

ACKNOWLEDGEMENTS

On behalf of the Presidential Visitation Panel to Nnamdi Azikiwe University, Awka, appointed by His Excellency Muhammadu Buhari, GCFR; President Federal Republic of Nigeria, I acknowledge the individuals and several groups that the Panel had to depend on in order to complete our job on schedule.

We first and foremost thank God Almighty for his mercies and for giving us the strength to carry out this important national assignment. May He continue to guide and protect our dear country, Nigeria. Amen.

Our gratitude goes to the President and Commander-In-Chief of the Armed Forces of Nigeria, His Excellency Muhammadu Buhari, GCFR, for trusting us with this important national assignment. The Honourable Minister of Education, Mallam Adamu Adamu; the Honourable Minister of State for Education, Barrister Chukwuemeka Nwajiuba; the Permanent Secretary, Federal Ministry of Education, Arc. Sonny Echono; and the Director, Tertiary Education Department, Mrs. Rakiya Ilyasu for facilitating this significant national assignment.

Our appreciation also goes to the Executive Secretary of the National Universities Commission, Professor Abubakar Adamu Rasheed; MFR, mni, for his guidance, support, and commitment to the success of this assignment.

We acknowledge the assistance extended to us by:

- a. Prof. Charles O. Esimone, FAS, Vice-Chancellor for his unflinching support that ensured we successfully discharge our assignment.
- b. We are also grateful to the two Deputy Vice-Chancellors, Prof Joseph Ikechebelu (Administration), Prof F.J.C. Odibo (Academic); the Registrar, Barr. Philomena Okoye; the Bursar, Dr. Joy N. Ojukwu; the University Librarian, Dr. (Mrs) Stella Ngozi L. Anazi; the Provost, College of Medicine, Prof Gerald O. Udigwe; all the Deans and Heads of Departments for providing information and giving their time to the Panel.

- c. We thank the immediate past Vice-Chancellor, Prof. J. Ahaneku for visiting us and his offer of co-operation.
- d. Many groups and individuals at Nnamdi Azikiwe University, Awka contributed by sending memoranda and useful information to the Panel. To all of them, we say, thank you. In particular, the former Vice-Chancellor, Prof O. E. Egboga FAS; ASUU, SSANU, Students Union Government, Public Relation/Protocol unit and other Officers of the University that made our stay at Awka more pleasant and productive. To all of them, we are indeed grateful.
- e. The Governor of Anambra State, Mr. Willie Obiano for the reception granted to us and for the candid expression of his views on the concerns of the citizens of Anambra State with respect to the growth and development of NAU.
- f. The Obi of Onitsha, Igwe Alfred Achebe, mni, Chancellor, Ahmadu Bello University, Zaria for hosting us in his palace and his words of encouragement.
- g. Finally, we would like to thank all other groups and individuals too numerous to mention for their contribution towards the successful completion of this report. Mention should however, be made of the Secretarial staff, Catering unit and drivers of the University for their dedication to duty.

Barr. Danladi I. Kifasi, CFR, mni

For and on behalf of the Presidential Visitation Panel, 2021

Nnamdi Azikiwe University, Awka

S/NO	NAME	STATUS	SIGNATURE
1.	Barr. Danladi I. Kifasi, CFR, mni. Former Head of Service of the Federation	Chairman	
2.	Barr. Yakubu A. Abbas Private Legal practitioner, Kaduna	Member	
3.	Prof. Sani Abba Aliyu, mni Ahmadu Bello University, Zaria	Member	
4.	Engr. Usman A. Nurudeen Umaru Musa Yar'adua University, Katsina	Member	
5.	Mr. Ebimiyi Austin Dio Procurement Consultants, Lagos	Member	
6.	Barr. Benjamin O. Igwenyi, PhD, MON Ebonyi State University, Abakaliki	Member	
7.	Mr. Mustapha Rasheed A. National Universities Commission, Abuja	Secretary	

Contents

Acknowledgements	i-ii
Signature Page.....	iii
Contents.....	iv
Acronyms and Terms	v-vi
List of Appendices.....	vii
Executive Summary.....	viii-xxi
Chapter 1 Introduction	1-6
Chapter 2 Methodology	7
Chapter 3 Term of Reference (i)	8
Chapter 4 Term of Reference (ii).....	9-19
Chapter 5 Term of Reference (iii).....	20-48
Chapter 6 Term of Reference (iv)	49-54
Chapter 7 Term of Reference (v)	55-84
Chapter 8 Term of Reference (vi)	85-98
Chapter 9 Term of Reference (vii)	99-116
Chapter 10 Term of Reference (viii)	117-133
Chapter 11 Term of Reference (ix)	134-138
Chapter 12 Term of Reference (x)	139-144
Chapter 13 Petitions	145-147

ACRONYM

FME	Federal Ministry of Education
NUC	National Universities Commission
NAU	Nnamdi Azikiwe University
JAMB	Joint Admission and Matriculation Board
TETFund	Tertiary Education Trust Fund
IGR	Internally Generated Revenue
ASUU	Academic Staff Union of Universities
SSANU	Senior Staff Association of Nigeria Universities
NASU	Non- Academic Staff Union of Universities
FMH	Federal Ministry of Health
OAGF	Office of the Accountant General of Federation
FMH	Federal Ministry of Health
FCC	Federal Character Commission
CLE	Council of Legal Education
ARCON	Architects Registration Council of Nigeria
SURCON	Surveyors Registration Council of Nigeria
QSRB	Quantity Surveyors Registration Board
CORBON	Council of the Registered Builders of Nigeria
PCN	Pharmacy Council of Nigeria

NMCN	Nursing and Midwifery Council of Nigeria
ICAN	Institute of Chartered Accountants of Nigeria
ANAN	Association of National Accountants of Nigeria
RRBON	Radiographers Registration Board of Nigeria
MRTB	Medical Rehabilitation Therapists Board of Nigeria
NMISC	National Medical Laboratory Science Council of Nigeria
NIAS	Nigeria Institute of Animal Science
NMISC	National Medical Laboratory Science Council of Nigeria
EHORCN	Environmental Health Officers Registration Council of Nigeria

LIST OF APPENDICES

Appendix 1	Petition 1
Appendix 2	Petition 2
Appendix 3	Petition 3
Appendix 4	Petition 4

EXECUTIVE SUMMARY

On April 13, 2021, a Presidential Visitation Panel was inaugurated by the Honourable Minister of Education, Mallam Adamu Adamu, on behalf of the President, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, and Visitor to the Nnamdi Azikiwe University, Awka, Muhammadu Buahri, *GCFR*. The Panel had a 10-point Terms of Reference addressing level of implementation of the White Paper of the previous Visitation Panel Report; leadership quality; financial management; application of Funds and physical development; academic Matters; relationship between the University and various statutory bodies; legal issues; discipline of staff and students; and. The period covered was 2016 to 2020. Membership of the Panel was:

- | | | |
|------|------------------------------------|-------------|
| i. | Barr. Danladi I. Kifasi, CFR, mni | - Chairman |
| ii. | Barr. Yakubu A. Abbas | - Member |
| iii. | Prof. Sani Abba Aliyu, mni | - Member |
| iv. | Engr. Usman A. Nurudeen | - Member |
| v. | Mr. Ebimiyi Austin Dio | - Member |
| vi. | Barr. Dr. Benjamin O. Igwenyi, MON | - Member |
| vii. | Mr. Mustapha Rasheed A. | - Secretary |

Over a period of two months, the Presidential Visitation Panel applied wide-ranging and comprehensive methodologies for the assignment which included:

- ❖ Extensive stakeholder interviews, interactions and consultation sessions with the Obi of Onitsha, the Anambra State Governor, the Vice- Chancellor, Principal Officers, staff, and students, University Unions, and National Universities Commission.
- ❖ Deliberate analysis of Memoranda received from members of the University

community and former Vice-Chancellor of the University.

- ❖ Advertisements for submission of Memoranda were placed on the internet and various social media platforms. The memoranda were analysed and discussed with their authors where necessary.
- ❖ A rigorous process was carried out by studying the financial management system of the University within the period under review in order to determine whether or not it was in compliance with appropriate regulations.
- ❖ Thorough analysis of the law and statutes of the University with a view to identifying gaps that could be filled for the purpose of ensuring due process in staff and student discipline as well as in other matters.
- ❖ Site visits of all the facilities for teaching, learning and research and inspected completed, abandoned and on-going projects.

The Panel arrived at the following findings and recommendations:

Term of Reference (i)

To inquire into the level of implementation of the White Paper on the last Visitation Panel report.

No White Paper to implement yet on the 2011-2015 Visitation Panel Report which was submitted along with this 2016-2020 Visitation Panel Report.

Term of Reference (ii)

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

Findings and Observations

- Leadership quality of Council, Vice-Chancellor, Registrar, Bursar and Librarian were established to be generally good but with some room for improvement.

Recommendations

- There is the need to appoint Chairmen and members of Council with some level of knowledge of the University system.
- There should be a start-off training for the Chairman and members of the Council.
- Customised training facilities should be provided for the Registrar and her staff to enhance the performance of their duties.
- Communications with staff should always be detailed and prompt in order to avoid frustration and rumour mongering.
- Opportunities should be made available to the Executive Officer cadre to enable them to qualify as professionals in Bursary.
- In order to reduce the tension between the Bursar and the University Community, efforts should be made to disseminate information on the true financial position of the University.
- There ought to be a University, wide Committee on the Library to be chaired by the DVC (Academic) and with all the Faculties represented.

Term of Reference (iii)

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

Findings and Observations

- In this term of reference, financial management of Nnamdi Azikiwe University dealt with the following: income and expenditure, Fixed assets, Project implementation, Budgeting, Treasury Single Account, Payroll, Financial Accounts and Corporate reporting, Bank reconciliation, Pension Administration and Internal Audit. Various findings and observations were arrived at by the Panel in the course of the assignment.

Recommendations

Income and expenditure

- The panel recommends that the Governing Council directs that research budget should be prepared separately from the University Budget and an attempt should be made to target new revenue sources for research.
- The Panel recommends that 5% of entire Revenue of the University should be allocated to Research
- Some of the fees for PhD and Masters should be dedicated to advancing research.

Project implementation

- The University should henceforth comply with the Federal Government budget directive that priority be given to ongoing projects rather than starting new ones.
- The many uncompleted and delayed projects should be reviewed and a prioritized list for their completion prepared by the University Council.
- The University should formally request for take-off grant that would be used to complete these projects.
- The University should adopt the Federal Government standard contract format.
- The University should work closely with the Infrastructure Concession Regulatory Commission (ICRC) and the Bureau of Public Procurement (BPP) to actualize its vision of successful execution of capital projects.

Budget process and management

- The panel recommends that the University Governing Council should seek more financing out of the budget line. There were, for example PPP (Public Private Partnership) arrangements; Build, Operate and Transfer agreements with private investors. The University should provide the land for the building of hostels for rent to students at subsidized rates for a number of years to enable the investor recoup their investment.

- The university should establish a Microfinance bank to diversify its sources of income.
- The Consultancy company of the University should be revitalised to generate more income into the system.
- The University Council should direct the formal creation of an Endowment Fund as a perpetual source of income for the University.

Payroll operations

- The IPPIS software should be integrated with the GIFMIS as are both owned by the Federal Government of Nigeria.
- GIFMIS should be amended to match payee's name and the bank account number before payment is made.
- Activating other Modules on the platform like the Revenue module is recommended.

Pension

- Need for PENCOM and PFAs to create a web portal for pensioners to access information on the status of their pension. This access should enable all pensioners not only to view information but also to update their pension data information online. This was more so as many pensioners became incapacitated at retirement.
- Remittances should be made regularly and promptly by the Federal Government, PENCOM and PFAs.
- PENCOM should be directed to have scheduled training programme for university pension officers.

Audit

- As the system got increasingly digitalized, audit was being challenged to do more. This required that the Internal Auditors should leverage on technology to automate its functions to operate more efficiently to achieve rapid result.
- The knowledge of the audit staff especially the inexperienced ones should be

enhanced through regular training and retraining on emerging technologies in the audit space.

- Audit Software specifically designed for audit functions like Idea II Audit Software etc should be provided by the University.
- There is the need for Internal Audit staff to be trained on the use of the Remita Platform to enable Audit Unit play the roles expected of it.
- There should be synergy between the Internal Audit and the Bursary office for mutual working relationship through joint trainings, conferences and meetings.

Term of Reference (iv)

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

Finding and Observation

- The Panel examined the application of funds, particularly the Special grants, endowments and loans meant for special projects and observed that the University was generally in compliance.

Recommendations

- The University should continue to comply with the instructions of TETFund in the effective utilization of its grants.
- The University should continue to remain diligent in the utilization of NEEDS Assessment grants.
- The University should continue to explore more endowments from individuals and corporate organisations to fund teaching and research activities.

Term of Reference (v)

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

Findings and Observations

The complete records of students' enrolment for 2020 were not available at the time of the Visitation, hence all analyses involving students' enrolment were stopped at 2019.

- The Panel observed that by 2019, there were vacancies in 21 programmes at the Professorial category, there were vacancies in 62 programmes at the category of Senior Lecturer, there were vacancies in 38 programmes at the Lecturer I to Assistant Lecturer category and by 2020, Graduate Assistants were appointed into 71 programmes out of the 79 programmes in the University.
- The staff/students ratio across all faculties was encouraging except in the Faculty of Education. The high enrolments on the part-time and sandwich programmes at the undergraduate level in the Faculty of Education was principally responsible for the skewed staff/students ratio in the Faculty.
- The NUC prescribed an enrolment of not more than 20% of the full-time enrolments into the part-time and sandwich programmes which the University did not observe.
- The non-teaching staff population remained relatively within the prescribed normal. It was observed, however, that there was the dearth of Technologists and Technicians in the various laboratories and studios in the Departments.
- There were indications that the University had recorded significant work to support research activities.
- There was the resuscitation of the Senate Research Grant and formation of research clusters to access the funds.
- It was observed that 42 undergraduate programmes had Full Accreditation and 22 programmes had Interim Accreditation status of the NUC.

- The Panel observed that the practical studio for Music and Theatre Arts was located within the Faculty of Arts offices and classes. The use of this facility by these programmes caused lots of disturbances to other lecture sessions within the faculty.
- The Panel observed that the Science:Arts Ratio did not meet the specified minimum of 60%:40%.
- It was observed that sponsorship for acquisition of higher degrees had been through TETFund for Academic staff. Internally generated funds and TETFund allocations were deployed for conference attendance for all staff. Training for Technologists and Technicians in the laboratories had a fair share of the training supports in the University.
- The Panel observed that admissions into the School of Postgraduate Studies were normally completed before the beginning of the first and second semesters respectively. Student subscription to the School was quite low as the ratio of the Postgraduate student enrolments to that of the Undergraduate student enrolments was dismally poor.
- The University has about 11 Senate committees and 4 Boards overseeing several important arms of the University but none for the Library.

Recommendations

- The Panel recommends a deliberate attempt by the University to attract academics at the Senior Lecturer level. Senior Lecturers drive academic programmes in the faculties and departments.
- Appointments into the Assistant Lecturer through to the Lecturer I cadres should be pursued vigorously by identifying and attracting postgraduate students with outstanding performances.
- Appointments into the Graduate Assistant position should be treated with caution.

- The University should abide by the NUC approved admissions quota as well as comply with the 20% enrolment provision for part-time programmes at the undergraduate level, also as approved by the NUC.
- The University should concentrate on the employment of more Technologists and Technicians in the laboratories and studios.
- The University Management should continue to accord research the highest priority it deserves.
- The Senate Research Grant should be funded regularly and the results handled appropriately.
- The efforts in ranking scholars of the University should be sustained.
- The University should improve on its staffing profile as well as its infrastructure in order to maintain its current successes in the accreditation exercises.
- The University should develop another facility to be called "Theatre Village" that shall be at a remote location from Faculty buildings for the purposes of practical sessions for Music and Theatre Arts programmes.
- The University should address the Science:Arts ratio to conform with the NUC prescribed minimum of 60%:40% in favour of Science.
- The University should strengthen its capacity building efforts for both academic and non-teaching staff. The academic staff should as a matter of policy be entitled to be sponsored to attend and present a paper at one national conference each year and one international conference every other year (or in three years interval).
- The University should further continue the practice of inviting experts to facilitate training programmes for non-teaching staff as the need arises.
- The University should publish and popularise its staff development policy.
- The University should ensure that academic staff without requisite qualification upto the Ph.D enrol into postgraduate studies of the University.
- The University should constitute the Senate Committee on Library.

Term of Reference (vi)

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

Finding and Observation

- Panel observed that the relationship between the University and other Ministries, Department, Agencies and Professional bodies examined during the period under review were cordial.

Recommendations

- The Council and the University Management should sustain the consultation with all Federal Ministries on issues affecting the smooth running of the University.
- University should continue to sustain the established cordial relationship with NUC, JAMB and other Professional bodies.
- Council and Management should maintain the existing good relationship with TETFund especially in terms of assessing funds provided by TETFund and quality of what the fund is used for.
- The University should sustain a cordial relationship with CORBON, COREN and all other professional bodies that have to do with accreditation of professional programmes.

Term of Reference (vii)

To Examine the 'Law' establishing the University including the relationship between the various internal organs, units and offices and indicate the ways the law has

been observed by the competent authorities and also suggest any modifications to the law

Findings and Observations

- The Management structure of the University is similar to that of other Universities in Nigeria. At the apex is the Visitor. There is the Chancellor, the Pro-Chancellor and Vice-Chancellor all playing clear roles according to the dictates of the established Law and rules that govern the University.
- The Committee system was in operation and this had served the needs of the University.
- Panel observed that Staff and Students welfare were being adequately addressed within the available scarce resources.

Recommendation

There is the need for more dialogue, and sustaining the existing calm and cooperation amongst the various Unions in the University.

Term of reference (viii)

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

Findings and Observations

- The Panel traced the historical evolution of the University since inception to the period under review looking at its challenges and achievements.

Recommendation

- The Panel Commended the two council Chairmen, Vice-Chancellors, and other Principal Officers in the review for the peace and stability to the system, hence, enabling academic growth and development.

Term of Reference (ix)

To examine the general security in the University and how the University has dealt with it and recommend appropriate measures

Findings and Observations

- As a multi-campus University, Nnamdi Azikiwe University, Awka, had a security unit in all the campuses headed by heads of departments who answered to the Chief Safety Officer.
- Panel observed that the University had a total of 3139 personnel between 2016-2020 across the Campuses.
- A greater part of the University was not fenced, even some earlier fenced portions had since failed and collapsed, allowing all kinds of people of questionable character, and dangerous animals unhindered access to the Campuses.
- Lack of residential accommodation for students and staff, was identified in all the campuses. Over 80% of the student's population live outside of the campus. This exposes the students to robbery attacks and all sorts of molestations.

Recommendations

- The University Management should do everything within its powers to maintain the good relationship with the conventional security Agencies.
- Maintain and strengthen the Student Work-Aid Assistance initiative to further intelligence gathering.
- The University Management should endeavour to provide modern working tools for the Security Department, increase the staff strength and embark on effective training.
- The Management should maintain and heighten its public enlightenment campaigns on security on the University Campuses and Premises.

