integrity of its certificates.

TERMOFREFERENCEONE

"Inquire into the level of implementation of the White Paper on the last visitation."

| <i>S/No.</i> | <i>Item</i> | <i>Observations/Findings by the Visitation Panel</i> | <i>Recommendations by the Visitation Panel</i> | <i>Comments by the Visitor</i> |
|--------------|------------------------|--|--|---|
| 2.1. | LAST VISITATION REPORT | Out of 69 issues raised in TOR 1, 49 were implemented, 10 were not implemented and 2 were partially implemented ; the rest were noted. | | <i>Visitor notes there was no recommendation for the ToR. However, directs Council to implement the pending ten (10) recommendations without further delay.</i> |

TERM OF REFERENCE TWO

“Look into the leadership quality of the University in terms of the roles of the Governing Council, the Vice Chancellor and other Principal Officers.”

| <i>S/No.</i> | <i>Item</i> | <i>Observations/Findings by the Visitation Panel</i> | <i>Recommendations by the Visitation Panel</i> | <i>Comments by the Visitor</i> |
|--------------|---|---|---|--|
| 3.1. | COMPOSITION OF COUNCIL | <p>(i) Between 2011 and 2015, the University was administered by two Governing Councils.</p> <p>(ii) The Councils were not properly constituted in line with the law establishing the University.</p> | <p>(i) In view of the important regulatory role of the NUC over Nigerian Universities, the Law of the University should be amended to allow the National Universities Commission attend the meetings of the Governing Council in advisory capacity ;</p> <p>(ii) The University Council should ensure that its internal members such as the Representatives of Senate, Congregation and Convocation are properly represented as provided for in the Act (ratio 4 : 2 : 1 respectively) ; and</p> <p>(iii) The Federal Ministry of Education should ensure that the University Council is always properly constituted.</p> | <p>(i) Visitor rejects recommendation (i).</p> <p>(ii) Visitor accepts recommendation (ii).</p> <p>(iii) Visitor notes recommendation (iii).</p> |
| 3.2. | QUALITY OF PRO-CHANCELLOR AND EXTERNAL MEMBERS OF COUNCIL | <p>(i) The Pro-Chancellors and external members of Council between 2009 and 2018, were adjudged to be persons of unmatched experience in management, of immense experience in university administration and of sterling qualities in public ad-</p> | <p>(i) The appointment of persons with impeccable character into the Governing Council as was done in 2011-2015 should be sustained by the Visitor; and</p> <p>(ii) The University Community should ensure that only credible members are</p> | <p>Visitor notes recommendation (i) and accepts recommendation (ii).</p> |

| <i>S/No.</i> | <i>Item</i> | <i>Observations/Findings by the Visitation Panel</i> | <i>Recommendations by the Visitation Panel</i> | <i>Comments by the Visitor</i> |
|--------------|-----------------|--|---|---|
| | | ministration and governance who added immense value to the governance of the University during the period under review. | elected from the Senate, Congregation and Convocation to the Governing Council in order to complement the efforts of Visitor's appointees. | |
| 3.3. | VICE-CHANCELLOR | The appointment and tenure of the Vice-Chancellor was marked by some irregularities which precipitated some crisis in administration that were later resolved. | <p>(i) The Governing Council should always abide by the provisions of the law in the appointment of the Vice-Chancellor and other Principal Officers ; and</p> <p>(ii) Visitor should be properly advised on the procedures for the appointment of the Vice-Chancellor in order for peace and harmony to reign in the institution.</p> | <i>Visitor notes these recommendations for update in subsequent visitation.</i> |
| | | | <p>(i) The University should sustain its cordial relationship with the NUC and the TETFund to ensure unhindered operations and quality education delivery;</p> <p>(ii) The University should redouble its efforts towards securing the approval of the Council of Legal Education for admission of the NOUN Law graduates into the Nigeria Law School ; and</p> <p>(iii) The NOUN should develop a 5 - 10 year Strategic Plan on how to address its challenges.</p> | <i>Visitor notes these recommendations for update in subsequent visitation.</i> |

