



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
(2016 - 2020)**

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
(2016-2020)**



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 (2016-2020).

2. Citation.

SCHEDULE

**WHITEPAPERONTHEREPORTOF THE VISITATION PANEL INTO
THE AFFAIRS OF THE NATIONAL OPEN UNIVERSITY OF NIGERIA,
ABUJA (2016-2020)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the National Open University of Nigeria, Abuja (2016-2020) 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
(2016-2020).

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 (2016-2020)”.

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 2016 to 2020.

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) NUC should not attend Governing Council meetings of NOUN due to Conflict of Interest ;

(ii) the Governing Council should entrench the federal character principle and gender balancing in the appointment of Principal Officers and recruitment of other categories of Academic and Non-Academic staff, which should also be appropriately and widely advertised ;

(iii) staff recruitment should be anchored on the mandate of the NOUN, which is mostly ICT-Driven;

(iv) the Senate should conduct elections for the appointment of its Representatives into the Governing Council of the University as soon as it is inaugurated by the Visitor ;

(v) NOUN should embrace and explore Public Private Partnership (PPP) in addressing its infrastructural deficits ;

(vi) the NOUN should put in place adequate control measures to ensure accountability;

(vii) NOUN should endeavour to operate within the budgetary provisions for personnel costs in line with extant rules ;

(viii) the NOUN should desist from monetization of accumulated/unutilised leave and fully comply with this extant regulation to avoid a repeat of such infraction ;

(ix) the Management should stop the payment of sitting allowances to the internal Council Members of the NOUN;

(x) The NOUN should stop the payment of upkeep allowance to staff on secondment to other Agencies ;

(xi) NOUN should devise better strategies to attract more grants and interventions from the TETFund and Needs Assessment ;

(xii) the NOUN should ensure that the PSR/PSF are judiciously utilized to serve student needs in order to achieve the objectives of the ODL Scheme ;

(xiii) EFCC should investigate the misapplication of the funds used for purposes other than the ones the PSR/PSF were meant for ;

(xiv) NOUN should embark on intensive advocacy in collaboration with relevant stakeholders ; its Alumni, Philanthropists, Development Partners, Corporate organizations and other stakeholders to raise funds for special projects and programmes;

(xv) the NOUN should update and upgrade its asset register in line with International Public Sector Accounting Standards (IPSAS);

(xvi) the NOUN should comply with the Federal Government directive that all Public Buildings must have facilities for the physically challenged ;

(xvii) the FME should direct the NUC to declare a period of moratorium on the establishment of new Study Centres to allow for the existing Centres to attain a desirable level of functionality;

(xviii) NOUN should ensure that facilities for teaching and learning are upgraded to a standard that puts the graduates of the University on the same pedestal with their counterparts in the conventional Universities;

(xix) the NOUN should comply with the NUC's BMAS with regard to staff mix in all its academic programmes;

(xx) NOUN should deploy contemporary security measures including collaboration with relevant government agencies ;

(xxi) NOUN should ensure that all members of the University community involved in examination misconduct are sanctioned in line with the provision of the guidelines ;

(xxii) NOUN should institute an effective monitoring and inspection mechanism to promptly identify and deal with malpractices ; and

(xxiii) NOUN should ensure that all cases of misconduct are expeditiously dealt with to facilitate quick dispensation of justice.

TERM OF REFERENCE ONE

"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>
21.	LAST VISITATION REPORT			<i>Visitor notes there was no recommendation for this ToR.</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.”