Term of Reference (x)

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

Findings and Observations

- The Panel observed that misconducts prevalent among students could be grouped into two: "corporate offences" such as violent demonstrations by students through the Students Union Government, or other students organizations and "individual offenses" such as examination malpractices, certificate racketeering (using forged WAEC or NECO or other qualifying examination bodies) and criminal violence against students or staff.
- It was also observed that corporate offences had declined because of the abolition of indiscriminate cooking in the University hostels and the fact that most of the students live off campus making it difficult for students to congregate easily.
- Publication of Academic and General Regulations of Nnamdi Azikiwe University. This booklet which had been in use contained guidelines on how a student should conduct himself/herself in character and learning.
- The existence of Students Disciplinary Committee which charged with hearing reported cases of misconduct.
- A Certificate Verification Committee which liaised with Examination bodies-WAEC NECO etc to verify O' Level or other certificates submitted by students for admission into the University existed as well.
- Students Union Court the University Surveillance which handled political problems amongst individual students.

Recommendations

- "No students, no University" all issues affecting the students must be given priority attention.
- All disciplinary actions by the authorities of the University must be expeditiously handled and punishment (if any) dispensed before the graduation of the student.
- The Disciplinary Committee should always allow students to have effective representation including witnesses in the trial of cases of misconduct.

- The Management should as a matter of urgency establish sporting arena that would always keep students busy after lectures to absorb their enormous energy and take their mind away from crimes.
- That buildings of more hostels inside the campus will also help in controlling the behaviour of students whose conducts will be monitored by "Hall Governors".
- Good management by the Vice-Chancellor and lieutenants will also ensure good students behaviour.
- All cases of violent crimes such as armed robbery, attempted murder, Murder, Kidnapping, etc. should be immediately transferred to the police authorities for diligent investigation and prosecution. This is because capital offences such as armed robbery, murder, and the like cannot be tried by ordinary Disciplinary Committee but High Courts of Law.

CHAPTER 1

1.0 INTRODUCTION

Composition of the Visitation Panel

The Nnamdi Azikiwe University was established originally by the then Anambra State pursuant to Edict No. 5 of 26th November, 1991. The Federal Government of Nigeria took over the University with effect from 1st September, 1992 through Decree No. 34,1992. However, the law governing the establishment and administration of the University now is the Nnamdi Azikiwe University Act, CAP N139, Laws of the Federation of Nigeria 2004 provides that: "The Visitor shall as often as the circumstances may require, not being less than once every five years, conduct a Visitation of the University or direct that such a Visitation be conducted by such persons as the Visitor may deem fit and in respect of any of the affairs of the University".

In exercise of this power, the President and Commander-In-Chief of the Armed Forces of the Federal Republic of Nigeria, Muhammadu Buhari, GCFR, as Visitor, constituted and appointed a Visitation Panel to the Nnamdi Azikiwe, Awka University as conveyed in the letters of appointment from the Hon. Minister of Education (Ref. No. FME/PS/606/C.1/III/183 dated 29" March, 2021).

The composition of the Visitation Panel to Nnamdi Azikiwe University, Awka was as follows:

- | | | |
|-------|-----------------------------------|------------|
| viii. | Barr. Danladi I. Kifasi, CFR, mni | - Chairman |
| ix. | Barr. Yakubu A. Abbas | - Member |
| x. | Prof. Sani Abba Aliyu, mni | - Member |
| xi. | Engr. Usman A. Nurudeen | - Member |
| xii. | Mr. Austin Dio | - Member |
| xiii. | Barr. Dr. Benjamin O. Igwenyi | - Member |

1.1 TERMS OF REFERENCE

The Panel along with forty-three (43) other Visitation Panels was formally inaugurated on behalf of the President, Commander-In-Chief of the Armed Forces, by the Hon. Minister of Education, Mall. Adamu Adamu on Tuesday 13th April, 2021 at the Idris Abdulkadir Auditorium of the National Universities Commission, Abuja.

In the inaugural address, the President, Commander-In-Chief, stated that the main objective of the visitations is to appraise the performance of the Institutions, in terms of the leadership qualities of the Vice-Chancellors, Principal Officers and Governing Council to ascertain the extent to which they have fulfilled their mandate for public good during the period under review. This explains why the exercise also looked closely into financial management, administration and the overall conditions for teaching, learning and research in the affected institutions.

Specifically, the Terms of Reference of the Panels were as follows:

- (i) To inquire into the level of implementation of the White Paper on the last Visitation Panel Report;
- (ii) To look into the leadership quality of each University in terms of the roles of Governing Council, the Vice-Chancellors and other Principal Officers;

- (iii) To look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations;
- (iv) To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
- (v) To examine the adequacy of the staff and staff development programme of each University;
- (vi) To determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship (i.e Governing Council, National Universities Commission and the Federal Ministry of Education (FME));
- (vii) To examine the 'Law' establishing the University including the relationship between the various internal organs, units and offices and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law;
- (viii) To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction;
- (ix) To examine the general security in the University and how the University has dealt with it and recommend appropriate measures; and
- (x) To examine the process and structures of discipline of students in each university in line with due process of the rule of law.

1.2 **PRELIMINARIES**

The Panel had an inaugural meeting after the last member of the panel was contacted only a week after the Panel was inaugurated. The inaugural meeting was done through

the zoom platform because members were not invited to the inaugural meeting. Series of meetings were also thereafter, held via zoom where Panel Members discussed in detail, the briefing of the Hon. Minister of Education, which, covered the following areas:

- i. dateline for completion of the Visitation report which was given as 13th June, 2021; and
- ii. The expected roles of the Universities being visited.

The Panel members also agreed that instead of moving directly to the University to commence work, initial first contact should be established with the University to determine, among other things;

- i. Details of publicity of the Panel's Terms of Reference;
- ii. Those who should be directly invited to submit memoranda on the Terms of Reference.
- iii. Mode of publicity of the call for memoranda within the University.
- iv. Documents that should be made available by the University before the arrival of the Panel Members.
- v. Work plan for the assignment.
- vi. Transportation arrangements during the assignment.

Members of the Panel eventually travelled to Awka on Monday 26th April, 2021 to commence work on Tuesday, 27th April, 2021.

A meeting had earlier been arranged between the Panel and the Management of the University. The Vice Chancellor, Professor Charles Esimone, FAS, in his speech assured the Panel of the full co-operation of the University. On his part, the Chairman of the Panel assured the University of fairness in the discharge of its responsibility. He emphasized that the Panel was not on a witch-hunt mission.

Courtesy visits were then paid on the following:

- i. The Commissioner of Police, Anambra State Police Command, Awka;

- ii. The Director of State Security Services;
- iii. The Transitional Chairman, Awka North Local Government Council;
- iv. The Obi of Onitsha, His Royal Majesty, Igwe Alfred Achebe, mni., and
- v. The Governor of Anambra State, His Excellency Mr. Willie Obiano.

1.3 MEETINGS WITH FACULTIES/UNITS AND INSPECTION OF FACILITIES

Generally, the meetings with the Faculties and Units were held in the Council Chamber except that with the University Librarian which was held in the University Library. Each Faculty/Unit presented a summary of the discussions which transpired with the Panel.

The Panel finally inspected all the facilities of each Faculty or Unit after meetings with the Deans of Faculties and the faculty managements.

The Chairman with one of the members, Prof, Sani Abba Aliyu, mni, visited the UNIZIK FM radio and granted interview on the assignment and requested for memoranda. The Visitation Panel also attended a special Senate meeting to interact with the members of the Senate.

1.4 ADDITIONAL DOCUMENTS

In the course of the Panel's work, it was considered necessary to request for additional information and documents from the Registrar, Bursar, Librarian, Director of Works, Director of Procurement, Director of Physical Planning, DICT, Chief Safety Officer, Director, Audit; Director Academic Planning and Dean, School of Postgraduate Studies.

The additional documents examined included: -

- (1) Minutes of Council Meetings
- (2) Minutes of A & PC Meetings
- (3) Minutes of F & GPC Meetings
- (4) Minutes of Tenders Board Meetings
- (5) Minutes of Senate Meetings

- (6) Conditions of Service for Academic Staff
- (7) Conditions of Service for Administrative and Technical Staff
- (8) Nominal Roll of Staff Yearly 2011-2020)
- (9) List of Projects: Capital, IGR, TETFund, NEEDs, Donations (Philanthropists, Government Agencies, International Agencies, State Government e.t.c.), PPP
- (10) List of Court Cases (High Court, Industrial Court, Court of Appeal, Supreme Court e.t.c.)
- (11) Historical Background of the University
- (12) List of Faculties, Directorates, Departments, Courses offered
- (13) Conditions of Service for Principal Officers
- (14) Locations and Land Title Documents of Campuses
- (15) Graduation Profile (Graduate, Post Graduate)
- (16) External Auditors Reports
- (17) List of indebtedness (if any)
- (18) List of Students Enrolment (2011-2019)
- (19) List of Unmovable Properties (Lands, Buildings, Vehicles, Equipment e.t.c.) off campus
- (20) List of abandoned, uncompleted, on-going projects
- (21) Scheme of Service for Academic Staff (6)
- (22) Scheme of Service for Administrative and Technical Staff(9)
- (23) White paper for the Last Visitation Panel Report (2004-2010)
- (24) List of Past and Present Governing Council Members (including, Addresses, Contact phone number, e-mail addresses and Positions)
- (25) List of Past and Present Principal Officers (including, Address, Contact phone no, email address and Position)
- (26) Law of the University
- (27) Statute of the University
- (28) List of University Pensioners
- (29) No of Staff & Students Accommodated on Campus
- (30) Rundown of challenges in the last decade

- (31) Details of Insurance Management in the University
- (32) Minutes of Meetings of Congregation and Convocation
- (33) University Master Plan
- (34) Academic Brief
- (35) University Strategic Plan
- (36) Students' Handbook(s)
- (37) University Calendar
- (38) Asset Register
- (39) List of Pro-Chancellors (including Title and years of service)
- (40) List of Established Patents owned by the University
- (41) List of Local, National and International Awards, and Recognitions
- (42) Security status of the University
- (43) Students affairs (Welfare/Discipline)

CHAPTER 2

2.0 METHODOLOGY

For a period of two months, the Presidential Visitation Panel to Nnamdi Azikiwe University applied wide-ranging and comprehensive methodologies for the assignment which included:

- ❖ Extensive stakeholder interviews, interactions and consultation sessions with the Obi of Onitsha; the Anambra State Governor; Vice- Chancellor, Principal Officers, staff, and students, University Unions, National Universities Commission, and Federal Ministry of Health.
- ❖ Deliberate analysis of the Memoranda received from members of the University community and a former Vice-Chancellor of the University.
- ❖ Advertisements for submission of Memoranda were placed on the internet and various social media platforms. The memoranda were analysed and discussed extensively.
- ❖ A rigorous process was carried out of studying the financial management of the University within the period under review in order to determine whether or not it was in compliance with appropriate regulations.
- ❖ Thorough analysis of the laws and statutes of the University with a view to identifying gaps that could be filled for the purpose of ensuring due process in staff and student discipline as well as in other matters.
- ❖ Site visits to all the facilities for teaching, learning and research and the

inspection of completed, abandoned and on-going projects.

- ❖ thorough audit of academic programmes and delivery systems.

2.1 **SUBMISSION OF THE REPORT**

The Report is submitted in two volumes. These are (a) The Main Report which also contains the Summary of Findings and Recommendations and (b) Appendices.

CHAPTER 3

Term of Reference (i)

*"TO INQUIRE INTO THE LEVEL OF IMPLEMENTATION OF THE WHITE PAPER ON THE
LAST VISITATION PANEL".*

No White Paper to implement yet on the 2011-2015 Visitation Panel Report which was submitted along with this 2016-2020 Visitation Panel Report.

CHAPTER 4

Term of Reference (ii)

" TO LOOK INTO THE LEADERSHIP QUALITY OF EACH UNIVERSITY IN TERMS OF THE GOVERNING COUNCIL; THE VICE-CHANCELLOR AND PRINCIPAL OFFICERS".

4.0 THE GOVERNING COUNCIL

The Universities (Miscellaneous Provisions) Decree No.11 of 1993 and Decree No.9 of 1996 and the Universities (Miscellaneous Provisions) Amendment Act (2003) provide that "the Governing Council of all Universities controlled by the Government of the Federation shall consist of:

- i. "the Pro-Chancellor/Chairman of Council;
- ii. "the Vice Chancellor,
- iii. "the Deputy Vice Chancellors;
- iv. "one (1) person from the Federal Ministry of Education;
- v. "Four persons representing a variety of interests and broadly representative of the whole Federation to be appointed by the National Council of Ministers;
- vi. "Four (4) persons appointed by the Senate from among its members
- vii. Two (2) persons appointed by the Congregation from among its members;
- viii. One (1) person appointed by the Convocation from among its members."

Section 6(1) of NAUA Act, 2004 confers on the Governing Council, "the responsibility for the general control and superintendence of the policies, finances property of the University including public relations."

In the period of this particular visitation, 2016-2020, the Governing Council of Nnamdi Azikiwe University, Awka were led by two Chairmen. From 2009 and ending in 2013, it was the Council chaired by Chief Senas Ukpanah, OFR. The 7th Council which succeeded the Ukpanah one was chaired by Air Vice-Marshal Larry Koinyan (rtd) from 2013 to 2017. Other Pro-Chancellors included: Alhaji Azeez O. Bello (2017-2019) and Alhaji Bello Isa Modibbo (2019 – 2021) (Acting).

Findings and Observations

From the perusal of the Minutes of the meetings of the two Governing Councils from 2016-2020, there indeed were quarterly as well as emergency meetings to deliberate on important matters.

The meetings of the Councils were also guided by the articulated Standing Orders adopted since March, 2009.

The Councils, as expected, operated principally through the following constituted Committees:

- ❖ Finance and General Purposes;
- ❖ Budget and Project Monitoring;
- ❖ Tenders Board;
- ❖ Appointments and Promotions (Academics);
- ❖ Appointments and Promotions (SAPS) Senior Administrative and Professional staff;
- ❖ Junior Staff Appointments and Promotions;
- ❖ Project Implementation; and
- ❖ Appeals and Petitions.

a) The two Council chairmen, Koinyan and Azeez/Modibbo, were highly educated, experienced veterans of the Nigerian public service and provided the necessary quality leadership to the University. For instance, whenever vacancies arose for the appointment of principal officers, as happened in May 2015, the Council readily approved the report of the joint Council/Senate Selection Board which recommended the appointment of Rev. Prof. Nwosu Obiora Cyril as University Librarian.

b) Similarly, the two Governing Councils handled efficiently the process of the appointment of Professor Joseph E. Ahaneku, FAS as the Vice-Chancellor in 2014 and Professor Charles O.Esimone in 2019.

- c) The Governing Councils in the Visitation period played the important roles of serving as avenue for the presentation of petitions against the Management of the University. Similarly, the presence of the Governing Council acted as a stabilization force in the affairs of the University.
- d) From the records of Council meetings, the Panel observed that the Governing Council and its Standing Committees met regularly during the period covered by the present visitation. Some of the External Appointees on the Governing Council had little or no knowledge of the operations of a University. Consequently, they were unable to contribute meaningfully to Council deliberations.
- e) The functions of some of the Committees as presently constituted, overlapped. For example, the functions of three Committees; A & PC (Academic), A & PC (Senior Administrative and Professional Staff and Junior Staff Appointment and Promotions are essentially similar except in the criteria applied to each category of staff.
- f) A thorough study of the minutes of meetings of the Governing Council between 2016-2020, gave the general picture of good leadership and direction to the University except for the difficulties in the proper and effective control of physical infra-structural development of the University.
- g) Records of the proceedings of the Governing Council and its main Committee, the Finance and General Purposes Committee, were well kept. However, the advent of the Procurement Act and its implementation in the University System had usurped the functions of the Finance and General Purposes Committee of the Governing Council. This was because the NAUA Act (2004) vested the superintendence of the University's property and finances on the F&GPC and the Council. However, F&GPC and Council were totally excluded from the provisions of the Procurement Act; a case of conflict between the relevant positions of the two Acts.

Recommendations

1. Government should endeavor to appoint credible and respected persons with knowledge of the operations of a university as External members of the Governing Council.
2. The number of Standing Committees of the Governing Councils should be reduced from seven to three as follows:
 - (i) Finance and General Purposes Committee.
 - (ii) Tenders Board which should combine its functions with those of the Project Implementation Committee through a sub-committee as may be necessary.
 - (iii) Staff Appointments and Promotions Committee (Academic Staff; Administrative and Junior)
3. Cases of petitions should be routinely handled by the relevant Appointments and Promotion Committee of the Council.
4. As is the case in other Universities, Junior Staff Appointments and Promotions matters should be handled at Management level through a constituted Committee.
5. The Governing Council should vigorously improve on its public relations activities so as to attract funding and project positive image of the University. A further function of such public relations activities is to attract endowments and donations for the University was a basic duty of Pro-Chancellor and External Members of Council.

4.1 VICE-CHANCELLORS AND THE UNIVERSITY SENATE

The Nnamdi Azikiwe University Act of 1992, No.34 specifies that:

“The general function of the Senate is to organize and control the teaching by University, the admission of Students and the discipline of and to promote research at the University”

4.1.1 Professor Joseph Eberendu Ahaneku (FAS) 2014-2019 and the Senate

In his tenure as Vice-Chancellor and Chairman of the Senate of Nnamdi Azikiwe University, Awka, Professor Joseph Ahaneku (FAS), generally maintained the monthly meetings of the University Senate. However, he did try to reform the unwieldy membership of the Senate by:

- i. Removing all Deputy Directors,
- ii. All Sub-Deans.

However, during his tenure, there were still 57 Acting HODs with a large number not being Professors or possessing the PhD. A total of 18 coordinators of units and programmes in the office of the Vice-Chancellor also remained in the Senate. The Vice-Chancellor did assert that he delayed his first meeting of the Senate on becoming Vice-Chancellor because he wanted a “properly constituted membership of the Senate in compliance with the University Act”.

In terms of deliberations, Prof. Ahaneku ensured that examination malpractices, the ratification of undergraduate and postgraduate examination results, the elections of a Dean Postgraduate School as well as of a DVC (Academic) were the core business of the UNIZIK Senate.

Furthermore, there were reports from the Senate Standing Committee on the Review of the curriculum. This same committee ought to have been tasked with proposals for changes in the names of academic programmes since such require the approval of NUC. There were indications that the delivery of academic programmes in the Faculties of UNIZIK in the Visitation period were satisfactory even though hindered by infrastructural deficits. These included poor access roads, inadequate office spaces, insufficient lecture halls, laboratories and difficulties with internet access. Also, in the reports of the Senate Examination Malpractices Committee, there were rampant cases of examination malpractices across the faculties, including armed robbery.

At the inception of his administration in 2014, Prof. Ahaneku ensured that 90.9% of all academic programmes obtained full accreditation from the NUC. As Vice-Chancellor, Prof Ahaneku also ensured that

- ❖ Convocation ceremonies, hitherto held irregularly, became an annual event from 2010/2011.
- ❖ Incentives were provided for Inaugural Lecturers and thus inaugural lectures became regular UNIZIK academic events, along with public lectures and workshops.
- ❖ Revival and Renewal of International Linkages and Collaborations.
- ❖ The introduction of research training for all postgraduate for over 1,000 lecturers/supervisors and 5,000 students of NAUA.
- ❖ The establishment of the Directorate of Research, Innovation and University/Industry Relations.
- ❖ He also within June, 2014 to March, 2019 period generated a whopping sum of N13.3 billion for infrastructural development.

4.1.2 Professor Charles Okechukwu Esimone, (FAS) 4th June, 2019 to Date

Findings and Observations

The Presidential Visitation Panel was only able to consider part of the tenure of the current Vice-Chancellor, Professor Charles O. Esimone from 4th June, 2019 to December, 2020.