B 12

| <i>S/No.</i> | <i>Item</i> | <i>Observations/Findings by the Visitation Panel</i> | <i>Recommendations by the Visitation Panel</i> | <i>Comments by the Visitor</i> |
|--------------|------------------------|---|---|--|
| 34. | DEPUTY VICE-CHANCELLOR | <p>(i) Four Deputy Vice-Chancellors served within the period under review.</p> <p>(ii) There was a good rapport and excellent working relationship between the Vice-Chancellor and his Deputies.</p> | <p>The University should explore the possibility of creating an additional office of a Deputy Vice-Chancellor to oversee the Zonal/Regional Coordinators of the Study Centres, and the advancement and management of ICT infrastructure.</p> | <p><i>Visitor notes this recommendation.</i></p> |
| 35. | THE SENATE | <p>(i) The meetings of the Senate were irregular and inadequate.</p> <p>(ii) There was also the practice by which the Senate applauded the report of accreditation programmes by NUC without deliberating extensively on the grey areas highlighted in such reports.</p> <p>(iii) The applauding of the NUC's reports without serious scrutiny by the Senate is unacceptable behaviour.</p> | <p>(i) Members of the Senate should take their responsibilities seriously in order to advance the course of teaching, learning and research ;</p> <p>(ii) The Senate should hold its meetings regularly with at least, a minimum of six meetings (once in two months) in a year excluding extraordinary meetings;</p> <p>(iii) The Senate should address the various challenges of the University, especially those arising from the deficiencies observed by the regulating agencies on academic programmes in the Study Centres to ensure sound academic pursuits ; and</p> <p>(iv) The University should discontinue its Law Degree programme and fashion out the running of Paralegal certificate</p> | <p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p> |

| <i>S/No.</i> | <i>Item</i> | <i>Observations/Findings by the Visitation Panel</i> | <i>Recommendations by the Visitation Panel</i> | <i>Comments by the Visitor</i> |
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| | | | programmes, pending the time it complies with guidelines of the Council of Legal Education for full-fledged Law programmes. | |
| 36. | THE REGISTRAR | <p>(i) There was a good working relationship between the Registrar and members of Council and Management which led to her appointment for a second term.</p> <p>(ii) The minutes of the Statutory Committee meetings revealed that the Registrar delegated other Deputy Registrars to serve as Secretaries of the Statutory Committees, such as Appointment and Promotion Committee (Senior non-academic) and Council Disciplinary Committee.</p> <p>(iii) The Registrar had the habit of delegating her duties in the meetings of the Statutory Committees of the Council to her deputies ; and</p> <p>(iv) The absence of the Registrar in such statutory Committees deprived the members of getting high quality guidance and the benefit of institutional memory in handling issues before them.</p> | <p>(i) The Registrar should personally serve as the Secretary of all the Statutory Committees of Council for proper guidance ; and</p> <p>(ii) He/She should ensure that extracts of minutes of all Council and Management meetings are produced and circulated to members for information and necessary actions ahead of the next meeting.</p> | <i>Visitor notes these recommendations for update in subsequent visitation.</i> |