S/No	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
3.1.	COMPOSITION OF COUNCIL	<p>Findings</p> <p>(i) Between 2016 and 2020, the University was administered by two Governing Councils.</p> <p>(ii) The two Governing Councils had the Representative of the National Universities Commission (NUC).</p> <p>(iii) The Council of 2014-2018 comprised three members of the Senate and three members of Congregation as against four (4) and two (2) respectively as stipulated in the Act.</p> <p>(iv) No member of the University Convocation was elected into both Councils in contravention of the Act.</p> <p>Observations</p> <p>(i) The two Governing Councils that served the University between 2016 and 2020 were not properly constituted in line with the law establishing the University.</p> <p>(ii) The attendance of the NUC during Council meetings contravened the University Act.</p> <p>(iii) The non-representation of the</p>	<p>(i) In view of the important regulatory role of the National Universities Commission (NUC) over Nigerian Universities, the NUC should 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 in the ratio of 4:2:1 respectively as provided for in the Act.</p> <p>(iii) The Federal Ministry of Education should perform its oversight function of ensuring that the University Council is always properly constituted.</p>	<p>(i) Visitor rejects recommendation (i) and directs NUC to stop attending due to Conflict of Interest.</p> <p>(ii) Visitor accepts recommendation (ii) and directs Council to comply.</p> <p>(iii) Visitor notes recommendation (iii) and directs FME to step up its oversight.</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>Convocation on the two Councils also contravened the University Act.</p> <p>(iv) The over-representation of the Congregation contravened the University Act.</p>		
32.	PRO-CHANCELLOR AND EXTERNAL MEMBERS OF COUNCIL	<p>(i) The Pro-Chancellor of the University between 2014 and 2018, was adjudged to be a person of sterling qualities in public administration and governance.</p> <p>(ii) Other external members of Governing Council between 2014 and 2018 were also adjudged to be people who added immense value to the governance of the University within the period under review.</p> <p>(iii) The Pro-Chancellor of the University between 2018 and 2020, was adjudged to be eminently qualified as Pro-Chancellor of a novel University such as the NOUN.</p> <p>(iv) The Profile of other external members of Governing Council between 2018 to date showed that they had capacity to add immense value to the governance of the University.</p>	<p>(i) The appointment of persons with impeccable character into the Governing Council as was done from 2018 to date should be sustained by the Visitor.</p> <p>(ii) The University Community should ensure that only credible members are elected from the Senate, Congregation and Convocation to the Governing Council in order to complement the efforts of the Visitor's appointees in repositioning the University for quality governance.</p>	<p><i>Visitor notes these recommendations.</i></p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
33.	APPOINTMENT OF PRINCIPAL OFFICERS	<p>(i) The appointment of Prof. Adamu by the Visitor led to protests by ASUU, NANS and other interest groups who alleged that the appointment was an abuse of due process as it was the mandate of the Governing Council to appoint the Vice-Chancellor under the University Miscellaneous Act (2003) as amended.</p> <p>(ii) The implication of the above was that the Visitor contravened the University's Act in appointing Prof. Adamu as the Vice-Chancellor.</p>	The Federal Ministry of Education should ensure that the Visitor is always properly advised on the provisions of the Act regarding the appointment of the Vice-Chancellor.	Visitor notes this recommendation.
34.	FEDERAL CHARACTER PRINCIPLE AND APPOINTMENT OF PRINCIPAL OFFICERS	<p>In 2016, the Federal Character Commission accused the University of having "unbalanced" representation of staff from the States, and also raised the issue of non-advertisement of vacancies in the newspapers in line with extant rules and regulations.</p> <p>In order to give all Nigerians a sense of ownership in the NOUN, the Governing Council ensured that the selection and appointment of Principal Officers during the period under review were done to allow each of the six (6) geo-political zones of Nigeria to be represented in the University management.</p>	<p>(i) The Governing Council should entrench the federal character principle in the appointment of Principal Officers and other categories of Academic and Non-Academic staff in line with the Act of the Federal Character Commission.</p> <p>(ii) The Governing Council should also ensure that the recruitment of staff is appropriately and widely advertised to ensure that many suitably qualified candidates apply in order to select the best hands.</p>	Visitor accepts these recommendations.