The Vice-Chancellor maintained the monthly meetings of the Senate of UNIZIK. He also enhanced the quality of deliberations by insisting on detailed monthly written reports from all the faculties on the state of affairs in their domains. These reports must reach the Vice-Chancellor one week before the date of Senate Meeting. Faculties which failed to comply were mentioned by name and warned.

In his drive to reform the Senate, The Vice-Chancellor closed the door against so many who had no business there. The number of Acting Heads of Department reduced to only 5 and had 13 who were not professors.

In addition to the digitalization of the meetings of the Senate, He ensured that the membership was made up of:

- All Professors of the University
- The Provost, College of Medicine
- All Deans of the 14 Faculties
- All Heads of academic departments
- The University Librarian
- Dean, Post-Graduate School
- Dean, Students Affairs

All the Standing Committees of the Senate reported on their activities at the meetings

As part of his project 200, The Vice-Chancellor instructed that departmental boards must meet at least twice in a semester and crucial academic issues such as the distribution of courses, project supervision must be discussed. He also prohibited Graduate Assistants from teaching.

The Senate also took the decision to create an appellate committee to enable aggrieved students to complain against the decisions of their faculty examination misconduct committee. Prof. Esimone also provided good leadership against the abuses in the mechanism for the offering of adjunct/sabbatical appointments by stipulating stricter due process. For example, all adjunct lecturers must be evaluated by their students before they were to be considered for reappointment.

Similarly, the Vice-Chancellor informed the Senate of his setting aside N20-30 million Naira annually for disbursement as research grants to staff. The Senate also deliberated on the suspicion of a forged degree result as well as approved the withdrawal of MSc and PhD certificates issued to Peter Ekomezie of the Department of Pure and Industrial Chemistry.

Since University were usually placed by the quality of research emanating from them and the performance of their products in the workplace, the thrust for academic

excellence by the Vice-Chancellor was to strengthen research and the teaching – learning process.

Recommendations

1. The Governing Council should always insist that the Vice-Chancellors compose Senate in strict conformity with the enabling law.
2. Similarly, the Council should ensure that only Professors are appointed as Heads of Department.
3. Academics without the PhD. have no business in the Senate of the University in any Acting capacity.
4. The changing in the nomenclature of degree programmes and the creation of academic Centres always require the permission of the National Universities Commission.
5. Federal Ministry of Education and NUC should continue to conduct the orientation/familiarization programmes for all newly appointed chairpersons and members of University Governing Councils.
6. The Governing Council should have an effective means of communicating information and decisions reached in a timely fashion.
7. Council should insist on following due process in all its deliberations and approvals and insist on same from the Senate of the University.

4.2 OTHER PRINCIPAL OFFICERS

General Findings and Observations

- i. First schedule of Section 3(2) of Decree No.34 of 1992 (Nnamdi Azikiwe University Decree) lists the following as Principal Officers of the University:

- a. The Chancellor;
 - b. The Pro-Chancellor;
 - c. The Vice Chancellor;
 - d. The Registrar;
 - e. The Bursar; and
 - f. The Librarian,
- ii. University Miscellaneous Provisions Decree No.11 of 1993 provide that holders of the office of Registrar, Bursar and Librarian (section 5(1) to 5(4) shall:
 - a. "be responsible to the Vice Chancellor for the discharge of their respective duties;
 - b. "hold office for a period of five years from the effective date of appointment on such terms and conditions as may be specified.

Recommendations

- i. It was commendable that the Registrar, the Bursar and the Librarian were all on substantive appointments following due process in their engagements by the Governing Council of the University.
- ii. This Panel recommends that the tenure of the Registrar and the Bursar should be restricted to a maximum of ten years as provided for under Decree 11 of 1993.
- iii. Since Library staff have the same conditions of service as academic staff, the University Librarian should be treated like other senior academic staff. Consequently, they should serve for a single term of five years only.

4.3 THE REGISTRAR

Findings and Observations

In the period of the Visitation 2016-2020, Dr. I.H. Isidienu acted from August 2015 to December 2015 and was appointed a substantive Registrar from December, 2015 to August, 2018. Mrs. Okonkwo, O.N. acted for the period September 2018-April 2019. A

substantive Registrar in the person of Barrister Philomena I. Okoye was eventually appointed by the Governing Council in April, 2019.

The Registry is the administrative hub of the University. The Registrar is the Chief Administrative Officer of the University and is responsible to the Vice-Chancellor for the day to day administration of the University. The Registrar is the Secretary to Council, Senate, Congregation and Convocation. Registry is the central pivot of the administrative processes which regulates the entrance and exit of both the students and staff of the University. The Registry houses the following Units:

- ❖ General Administration
- ❖ Personnel
- ❖ Senate
- ❖ Records
- ❖ Examinations
- ❖ Council
- ❖ Admissions

Administrative Secretaries (PG, Faculties, Colleges and Departments)

These departments are headed by Deputy Registrars. They are assigned functions relating to their offices. The Officers are responsible to the Registrar for the day to day activities of their respective units.

4.4 **THE BURSAR**

Findings and Observations

In the Visitation period 2016-2020, Dr. Joy Nkolika Ojukwu acted for the period 2015-2017 until she was approved by the Council to become the Substantive Bursar from March, 2018 following Due Process.

The University Law provides that the Bursar is the Chief Financial Officer of the University and is responsible to the Vice-Chancellor for the day to day financial management in the University.

Terms of reference (iii) and (iv) adequately cover the financial operations and management of the university. Thus, the following general comments on the Bursary should suffice.

Bursary currently has eight (8) Divisions. These are:

- ❖ The Final Account and Corporate Reporting Division
- ❖ The Treasury and Finance Management Division
- ❖ Budget Control and Expenditure Management Division
- ❖ Students Account Division
- ❖ Auxiliary Enterprises Division
- ❖ Stores Division
- ❖ Establishment Division
- ❖ Bursary Division, College of Health Sciences, Nnewi

4.5 **The UNIVERSITY LIBRARIAN**

In the Visitation period 2016-2020, following due process and approval of the Governing Council, Rev. Prof. Obiora Nwosu was appointed the substantive University Librarian from 2015 to 2020. At the expiration of his tenure, Mrs. R. N. Obiozor-Ekeze acted from 2020-2021 until the appointment of Dr. (Mrs.) S.N.I Anasi in 2021 as substantive University Librarian.

The Nnamdi Azikiwe University Library was named after the first Vice- Chancellor of the University, Professor Festus Aghagbo Nwako. Although the library was commissioned in March, 2008, it opened its gate to readers in January, 2009. The Main Library has about 30,000sq. meters of floor space which could accommodate 3,000 readers at a time. The annex which is the Digital Library has a usable floor space of about 10,000 sq. meters. It has 4 halls and 3 Resource Centres. It is equipped with 500 computers and internet

facilities. On the average the daily usage is 214 users. The library holding covers all fields of knowledge. The Digital Library has a seating capacity of 1000 persons while the Main Library has a seating capacity of about 800 in the reading halls and 600 in the sit-out areas.

As a multi-campus university, the Library had a number of branch libraries. The Medical Library had two main libraries situated at the Nnamdi Azikiwe University Teaching Hospital, Nnewi and College of Health Sciences, Okofia, Otolu Nnewi.

As a Principal Officer, the University Librarian was expected to provide the necessary leadership for the effective delivery of library services in NAUA. This was a huge challenge in view of the different locations of the University libraries and the absence of a Central University Library Committee.

4.6 RECOMMENDATIONS

4.6.1 The Registrar

- i. In view of the central role which the Registrar plays in the administration of University, she should remain in the fore front of personnel, academic and student management matters.
- ii. Customised training facilities should be provided for the Registrar and her staff to enhance the performance of their duties.
- iii. Communications with staff should always be detailed and prompt in order to avoid frustration and rumour mongering.

4.6.2 The Bursar

- i. Opportunities should be made available to the Executive Officer cadre to enable them to qualify as professionals in the Bursary.
- ii. In order to reduce the tension which now exists between the Bursar and the University Community, efforts should be made to disseminate information on the

true financial position of the University. In addition, the Vice Chancellors need to take into account, through regular consultations with the Bursar, the actual position of the finances of University before granting approvals for payment particularly to staff.

4.6.3 **The University Librarian**

- i. The University Librarian is a key officer in the University system and should get the necessary support from the Vice-Chancellor for the sound academic prowess of the University.
- ii. There ought to be a University wide Committee on the Library to be chaired by the DVC (Academic) and with all the Faculties represented.

CHAPTER 5

Term of Reference (iii)

"TO LOOK INTO THE FINANCIAL MANAGEMENT OF EACH INSTITUTION INCLUDING STATUTORY ALLOCATIONS AND INTERNALLY GENERATED REVENUE OVER THE RECOMMENDED PERIOD AND DETERMINE WHETHER IT WAS IN COMPLIANCE WITH APPROPRIATE REGULATIONS."

5.0 INTRODUCTION

In this term of reference, financial management of Nnamdi Azikiwe University deals with the following: the Bursary itself, income and expenditure, Fixed assets, Project implementation, Budgeting, Treasury Single Account, Payroll, Financial Accounts and Corporate reporting, Pension Administration and Internal Audit.

The Bursary Department is charged with the functional responsibilities of maintaining financial records, rendering financial services and managing the financial resources of the University through the efficient application of accounting principles as well as best practices and procedures.

5.1 FINANCIAL MANAGEMENT OF THE UNIVERSITY

In its simplest term, the financial management of the University is how Universities receive, utilize and account for money.

5.2 DIVISIONS IN THE BURSARY

To effectively carry out its functions, the Bursary Department is divided into Divisions which comprises of various units:

1. The Treasury and Finance Management Division
2. Budget Control and Expenditure Management Division
3. Students Account Division
4. Auxiliary Enterprises Division
5. Stores Division
6. Establishment Division
7. The Final Account and Corporate Reporting Division
8. Bursary Division, College of Health Sciences, Nnewi and
9. Faculty Finance Officers who serve as mini-bursars at the faculty level.

5.3 ANALYSIS OF INCOME AND EXPENDITURE

Findings and Observations

REVENUE

Table 5.1: Summary of Income, 2016 – 2020

Source of Funds	2016 ₦	2017 ₦	2018 ₦	2019 ₦	2020 (UNAUDITED)	TOTAL ₦	& CONT
-----------------	-----------	-----------	-----------	-----------	---------------------	------------	-----------

					₦		RIBU TION
FGN, Statutory Allocation	7,611,676,627.00	8,153,837,632.22	7,825,731,281.09	10,629,829,609.78	9,890,217,916.23	44,111,293,066.32	66%
IGR/IDR	2,506,704,671.00	3,007,420,364.00	2,898,584,313.48	3,007,704,038.94	2,048,035,626.95	13,468,449,014.37	20%
ETF/TETF UND	387,103,020.00	453,668,643.00	1,136,690,673.00	719,963,189.00	4,159,327,141.00	6,856,752,666.00	10%
Endowme nt fund	22,750,000.00	7,260,000.00	500,000.00	30,000.00	2,650,644.00	33,190,644.00	0%
Needs Assessmen t	2,266,962,963.00	-	-	392,954,545.00	-	2,659,917,508.00	4%
Emergenc y Special Interventi on (College of Medicine, Nnewi)	-	-	-	-	77,000,000.00	77,000,000.00	0.1%
TOTAL	12,795,197,281.00	11,622,186,639.22	11,861,506,267.57	14,750,481,382.72	16,177,231,328.18	67,206,602,898.69	100%
Student Populatio n	39,581	40,342	35,050	36,854	0	151,827	

Source: Extracted from Audited Financial Statements and Management Accounts.

As can be seen from the Table 5.1, the total funds received by the University amounted to ₦67.21 billion out of which ₦12.80b was received in 2016, ₦11.62b in 2017, ₦11.86b in 2018, ₦14.75b in 2019 and ₦16.18b in 2020.

Of the amounts received, ₦44.11b was statutory allocation, TETFUND amounted to ₦6.86b, Endowment was ₦33.19m, and Emergency Special Intervention (College of Medicine, Nnewi) ₦77.00m while the Internally Generated Revenue amounted to ₦13.47b.

The University realized 52% of its IGR from Regular Undergraduate programmes, 7% from Continuing Education Programme (CEP), and 22% from Postgraduate programmes.

Breakdown of the Statutory Allocations

Table 5.2 **Capital Allocations**

PERIODS	2016 ₦	2017 ₦	2018 ₦	2019 ₦	2020 (UNAUDITED) ₦	TOTAL ₦
CAPITAL FUNDS ALLOCATION	43,693,149.00	54,008,530.00	69,008,530.00	71,678,378.00	70,519,213.00	308,907,800.00
CAPITAL RELEASES	43,693,149.00	27,004,266.00	16,900,853.00	53,575,947.00	35,259,606.00	176,433,821.00
VARIANCE	0.00	27,004,266.00	52,107,677.00	18,102,431.00	35,259,607.00	132,473,979.00
% OF RELEASES ON BUDGET APPROVALS	100%	50%	24%	75%	50%	57%
ACTUAL DISBURSEMENT	43,693,149.00	27,004,266.00	16,900,853.00	53,575,947.00	35,259,606.00	176,433,821.00
PERFORMANCE (RELEASED - DISBURSEMENT)	0.00	0.00	0.00	0.00	0.00	-

Source: Extracted from Audited Financial Statements and Management Accounts.

Table 5.3 **Overhead Allocations**

PERIODS	2016 ₦	2017 ₦	2018 ₦	2019 ₦	2020 (UNAUDITED) ₦	TOTAL ₦
OVERHEAD COST ALLOCATION	66,275,241.00	81,440,985.00	86,440,980.00	86,440,982.00	86,440,982.00	407,039,170.00

OVERHEAD COST RELEASES	33,861,675.00	31,406,119.00	56,377,323.00	57,627,321.65	45,928,485.00	225,200,923.65
VARIANCE	32,413,566.00	50,034,866.00	30,063,657.00	28,813,660.35	-40,512,497.00	181,838,246.35
% OF RELEASES ON BUDGET APPROVALS	51%	39%	65%	67%	53%	55%
ACTUAL DISBURSEMENT	33,861,675.00	31,406,119.00	56,377,323.00	57,627,321.65	45,928,485.00	225,200,923.65
PERFORMANCE (RELEASED - DISBURSEMENT)	0.00	0.00	0.00	0.00	0.00	-

Source: Extracted from Audited Financial Statements and Management Accounts.

Table 5.4 **Personnel Allocation**

PERIODS	2016 ₦	2017 ₦	2018 ₦	2019 ₦	2020 (UNAUDITED) ₦	TOTAL ₦
PERSONNEL COST ALLOCATION	7,068,063,774.00	7,559,426,496.00	9,432,200,261.00	9,981,176,057.00	11,717,955,332.00	45,758,821,920.00
PERSONNEL COST RELEASES	5,969,238,240.00	6,200,969,556.00	7,776,557,374.00	8,229,915,965.00	9,809,029,825.00	37,985,710,960.00
VARIANCE	1,098,825,534.00	1,358,456,940.00	1,655,642,887.00	1,751,260,092.00	1,908,925,507.00	7,773,110,960.00
% OF RELEASES ON BUDGET APPROVALS	84%	82%	82%	82%	84%	83%
ACTUAL DISBURSEMENT	5,969,238,240.00	6,200,969,556.00	7,776,557,374.00	8,229,915,965.00	9,809,029,825.00	-
PERFORMANCE (RELEASED - DISBURSEMENT)	0.00	0.00	0.00	0.00	0.00	-

DISBURSEMENT)						
----------------------	--	--	--	--	--	--

Source: Extracted from Audited Financial Statements and Management Accounts.

Table 5.5 **Structure of Statutory Income**

PERIODS RELEASES	2016 ₦	2017 ₦	2018 ₦	2019 ₦	2020 <i>(UNAUDITED)</i> ₦	TOTAL ₦	% CONTRIBUTION
PERSONNEL	5,969,238,240.00	6,200,969,556.00	7,776,557,374.00	8,229,915,965.00	9,809,029,825.00	37,985,710,960.00	98%
OVERHEAD	33,861,675.00	31,406,119.00	56,377,323.00	57,627,321.65	45,928,485.00	225,200,923.65	1%
CAPITAL	43,693,149.00	27,004,266.00	16,900,853.00	53,575,947.00	35,259,606.00	176,433,821.00	1%
	6,046,793,064.00	6,259,379,941.00	7,849,835,550.00	8,341,119,233.65	9,890,217,916.00	38,387,345,704.65	100%

Source: Extracted from Audited Financial Statements and Management Accounts.

From the table above, it can be seen that 98% of the University's statutory income was allocated to Personnel; Overhead was 1% and Capital 1%.

The statutory allocations to the University covered mainly staff salaries and almost next to nothing was left for overhead and capital which made the provision of offices, lecture halls, students' hostels, etc. and the effective maintenance of same, practically impossible.

Table 5.6: **Expenditure**

DESCRIPTION	2016 ₦	2017 ₦	2018 ₦	2019 ₦	2020 <i>(UNAUDITED)</i> ₦	TOTAL ₦	%
--------------------	------------------	------------------	------------------	------------------	--	-------------------	----------

Personnel Expenditure	6,909,388,23 6.00	7,848,347,802 .95	7,711,274,304. 35	10,520,334,38 7.19	9,561,633,623. 00	42,550,978,3 53.49	67%
Capital Expenditure	2,118,869,59 7.00	651,727,908.6 5	4,302,643,473. 72	- 2,433,172,460 .12	5,074,467,795. 04	9,714,536,31 4.29	15%
Overhead: General Academic	939,498,949. 00	904,013,745.0 8	684,564,838.29	583,833,694.9 9	506,051,677.00	3,617,962,90 4.36	6%
Overhead: General Administrative	1,481,805,62 0.00	1,626,229,606 .81	1,700,217,158. 96	1,532,303,774 .81	1,272,971,005. 00	7,613,527,16 5.58	12%
TOTAL	11,449,562, 402.00	11,030,319, 063.49	14,398,699,7 75.32	10,203,299, 396.87	16,415,124,1 00.04	63,497,004,7 37.72	100 %
TOTAL OHD (GEN. ACAD & ADMIN EXP)	2,421,304,56 9.00	2,530,243,351 .89	2,384,781,997. 25	2,116,137,469 .80	1,779,022,682. 00	11,231,490,0 69.94	
Student Population	39,581	40,342	35,050	36,854	0	151,827	
Amt. Per Student	289,269.15	273,420.23	410,804.56	276,857.31	-	310,102.16	

Source: Extracted from Audited Financial Statements and Management Accounts.

From the Table 5.6, it can be seen that the University's Personnel Expenditure formed 67% of the total Expenditure; Capital Expenditure 15% and Overhead Expenditure 18%. The ratio of Academic to Administrative expenditure was 1 to 2.

The justification for this pattern of expenditure was that the high electricity tariff made the administrative cost to be higher. Moreso, since the electricity was hardly available, the University had to depend on Generators for power supply; and the price of diesel was high. In addition, the cost of internet bandwidth and other ICT services which were usually classified as administrative expenditure also accounted for the disparity in ratio.

During the period, the University also spent **₦285.67million on Research.**

- ✓ The Panel finds this ratio of 1 to 2 of Academic to Administrative Expenditure justified.
- ✓ The University spent 3% of Overhead Expenditure on Research. This was grossly inadequate.

Recommendations

- i) The panel recommends that research budget should be prepared separately from the University Budget and an attempt should be made by the University to target new revenue sources to fund research.
- ii) The Panel recommends that 5% of entire annual Revenue of the University should be allocated to Research
- iii) Some of the fees for PhD and Masters should be dedicated to advancing research.
- iv) A certain percentage of fees paid by part time or diploma students could also be set aside for research.
- v) TETFUND should also increase its funding for research.