| S/No. | Item | Observations/Findings by the Visitation Panel | Recommendations by the Visitation Panel | Comments by the Visitor |
|-------|---------------|--|---|---|
| 3.7. | THE LIBRARIAN | <p>(i) The University Main Library at the Headquarters had been digitalized and over 20,000 volumes of books in various disciplines were procured for distribution to the different Study Centres across the country.</p> <p>(ii) The NOUN Virtual Library was established at the Headquarters and in some Study Centres such as Abeokuta, Enugu, Benin, Abuja, Asaba, Jos and Kaduna. In all, about 80 new computers and accessories were mobilized to the libraries.</p> <p>(iii) One of the major ingredients for successful implementation of Open and Distance Learning is the deployment of Library automation and e-library which require computer networking, software installation and training.</p> <p>(iv) The internet facilities of the University could not be deployed appropriately due to absence of ICT infrastructure.</p> <p>(v) It was also reported at one of the meetings of the Governing Council in 2011, that the Company engaged to supply Notebooks under the Student Computer Ownership Scheme backed out of the arrangement.</p> | <p>(i) The University should seek the assistance of the Federal Ministry of Communication and Digital Economy and the National Information Technology Development Agency (NITDA) on the provision of ICT infrastructure for effective implementation of ODL and development of e-library of the NOUN.</p> <p>(ii) All staff and students should be trained and retrained in using automation/ internet facilities to access information for teaching, learning, research and administration.</p> <p>(iii) Specific intervention from TETFund for the development of e-library and provision of ICT infrastructure should be sought.</p> | <p>Visitor notes these recommendations for update in subsequent visitation.</p> |

| <i>S/No.</i> | <i>Item</i> | <i>Observations/Findings by the Visitation Panel</i> | <i>Recommendations by the Visitation Panel</i> | <i>Comments by the Visitor</i> |
|--------------|---------------------------------|--|--|--|
| 3.8. | CONGREGATION AND CONVOCATION | <p>(i) There was always delay in the elections of the representatives of the Congregation and the Convocation whenever a new Council was inaugurated.</p> <p>(ii) Between 2011 and 2015, three members of the Congregation were elected to the Council instead of two as provided for in the University Act.</p> <p>(iii) No member of the Convocation was elected into the Governing Council between 2011 and 2015.</p> <p>(iv) The Panel noted the poor quality of contributions of representatives of the Congregation at the Council meetings.</p> | <p>(i) The University should abide by the provisions of the enabling Act by holding regular meetings of Congregation and Convocation for quality contribution to the affairs of the University during the Governing Council meetings;</p> <p>(ii) The University community should differentiate Congregation from Convocation to ensure that each is properly represented on the Governing Council as provided for by the Act; and</p> <p>(iii) The Vice-Chancellor should ensure that the meetings of the Convocation and the Congregation are convened as and when due in order to hold elections to fill their slot in the Governing Council.</p> | <p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p> |

TERMOFREFERENCETHREE

"Look into the financial management of the Institution including statutory allocation, internally generated revenue over the recommended period, and determine whether it was in compliance with appropriate regulations."

| <i>S/No.</i> | <i>Item</i> | <i>Observations/Findings by the Visitation Panel</i> | <i>Recommendations by the Visitation Panel</i> | <i>Comments by the Visitor</i> |
|--------------|----------------------------------|--|--|--|
| 4.1. | FINANCIAL MANAGEMENT OF THE NOUN | <p>(i) The University's account was fully integrated into the Accountant General of the Federation's Computerized Fixed Assets Register (CFAR).</p> <p>(ii) The audited accounts were prepared in line with the International Public Sector Accounting Standard (IPSAS).</p> <p>(iii) Remittances of withholding Tax (WHT), Value Added Tax (VAT) and Operating Surpluses to Government were timely made during the period under review.</p> <p>(iv) Based on the steady remittances, the University enjoys a healthy relationship with the Federal Inland Revenue Service (FIRS).</p> <p>(v) There were shortfalls in all the account heads during the period under review, especially the personnel cost.</p> <p>(vi) The payment of salary was handled by the Office of the Accountant General of the Federation through the Integrated Payroll and Personnel Information</p> | <p>(i) The University should continue to sustain the timely remittances of WHT, VAT and operating surpluses to the appropriate authority ;</p> <p>(ii) The University should seek the intervention of the Federal Ministry of Education, the National Assembly and the Budget Office of the Federation to resolve the shortfalls in all the budgetary allocations, especially the personnel cost ; and</p> <p>(iii) The NOUN should explore other sources of revenue to improve its IGR.</p> | <p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p> |

| <i>S/No.</i> | <i>Item</i> | <i>Observations/Findings by the Visitation Panel</i> | <i>Recommendations by the Visitation Panel</i> | <i>Comments by the Visitor</i> |
|--------------|-------------|---|--|------------------------------------|
| | | <p>System (IPPIS) gateway, and the shortfall in the allowances persisted.</p> <p>(vi) Proceeds from the University's Internally Generated Revenue (IGR) were insignificant.</p> | | |