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
35.	APPOINTMENT OF VICE-CHANCELLOR IN 2020	<p>(i) The Governing Council, during its 59th Meeting held on 21st May 2020, directed that advertisement for the post of the Vice-Chancellor of the University due to be vacant on 11th February, 2021 be placed in three National Dailies with effect from 10th August, 2020.</p> <p>(ii) The Council set up a 5-man Search Team for the appointment of a new Vice-Chancellor.</p> <p>(iii) The Council also approved the sequence of proceedings for the appointment of new Vice-Chancellor of the NOUN on 11th February, 2021.</p> <p><i>Observations</i></p> <p>(i) In spite of the rigorous selection process adopted for the appointment of the new Vice-Chancellor, the Council did not set a minimum benchmark required for appointment of the Vice-Chancellor.</p> <p>(ii) It is standard practice in Councils of Federal Universities to adopt 70 per cent benchmark for any candidate to be considered for Principal Officers' positions by the Council.</p> <p>(iii) Notwithstanding the foregoing, the Council acted within its powers in the appointment of the current Vice-Chancellor, Professor Peter Olufemi.</p>	<p>(i) The Council should always establish a minimum benchmark score for candidates to be shortlisted for appointment to positions of Principal Officers.</p> <p>(ii) The Governing Council should ensure gender representation in the appointment of Principal Officers and in the recruitment of various categories of staff in the University.</p> <p>(iii) The Federal Ministry of Education and the National Universities Commission should ensure that the guidelines established for the appointment of Vice-Chancellors and Principal Officers of Federal Universities are strictly adhered to.</p> <p>(iv) The Council should ensure that the processes outlined in the selection process including vacancy advertisement are sustained.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendation (ii).</p> <p>(iii) Visitor notes recommendation (iii) and directs compliance.</p> <p>(iv) Visitor notes recommendation (iv).</p>

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S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
36.	MEETINGS OF THE GOVERNING COUNCIL	<p><i>Findings:</i></p> <p>In 2020, the Council held a total of twenty-two (22) meetings comprising four (4) Regular Meetings and eighteen (18) Emergency Meetings.</p> <p><i>Observations:</i></p> <p>(i) While the four Regular meetings held by the Council in 2020 were in line with statutory provisions, the eighteen (18) Emergency meetings held contravened the Federal Government Circular which provides for a maximum of eight (8) in a year for both regular and emergency meetings.</p> <p>(ii) Holding more than eight (8) meetings by the Governing Council is not only in contravention of the law, but not cost-effective. More importantly, the numerous Council meetings will distract the Management from carrying out other activities required for effective day-to-day operations of the institution.</p>	<p>The Governing Council should ensure that its regular and emergency meetings do not exceed eight (8) in a year in line with statutory requirements for cost effectiveness and to allow Management concentrate on the day-to-day running of the Institution.</p>	<p><i>Visitor notes this recommendation and directs Council to comply with extant rules.</i></p>
37.	THE VICE-CHANCELLOR	<p>(i) The former Vice-Chancellor of the University, Prof. Abdalla Uba Adamu, deserves commendation for his contributions to the repositioning of the Uni-</p>	<p>(i) The University should implement the decision of the Visitor in the White Paper on the last Visitation Panel Report by recruiting young brilliant</p>	<p>(i) <i>Visitor notes recommendation (i).</i></p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>iversity by strengthening the quality of the NOUN operations and its graduates.</p> <p>(ii) The policy of emphasizing Ph.D as minimum criterion for academic engagement in the University during the tenure of Prof. Adamu was at variance with the approval of the Visitor that young academic staff should be attracted, appointed and retained in the service of the University.</p> <p>(iii) The NOUN Business School (NBS) that was approved to run Executive Postgraduate Programmes and Short-term Courses in partnership with the Office of the Accountant General of the Federation could not take-off in spite of the advertisement placed in newspapers for admission of students in 2019.</p> <p>(iv) The Council of Legal Education has not rescinded its decision that the NOUN should stop its Law programmes in spite of the amendment to the University enabling Act which provides that the University offers full-time study programmes. The remedial programme that CLE agreed to organize</p>	<p>graduates with Bachelor's and Master's Degrees who are proficient in ODL mode of learning.</p> <p>(ii) More full-time Academic Staff should be deployed to the Study Centres across the Federation to provide necessary academic support to students, non-academic staff and course facilitators at the Study Centres.</p> <p>(iii) The University should remove all the impediments for the commencement of the NOUN Business School (NBS) since the Office of the Accountant General of the Federation had agreed to collaborate with it in running the Executive Postgraduate Programmes and Short-term Courses.</p> <p>(iv) NOUN should continue to engage the Council of Legal Education to secure its approval for the running of its Law programmes and admission of its graduates into the Nigerian Law School.</p> <p>(v) The University should implement the decision of the Visitor in the White paper on the last Visitation Panel</p>	<p>(ii) Visitor rejects recommendation (ii).</p> <p>(iii) Visitor accepts recommendation (iii).</p> <p>(iv) Visitor notes recommendation (iv).</p> <p>(v) Visitor accepts recommendation (v) and directs Management to comply.</p>