Table 5.7: **Average Expenditure Per Student**

DESCRIPTION	2016 ₦	2017 ₦	2018 ₦	2019 ₦	2020 <i>(UNAUDITED)</i> ₦	TOTAL ₦
AVE. COST PER STUDENT	289,269.15	273,420.23	410,804.56	276,857.31	-	310,102.16

From the Table 5.7, the University’s average expenditure per student was N310,102.16K. The Student population for 2020 was unavailable due to lack of Academic activities caused by the Covid-19 pandemic and National ASUU strike.

Recommendation

The University Management should form the habit of monitoring this trend quarterly to ensure that the revenue per student exceeds the expenditure.

5.4 NON-CURRENT ASSETS (FIXED ASSETS)

The Non-Current Asset Register of the University was current and up to date, however there was disparity between the non-current asset register with the External Auditors report for some years. This may be due to misclassification of assets. This indicates that there was no reconciliation of the fixed assets register and auditors working papers.

The following assets in 2016 had differences between the Fixed Asset Register and External Auditors Report:

Table 5.8: Fixed Asset Register and External Auditors Report

DETAILS	AUDITORS REPORT	ASSET REGISTER	VARIANCE
BUILDING	-	302,562,851.11	7,908,782,963.89
IND. W/SHOP TEACHING/RES EQUIP	9,837,188.00	-	9,837,188.00
FURNITURE, FITTINGS & EQUIPMENT	87,392,613.00	357,010,450.85	- 269,617,837.85
MOTOR VEHICLES	587,277,571.00	28,039,200.00	559,238,371.00
LIBRARY BOOKS & JOURNALS	-	-	-
ROADS, DRAINAGES & INFRAS	4,483,999.00	-	4,483,999.00
PLANTS & MACHINERY	2,462,750.00	3,841,619.04	- 1,378,869.04

Source: Extracted from Audited Financial Statements and Asset.

The following assets in 2017 had differences between the Fixed Asset Register and External Auditors Report:

Table 5.9: Fixed Asset Register and External Auditors Report

DETAILS	AUDITORS REPORT	ASSET REGISTER	VARIANCE
BUILDING	465,191,742.24	445,933,917.15	19,257,825.09
IND. W/SHOP TEACHING/RES EQUIP	54,381,600.59	-	54,381,600.59
FURNITURE, FITTINGS & EQUIPMENT	54,037,805.94	59,538,762.26	- 5,500,956.32
MOTOR VEHICLES	48,690,449.30	125,946,205.20	-77,255,755.90
LIBRARY BOOKS & JOURNALS	14,445,248.81	-	14,445,248.81
PLANTS & MACHINERY	11,442,704.77	16,758,667.04	-5,315,962.27

Source: Extracted from Audited Financial Statements and Asset.

The following assets in 2018 had differences between the Fixed Asset Register and External Auditors Report:

Table 5.10: Fixed Asset Register and External Auditors Report

DETAILS	AUDITORS REPORT	ASSET REGISTER	VARIANCE
IND. W/SHOP TEACHING/RES EQUIP	370,814,368.15	-	370,814,368.15
WATER BOREHOLE & PUMPS	3,809,543.00	-	3,809,543.00
FURNITURE, FITTINGS & EQUIPMENT	189,374,865.12	2,383,585,016.16	- 2,194,210,151.04

MOTOR VEHICLES	170,571,766.83	-	170,571,766.83
PLANTS & MACHINERY	65,998,039.49	-	65,998,039.49

Source: Extracted from Audited Financial Statements and Asset.

The following assets in 2019 had differences between the Fixed Asset Register and External Auditors Report:

Table 5.11 **Fixed Asset Register and External Auditors Report**

DETAILS	AUDITORS REPORT	ASSET REGISTER	VARIANCE
BUILDING	7,432,956,124.83	1,688,876,469.91	5,744,079,654.92
IND. W/SHOP TEACHING/RES EQUIP	309,218,104.67	-	309,218,104.67
WATER BOREHOLE & PUMPS	- 327,000.00	-	- 327,000.00
FURNITURE, FITTINGS & EQUIPMENT	189,374,865.12	168,368,650.50	21,006,214.62
MOTOR VEHICLES	39,240,978.15	53,667,540.94	- 14,426,562.79
LIBRARY BOOKS & JOURNALS	292,364,253.90	19,629,498.00	272,734,755.90
ROADS, DRAINAGES & INFRAST	2,103,700,896.22	-	2,103,700,896.22
PLANTS & MACHINERY	23,357,228.99	12,406,200.00	10,951,028.99

Source: Extracted from Audited Financial Statements and Asset.

The 2020 External Auditors Report was not yet ready for comparisons to be made with the University's Fixed Asset Register.

Recommendation

Management should reconcile the figures and update the records accordingly.

5.5 PROJECT IMPLEMENTATION

The aim of project implementation is for projects to be completed on time, to achieve the purpose for which it was meant to address. This definitely required proper planning.

The Fiscal Responsibility Act of 2007 required agencies of government to prepare their budgets vis-à-vis medium term revenue framework (MTRF) and Medium term expenditure framework (MTEF).

The Budget, should be an annual implementation tool for projects on the MTEF trajectory. To achieve the completion of projects on a timely basis, there was always the need to match cash flow with actual project needs. It was also necessary to select projects on the basis of agreed list of priorities and the need to complete ongoing projects before embarking on new ones.

5.5.1 ONGOING PROJECTS THAT HAD EXCEEDED THEIR COMPLETION DATES

Findings and Observations

The University had some Projects which had been ongoing for a very long time. The schedule below shows some of these delayed projects. Identified are the said projects, the contractor, contract sum, year of award and age of projects.

2016 – 2020 Ongoing Projects

S/ N	PROJECT TITLE	CONTRACTOR	CONTRACT SUM Naira	ESTIMATED COST OF COMPLETION Naira	YEAR OF AWARD	LENGTH OF CONTRACT UPTO 2015 (YEARS)
1	Perimeter Fencing of University Eastern Boundary A Awka	Honey & Salt Nig Ltd/Austac	21,918,714.93	80,000,000.0 0	2000	20
2	Perimeter Fencing of University Eastern Boundary B Awka	Enopo Philips Nig. Ltd	30,505,801.50	75,000,000.0 0	2000	20
3	Perimeter Fencing of University Eastern Boundary C Awka	Clem & Smith International Ltd	18,132,132.05	65,000,000.0 0	2000	20
4	Perimeter Fencing of University Western Boundary A Awka	Macgrey Nig. Ltd	18,518,919.00	58,000,000.0 0	2000	20
5	Perimeter Fencing of University Western Boundary B Awka	Fogen Ltd/Macgrey Nig Ltd	18,518,919.00	55,000,000.0 0	2000	20
6	Perimeter Fencing of University Frontage Southern Boundary Awka	Akiota Works	38,673,486.02	62,000,000.0 0	2000	20

7	Faculty of Engineering Wings C & D, Awka	Algroupe Ltd	114,496,662.0 0	900,000,000.0 0	2001	19
8	Prototype Students Hostel Type B, Awka	Space Dredging & Construction Co. Ltd	18,973,887.10	800,000,000.0 0	2001	19
9	Faculty of Education Building, Awka	Willangy Nig. Ltd	279,374,256.5 3	100,000,000.0 0	2007	13
10	CBN Hostel, Nnewi	CBN	588,007,894.9 5	5,000,000,000.00	2012	8
11	CONSTRUCTION OF PHYSICAL AND BIOSCIENCES	BECHTEL NIG. LIMITED	993,906,690.0 0	3,235,502,562.0 0	2012	8
TOTAL			2,141,027,363.08	0,430,502,562.00		

Source: University Physical Planning Unit

From the table, it was clear that all the projects had suffered delays of between 8 to 20 years, and were likely to continue to be delayed if drastic action was not taken to arrest the situation. Many of the contract agreements for these projects were not sighted, and the few ones seen did not conform to Federal Government contract standard.

Panel also observed that the funding for capital projects in the university continued to be challenging due to paucity of funds and consequent reduction of allocations from the Federal Government.

Recommendations

- 1) The University should henceforth comply with the Federal Government budget directive that priority be given to ongoing projects rather than awarding new ones.
- 2) The delayed projects should be reviewed with the view to drawing a prioritized list for their competition.

- 3) The University should formally request for take-off grant that would be used to complete these projects.
- 4) The University should adopt the Federal Government standard contract format.
- 5) The University should work closely with the Infrastructure Concession Regulatory Commission (ICRC) and the Bureau of Public Procurement (BPP) to actualize its vision of successful execution of capital projects.

5.6 BUDGETING PROCESS AND MANAGEMENT OF THE BUDGET

Findings and Observations:

The Budget and Expenditure Division was responsible for Budget preparation, Control and Management. The division kept Vote Books and updated them for the purposes of control of expenditure.

5.6.1 Budget Preparation

Budgets were prepared on an annual basis. The budget process commenced with the budget call circular usually released in the 2nd quarter of the year.

By Section 82 of the Constitution, the University can draw an amount proportionate to the total amount so authorized for the immediate past year until June of the current year.

Upon receipt of the call circular from the Federal Government, the division issued out internal call circulars to all the Faculties, Departments and Units requesting them to submit their budget proposals within 3months. The draft estimates and proposals were now collated and a consolidated draft budget of the University produced for consideration of the Vice-Chancellor who then forwarded to the F&GPC for consideration. Once tabled, the draft budget went to the Governing Council for approval. The budget documents were submitted to the National Assembly through the Budget Office of the Federation for final approval.

The approved budget would then be conveyed to the faculties, departments and units for compliance in the stated financial year.

5.6.2 Budget Implementation

Capital Budget

Due to the insufficient funding of the budget, the Vice Chancellor and management team used to meet to prioritize the projects to be executed based on the approvals obtained.

Challenges

The major challenge of the University was the funding gap.

Recommendations

1. The panel recommends that the University should seek more financing out of the budget line. There were, for example PPP (Public Private Partnership) arrangements; Build, Operate and Transfer agreements with private investors. The University should provide the land for the building of hostels for rent to students at subsidized rates for a number of years to enable the investor recoup their investment.
2. The University should establish a Microfinance bank to diversify its sources of income.
3. The consultancy company of the university should be revitalised to generate more income into the system.
4. The University should create and launch an Endowment Fund as a perpetual source of income.
5. The panel recommends that the TETFund Board be directed to provide a special grant to the University in lieu of a take-off grant which it never got since its take-over by the Federal Government of Nigeria.

5.7 OPERATIONS OF TREASURY SINGLE ACCOUNT (TSA)

The successful introduction of the Government Integrated Financial Management Information System (GIFMIS) in April 2012, is to handle all the Government releases to its agencies in the forms of Personnel cost, Capital cost and Overheads. The government introduced the Treasury Single Accounts (TSA) effective September 15, 2015 to also handle all Internally Generated Revenue (IGR) of MDA'S.

Findings and Observations

5.7.1 Compliance

The University promptly complied with Federal Government directives to stop operating accounts with Commercial Banks for their day to day operations.

All the over 100 accounts maintained with the commercial banks were therefore moved to the Treasury Single Accounts at Central Bank of Nigeria (CBN).

In the Visitation period 2016-2020, the University maintained and operated the following accounts at CBN for all its financial transactions:

S/N		ACCOUNT NAME	ACCOUNT NUMBER	SOURCE OF FUNDING
1	a	Operations Account	0250450761016	IGR
2	B	Special NEEDS Assessment Account	0250450761048	FGN
3	C	TETFund Account	0250450761024	TETFund
4	d	Projects Account	0250450761032	IGR
5	E	Endowment Account	0250450761059	Individuals and Corporate Donations
6	f	Naira Transit Account	0250450761075	Used for Foreign Denominated payments

- a. **Operations Account:** This account was used for day to day running of the University
- b. **Special NEEDS Assessment Account:** This was a dedicated account used to manage the Fund released by Government as a result of the ASUU agitation over poor funding of Universities in the Country.
- c. **TETFund Account:**
This account held all Grants/Interventions released by TETFUND for capital projects as well as staff Training, conferences and workshops.
- d. **Project Account:** Funds meant for specific projects were transferred from the Operations Accounts for the proper management of projects.
- e. **Endowment Account:** This account was used to manage funds donated to the University by Corporations, and individuals for endowment purposes. These funds were usually managed strictly under the terms of the endowment.
- f. **Naira Transit Account:** This was a transactional account where all foreign denominated bills were processed at the end of which the balance on the account should read nil, surplus or a shortfall as a result of exchange rate differences

5.8 TSA/REMITA AND OPERATIONS OF UNIVERSITY ACCOUNTS

The TSA was operated using the **Remita** software, which was the software used for lodgments into and withdrawals from the accounts.

Challenges

Having complied with this Government directive on the consolidation of its account for six (6) years now, the following were some of the challenges encountered.

- i. **Reconciliation:** Since the adoption of the TSA/Remita platform, the University continued to face challenges in conducting its regular bank reconciliation exercises. Before December 4th, 2020, the University had access to view and print Remita Statements and reconciled same with the CBN Bank Statements. However, the Office of the Accountant General of the Federation (OAGF) had since blocked that

access. All efforts to demand the re-opening of the access had not yielded positive response. This had created the challenge of not knowing the balances in the various sub-accounts of the TSA, making decision taking impossible. This was because the following challenges were also encountered:

- a. Because postings were usually done by CBN in bulk without details, reconciliation became impossible. CBN statements do not state clearly: Date, Instrument reference number, Beneficiary/Payee Name and amounts.
- b. Bank Statements were only provided on request and were often delayed.
- ii. **Delay** by CBN to promptly credit the recipients account on time. Example, a total sum of N100,000,000.00 (One hundred million Naira only) transferred by University Workers (MPCS) Ltd to the University account on 24th and 25th June 2019 via RRR 3203-0773-4255 and RRR 1403-0816-9953 of N50,000,000.00 each was yet to be credited to the University Account. (See ANNEXURE "A" Bursar's Letter to OAGF attached).
- iii. Frequent "**Down Time**" on the platform made it difficult to log- in to the system. It was noticed that this occurred mostly during end of the month or year-end.

Recommendations

1. The OAGF should intervene to ensure that receipts get credited promptly and the 'down time' experienced addressed.
2. The Office of the Accountant-General of the Federation (OAGF) should liaise with the Central Bank to create desk officers for MDA's to attend to issues in the smooth and timely operation of their accounts.
3. Training - System Specs Ltd, developers of Remita conducted training from time to time which were not tailored to solve user needs.
4. The OAGF and the CBN should intervene to ensure that trainings get conducted to address user needs and challenges.
5. This anomaly should be rectified urgently for a seamless service.

iv. **REMITA SUPPORT**

Findings and Observations

The response time from the REMITA support desk were most times delayed and at times not even responded to. There was no human help desk for each MDA's by System Spec.

Sometimes, transactions failed, and as a result CBN was expected to credit back the University's account immediately. This they did after prolonged delays. This affected the beneficiaries who often saw the Bursary staff as the cause of the delayed payments.

Recommendation

1. Management of System Spec should seriously take immediate remedial action to solve these identified challenges.

5.9 PAYROLL OPERATIONS

Government Integrated Financial Management Information System (GIFMIS) Platform

The Federal Government introduced GIFMIS to assist in improving the management of Public Funds.

It was implemented by the Federal Government to improve Public Revenue and Expenditure Management processes and enhance Accountability and Transparency in all Government Parastatals.

The University staff Salaries were paid by the use of Government Integrated Financial Management Information System (GIFMIS). With this system, funds were released to the University by the Office of the Accountant General of the Federation. SAGE, a payroll software was used to compute staff salaries and uploaded to various accounts of the staff through GIFMIS.

Findings and Observations

1. Salaries were paid promptly thereby boosting workers morale.
2. All the unions in the University embraced the system making the work environment peaceful.
3. Monthly pay-slips were issued to workers as at when due.
4. Necessary adjustments were done with ease.
5. Payments reflecting increment arising from staff promotions were promptly effected, eliminating the issue of promotion arrears thereby boosting staff morale.
6. GIFMIS pays with name matching. That was, the moment the name matches, it pays without minding if the account number in the account does not tally.
7. The basis for computing GIFMIS charges was not known.

TABLE OF GIFMIS CHARGES 2016 TO 2020

DESCRIPTION	2016	2017	2018	2019	2020	TOTAL
	₦	₦	₦	₦	₦	₦
BANK CHARGES (OTHER THAN INTERST)	4,180,680.00	3,427,515.00	3,516,345.00	5,544,420.00	-	16,668,960.00

Findings and Observations

It was on record that the University had been using GIFMIS/SAGE to pay salaries before the introduction of IPPIS without opposition of ASUU and other unions. Under GIFMIS/SAGE, Bursary department was in control of the processing of salary but under IPPIS, the control reverted to office of the Accountant-General of the Federation with the attendant difficulties.

Panel also observed that the ASUU has developed its payroll software called Unified Tertiary Accounting System (UTAS).

Recommendations

- a) There should be an interface between GIFMIS and IPPIS where the MDAs and University pay-roll offices play major roles and take responsibility for any adjustment or error in the preparation of workers salaries.
- b) The IPPIS software should be integrated with the GIFMIS as are both owned by the Federal Government of Nigeria.
- c) GIFMIS should be amended to match payee's name and the bank account number before payment was made.

1. Training:

Sometimes no training was organized for new modules introduced on the platform. Example, no training was organized for Modules on "Procurement" and "Fixed Assets" when they were introduced.

Recommendation

Officers need to be continually trained.

2. Failed Transactions:

Prior to October 2017, when "Free-Text" payment mode was allowed on GIFMIS, failed transactions now did not get credited back on time. Example, In August and September 2019, salaries of some staff using Access/Diamond bank failed and this had not been refunded till date despite countless times of complaints on GIFMIS helpdesk platform.

Recommendation

The management of GIFMIS need to look into this critical issue with the sole aim of preventing future occurrence.

3. Down-Time

Frequent down-time was experienced on the platform and as a result it was

difficult to make payments or view reports at such times. This delay makes beneficiaries to accuse bursary officers as the problem.

4. Tax Remittances

Currently, a registered Supplier with a "Business Name" or an "Enterprise" was not recognized on the GIFMIS platform to remit "Withholding Tax" to the benefiting State government.

Recommendation

The System should be modified to accommodate statutory deductions that accrues to the State government.

5.10 IPPIS

Findings and Observations

In February, 2020 the Federal Government enforced the use of IPPIS on Federal Universities for payment of salaries. There were contentions and agitations from the Unions. These agitations were as a result of challenges encountered by MDAs that had enrolled on the platform.

At a point, the non-teaching staff under the umbrella of their unions reached a compromise with Federal Government to embrace the software on the ground that the observed problems would be taken care of. But the teaching staff on the other hand, never accepted the software at all rather they insisted that their own software called UTASS be used for salary payment of Federal University staff.

To get IPPIS functional, IPPIS officials came and did capturing in which the non-teaching staff participated immensely. After the capture, salaries were prepared and paid straight to staff accounts from IPPIS for those captured. About 2,000 who were not captured, were not paid.

A window for adjustment and amendments was provided by IPPIS in which adjustment of salaries and omissions were made. This was done from 1st to 7th of every month which was not enough to take care of the problems.

Recommendation

The period of adjustments and amendments should be extended to 14 working days.

5.11 ACADEMIC STAFF – SALARIES

Findings and Observations

In the advent of COVID-19, the Federal Government instructed that teaching staff be uploaded for payment of February to May,2020 salary. The University uploaded as directed and some were paid in bulk while some of the staff remained unpaid.