TERM OF REFERENCE FOUR

"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."

| S/No. | Item | Observations/Findings by the Visitation Panel | Recommendations by the Visitation Panel | Comments by the Visitor |
|-------|------------------------------|--|---|--|
| 5.1. | SOURCES OF FUNDS | <p>(i) The yearly Capital allocation to the NOUN was inadequate.</p> <p>(ii) There was a moderate grant from the TETFund and a fair intervention from the Needs Assessment.</p> <p>(iii) The IGR was insignificant.</p> <p>(iv) There was a robust PSR/PSF.</p> <p>(v) No loan taken to fund projects hence, no indebtedness during the period under review.</p> | <p>(i) The Federal Government should increase the capital allocation of the NOUN to enable it improve its infrastructural development;</p> <p>(ii) Strategies should be devised to attract more grants and interventions from the TETFund and Needs Assessment;</p> <p>(iii) Management should explore more areas to augment its IGR in order to improve its infrastructural development; and</p> <p>(iv) PSR/PSF Should be judiciously utilized to achieve the objectives of the ODL Scheme.</p> | <p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p> |
| 52. | APPLICATION OF FUNDS BY NOUN | <p>(i) TETFund grants and Needs Assessment interventions were fully utilized in completing projects.</p> <p>(ii) Balances left in TETFund grants, Needs Assessment Interventions and the PSR were rolled over to the subsequent year.</p> <p>(iii) There was a serious deficit in the</p> | <p>(i) The University should explore additional sources of revenue to fund its capital projects by seeking for grants from individuals, Corporate bodies, National and International organizations for special projects and programmes ;</p> | <p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p> |

| S/No. | Item | Observations/Findings by the Visitation Panel | Recommendations by the Visitation Panel | Comments by the Visitor |
|-------|--------------------|---|---|--------------------------------------|
| | | <p>funding of some significant projects of the NOUN.</p> <p>(iv) The quality of some of the capital projects was below standard due to poor supervision.</p> <p>(v) The nominal roll submitted by the Directorate of Physical Planning, Works and Services revealed a shortage of requisite professionals in some of the specialized fields required for the effective supervision of projects.</p> <p>(vi) Most of the Senior Technical staff of the Directorate were not registered with their Professional bodies.</p> | <p>(ii) The Zonal Offices should be properly manned by duly registered professionals in the built environment ;</p> <p>(iii) The University should update and upgrade its Asset Register in line with IPSAS standards by making sure all Landed Properties are covered by Certificates of Occupancy, letters of grants etc. ;</p> <p>(iv) The NOUN should comply with the Federal Government's directives that all Public Buildings must have facilities for the physically challenged ; and</p> <p>(v) The Directorate of Physical Planning, Works and Services should be restructured to enable it perform more efficiently and deliver on its mandate.</p> | |
| 53. | COMPLETED PROJECTS | <p>The University has the following completed projects :</p> <p>(i) 59 projects funded from the Federal Government Capital Allocation.</p> <p>(ii) 22 projects under the TETFund.</p> <p>(iii) 13 projects under Needs Assessment.</p> | | <i>Visitor notes these findings.</i> |