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S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>for the 1,850 NOUN Law graduates is a one-off palliative that has not addressed the legality of the NOUN to run Law programmes.</p> <p>(v) The figure of 103 Study Centres reportedly established by the NOUN throughout Nigeria does not tally with the NUC's record of 78 Study Centres as at the time of writing this report.</p>	<p>Report (2004 - 2010) by ensuring that all NOUN Study Centres are approved by the NUC before they commence operations.</p> <p>(vi) A 10-year Strategic Plan (2021 - 2030) should be developed to tackle challenges, consolidate on achievements and propel the University to greater heights.</p>	<p>(vi) Visitor notes recommendation (vi) and directs Management to comply.</p>
38.	DEPUTY VICE-CHANCELLORS	<p>(i) The Deputy Vice-Chancellor Academic is responsible for overseeing the academic matters of the University and activities of the Study Centres across the Federation.</p> <p>(ii) It is also noteworthy that the Deputy Vice-Chancellor Academic and other Principal and Faculty Officers are majorly based in the NOUN Headquarters, Abuja.</p> <p>(iii) There were several complaints from the Study Centres regarding non-availability of course materials, inadequate facilities and poor attitude of staff to students' requests.</p>	<p>The University should create an additional office of Deputy Vice-Chancellor to oversee the Study Centres and promote the advancement and management of ICT infrastructure and ODL.</p>	<p>Visitor accepts this recommendation and directs Council and Management to implement.</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>
3.9.	THE SENATE	<p>(i) At its 87th Meeting held on May 10, 2016 the Senate approved that the taxonomy of Schools be changed to Faculties and Units to Departments in line with what obtained in other Universities.</p> <p>(ii) The Senate was informed of the reconstitution of the University Governing Council on Monday, 12th March, 2018 by the Federal Government. The Vice-Chancellor however, complained to the Senate about the inability of the new Council to convene a meeting due to the absence of the Representatives of Senate on Council. The Senate later elected its Representatives to the Governing Council.</p> <p>(iii) The Senate streamlined its membership to exclude Study Centre Directors who were not Professors to reduce the cost of hosting Senate meetings.</p> <p>(iv) Between 2016 and 2020, Senate held a total of twenty (20) regular meetings which indicated an average of four per year. The number of the meetings fell short of the Senate resolution in 2013 that its regular meetings should be held once in</p>	<p>(i) The Senate should conduct elections for the appointment of its Representatives into the Governing Council of the University as soon as it is inaugurated by the Visitor.</p> <p>(ii) The Senate should adhere strictly to holding its regular meetings of at least a minimum of six times in a year excluding extraordinary meetings.</p> <p>(iii) The Senate should endeavour to discuss exhaustively the various challenges confronting the University, especially those arising from the deficiencies observed by the regulating agencies on the academic programmes and laxities in the Study Centres.</p> <p>(iv) Senate should draw up a contingency plan for the running of Paralegal Certificate programmes pending the time the Council of Legal Education (CLE) will allow the University to resume Law Programmes.</p>	<p>(i) Visitor accepts recommendation (i).</p> <p>(ii) Visitor accepts recommendation (ii).</p> <p>(iii) Visitor accepts recommendation (iii).</p> <p>(iv) Visitor notes recommendation (iv).</p>