IPPIS challenges were numerous and some of them included:

- 1) Job title did not upload. People whose job titles were wrongly recorded by IPPIS cannot be corrected in the portal. For instance, a Deputy Bursar could be paid the salary of a Deputy Bursar with the job title of a clerk.
- 2) At times, some staff grade level and step did not change even after uploading and amendments.
- 3) Mails were not treated without calls and even after calls they were not attended to. The Bursary officer in-charge received blame from the staff affected.
- 4) Request for reinstatement of workers salaries were always denied. For instance, a staff on suspension, when later reinstated the system refused to accept to pay.
- 5) Arrears payments always delayed.
- 6) When errors were observed and reported, no action often taken.
- 7) Deductions made for third parties were not remitted promptly.
- 8) Staff on CONTISS cadre paid with CONHESS even as they were captured as CONTISS by IPPIS.

- 9) Over 2,000 workers were yet to be captured. All efforts to get the Accountant-General's office to pay had not yielded any result.
- 10) Errors on account numbers with zeros. In the processing of salary for account numbers with zeros, and one or more of the zeros were omitted, the beneficiary did not get paid.
- 11) Dates of birth that appear in pay-slips were different from the ones captured.

Recommendations

1. The portal should be made accessible to University scheduled officer at all times for upload.
2. Mails from the University to IPPIS should be responded to promptly.
3. The system should be modified so that issues of reinstatement get handled by the University payroll officers.
4. Arrears should be paid promptly.
5. This should be rectified by Office of Accountant –General of the Federation.
6. There should be prompt response to complaints from the University.
7. Deduction should be remitted promptly.
8. Accountant General of the Federation should look into CONTISS and CONHESS mix-up and rectify.
9. The office of the Accountant General of the Federation should urgently arrange for all staff to be captured and get paid.
10. Since retirement age was based on the age captured by IPPIS, it was necessary to enhance the security surrounding date of birth of officers making it difficult for changes to be made.

5.12 FINANCIAL ACCOUNTS AND CORPORATE REPORTING

Findings and Observations

Management and Financial statements are regularly produced for use of Management and other stakeholders.

It was commendable that the University's financial reporting used the framework of International Public Sector Accounting Standard, IPSAS (Accrual). This complied with the federal Government's new public sector financial reforms.

Management Reporting

The Bursar prepared Management Reports on a quarterly basis, and submitted same to the University Governing Council through the Vice Chancellor. This aided Management in decision making.

5.11.1 The Annual Financial Statements

At the end of the financial year, the Final Account of the University was prepared and submitted to the External Auditors for Statutory Audit.

In 2016-2020 the University continued use of SAGE 1000.

With this software the University was able to prepare the two financial statements; Management Report and Annual Financial Statements which were presented to Management, External and Internal Auditors.

CHALLENGES

- 1) Inadequate skilled staff
- 2) Irregular power supply
- 3) Non integration of the entire Accounting system
- 4) SAGE 1000 not being a web based Accounting software.

5.11.2 Audit of Annual Financial Statements

The Financial statements for the period 2016-2019 had been audited. This was commendable.

Audit of the 2020 financial statement had commenced but yet to be completed, due to the COVID-19 Pandemic and other staff Union agitations and consequent disruptions.

5.11.3 **GIFMIS**

GIFMIS covers:

- Budget preparation (already in use by the University)
- Cash planning
- Receivables and Revenue Management
- Procurement and Contract Management
- Payables and Payment Management
- Inventory and Stores Management
- Fixed Asset Management
- Accounting and Financial Reporting
- Internal and External Reporting

The flexibility of GIFMIS was that it was web based, requires minimal infrastructure and owned by the Federal Government so the University does not need to pay for its usage.

A number of African countries had successfully implemented Integrated Financial Management Information System (IFMIS) which was the same as GIFMIS except for the word 'government'. Some of the successful stories included Tanzania, South Africa, Uganda, Ghana, Gambia and Sierra Leone.

Recommendation

It is recommended that GIFMIS should be adopted by the University Bursary in its Management Information System Unit for financial reporting, as it was owned by the Federal Government and domiciled in the Office of the Accountant General of the Federation.

5.12 RECONCILIATION AND RECORDS UNIT

Purpose of Bank Reconciliation statement as an internal control tool was to identify bank errors and fraud. Usually bank reconciliation helps us to find differences between the cash book and bank statement, identify differences to be investigated so as to find reasons for the differences and steps taken to rectify them.

Forexample, in June 2019, reconciliation was able to show that lodgments of N100,000,000.00 (One Hundred Million Naira) had not been credited to the university account.

The Bursar directed a thorough enquiry on the issue and it was discovered that it had been erroneously paid in the Consolidated Revenue Fund (CRF).

The Bursar wrote to the Office of the Accountant General for the refund which was still outstanding by 2020.

Recommendation

Management should continue to pursue the refund with the Accountant General to ensure the amount is refunded.

Challenges

a. REMITA

The government designated gateway for payment and collection was found to be greatly deficient. Amongst the defects were:

- i. No Historical Record
- ii. Conflicting Downloads
- iii. Bank Statement download on remita stopped after August 2020.

b. CBN

Narrations on transactions always incomplete

c. Office of the Accountant General of the Federation

Delay in response to issues raised

Recommendation

Government should replace REMITA with GIFMIS.

5.13 PENSION ADMINISTRATION

Findings and Observations

The University operated the Pension Reform Act, 2014 that makes provision for the Uniform Contributory Pension Scheme for public and private sectors in Nigeria and for related matters. The University complied fully with this act. The University Pension unit covers University staff, teaching and non-teaching staff, retirees and the next of kin of deceased members of staff.

5.13.1 CATEGORIES OF PENSIONS

a) Non-Contributory Scheme

This scheme covered staff who retired on or before 30th June, 2007.

2016 to 2020:

Under the non-contributory pension scheme payments were made directly to retirees by the University. Pension payments to pensioners was transferred to PTAD (Pension Transitional Arrangement Directorate) for payment. The University only updates PTAD with information on:

Retirees

- 1) The University computes the benefits of a pensioner and submit same to PTAD for payment.
- 2) The University worked with PTAD in verification exercises to establish the existence or otherwise of the pensioner.
- 3) In case of complaints from pensioners, the University worked with PTAD to resolve such issues.
- 4) The UNIZIK pension division works very closely with the Chairman of Federal University Pensioners Association (FUPA).
- 5) On the death of a pensioner, the University notified PTAD after receiving information from the Chairman of FUPA.

(b) Contributory Pension Scheme

Under this scheme the employer contributed 10% and the employee paid 8% of annual basic salary.

1) Existing Staff

The staff upon registration with the Pension Fund Administrator (PFA) submitted the registration certificate to the pension unit which enrolled them on the pension nominal roll. The nominal roll was submitted to the National Pension Commission (PENCOM) for their remittances to be credited, after deductions from the salaries of the employees and the Federal Government paid their own part of the contribution.

2) New Employees

On the assumption of duty, an employee after documentation by the personnel department, requests the new staff to register with a PFA of his/her choice. The staff upon registration with the Pension Fund Administrator (PFA) submits the registration certificate to the pension unit for enrollment them on the pension nominal roll. The nominal roll was submitted to National Pension Commission (PENCOM) for their

remittances to be credited. Note that the contributions are deducted from the salaries of the employees and the Federal Government pays their own part of the contribution.

Findings and Observations

- 1) Non-remittance and under-remittance of staff pension's contributions by PENCOM to various Pension Fund Administrators (PFA) thereby caused staff to be agitated.
- 2) Non-payment of pensioners as at when due by the PFAs. Most times, the PFAs claim that the delay was from PENCOM. Meanwhile PENCOM also claimed that the delay was from the Federal Government.
- 3) PENCOM delays the verification of pensioners.

Recommendations

1. Need for PENCOM and PFAs to create web portal for pensioners to access information on their pension. This access should enable all pensioners not only to view information but also to update their pension data information online. This was more so as many pensioners became incapacitated at retirement.
2. Remittances should be made regularly and promptly by the Federal Government, PENCOM and PFAs.
3. PENCOM should be directed to have scheduled training programmes for University pension officers.
- 4) Capacity building – there is need for training and retraining of pension staff for example, the pension nominal roll prepared on Microsoft Excel software is very bulky, containing details of over 8,000 employees on the contributory pension scheme.

5.14 INTERNAL AUDIT

During the years Visitation 2016-2020, the Audit Unit made significant impact in its operations through increased audit coverage in the system due to increased staff

strength. It was able to mitigate losses in some areas through the new approach of risk-based audit check.

Based on risk-based audit, the cutting of grasses within the university environment for which N12.2million was targeted to be paid monthly for 5years was stopped the Governing Council courtesy of the current Vice Chancellor, Professor C. Esimone. The Governing Council deliberated on the Audit Report and cancelled the 5-year contract with directive that the Works Unit be supported to handle the cutting of grass in the University.

Another Audit Report of note was the issue of Elmada Student Hostels constructed under Public Private Partnership in which the University was short-changed in revenue allocation based on memorandum of understanding signed under conflict of interest. Though the Council could not conclude its assignment of looking into the matter before the expiration of its tenure, it was gathered that the shortfall in the revenue due to the University in the sum of over N30million would be recovered.

In the years under reference, Audit Report on the operation of the Medical Centre changed the status of the centre through the purchase of Ambulance, improved power supply through the provision of Generating Set, Construction of new office building, purchase of X-ray Machine and increased supply of drugs etc. Stock taking exercise was carried out at the Medical Centre to ensure the judicious issuance of drugs and other consumables and any action capable of undermining its activities.

Audit also examined the allocation of TETFund Special High Impact Intervention Project for the sum of N3billion released to the University for 6 projects under the scheme . They included:

- ✓ Construction and Furnishing of Laboratory Block and Office for the Faculty of Pharmaceutical Sciences (Lot 1) given to Konstrad Nigeria Ltd at the contract sum of N373,820,393.98

- ✓ Construction and Furnishing of Classrooms and Office Blocks for Faculty of Pharmaceutical Sciences (Lot2) given to Atomic Diamond Ltd at the contract sum of N483,490,506.26
- ✓ Construction and Furnishing of the Faculty of Education Building (Lot3) given to Hesaab Engineers and Consultants Ltd at the contract sum of N490,449,192.63
- ✓ Construction of the department of Vocational Studies in the faculty of Education (Lot4) given to Seeminai Engineering Ltd at the contract sum of N487,965,001.51
- ✓ Construction and Furnishing of the department of Psychology Building, Faculty of Social Sciences (Lot5) given to Satimaiha Nigeria Ltd at the contract sum of N489,372,590.88
- ✓ Construction and Furnishing of Faculty Building for Social Sciences (Lot6) given to Hikam Engineering and Consulting Ltd at the contract sum of N489,025,460

The audit of Confucius Institute was also carried out to determine the level of utilization of grants received from the Chinese Government in respect of Chinese Language being taught in the University. The University entered into Memorandum of Understanding with Xiamen University, China for the teaching of Chinese language in the University. The clean Audit Report on fund utilization enabled the Institute to access more grant for its operation including the opening of other outreach centres at University of Port-Harcourt and Federal Polytechnic, Oko.

In the area of Audit Site Inspection, this was carried out based on the available audit report covering these projects:

- Construction of classrooms and offices at Agulu now completed by Attic Construction Ltd at the contract sum of N172,413,805.35
- Construction of Students Hostel Type C at Agulu now completed by Austoma Nigeria Ltd at the contract sum of N274,822,506
- Construction of Clinical Students Hostel at Nnewi now completed by Starock Multipurpose Project Ltd at the contract sum of N68,293,156.05

- Construction of Classrooms and Offices at Nnewi by Fragani Nigeria Ltd at the contract sum of 171,477,316.50
- Construction of Faculty Building for College of Health Sciences at Nnewi by Gabson Enterprises Nig Ltd at the contract sum of N480,899,002.05

The recovery of N338,350 from Moot Court operation in the University High School was the product of Audit exercise. Other vital Audit Reports which Management was giving attention to included: Audit Report on of Faculty of Education and the construction of Physical and Biological Sciences Building.

On faculties and departments, audit searchlight was extended to them in the area of usage of Direct Teaching and Laboratory Cost (DTLC) to ensure proper utilization of allocated fund. Audit searchlight through Audit Report also touched the utilization of Accreditation funds released to various departments in the University to ensure passage of accreditation exercise.

Based on improved staff strength and the release of audit Inspection vehicle, 6 divisions were created with 6 divisional heads and support staff to cover these areas

- Faculties and Departments
- Revenue Generating Units
- Capital Projects
- Bursary Functions
- Pre-Audit check/Assets Monitoring
- Special Assignments

Procurement Process

The procurement process in the University followed the due process which included:

- Advertisement in the National Dailies / Federal Tenders Journal
- Collection of bids within the given period
- Bid opening after the deadline specified in the tender documents

- Bids evaluated using technical and financial criteria.

The technical evaluation qualified a bidder to go for financial evaluation. On passing this hurdle, the next stage is the financial evaluation which looks at the lowest evaluated responsive bid.

Recommendations

1. As the system got increasingly digitalized, audit was being challenged to do more. This required that the Internal Auditors should leverage on technology to automate its functions to operate more efficiently to achieve rapid result.
2. The knowledge of the audit staff especially the inexperienced ones should be enhanced through regular training and retraining on emerging technologies in the audit space.
3. The provision of Audit Software specifically designed for audit functions like Idea II Audit Software etc.
4. There is the need for Internal Audit staff to be trained on the use of the Remita Platform to enable Audit Unit play the roles expected of it. Internal Audit should be enrolled into the Remita Platform through a request to be made by the Vice-Chancellor to the office of the Account-General of the Federation. This will enable audit to view and review transaction.
5. There should be synergy between the Internal Audit and the Bursary office for mutual working relationship through joint trainings, conferences and meetings.
6. Bursar, being the chief custodian of University fund, should develop sound internal control checks for the University with particular reference to Faculties and Departments.

7. There should be defined policy with regards to disposal of items in the University to avoid conflicts and attendant loss of revenue.
8. Internal audit report and observation should continue to be prompt and required attention given to them for appropriately in the system as motivation to audit risk.
9. Contract awards in the system should recognize the area of specialization of Contractor instead of being all-comers affairs especially in areas that require special skill and certification.
10. Where possible, Audit Staff, though engaged by the University should be made the staff of the office of the Auditor-General in terms of career, discipline and progression. It is felt that with this position, Audit Unit will be able to function effectively without its independence being impaired in the system.

CHAPTER 6

Term of Reference (iv)

"TO INVESTIGATE THE APPLICATION OF FUNDS PARTICULARLY THE SPECIAL GRANTS AND LOANS MEANT FOR SPECIFIC PROJECTS IN ORDER TO DETERMINE THE STATUS OF SUCH PROJECTS AND THEIR RELEVANCE FOR FURTHER FUNDING".

6.0 PREAMBLE

In addressing the term of reference, attention focused on sources of special grants made available to the University, how it was managed and deployed in the provision of infrastructure for development.

6.1 TERTIARY EDUCATION TRUST FUND (TETFUND).

Findings and Observations

- The University between 2016 to 2020, received a total Sum of Eight billion, one hundred and Ten million, eight hundred and Twenty-Eight Thousand-, Eight- and

Fourteen-naira, Ninety Kobo only (**₦8,110,828,814.90**) as Normal intervention fund; Conference and Training fund was, Six hundred and Eighty six million, nine hundred and fifty-five thousand, eight hundred- and forty-five-naira, fifty-seven kobo only, (**₦696,955,845.57**) and Library Development was, Eighty-four million naira only (**₦84,000,000.00**)

- A total of Six billion, Six hundred Eighty million, Five hundred and thirty three thousand, eight hundred and ninety four naira only(**₦6,688,533,894.00**) of TETFund grant was expended on Capital projects, goods and services across the different campuses and faculties. Some of the projects were completed, while others were ongoing.
- Some of the completed projects included, Construction of Engineering workshop, Construction of Engineering Laboratory and Remodelling of Multipurpose Hall and Theatre Arts, among many others. (see table 4.1.6& 4.1.7).
- Two hundred and forty-two (242) members of staff benefitted from TETFund Conference and training grants between 2016-2020.
- Twenty thousand, three hundred and Eight (20,308), books and journals were procured during the period.
- Quite a number of e-books and e-journals were also procured
- See breakdown of the different components as follows, Tables 6.1 -Income & Expenditures, 6.2 – Conference & training, 6.3- Library development grant, 6.4- Library Resources Expenditure, 6.5- Books & Journals Expenditure,6.6- Completed Projects and, 6.7- Ongoing projects.

Table 6.1 Summary of Income and Expenditure of TETFund Grants.

S/N	YEAR	NAME	GRANT RECEIVED	GRANT EXPENDED
1	2016	TETFUND	388,193,242.00	450,082,067.00
2	2017	TETFUND	567,068,642.90	494,846,252.00
3	2018	TETFUND	1,130,979,877.15	574,005,810.00
4	2019	TETFUND	763,123,911.80	1,152,060,443.00

5	2020	TETFUND	5,261,463,141.05	3,497,018,272.00
		TOTAL	8,110,828,814.90	6,168,012,844.00

*Source: Bursary Department

Table 6.2 **Summary of Conference Attendance and training.**

S/N	YEAR	PROGRAMME	AMOUNT
1	2016	Conference & Training	116,641,707.27
2	2017	Conference & Training	93,992,141.10
3	2018	Conference & Training	142,946,911.32
4	2019	Conference & Training	249,976,286.16
5	2020	Conference & Training	93,398,799.72
		TOTAL	696,955,845.57

*Source: Bursary Department

Table 6.3 **Library development grant, Income**

S/N	YEAR	AMOUNT
1	2016	34,000,000.00
2	2017	30,000,000.00
3	2018	20,000,000.00
4	2019	NIL
5	2020	NIL
	TOTAL	₦84,000,000.00

*Sources: University Librarian and Bursary

Table 6.4 **Library Resources, Expenditure.**

S/N	DESCRIPTION OF PROCUREMENT	
1	1508 Assorted / reference books	75,373,555.00

2	276 Journals	9,890,200.00
3	e-Resources (2) Heione Online and Ebsco Host	9,890,200.00
4	30 Fredfranklin (on) Double Sided Steel Shelves	22,500,000.00
5	Solar Power	5,310,000.00
6	Hybrid Inverter 10KV/48 VDC	4,022,200.00
7	AGM Battery (Deep Cycle) (32)	5,648,000.00
8	Battery Rack (1)	175,000.00
9	5M Rail 132-3.35m MildEnd Clamp Accessories	200,000.00
10	PV Cable/MC4 Connectors 4&2 Way (1)	80,000.00
11	Power Cable, DC, AC, Changeover Switch, Surge Protector	195,000.00
12	5% Vat on Items (5-12)	1,906,510.00
13	Contingency	43,875.00
	Total	₦134,000,000.00

Source: University Librarian

Table 6.5 **Books and Journals (Print Resources), Expenditure.**

S/N	YEAR	BOOKS	JOURNALS	AMOUNT
1	2016	1,004	300	1,440,200
2	2017	1,058	851	5,753,870
3	2018	1,555	1,447	60,514,268.39
4	2019	12,115	1,978	318,812,712.10
5	2020	NIL	NIL	NIL
	TOTAL	15,732	4576	₦386,521,050.00

Source: University Librarian

6.2 NEEDS ASSESSMENT GRANT.

Findings and Observations

Records provided by the Bursary and Physical Planning departments showed that:

- The University received the sum N2,659,917,508.00 between 2016 and 2020.
- The sum of Four billion, one and sixty-eight million, seven hundred and twenty-eight thousand, five hundred and eighty-five naira only(**₦4,168,728,585.00**) was expended on a total of Thirty (**30**) projects and services. Fifteen of these across the campuses and faculties, were fully completed, five (**5**), were at different stages of completion.