B 20

| <i>S/No.</i> | <i>Item</i> | <i>Observations/Findings by the Visitation Panel</i> | <i>Recommendations by the Visitation Panel</i> | <i>Comments by the Visitor</i> |
|--------------|------------------------------------|--|---|---|
| 54. | UNCOMPLETED/ ABANDONED PROJECTS | <p>(i) The abandoned project in the Model Study Centre, Kubwa, Abuja was funded by the TETFund and awarded to Messrs CCECC by the Federal Ministry of Education.</p> <p>(ii) The Contractor abandoned the site in 2003 at 30 per cent completion due to non-payment.</p> | NOUN should liaise with the Federal Ministry of Education and TETFund to see to the completion of this important project. | <i>Visitor notes this recommendation for update in subsequent visitation.</i> |

TERM OF REFERENCE FIVE

“Examine the adequacy of the staff and staff development programmes of each University.”

| <i>S/No.</i> | <i>Item</i> | <i>Observations/Findings by the Visitation Panel</i> | <i>Recommendations by the Visitation Panel</i> | <i>Comments by the Visitor</i> |
|--------------|----------------|---|--|--|
| 6.1. | ACADEMIC STAFF | <p>Total number of staff in the NOUN was 2,289. This was made up of 216 (9.5 per cent) academic staff and 2,073 (90.5 per cent) Non-academic staff.</p> <p>(i) The Panel noted that the NOUN academic staff performed the following functions:</p> <ul style="list-style-type: none"> • Developing learning materials. • Setting tests and examinations. • Grading students' submissions. • Undertaking research activities. • Providing online student facilitation. <p>(ii) The academic staff strength of the NOUN was inadequate while the number of facilitators on ground was fairly adequate. The level of adequacy of academic staff is 60 per cent. An additional 250 academic staff are needed to complete the academic staff requirement.</p> <p>(iii) The NOUN had put in place a number of practices which enabled the academic staff in the system to adequately meet the students' needs. These included.</p> | <p>(i) NOUN should ensure that more academic staff are employed for required staff mix in line with NUC guidelines ;</p> <p>(ii) The University should set up a Task Team to examine all the complaints that border on academic delivery at the Study Centres across the Federation for appropriate action ; and</p> <p>(iii) NOUN should institute a policy of having more academic staff at the Zonal Offices and Study Centres.</p> | <p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p> |

| S/No. | Item | Observations/Findings by the Visitation Panel | Recommendations by the Visitation Panel | Comments by the Visitor |
|-------|--------------------|--|---|---|
| | | <ul style="list-style-type: none"> - online facilitation; - e-examinations; - pen-on-paper examinations ; - students' project moderation ; - writing of course materials <p>(iv) The teaching, learning and research are majorly carried out by the academic staff who engage in instructional delivery.</p> <p>(v) The facilitators are engaged in learner support, supervision of projects, assessment of students Tutor Marked Assignment (TMA) and Pen on Paper examinations (POP).</p> <p>(vi) The ratio of academic staff to non-teaching staff is 1 : 11 which leaves most activities in the NOUN to non-academic staff.</p> | | |
| 62. | NON-ACADEMIC STAFF | <p>(i) Total number of staff of the NOUN as at December 2015 was 2,289 out of which 2,073 (90.5 per cent) were non-academic staff.</p> <p>(ii) The 2,073 (90.5 per cent) non-academic staff were made up of the following :</p> <ul style="list-style-type: none"> - Library staff - 41 (1.8 per cent) - Senior non-teaching staff- 1,252 (54.7 per cent) | <p>(i) The University should embark on a comprehensive personnel audit to determine its manpower requirements ; and</p> <p>(ii) Thereafter, NOUN should seek for a special waiver through the Federal Ministry of Education and other relevant Government agencies to recruit more staff.</p> | <p>Visitor notes these recommendations for update in subsequent visitation.</p> |