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S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>two months to allow for proper and extensive deliberations on matters affecting the University.</p> <p>(v) It was also the practice in the Senate to applaud the Reports of accreditation programmes by the NUC without necessarily deliberating extensively on the grey areas specified for amendments. These included:</p> <ul style="list-style-type: none"> • inadequate skills of academic staff on ODL; • inadequate e-tutors and training facilitators ; • shortage of academic staff in Study Centres; • outdated self-learning materials; • inadequate Guidance Counsellors, and • disproportionate Tutor/Learner ratio that did not meet NUC BMAS, among others. 		
3.10.	THE REGISTRAR	<p>(i) The Registrar was a recipient of the prestigious Council Award of Excellence for exemplary performance in 2020.</p> <p>(ii) Initiated the process of promoting eighteen (18) Administrative Staff who had been stagnated since 2012 to the rank of Deputy Registrar in 2016.</p>	<p>(i) The exemplary leadership of the Registrar, Mr. Felix Edoke should be noted and the officer urged to continue to serve as a model worthy of emulation by his subordinates.</p> <p>(ii) The University should adopt a policy of rotating its staff to various Study Centres for the</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendation (ii).</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(iii) In order to maintain proper staff and students' records, the Human Resource and Academic Registry were digitalized in 2017 to allow for safe keeping and easy retrieval of records.</p> <p>(iv) It was to the credit of the Registrar that students and staff records were digitalized and senior administrative staff were promoted.</p> <p>(v) Overstaffing at the Headquarters is a major challenge which had rendered the various Study Centres across the country under staffed.</p>	<p>benefit of experience sharing, equity, fairness and quality service delivery.</p> <p>(iii) Extracts of the minutes of all the Council and Management meetings should be produced by indicating summary of the decisions reached, the stakeholder(s) responsible for action, the timeline for action and any other remarks, which would be forwarded to various members of the Council, ahead of the next meeting.</p>	<p>(iii) Visitor notes recommendation (iii).</p>
3.11.	THE BURSAR	<p>(i) The following Units are under the supervision of the Bursar:</p> <p>(a) Budget.</p> <p>(b) Students' Accounts.</p> <p>(c) Expenditure.</p> <p>(d) Treasury Management.</p> <p>(e) Final Accounts.</p> <p>(f) Payrolls.</p> <p>(g) Business and Auxiliary Services Unit.</p> <p>(h) Store/Warehouse.</p> <p>(ii) During the period 2016 - 2020, the University recorded the following :</p>	<p>(i) The University should intensify efforts to improve its IGR in order to augment its funding.</p> <p>(ii) Public Private Partnership (PPP) should be sought in addressing infrastructural deficits.</p> <p>(iii) The University should work assiduously with the appropriate authorities such as the National Assembly, the Federal Ministry of Education, the Ministry of Finance, Budget and National Planning and the Office of the Ac-</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendation (ii).</p> <p>(iii) Visitor notes recommendation (iii).</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(a) Increase in Personnel Cost Appropriation from N2.4 billion to ₦5.5 billion.</p> <p>(b) Increase in Capital Expenditure from N84million to ₦1 billion.</p> <p>(c) Timely payment of Salaries.</p> <p>(d) Proper handling of IPPIS shortcomings due to a cordial relationship with the Office of the Accountant General of the Federation.</p> <p>(e) Keeping proper accounting records.</p> <p>(iii) The University encountered the following challenges during the period under review:</p> <p>(a) Shortfall in Personnel cost which impacted negatively on staff welfare.</p> <p>(b) Inadequate overhead cost leading to the University's inability to meet its obligations.</p>	<p>countant General of the Federation to improve its yearly statutory allocations.</p> <p>(iv) Other avenues of attracting funds through endowments, donations, grants and interventions should be explored to meet some of its obligations.</p> <p>(v) Investment drive should be revamped by resuscitating some of its commercial ventures, such as the Guest House, Transport business, and the Microfinance Bank.</p> <p>(vi) The University Printing Press should be fully commercialized to increase IGR.</p>	<p>(iv) Visitor notes recommendation (iv).</p> <p>(v) Visitor notes recommendation (v).</p> <p>(vi) Visitor accepts recommendation (vi).</p>
3.12.	THE UNIVERSITY 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 and distributed to the Study Centres across the country.</p> <p>(ii) NOUN Virtual library was established at the headquarters</p>	<p>(i) The 10 per cent statutory grant for the library should be provided directly to the library.</p> <p>(ii) The University should employ more qualified Librarians for deployment to the Study Centres.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendation (ii) and directs Council and Management to ensure compliance.</p>