6.3 NEEDS ASSESSMENT TRAINING:

Records obtained from the Bursary show that, the University received the sum of One hundred- and one-million-naira(N101,000,000.00) for Conference and training. No information on the number of beneficiaries was provided.

6.4 LOANS.

Records made available the Panel revealed that, the University did not take any loans to execute any project.

6.5 ENDOWMENTS AND SPONSORSHIPS

During the period under review, the University received a total of Twelve (12), Endowment projects, seven (7) completed and Five (5) were ongoing.

Also, cash, books and Foreign Research Grants were made to the University by public spirited individuals. The University received a total sum of **₦23,716,100.00** cash donations, **\$338,460.85** Foreign Research Grants and about **3,685** copies books to the Library.

- See breakdown of the different components as follows, Tables 6.6 – Completed projects, 6.7- Ongoing projects, 6.8- Cash donations, 6.9 – Foreign grants, 6.10- Book’s donations.

Table:6.6 Summary of Endowment/Donor Completed Projects.

S/ N	PROJECT TITLE	DONOR/ SPONSOR	PROJECT LOCATION	DATE OF COMMISSIONING
1	Mass Comm. F.M. Radio Studio	Prof. Stella Okuna	Awka	Dec. 2016
2	Departmental Building for Architecture	Nwandu Famiy	Awka	May, 2017
3	Main Admin Block for CHS	Ibeto Cletus (Sir), Ibeto Group.	Nnewi	Completed,
4	Admin Block for Pharmacy	Pharm. Okoye (JUHEL)	Agulu	Completed
5	Ultra-Modern Medical/ Surge Centre/Progressive Medical Centre	Anambra Progressive Union	Awka	May,2020
6	Research Centre for Againg and Psychological Health	Eze Iweka 111, Obosi	Awka	Oct. 2020
7	School of General Studies	Dr. Raymond Obieri	?	Oct. 2020

*Source: Director of Physical Planning

Table 6.7 Summary of Endowment/Donor, Ongoing Projects.

S/N	ORGANIZATION/ PERSON	PROJECT TITLE	LOCAATION
1	Hon. Dr Uche Ekwunife	FERMA Road at Science Village	Awka
2	JEZCO Ltd	Food Processing Building	AWKA
3	Lagos Island umni	Student Toilet	Awka
4	John Bosco	University 3rd Gate	Awka
5	Onwa Enugwu-Ukwu	University ICT Centre	Awka

Source: Director of Physical Planning

Table. 6.8 Cash Donations

S / N	ORGANIZATION/ PERSON	DESCRIPTION	YEAR	AMOUNT
16	PROF. ELO AMUCHEAZI		2016	500,000.00
17	OPHTHAMOLOGICAL SOCIETY OF NIGERIA	BEST GRADUATING STUDENT IN CLINICAL OPHTHAMOLOGY	2016	1,000,000.00

18	DR & MRS. EMMANUEL T. ABRAHAM	BEST GRADUATING STUDENT IN THE DEPT OF ENGLISH AND LITERARY STUDIES	2016	250,000.00
19	CLEM NWOGBO	ENDOWMENT FOR CHAIRS IN ENGINEERING (MECH DEPT)	2016	5,000,000.00
20	SENATOR BEN NDI OBI	ZIK'S ANNUAL LECTURE SERIES DONOR	2016	10,000,000.00
21	ONYEBUCHI ANI FOUNDATION	SCHOLARSHIP TO STUDENT IN NAU AWKA	2016	46,500.00
22	OBI JACKSON FOUNDATION	SCHOLARSHIP TO STUDENT IN NAU AWKA	2016	79,600.00
		TOTAL AMOUNT		₦16,876,100.00
S/N	ORGANIZATION/ PERSON	DESCRIPTION	YEAR	AMOUNT
23	CHIEF SIR JAMES CHIDOLUE OGUCHI	BEST GRADUATING STUDENT IN FISHERY AND AQUA-CULTURE	2017	10,000.00
24	PROF. CHINYERE OKUNA	BEST GRADUATING STUDENT IN MASS COMMUNICATION NAU AWKA	2017	500,000.00
25	CLEM NWOGBO	ENDOWMENT FOR CHAIRS IN ENGINEERING (MECH DEPT)	2017	5,000,000.00
26	SENATOR BEN NDI OBI	ZIK'S ANNUAL LECTURE SERIES DONOR	2017	500,000.00
		TOTAL		₦6,010,000.00
S/N	ORGANIZATION/ PERSON	DESCRIPTION	YEAR	AMOUNT
27	PROF. STELLA OKUNNA	BEST GRADUATING STUDENT IN FACULTY OF SOCIAL SCIENCES NAU AWKA	2018	500,000.00
				₦500,000.00
S/N	ORGANIZATION/ PERSON	DESCRIPTION	YEAR	AMOUNT
28	MR C. C. CHIBUKO	BEST GRADUATING POST GRADUATING STUDENT IN MICRO BIOLOGY	2019	30,000.00
		TOTAL		₦30,000.00
S/N	ORGANIZATION/ PERSON	DESCRIPTION	YEAR	AMOUNT
29	DR EMMANUEL NWOGBO	BEST GRADUATING STUDENT IN FACULTY OF ENVI. SCI	2020	250,000.00
30	DR IKE CHEBELU	BEST GRADUATING GRADUATING STUDENT	2020	50,000.00
		TOTAL		₦300,000.00

Table 6.9 Summary of Foreign Research Grants. (\$ Component)

S/N	ORGANIZATION/ PERSON	DESCRIPTION	YEAR	AMOUNT
1	University of California	Research Grant	2016	6,429.00
2	Merck Serono Middle East		2016	1,107.50
		TOTAL		\$7,536.50
S/N	ORGANIZATION/ PERSON	DESCRIPTION	YEAR	AMOUNT
1	University of California	Research Grant	2017	3,241.00

		TOTAL	\$3,241.00	
S/N	ORGANIZATION/ PERSON	DESCRIPTION	YEAR	AMOUNT
1	European Development Countries	Research Grant	2018	79,655.49
		TOTAL		\$79,655.49
S/N	ORGANIZATION/ PERSON	DESCRIPTION	YEAR	AMOUNT
1	World Health Organization	Research Grant	2019	12,487.00
2	African Research Excellence Fund	" "	2019	2,475.60
3	Rhodes University, South Africa		2019	7,381.12
4	European Developing Countries		2019	62,116.97
		TOTAL		\$84,460.69
S/N	ORGANIZATION/ PERSON	DESCRIPTION	YEAR	AMOUNT
1	Lancaster University		2020	23,060.00
2	Medical Library Association			3,990.00
3	The Washinton University			11,000.00
4	World Health Organization			73,414.83
5	World Medical Laboratory Association			16,198.50
6	European Developing Countries			11,914.41
7	International Fund for Science			9,000.00
8.	Rhodes University, South Africa			14,989.43
		TOTAL		\$163,567.17

Table.6.10 Summary of Book Donation

S/ N	ORGANIZATION/ PERSON	DESCRIPTION	YEAR	QUANTITY
1	Not recorded	Books	2016	898
2	Not recorded	Books	2017	183
3	Not recorded	Books	2018	229
4			2019	2,375
5			2020	NIL
		TOTAL		#3,685

Source: University Librarian

Recommendations

1. The University should continue to comply with the instructions of TETFund in the effective utilization of its grants.
2. The University should continue to remain diligent in the utilization of NEEDS

Assesment grants.

3. The University should continue to explore more endowments from individuals and Corporate Organisations to fund teaching and research activities.

CHAPTER 7

Term of Reference (v)

"TO EXAMINE THE ADEQUACY OF THE STAFF AND STAFF DEVELOPMENT PROGRAMMES OF EACH UNIVERSITY"

7.0 INTRODUCTION

A University's Corporate Plan should aim at providing an outstanding and distinctive intellectual social and physical environment in which teaching, research and community services may flourish, and all students and staff reach their potential. The University should recognise that its staff are fundamental to its success. A strategic, professional approach to staff development helps the University to attract and retain high-calibre staff with the skills and competencies necessary to deliver its objectives. It is in this context that the success of a University depends on all staff whatever their roles having the relevant skills, knowledge and competencies.

The adequacy of teaching staff in particular may be determined by the extent to which they meet the minimum prescriptions of the National Universities Commission (NUC) in respect of the staff/student ratio as well as the staff mix by rank amongst other parameters. It is also imperative that staff adequacy should consider the totality of

support staff required for proper running of the laboratories, clinics/studios and administration.

There were 14 faculties, five Research Centres/Institutes and 80 departments in Nnamdi Azikiwe University, Awka within the period 2016 – 2020. In addition, four institutions were affiliated to the University within the period under review. The University ran a multi-campus system by law but it also had two faculties sited outside those locations approved by law.

N.B. The complete records of students enrolment for 2020 were not available at the time of the Visitation, hence all analyses involving students' enrolment were stopped at 2019.

7.1 DISTRIBUTION OF ACADEMIC STAFF BY DEPARTMENT (2016 – 2020)

The University had fourteen (14) faculties namely;

1. Faculty of Agriculture
2. Faculty of Arts
3. Faculty of Basic Medical Sciences
4. Faculty of Biosciences
5. Faculty of Education
6. Faculty of Engineering and Technology
7. Faculty of Environmental Sciences
8. Faculty of Health Sciences and Technology
9. Faculty of Law
10. Faculty of Management Sciences
11. Faculty of Medicine

12. Faculty of Pharmaceutical Sciences
13. Faculty of Physical Sciences
14. Faculty of Social Sciences

Tables showing the distribution of the academic staff by rank and numbers throughout the University for the period under review are presented in the Appendix. The analyses for the distribution were based on actual student enrolments as well as the staff nominal roll of the University.

The academic staff imbalances across the departments and faculties during the period under consideration are presented in the subsequent paragraphs.

Findings and Observations

7.1.1 2016 – 2019 Academic Year – Professorial Cadre

The staffing situation within the various categories of academic staff across the years from 2016 to 2019 are presented in the subsequent Tables. The negative entries are indications of staffing beyond the required minimum, while positive entries indicate vacancies in the Departments.

FACULTY/DEPARTMENT	PROFESSOR/READER				
	Vacancies				
	2016	2017	2018	2019	2020
FACULTY OF AGRICULTURE					
Agric Economics & Extension	-1	0	1	-2	
Animal Science & Technology	3	1	2	0	
Crop Science & Horticulture	0	0	0	0	

Fisheries & Aquaculture	2	2	2	2	
Food Science & Technology	2	3	6	6	
Forestry & Wildlife Management	0	-2	-3	-3	
Soil Science & Technology	0	0	-1	0	
TOTAL AGRICULTURE	5	5	9	4	
FACULTY OF ARTS					
African & Asian Studies	-3	-4	-4	-3	
Chinese Studies	-1	-1	0	-1	
English Language & Literature	1	2	-1	-1	
History & International Studies	2	2	1	1	
Linguistics	-1	0	0	-1	
Modern European Languages	-4	-2	-1	-1	
Music	-2	-3	-4	-4	
Philosophy	-3	-3	-4	-4	
Religion & Human Relations	-3	-5	-4	-4	
Theatre Arts	-4	-4	-3	-3	
TOTAL ARTS	-16	-17	-20	-21	
FACULTY OF BASIC MEDICAL SCIENCES					
Anatomy	6	6	6	4	
Human Biochemistry	-3	-3	-3	-4	
Physiology	-1	3	3	3	
TOTAL BASIC MEDICAL SCIENCES	2	6	6	3	
FACULTY OF BIOSCIENCES					
Applied Biochemistry	4	4	2	0	
Applied Microbiology & Brewing	3	1	0	0	
Botany	0	1	0	1	
Parasitology & Entomology	-3	-1	-1	-2	

Zoology	1	-1	-2	-2	
TOTAL BIOLOGICAL SCIENCES	5	4	-2	-3	
FACULTY OF EDUCATION					
Adult Education	-1	1	0	-1	
Educational Foundations	1	3	2	2	
Early Childhood & Primary Education	1	1	0	1	
Educational Management & Policy	2	3	2	2	
Guidance & Counselling	1	-1	-2	-1	
Human Kinetics & Health Education	-3	-3	-4	-1	
Library & Information Science	1	0	-1	0	
Science Education	4	4	4	5	
Vocational & Technical Education	-1	-3	-4	-3	
TOTAL EDUCATION	5	6	-2	2	
FACULTY OF ENGINEERING & TECH					
Agric & Bio-Resources Engineering	-2	-3	-4	-2	
Chemical Engineering	1	0	-2	-2	
Civil Engineering	-1	1	0	-1	
Electrical Engineering	4	3	2	2	
Electronics & Computer Engineering	3	2	1	1	
Industrial & Production Engineering	-1	0	-2	-2	
Mechanical Engineering	4	4	3	1	
Metallurgical/Materials Engineering	-1	-3	-3	-3	
Polymer & Textiles Engineering	2	3	3	3	
TOTAL ENGINEERING	8	6	-1	-4	
FACULTY OF ENVIRONMENTAL SCIENCES					
Architecture	0	0	1	0	
Building	1	0	-1	1	

Environmental Management	-1	-2	-4	-3	
Estate Management	2	0	0	0	
Fine & Applied Arts	-1	-2	-2	-3	
Geography & Meteorology	-3	-2	-2	-2	
Quantity Surveying	2	2	2	2	
Surveying & Geoinformatics	1	1	-2	-1	
TOTAL ENVIRONMENTAL SCIENCES	1	-2	-9	-6	
FACULTY OF HEALTH SCIENCE & TECHNOLOGY					
Environmental Health Science	0	0	-1	-1	
Medical Laboratory Sciences	4	7	5	-4	
Nursing Sciences	3	4	4	8	
Physiotherapy/Medical Rehab	5	5	6	5	
Radiography	6	9	8	6	
TOTAL HEALTH SCIENCE & TECH	18	25	22	15	
FACULTY OF LAW	-4	-7	-6	-6	
FACULTY OF MANAGEMENT SCIENCES					
Accountancy	2	-3	-7	-7	
Banking & Finance	1	0	-2	-5	
Business Administration	0	-4	-6	-5	
Entrepreneurial Studies	0	0	0	1	
Co-operative Economics & Management	3	1	0	0	
Marketing	2	0	-1	-3	
Public Administration	0	-3	-5	-5	
TOTAL MANAGEMENT SCIENCES	8	-8	-22	-24	
FACULTY OF MEDICINE	-45	-51	-48	-53	
FACULTY OF PHARMACEUTICAL SCIENCES	-7	-7	-6	-8	

FACULTY OF PHYSICAL SCIENCES					
Computer Science	8	4	0	0	
Geological Sciences	0	-1	-3	-6	
Geophysics	0	1	2	2	
Mathematics	-2	-2	-3	-2	
Physical & Industrial Physics	-4	-4	-3	-5	
Pure & Industrial Chemistry	-5	-5	-8	-8	
Statistics	-4	-5	-2	-1	
TOTAL PHYSICAL SCIENCES	-7	-11	-17	-18	
FACULTY OF SOCIAL SCIENCES					
Economics	2	-1	-2	-1	
Mass Communication	2	1	-2	-2	
Political Science	1	-3	-4	-6	
Psychology	0	-1	-2	-4	
Sociology & Anthropology	3	-1	-4	-3	
TOTAL SOCIAL SCIENCES	7	-5	-13	-16	
Totals	-20	-56	-109	-136	

The Table above revealed that by 2019, there were vacancies in 21 programmes at the Professorial category in the faculties as follows;

- Agriculture – 2 programmes out of the 7 programmes;
- Arts – One programme out of the 10 programmes;
- Basic Medical Sciences – 2 programmes out of the 3 programmes;
- Bio-Sciences – One programme out of 5 programmes;
- Education – 4 programmes out of 9 programmes;
- Engineering & Technology – 4 programmes out of 9 programmes;

Environmental Sciences	– 2 programmes out of 8 programmes;
Health Science & Technology	– 3 programmes out of the 4 programmes;
Law	– none;
Management Sciences	– One programme out of the 7 programmes;
Medicine	– none;
Pharmaceutical Sciences	– none;
Physical Sciences	– One programme out of the 6 programmes;
Social Sciences	– none out of the 5 programmes.

7.1.2 2016 – 2019 Academic Year – Senior Lecturer Cadre

FACULTY/DEPARTMENT	SENIOR LECTURER				
	Vacancies				
	2016	2017	2018	2019	2020
FACULTY OF AGRICULTURE					
Agric Economics & Extension	4	5	6	5	
Animal Science & Technology	6	7	7	7	
Crop Science & Horticulture	2	4	4	4	
Fisheries & Aquaculture	5	6	5	2	
Food Science & Technology	9	11	11	15	
Forestry & Wildlife Management	1	4	4	4	
Soil Science & Technology	3	4	3	4	
TOTAL AGRICULTURE	29	41	39	42	
FACULTY OF ARTS					
African & Asian Studies	-3	-4	-3	-4	
Chinese Studies	1	1	1	0	

English Language & Literature	4	3	6	7	
History & International Studies	8	6	5	8	
Linguistics	5	5	5	4	
Modern European Languages	2	1	1	0	
Music	-3	-2	0	0	
Philosophy	2	2	-1	2	
Religion & Human Relations	1	4	3	-1	
Theatre Arts	3	3	1	2	
TOTAL ARTS	18	19	18	18	

FACULTY OF BASIC MEDICAL SCIENCES

Anatomy	9	13	12	11	
Human Biochemistry	-4	-4	-4	-3	
Physiology	1	5	6	6	
TOTAL BASIC MEDICAL SCIENCES	6	14	14	14	

FACULTY OF BIOSCIENCES

Applied Biochemistry	10	11	10	15	
Applied Microbiology & Brewing	20	20	16	17	
Botany	6	6	5	5	
Parasitology & Entomology	7	10	11	10	
Zoology	5	8	7	4	
TOTAL BIOLOGICAL SCIENCES	47	55	49	51	

FACULTY OF EDUCATION

Adult Education	2	3	5	4	
Educational Foundations	13	17	15	16	
Early Childhood & Primary Education	-1	-1	0	1	
Educational Management & Policy	7	8	13	6	
Guidance & Counselling	2	5	6	7	
Human Kinetics & Health Education	1	1	0	1	

Library & Information Science	1	4	3	3	
Science Education	11	15	15	17	
Vocational & Technical Education	7	9	6	6	
TOTAL EDUCATION	43	60	62	61	

FACULTY OF ENGINEERING & TECHNOLOGY

Agric & BioResources Engineering	0	0	0	1	
Chemical Engineering	8	9	9	8	
Civil Engineering	9	9	8	5	
Electrical Engineering	8	7	9	7	
Electronics & Computer Engineering	10	11	11	7	
Industrial & Production Engineering	2	3	4	1	
Mechanical Engineering	8	9	9	9	
Metallurgical/Materials Engineering	0	1	1	2	
Polymer & Textiles Engineering	3	2	2	0	
TOTAL ENGINEERING	48	53	53	40	

FACULTY OF ENVIRONMENTAL SCIENCES

Architecture	2	2	-1	3	
Building	5	6	5	4	
Environmental Management	4	5	4	5	
Estate Management	5	4	1	0	
Fine & Applied Arts	-1	2	2	4	
Geography & Meteorology	4	4	4	3	
Quantity Surveying	2	2	2	3	
Surveying & Geoinformatics	2	3	2	4	
TOTAL ENVIRONMENTAL SCIENCES	23	28	19	25	

FACULTY OF HEALTH SCIENCE & TECHNOLOGY

Environmental Health Science	0	0	-1	0	
------------------------------	---	---	----	---	--

Medical Laboratory Sciences	8	12	12	-2	
Nursing Sciences	5	8	8	15	
Physiotherapy/Medical Rehab	4	9	9	8	
Radiography	8	10	9	9	
TOTAL HEALTH SCIENCE & TECH	26	39	37	30	
FACULTY OF LAW	4	8	8	11	
FACULTY OF MANAGEMENT SCIENCES					
Accountancy	4	2	0	2	
Banking & Finance	1	0	-1	0	
Business Administration	4	2	1	1	
Entrepreneurial Studies	2	2	2	3	
Co-operative Economics & Management	6	3	3	4	
Marketing	3	2	0	1	
Public Administration	7	6	4	5	
TOTAL MANAGEMENT SCIENCES	28	18	9	15	
FACULTY OF MEDICINE	-8	0	3	-18	
FACULTY OF PHARMACEUTICAL SCIENCES	5	6	6	1	
FACULTY OF PHYSICAL SCIENCES					
Computer Science	10	9	6	6	
Geological Sciences	5	2	-2	3	
Geophysics	1	1	3	3	
Mathematics	0	-1	0	0	
Physical & Industrial Physics	0	1	3	3	
Pure & Industrial Chemistry	4	2	-3	-4	
Statistics	-1	-1	-6	-6	
TOTAL PHYSICAL SCIENCES	18	13	0	5	
FACULTY OF SOCIAL SCIENCES					
Economics	8	6	4	3	

Mass Communication	5	4	4	6	
Political Science	7	6	4	6	
Psychology	6	4	3	0	
Sociology & Anthropology	2	3	2	2	
TOTAL SOCIAL SCIENCES	27	23	17	16	
Totals	314	377	335	313	

The Table above revealed that by 2019, there were vacancies in 62 programmes at the category of Senior Lecturer in the faculties as follows;

- Agriculture – all the 7 programmes;
- Arts – 5 programmes out of the 10 programmes;
- Basic Medical Sciences – 2 programmes out of the 3 programmes;
- Bio-Sciences – all the 5 programmes;
- Education – all the 9 programmes;
- Engineering & Technology – 8 programmes out of 9 programmes;
- Environmental Sciences – 7 programmes out of 8 programmes;
- Health Science & Technology – 3 programmes out of the 5 programmes;
- Law – all the programme;
- Management Sciences – 6 programmes out of the 7 programmes;
- Medicine – none;
- Pharmaceutical Sciences – all the programme;
- Physical Sciences – 4 programmes out of the 6 programmes;
- Social Sciences – 4 programmes out of the 5 programmes.