| S/No. | Item | Observations/Findings by the Visitation Panel | Recommendations by the Visitation Panel | Comments by the Visitor |
|-------|-------------------|---|---|---|
| | | <p>- Junior non-teaching staff-780 (34.0 per cent)</p> <p>The reports from the Study Centres revealed that:</p> <p>(i) The Library staff were inadequate.</p> <p>(ii) Counsellors were inadequate.</p> <p>(iii) Records available to the Panel revealed a general shortage of staff in the Study Centres.</p> | | |
| 63. | STAFF DEVELOPMENT | <p>(i) There was a comprehensive staff development programme which included:</p> <ul style="list-style-type: none"> - sponsorship for Higher degrees ; - attendance at workshops ; - TETFUND sponsored conferences ; and - Needs Assessment training and workshops. <p>(ii) The following were sponsored :</p> <p>(a) 539 staff for workshops and conferences.</p> <p>(b) 133 staff for higher degree trainings in various universities across the world, out of which 123 were academic staff trained for their Ph.Ds.</p> | <p>(i) The University should intensify efforts at ensuring that more academic staff are trained in ODL than other cadres.</p> <p>(ii) NOUN should ensure that all facilitators to be engaged by the University are proficient in ODL mode of delivery.</p> <p>(iii) The directive of the Visitor that young graduates be employed and trained to scale the academic ladder should be effectively implemented.</p> <p>(iv) The services of all Professors and facilitators that are over 70 years should immediately be dispensed with to give room for young academics.</p> | <p>Visitor notes these recommendations for update in subsequent visitation.</p> |

B 24

| <i>S/No.</i> | <i>Item</i> | <i>Observations/Findings by the Visitation Panel</i> | <i>Recommendations by the Visitation Panel</i> | <i>Comments by the Visitor</i> |
|--------------|-------------|---|--|------------------------------------|
| | | <p>(iii) The NOUN enjoyed sponsorship by the TETFUND and Needs Assessment for various training and re-training on ODL for the staff of the University.</p> <p>(iv) Some of the facilitators assigned to various Study Centers lacked the necessary ODL skills required to effectively interact with students online.</p> <p>(v) The number of staff, academic and non-teaching staff trained each year was encouraging ; and</p> <p>(vi) The University stated clearly that it had no business recruiting young graduates, and instead preferred recruiting Ph.D holders.</p> | <p>(v) NOUN should address the lopsidedness in its staff mix to ensure that academic staff is given prominence in future recruitments.</p> | |

TERM OF REFERENCES IX

“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 (Governing Council, NUC and the Federal Ministry of Education.)”

| S/No. | Item | Observations/Findings by the Visitation Panel | Recommendations by the Visitation Panel | Comments by the Visitor |
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| 7.1. | FEDERAL MINISTRY OF EDUCATION | <p>(i) There was a good working relationship with the Federal Ministry of Education (FME). The Ministry mediated and resolved the impasse between the University and NUC over accreditation issues.</p> <p>(ii) The Ministry also intervened in the disagreement between the University and the TETFund which led to the restoration of the TETFund Annual Intervention Fund in 2012.</p> <p>(iii) The University also participated in the yearly meetings of Federal Tertiary Institutions on the annual budget matters coordinated by the Ministry.</p> <p>(iv) The extension of the tenure of the former Vice-Chancellor, Prof. Tenebe by Council in October, 2015 in contravention of the provision of the extant law was a clear indication of the failure of the representative of the Federal Ministry of Education at that meeting to advise Council appropriately.</p> | <p>(i) The University should sustain its cordial relationship with the Federal Ministry of Education.</p> <p>(ii) The Permanent Secretary, Federal Ministry of Education should ensure that only competent persons are delegated to represent the Ministry in the meetings of the Governing Council of NOUN, in view of its unique nature.</p> <p>(iii) The University should ensure that it is always represented at the JCCE Reference Committee meetings on Tertiary Education in order to make professional inputs on policy matters that border on strengthening the ODL in Nigeria, especially the development of a stand-alone National Policy on ODL.</p> <p>(iv) The Federal Ministry of Education should conduct periodic monitoring exercises on the level of implementation of the provisions of the National Policy on Education on ODL in the University Headquarters and its Study Centres.</p> | <p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p> |