7.1.3 2016 – 2019 Academic Year – Lecturer I to Assistant Lecturer Cadre

FACULTY/DEPARTMENT	LECTURER I TO ASSISTANT LECTURER				
	Vacancies				
	2016	2017	2018	2019	2020
FACULTY OF AGRICULTURE					
Agric Economics & Extension	1	0	1	0	
Animal Science & Technology	8	7	8	4	
Crop Science & Horticulture	2	-1	-2	-6	
Fisheries & Aquaculture	5	2	3	1	
Food Science & Technology	10	8	11	11	
Forestry & Wildlife Management	2	2	-1	-3	
Soil Science & Technology	2	4	4	2	
TOTAL AGRICULTURE	31	21	23	8	
FACULTY OF ARTS					
African & Asian Studies	-7	-4	-4	-7	
Chinese Studies	-4	-7	-7	-10	
English Language & Literature	6	5	5	-4	
History & International Studies	9	7	5	3	
Linguistics	-1	1	1	2	
Modern European Languages	-2	-1	0	-5	
Music	0	0	0	3	
Philosophy	-1	-1	-2	-11	
Religion & Human Relations	-3	-2	-3	-5	
Theatre Arts	-3	-1	2	-2	
TOTAL ARTS	-7	-2	-4	-36	
FACULTY OF BASIC MEDICAL SCIENCES					

Anatomy	14	17	13	4	
Human Biochemistry	-4	-4	-4	-5	
Physiology	8	4	4	4	
TOTAL BASIC MEDICAL SCIENCES	18	17	13	3	
FACULTY OF BIOSCIENCES					
Applied Biochemistry	19	20	17	12	
Applied Microbiology & Brewing	17	18	12	8	
Botany	8	9	7	4	
Parasitology & Entomology	7	8	8	8	
Zoology	8	8	7	7	
TOTAL BIOLOGICAL SCIENCES	59	63	51	38	
FACULTY OF EDUCATION					
Adult Education	3	5	4	6	
Educational Foundations	14	19	17	11	
Early Childhood & Primary Education	1	2	2	1	
Educational Management & Policy	8	16	14	9	
Guidance & Counselling	3	5	4	1	
Human Kinetics & Health Education	6	5	4	3	
Library & Information Science	0	0	-1	0	
Science Education	11	15	14	13	
Vocational & Technical Education	7	12	5	0	
TOTAL EDUCATION	53	79	63	44	
FACULTY OF ENGINEERING & TECH					
Agric & BioResources Engineering	2	4	3	4	
Chemical Engineering	5	7	4	-3	
Civil Engineering	5	5	4	6	
Electrical Engineering	9	8	7	7	
Electronics & Computer Engineering	7	7	4	7	

Industrial & Production Engineering	1	2	0	-1	
Mechanical Engineering	6	6	2	1	
Metallurgical/Materials Engineering	2	4	4	1	
Polymer & Textiles Engineering	1	-1	-1	-3	
TOTAL ENGINEERING	38	41	26	19	

FACULTY OF ENVIRONMENTAL SCIENCES

Architecture	0	1	-1	-4	
Building	3	3	1	2	
Environmental Management	3	5	2	-5	
Estate Management	8	6	2	3	
Fine & Applied Arts	3	4	4	2	
Geography & Meteorology	1	4	3	-4	
Quantity Surveying	2	4	3	4	
Surveying & Geoinformatics	1	2	-1	0	
TOTAL ENVIRONMENTAL SCIENCES	23	29	14	-1	

FACULTY OF HEALTH SCIENCE & TECHNOLOGY

Environmental Health Science	0	0	-6	-11	
Medical Laboratory Sciences	7	17	17	-5	
Nursing Sciences	2	6	7	11	
Physiotherapy/Medical Rehab	7	12	6	9	
Radiography	12	21	16	13	
TOTAL HEALTH SCIENCE & TECH	29	56	41	17	
FACULTY OF LAW	1	1	0	-8	

FACULTY OF MANAGEMENT SCIENCES

Accountancy	8	9	3	-6	
Banking & Finance	6	3	0	-6	
Business Administration	9	6	1	-2	

Entrepreneurial Studies	0	0	-1	-5	
Co-operative Economics & Management	5	2	0	0	
Marketing	6	2	0	1	
Public Administration	9	4	1	-2	
TOTAL MANAGEMENT SCIENCES	43	26	4	-20	
FACULTY OF MEDICINE	-8	-4	-2	-26	
FACULTY OF PHARMACEUTICAL SCI	-1	5	1	0	
FACULTY OF PHYSICAL SCIENCES					
Computer Science	16	10	5	2	
Geological Sciences	8	6	0	-5	
Geophysics	1	2	4	4	
Mathematics	-3	-3	-3	-2	
Physical & Industrial Physics	0	-3	0	-3	
Pure & Industrial Chemistry	6	4	-5	-10	
Statistics	2	0	-7	-9	
TOTAL PHYSICAL SCIENCES	29	16	-6	-24	
FACULTY OF SOCIAL SCIENCES					
Economics	5	-2	-3	-9	
Mass Communication	8	5	3	-1	
Political Science	9	6	3	4	
Psychology	0	-5	-7	-6	
Sociology & Anthropology	2	0	-2	-4	
TOTAL SOCIAL SCIENCES	24	5	-7	-16	
Totals	329	351	217	0	

The Table above revealed that by 2019, there were vacancies in 38 programmes at the Lecturer I to Assistant Lecturer category in the faculties as follows;

Agriculture	– 4 programmes out of the 7 programmes;
Arts	– 3 programmes out of the 10 programmes;
Basic Medical Sciences	– 2 programmes out of the 3 programmes;
Bio-Sciences	– all the 5 programmes;
Education	– 7 programmes out of 9 programmes;
Engineering & Technology	– 6 programmes out of the 9 programmes;
Environmental Sciences	– 4 programmes out of the 8 programmes;
Health Science & Technology	– 3 programmes out of the 4 programmes;
Law	– none;
Management Sciences	– One programme out of the 7 programmes;
Medicine	– none;
Pharmaceutical Sciences	– none;
Physical Sciences	– 2 programmes out of the 6 programmes; and
Social Sciences	– One programme out of the 5 programmes.

7.1.4 2016 – 2020 Academic Year – Graduate Assistant Position

FACULTY/DEPARTMENT	GRADUATE ASSISTANT				
	Appointments				
	2016	2017	2018	2019	2020
FACULTY OF AGRICULTURE					
Agric Economics & Extension					
Animal Science & Technology				1	1
Crop Science & Horticulture				1	2

Fisheries & Aquaculture				3	3
Food Science & Technology					1
Forestry & Wildlife Management				1	1
Soil Science & Technology				1	1
TOTAL AGRICULTURE					
FACULTY OF ARTS					
African & Asian Studies				2	4
Chinese Studies					1
English Language & Literature				4	5
History & International Studies	3	1		2	3
Linguistics				3	3
Modern European Languages				5	3
Music			1	8	7
Philosophy				3	6
Religion & Human Relations				4	4
Theatre Arts				2	3
TOTAL ARTS					
FACULTY OF BASIC MEDICAL SCIENCES					
Anatomy				2	2
Human Biochemistry					
Physiology				2	2
TOTAL BASIC MEDICAL SCIENCES					
FACULTY OF BIOSCIENCES					
Applied Biochemistry				2	2
Applied Microbiology & Brewing				14	16
Botany				3	3
Parasitology & Entomology	1			8	9

Zoology				5	5
TOTAL BIOLOGICAL SCIENCES					
FACULTY OF EDUCATION					
Adult Education				2	3
Educational Foundations				4	4
Early Childhood & Primary Education	1		1	5	6
Educational Management & Policy		2	1	2	3
Guidance & Counselling				1	3
Human Kinetics & Health Education	1			5	9
Library & Information Science				4	7
Science Education	1			9	10
Vocational & Technical Education	2	2	2	3	3
TOTAL EDUCATION					
FACULTY OF ENGINEERING & TECH					
Agric & BioResources Engineering				1	1
Chemical Engineering				1	2
Civil Engineering				3	4
Electrical Engineering				1	1
Electronics & Computer Engineering	1	1	1	4	4
Industrial & Production Engineering	1	1		1	3
Mechanical Engineering	1			4	5
Metallurgical/Materials Engineering				1	3
Polymer & Textiles Engineering				3	4
TOTAL ENGINEERING					
FACULTY OF ENVIRONMENTAL SCIENCES					
Architecture					
Building				2	2

Environmental Management				2	2
Estate Management				5	5
Fine & Applied Arts				3	4
Geography & Meteorology				1	1
Quantity Surveying				1	1
Surveying & Geoinformatics				2	1
TOTAL ENVIRONMENTAL SCIENCES					
FACULTY OF HEALTH SCIENCE & TECHNOLOGY					
Environmental Health Science					
Medical Laboratory Sciences				5	4
Nursing Sciences		1		1	2
Physiotherapy/Medical Rehab					3
Radiography	1	1	1	2	2
TOTAL HEALTH SCIENCE & TECH					
FACULTY OF LAW					
FACULTY OF MANAGEMENT SCIENCES					
Accountancy	1	1		14	13
Banking & Finance				1	4
Business Administration				2	2
Entrepreneurial Studies				1	1
Co-operative Economics & Management				9	11
Marketing	1			2	2
Public Administration				3	3
TOTAL MANAGEMENT SCIENCES					
FACULTY OF MEDICINE					
FACULTY OF PHARMACEUTICAL SCIENCES					
			1	18	18

FACULTY OF PHYSICAL SCIENCES					
Computer Science	2	1	1	3	4
Geological Sciences	0	0	0	5	1
Geophysics	0	0	0	0	4
Mathematics	2	2	2	7	8
Physical & Industrial Physics	3	1		6	6
Pure & Industrial Chemistry	1			8	9
Statistics	1		1	5	5
TOTAL PHYSICAL SCIENCES					
FACULTY OF SOCIAL SCIENCES					
Economics	2		1	3	7
Mass Communication				1	
Political Science					1
Psychology	2	1	1	1	2
Sociology & Anthropology				1	2
TOTAL SOCIAL SCIENCES					
Totals	28	15	14	245	292

The Table above revealed that by 2020, Graduate Assistants were appointed into 71 programmes out of the 79 programmes in the University.

The Panel observed that during the period under review that there were far more senior academics than their younger ones. The dearth of middle cadre academics was most evident at the Senior Lecturer level.

Employment into the Graduate Assistant position was high across all programmes of the University. An analysis of the rate of acquisition of Postgraduate degree of Masters by the Graduate Assistants (GAs) was noticed to be relatively poor (Section 5.11.7).

Recommendations

- i) The Panel recommends a deliberate attempt by the University to attract academics at the Senior Lecturer level. Senior Lecturers drive academic programmes in the faculties and departments.
- ii) Appointments into the Assistant Lecturer through to the Lecturer I cadres should be pursued vigorously by identifying and attracting postgraduate students with outstanding performances.
- iii) Appointments into the Graduate Assistant position should be treated with caution. As a training position, the appointment of GAs should be conditional on the acquisition of Masters degree within two years otherwise the appointment should lapse.

7.2 STAFF/STUDENTS RATIO

A key parameter to gauge the adequacy of academic staff in the University is the Staff/Students ratio. The ratio defines the number of students to be taught by a lecturer on a programme offering.

Findings and Observations

The Staff/Students ratio trend across programme offerings within the period under review revealed as follows;

FACULTY/DEPARTMENT	STAFF/STUDENTS RATIO					
	REQUIRED	2016	2017	2018	2019	2020
FACULTY OF AGRICULTURE						
Agric Economics & Extension	1:15	1:20	1:21	1:25	1:18	
Animal Science & Technology	1:15	1:140	1:47	1:67	1:30	

Crop Science & Horticulture	1:15	1:25	1:19	1:18	1:14	
Fisheries & Aquaculture	1:15	1:77	1:41	1:36	1:23	
Food Science & Technology	1:15	1:91	1:52	1:61	1:63	
Forestry & Wildlife Management	1:15	1:21	1:22	1:14	1:12	
Soil Science & Technology	1:15	1:34	1:38	1:31	1:26	
TOTAL AGRICULTURE	1:15	1:42	1:32	1:32	1:24	
FACULTY OF ARTS						
African & Asian Studies	1:30	1:9	1:12	1:10	1:9	
Chinese Studies	1:30	1:7	1:8	1:9	1:6	
English Language & Literature	1:30	1:46	1:46	1:50	1:32	
History & International Studies	1:30	1:75	1:64	1:52	1:49	
Linguistics	1:30	1:37	1:41	1:42	1:40	
Modern European Languages	1:30	1:20	1:24	1:28	1:19	
Music	1:30	1:15	1:19	1:20	1:26	
Philosophy	1:30	1:27	1:28	1:20	1:17	
Religion & Human Relations	1:30	1:20	1:22	1:19	1:15	
Theatre Arts	1:30	1:21	1:26	1:29	1:25	
TOTAL ARTS	1:30	1:29	1:30	1:29	1:24	
FACULTY OF BASIC MEDICAL SCIENCES						
Anatomy	1:15	1:54	1:64	1:46	1:29	
Human Biochemistry	1:15	0	0	0	0	
Physiology	1:15	1:25	1:30	1:31	1:27	
TOTAL BASIC MEDICAL SCIENCES	1:15	1:26	1:31	1:28	1:21	
FACULTY OF BIOSCIENCES						
Applied Biochemistry	1:20	1:51	1:55	1:49	1:43	
Applied Microbiology & Brewing	1:20	1:46	1:44	1:39	1:34	
Botany	1:20	1:42	1:46	1:39	1:33	

Parasitology & Entomology	1:20	1:32	1:39	1:42	1:37	
Zoology	1:20	1:47	1:51	1:45	1:36	
TOTAL BIOLOGICAL SCIENCES	1:20	1:44	1:47	1:42	1:37	
FACULTY OF EDUCATION						
Adult Education	1:30	1:50	1:73	1:79	1:76	
Educational Foundations	1:30	1:82	1:127	1:115	1:64	
Early Childhood & Primary Education	1:30	1:34	1:37	1:35	1:37	
Educational Management & Policy	1:30	1:58	1:85	1:107	1:49	
Guidance & Counselling	1:30	1:49	1:63	1:61	1:47	
Human Kinetics & Health Education	1:30	1:42	1:36	1:32	1:39	
Library & Information Science	1:30	1:40	1:40	1:34	1:38	
Science Education	1:30	1:101	1:118	1:114	1:88	
Vocational & Technical Education	1:30	1:46	1:56	1:40	1:32	
TOTAL EDUCATION	1:30	1:57	1:72	1:66	1:51	
FACULTY OF ENGINEERING & TECHNOLOGY						
Agric & BioResources Engineering	1:15	1:14	1:16	1:14	1:18	
Chemical Engineering	1:15	1:26	1:27	1:23	1:17	
Civil Engineering	1:15	1:29	1:31	1:28	1:26	
Electrical Engineering	1:15	1:34	1:31	1:30	1:28	
Electronics & Computer Engineering	1:15	1:29	1:29	1:26	1:25	
Industrial & Production Engineering	1:15	1:18	1:20	1:17	1:14	
Mechanical Engineering	1:15	1:36	1:35	1:27	1:23	
Metallurgical/Materials Engineering	1:15	1:16	1:17	1:17	1:15	
Polymer & Textiles Engineering	1:15	1:24	1:22	1:21	1:14	
TOTAL ENGINEERING	1:15	1:26	1:26	1:23	1:20	

FACULTY OF ENVIRONMENTAL SCIENCES						
Architecture	1:15	1:16	1:17	1:15	1:15	
Building	1:15	1:29	1:27	1:22	1:24	
Environmental Management	1:15	1:25	1:28	1:19	1:11	
Estate Management	1:15	1:29	1:25	1:18	1:18	
Fine & Applied Arts	1:15	1:17	1:21	1:21	1:19	
Geography & Meteorology	1:15	1:20	1:26	1:22	1:12	
Quantity Surveying	1:15	1:26	1:30	1:31	1:32	
Surveying & Geoinformatics	1:15	1:19	1:20	1:14	1:18	
TOTAL ENVIRONMENTAL SCIENCES	1:15	1:22	1:23	1:19	1:17	
FACULTY OF HEALTH SCIENCE & TECH						
Environmental Health Science	1:15	0	0	0	0	
Medical Laboratory Sciences	1:15	1:30	1:45	1:46	1:8	
Nursing Sciences	1:15	1:25	1:30	1:33	1:38	
Physiotherapy/Medical Rehab	1:15	1:35	1:51	1:32	1:37	
Radiography	1:15	1:59	1:80	1:60	1:50	
TOTAL HEALTH SCIENCE & TECH	1:15	1:34	1:47	1:37	1:9	
FACULTY OF LAW	1:30	1:31	1:32	1:32	1:28	
FACULTY OF MANAGEMENT SCIENCES						
Accountancy	1:30	1:47	1:39	1:24	1:20	
Banking & Finance	1:30	1:49	1:38	1:25	1:15	
Business Administration	1:30	1:47	1:36	1:24	1:23	
Entrepreneurial Studies	1:30	1:52	1:53	1:39	1:24	
Co-operative Economics & Management	1:30	1:68	1:47	1:38	1:42	
Marketing	1:30	1:67	1:40	1:27	1:26	