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| 72. | NATIONAL UNIVERSITIES COMMISSION (NUC) | <p>(i) The NOUN had secured NUC's approval for the accreditation of some of its academic programmes. It had also set up the necessary processes required for the introduction of new programmes and establishment of new Study Centres through resource verification by the NUC.</p> <p>(ii) The University interfaced with the NUC and the Nursing and Midwifery Council of Nigeria and ensured speedy resolution of the impasse that had delayed the graduation ceremony of 2012 until the accreditation of the Nursing programme was concluded.</p> <p>(iii) Following series of meetings between the Vice-Chancellor and the NUC officials, a Joint Committee of the NOUN and NUC was constituted to address matters relating to Resource Verification ; Programme Audit ; and Accreditation of Programmes.</p> <p>(iv) In compliance with NUC policy that Federal Universities operating on temporary sites should, within fifteen (15) years, commence development of their permanent sites, the NOUN was able to</p> | <p>(i) The University should sustain its cordial relationship with the NUC by ensuring compliance with the agency's regulatory provisions to ensure that its graduates are globally competitive.</p> <p>(ii) The University should not establish any new Study Centre or commence academic activities in any Study Centre until NUC grants approval after necessary resource verification.</p> <p>(iii) The University should urgently put machinery in motion for the deployment of its academic staff to the Zonal/ State Study Centres in line with NUC's requirement.</p> | <p>Visitor notes these recommendations for update in subsequent visitation.</p> |

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| | | <p>relocate to its permanent campus in Jabi, Abuja under fourteen (14) years after its resuscitation in 2002.</p> <p>(v) The University involved the NUC in its governance by inviting its representative to the meetings of the Governing Council, contrary to the provisions of the University Act.</p> <p>(vi) Assessment of the implementation of the White Paper on Visitation Panel recommendations on the University, 2004-2010 showed that the NOUN did not comply with the approval of the Visitor that new Study Centres must be approved by the NUC before they are established.</p> | | |
| 73. | THE GOVERNING COUNCIL | <p>Between 2011 and 2015, the University was administered by two Governing Councils. The Council played supportive roles in the proper regulation of the University in line with the extant law and NUC Benchmark for Minimum Academic Standards (BMAS).</p> <p>(i) The Council also played crucial roles in facilitating the TETFund Annual Intervention Fund for infrastructural development in 2012.</p> | <p>(i) The cordial relationship between the Governing Council and the University Management should be sustained.</p> <p>(ii) Management of the University should, at all times, brief the Council on the investments, properties and business ventures of the University as a matter of deliberate policy.</p> <p>(iii) The Governing Council should</p> | <p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p> |

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| | | <p>(ii) The Council worked in harmony with Management for the development of the University Campus in Jabi, Abuja through a high impact TETFund's Special Intervention and the subsequent relocation of the University Headquarters from Lagos to Abuja campus on 15th January, 2016.</p> <p>(iii) The roles of the two Governing Councils during the period under review with regards to finance, appointments, promotions, discipline and academics in conjunction with the Management of the University demonstrated cordiality.</p> <p>(iv) The Governing Councils during the period under review appeared to be unaware of the investments and business ventures of the University, especially the activities of the NOUN Microfinance Bank and the NOUN Consult Investment Limited (NOUNCIL).</p> | <p>institute an Audit Panel to look into the activities of NOUN Microfinance Bank and NOUNCIL for possible resuscitation or liquidation.</p> | |
| 74. | THE JOINT ADMISSIONS AND MATRICULATION BOARD (JAMB) | <p>(i) NOUN and JAMB agreed on the terms and conditions for the regularization of students.</p> <p>(ii) JAMB, subsequently created a special facility on the Central Admissions Pro-</p> | <p>(i) The University should utilize the JAMB online customized facility for the registration of its candidates on the Central Admission Processing System (CAPS), which is a system that has</p> | <p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p> |