Public Administration	1:30	1:67	1:48	1:29	1:27	
TOTAL MANAGEMENT SCIENCES	1:30	1:55	1:41	1:27	1:23	
FACULTY OF MEDICINE	1:10	1:5	1:5	1:6	1:4	
FACULTY OF PHARMACEUTICAL SCIENCES	1:15	1:14	1:16	1:15	1:14	
FACULTY OF PHYSICAL SCIENCES						
Computer Science	1:20	1:64	1:48	1:33	1:27	
Geological Sciences	1:20	1:32	1:26	1:17	1:15	
Geophysics	1:20	0	0	0	0	
Mathematics	1:20	1:13	1:13	1:11	1:13	
Physical & Industrial Physics	1:20	1:17	1:15	1:10	1:8	
Pure & Industrial Chemistry	1:20	1:23	1:20	1:16	1:13	
Statistics	1:20	1:17	1:14	1:12	1:12	
TOTAL PHYSICAL SCIENCES	1:20	1:27	1:23	1:17	1:16	
FACULTY OF SOCIAL SCIENCES						
Economics	1:30	1:60	1:35	1:28	1:22	
Mass Communication	1:30	1:60	1:51	1:40	1:34	
Political Science	1:30	1:58	1:46	1:35	1:35	
Psychology	1:30	1:40	1:28	1:22	1:18	
Sociology & Anthropology	1:30	1:39	1:32	1:24	1:23	
TOTAL SOCIAL SCIENCES	1:30	1:50	1:37	1:29	1:26	

The Staff/Students Ratio across faculties in the University by 2019 revealed as follows;

Agriculture – 1:24 as against NUC's 1:15

Arts – 1:24 as against NUC's 1:30

Basic Medical Sciences – 1:21 as against NUC's 1:15

Biological Sciences	– 1:37 as against NUC’s 1:20
Education	– 1:51 as against NUC’s 1:30
Engineering & Technology	– 1:20 as against NUC’s 1:15
Environmental Sciences	– 1:17 as against NUC’s 1:15
Health Science & Technology	– 1:9 as against NUC’s 1:15
Law	– 1:28 as against NUC’s 1:30
Management Sciences	– 1:23 as against NUC’s 1:30
Medicine	– 1:4 as against NUC’s 1:10
Pharmaceutical Sciences	– 1:14 as against NUC’s 1:15
Physical Sciences	– 1:16 as against NUC’s 1:20
Social Sciences	– 1:26 as against NUC’s 1:30

The percentage of programmes that did not satisfy the staff/students ratio across faculties during the period under review were as follows:

FACULTY	PERCENTAGE OF PROGRAMMES DEFICIENT IN STAFF/STUDENTS RATIO					AVERAGE FACULTY DEFICIENCY
	2016	2017	2018	2019	2020	
	AGRICULTURE	100%	100%	100%	71%	
ARTS	30%	30%	30%	30%		30%
BASIC MEDICAL SCIENCES	100%	100%	100%	100%		100%
BIOLOGICAL SCIENCES	100%	100%	100%	100%		100%
EDUCATION	100%	100%	100%	100%		100%

ENGINEERING & TECHNOLOGY	89%	100%	89%	67%		86%
ENVIRONMENTAL SCIENCES	100%	100%	75%	63%		84%
HEALTH SCIENCE & TECH	100%	100%	100%	100%		100%
LAW	100%	100%	100%	-		75%
MANAGEMENT SCIENCES	100%	100%	29%	14%		61%
MEDICINE	-	-	-	-		-
PHARMACEUTICAL SCIENCES	-	100%	-	-		25%
PHYSICAL SCIENCES	50%	17%	17%	17%		25%
SOCIAL SCIENCES	100%	80%	40%	40%		65%
AVERAGE UNIVERSITY YEARLY DEFICIENCY	85%	84%	69%	60%		75%

The total enrolment figures for the full-time to part-time and sandwich undergraduate programmes were as follows during the period under review;

Year	Undergraduate Enrolments	
	Full-Time	Part-Time and Sandwich
2016	27320	10279
2017	28981	7788
2018	28718	6345
2019	29796	5778
2020		

The staff/students ratio across all faculties was very encouraging except in the Faculty of Education. The ratios portend that available staff members were overloaded with teaching high student numbers.

The high enrolments on the part-time and sandwich programmes at the undergraduate level in the Faculty of Education was principally responsible for the skewed staff/students ratio in the Faculty. The NUC prescribed an enrolment of not more than 20% of the full-time enrolments into the part-time and sandwich programmes which the University did not observe.

Recommendation

The University should abide by the NUC approved admissions quota of 9000 as well as comply with the 20% enrolment provision for part-time programmes at the undergraduate level, also as approved by the NUC.

7.3 NON-TEACHING STAFF POPULATION

Findings and Observations

Tables below present an outline of the nature and composition of the non-teaching staff at the senior administrative and technical levels as well as the junior cadres. The variety of nomenclature made it impossible to list the different types and categories for the non-teaching staff.

NON - TEACHING STAFF POPULATIONS

YEAR	Non - Teaching Staff Population	
	Senior	Junior

	TOTAL STUDENT POPULATION	Req	Act	Vac	Req	Act	Vac
2016	39581	1346	1254	92	3958	815	3143
2017	40342	1372	1312	60	4034	818	3216
2018	35050	1192	1401	-209	3505	762	2743
2019	36854	1253	1907	-654	3685	737	2948
2020							
Total	151827	5162	5874	-712	15183	3132	12051

Notes:- Req – Required; Act – Actual; Vac - Vacancy

SENIOR NON - TEACHING STAFF POPULATION DISTRIBUTION

	YEAR/VACANCIES				
	2016	2017	2018	2019	2020
CONTISS 14 – 15	35	30	25	23	
CONTISS 12 – 13	-14	-10	-33	0	
CONTISS 09 – 11	107	117	49	64	
CONTISS 06 – 08	-36	-77	-250	-740	

The Senior Non-Teaching Staff distribution population should not exceed the following percentages of the required Senior Non-Teaching Staff population;

- CONTISS 14 – 15 - 5%
- CONTISS 12 – 13 - 15%
- CONTISS 09 – 11 - 35%

CONTISS 06 – 08 - 45%

The foregoing revealed that there was a dearth of non-teaching staff across all cadres in the University except in 2018 and 2019 for the Senior staff category.

During the period under review, the non-teaching staff population remained relatively within the prescribed normal. It was observed, however, that disaggregating the senior non-teaching staff population, employment into CONTISS 06 – 08 exceeded the allowable maximum of 45% of the required Senior Non-Teaching Staff population. The nominal roll of the University revealed the dearth of Technologists and Technicians in the various laboratories and studios in the Departments.

Recommendation

The University should concentrate on the employment of more Technologists and Technicians in the laboratories and studios.

7.4 RESEARCH AND RESEARCH FUNDING

Findings and Observations

During the period under review, the University provided a platform for tremendous growth of the School of Postgraduate Studies. The School mounted Research Methodology Workshops for postgraduate supervisors, lecturers and students. The philosophy was to address decline in research competencies of these stakeholders and to increase their research capabilities in response to developments in research enterprise.

Also, sensitisation workshop on intellectual property and technology transfer was held with a view to train staff on basics of research design of market driven research as well as rudiments of intellectual property and its transfer. In addition, staff were trained on the use of patent databases for research and on the drafting of patents.

The University was reported to be one of the eleven National Institutions for the Technology and Innovation Support Centre (TISC) Network Pilot Scheme in Nigeria.

In furtherance to enhancing research culture in the University, a Teachers' Assembly for Postgraduate Teachers was held to boost the competences of lecturers in postgraduate students training.

The University witnessed increased success of staff applying for and actually getting research grants from the National Research Fund Programme of TETFund, reaching a record high of five successful applicants in one tranche. Also, in re-invigorating research publication drive, eight (8) academic staff of the University were listed by Scopus among the top five hundred (500) authors in Nigeria. Scopus is the largest source-neutral abstract and citation database for peer-reviewed literature in the world.

The University was designated as a Centre of Excellence in Science-based disciplines. Also, the University hosts a Simulation, Research and Training Centre for the testing for and diagnosis of COVID-19, Lassa Fever and other viral infections.

There were indications that the University had recorded significant work to support research activities. In addition, the efforts had yielded impressive attraction from research funding agencies that provided requisite infrastructure in the University. It is envisioned that stakeholders in the University take advantage of the supports on ground.

The resuscitation of the Senate Research Grant and formation of research clusters to access the funds. A Grant and Patents Office was established in the University.

The Panel observed that Nnamdi Azikiwe University had produced a ranking of its first 100 scholars by publication and citation for the Year 2020. The ranking used an average of 5-years H-index and 5-years i10-index both of Google Scholar to select the top scholars in the University.

Recommendations

- i) The University Management should continue to accord research the highest priority it deserved.
- ii) The Senate Research Grant should be funded regularly and the results handled appropriately.
- iii) The efforts in ranking scholars of the University should be sustained.

7.5 ACCREDITATION OF ACADEMIC PROGRAMMES

Findings and Observations

The accreditation exercise is a measure of quality check on the University. The University had during the period under review, been visited by the NUC and other Professional regulatory agencies. The outcomes of the various accreditation exercises were discussed under Term of Reference VIII of this report.

It was observed that 42 undergraduate programmes had Full NUC Accreditation status during the period under review. In the same light, 22 programmes had Interim Accreditation status.

Also, all the three (3) programmes that were visited by their various professional registration bodies, during the period under review, had Full Accreditation status from the bodies.

The Panel observed that the practical studio for the Department of Music and Theatre Arts was located within the Faculty of Arts offices and classes. The use of this facility by these programmes caused lots of disturbances to other lecture sessions within the faculty.

Recommendations

i) The University should improve on its staffing profile as well as its infrastructure in order to maintain its current successes in the accreditation exercises.

ii) The University should develop another facility to be called “Theatre or Performance Village” away from Faculty buildings for the purposes of practical sessions for Music and Theatre Arts programmes.

7.6 STUDENTS’ ENROLMENT

Findings and Observations

Students were enrolled into the University on full-time or part-time basis at the undergraduate and postgraduate levels. Enrolments were also available for sandwich programmes at the undergraduate level. The number of students enrolled across the 14 Faculties during the period under review were;

FACULTY	STUDENT POPULATION/YEAR				
	2016	2017	2018	2019	2020
AGRICULTURE	1518	1868	1992	2134	
ARTS	4014	4190	3882	4473	
BASIC MEDICAL SCIENCES	894	1063	1057	1045	
BIOLOGICAL SCIENCES	4080	4283	3732	3781	
EDUCATION	6303	7436	6752	7842	
ENGINEERING & TECHNOLOGY	3385	3533	3280	3229	
ENVIRONMENTAL SCIENCES	2197	2357	1896	2159	

HEALTH SCIENCE & TECH	1920	2659	2519	716	
LAW	1116	1198	1107	1360	
MANAGEMENT SCIENCES	5190	3906	2603	3088	
MEDICINE	570	637	698	755	
PHARMACEUTICAL SCIENCES	727	835	785	910	
PHYSICAL SCIENCES	3262	2973	2121	2285	
SOCIAL SCIENCES	4405	3404	2626	3077	
Totals	39581	40342	35050	36854	
Science: Arts Ratio (%)	47%:53%	50%:50%	52%:48%	46%:54%	
Male: Female Ratio (%)	51%:49%	50%:50%	59%:41%	51%:49%	

The Panel observed that the Science: Arts Ratio did not meet the specified minimum of 60%:40% while the Male: Female Ratio was very good at 50%.

Recommendation

The University should address the Science: Arts ratio to conform with the NUC prescribed minimum of 60%:40% in favour of Science.

7.7 STAFF DEVELOPMENT

Findings and Observations

7.7.1 Academic Staff

During the period under review, academic staff members benefited from staff development through post-doctoral training, acquisition of higher degrees and attendance to conferences through Tetfund. A total of N740,093,057 was spent for training under the following programmes;

Ph.D	-	51 Beneficiaries
Bench Work	-	4 Beneficiaries
Masters	-	11 Beneficiaries

Also, TETFund intervention on Conference attendance locally and overseas revealed that a total of 72 academic staff benefitted during the period under review. A total of N106,312,264 was expended.

A breakdown of the conference sponsorships for academic staff within the period using internally generated funds were as follows;

Year	No. of Beneficiaries	Amount
2016	1	N418,887
2017	27	N13,081,082
2018	119	N45,726,728
2019	83	N24,193,777
2020	12	N5,833,400

The Panel was not provided with information on the University's staff development policy, however the guidelines of TETFund for its intervention allocations was provided. It was observed that sponsorship for the acquisition of higher degrees had been through an intervention agency, while internally generated funds were only deployed for conference

attendance. Sponsorships for Ph.D degree during the period averaged 10 academic staff per year in the review period.

The School of Postgraduate Studies awarded 12 PGD certificates, 95 Masters and 111 Ph.D degrees to academic staff members of the University during the period under review.

7.7.2 Non – Teaching Staff

A total of 108 non-teaching staff were sponsored to various local and international conferences and workshops with TETFund intervention at N52,151,293 during the period under review. Thirty-eight (38) Technologists and Technicians from the laboratories were supported to attend conferences during the period under review.

Also, using the internally generated funds during the period under review the non-teaching staff were sponsored to local conferences and workshops as follows:

Year	No. of Beneficiaries	Amount
2016	4	N395,160
2017	152	N13,717,800
2018	152	N31,425,089
2019	289	N34,800,848
2020	55	N11,813,340

The non-teaching staff had their fair share of sponsorship for training both from the intervention fund and the internally generated fund. Technologists and Technicians in the laboratories had a fair share of the training supports in the University.

Recommendations

- i) The University should strengthen its capacity building efforts for both academic and non-teaching staff. The academic staff should as a matter of policy be entitled to be sponsored to attend and present a paper at one national conference each year and one international conference every other year (or in three years interval). This policy should be to ensure that the staff is up-to-date in his/her area of specialisation, share ideas with colleagues in the area and establish links and collaborations.
- ii) The University should further continue the practice of inviting experts to facilitate training programmes for non-teaching staff as the need arises. This periodic training should be to facilitate improvement of the quality of such category of staff. In addition, the in-situ training would be more effective than to sponsor only a few members outside.
- iii) The University should publish and popularise its staff development policy. The annual Mandatory Continuous Professional (MCP) Training for staff of Registry and Bursary was commendable, however training for Technologists and Technicians in the laboratories should be enhanced.

7.8 SCHOOL OF POSTGRADUATE STUDIES

Findings and Observations

The postgraduate programmes of Nnamdi Azikiwe University were run by The School of Postgraduate Studies (SPGS), Nnamdi Azikiwe University constituted as per Section 2 (c) and Section 4 (a) of Decree 34, Nnamdi Azikiwe University Decree, 1992, now Nnamdi Azikiwe University Act Cap N139 Laws of the Federation of Nigeria 2004.

During the period under review, the Academic Brief of the University had categorized the School of Postgraduate Studies as having the status of a Faculty. However, since its publication the academic and administrative activities and structures of the School have changed tremendously. From nine faculties and fifty departments to fourteen faculties, ninety departments, Centres, Institutes and the UNIZIK Business School offering postgraduate programmes. The School was running a total of 224 approved postgraduate programmes as follows: 60PGD/PGDE, 86Master, 1MPhil/PhD and 76 PhD and 1DBA/DPA programmes across Departments, Faculties, Centres, Institute and School. There was an on-going effort to transform the School into a College of Postgraduate Studies.

The general procedure for admission into the programmes of the School were normally placed in a variety of communication media twice a year. Admissions were normally completed before the beginning of the first and second semesters respectively in prosecution of the two-tier admission system adopted in 2017/2018 academic session.

Postgraduate student enrolment in the years 2016 – 2019 (1st Tier) were as shown below:

Year	Total Enrolment	Full Time	Part Time
2016	1681	1352	329
2017	1037	867	170
2018	1026	860	166
2019 (1 st Tier)	1102	821	281
2020			

The Panel observed that student subscription to the School was quite low as the ratio of the Postgraduate student enrolments to that of the Undergraduate student enrolments during the period under review were as shown below

Year	Total Enrolment		PG:UG (%)
	Postgraduate	Undergraduate	
2016	1681	37599	4%
2017	1037	36769	3%
2018	1026	33558	3%

2019 (1 st Tier)	1102	35574	3%
2020			

The University reported that the School of Postgraduate Studies recorded many achievements amongst which were;

- i. Digitalization of most activities
- ii. Online sale of admission application forms
- iii. Online Screening test
- iv. Online Orientation of newly admitted students
- v. Online defence of Masters and PhD theses

During the period under review, the School graduated 218 academic staff of the University as follows

Year	Degree			Total
	PGD	Masters	Ph.D	
2016	2	21	14	37
2017	4	16	18	38
2018	1	26	28	55
2019	3	26	40	69
2020	2	6	11	19
Totals	12	95	111	218

The Panel observed that more appointments were made to the Graduate Assistant position as stated earlier in Section 5.2.5 of this report. It was also noted that acquisition of Masters degree by this category of staff of the University was poor as indicated below;

Year	No of Graduate Assistants	No of University Staff Awarded Masters
2016	28	21
2017	15	16
2018	14	26
2019	245	26
2020	292	6

The University had a good number of staff at the professorial cadre to suggest serious engagement in postgraduate training. This strategic advantage should translate to higher enrolments by junior academics of the University.

Recommendation

The University should ensure that academic staff without requisite qualifications of the Ph.D enrol into postgraduate studies of the University. Participation by staff at the professorial in postgraduate training was very dismal and should be enhanced.

7.9 LIBRARY DEVELOPMENT

Findings and Observations

The main University building at the Awka campus had started showing signs of dilapidation. Some parts of the roof were leaking and this had affecting parts of the walls adversely. The wall paints are peeling off. The building could be rescued from its deplorable state through quick intervention. The Medical Library, the Pharmaceutical Sciences Library and the Faculty of Social Sciences Library had space problems. The construction of a medical library had commenced at the permanent site of the College of Health Sciences.

Digitalization of Library Resources

Digitalization plays an important role in the preservation and conservation of library resources. The library had Bookeye 4 professional scanner which was used for the digitisation of theses, books and journals. A WideTek 36DS Scanner was used for the digitisation of newspapers. Other ICTs available in the library were digital Camera and external hard disc for storage. The Bookeye 4 professional scanner broke down while the WideTek 36DS Scanner stopped functioning. The digitisation of library resources had been put on hold.

Institutional Repository

The Main Library had Dspace 6.3 installed on Ubuntu 18.04 LTS server for its repository in 2016. The repository was currently not accessible. From the time it was setup until the collapse of the repository in 2017 no item was uploaded to it.

Budgetary Allocation for the Library from 2016 to 2020

The budgetary allocation for the library from 2016 to 2020 is presented below;

YEAR	AMOUNT (N)
2016	9,959,156
2017	15,000,000
2018	15,000,000
2019	40,000,000
2020	60,000,000

Provision of Books and Journals in the Library from 2016 to 2020

The Table below presents the print resources acquired and the amount expended during the period;

S/N	YEAR	BOOKS	JOURNALS	AMOUNT (N)
1	2016	1,004	300	1,440,200
2	2017	1,058	851	5,753,870
3	2018	1,555	1,447	60,514,268.39
4	2019	12,115	1,978	318,812,712.10
5	2020			

The library also received some books through donations between 2016 and 2020 as follows;

	YEAR	NUMBER OF BOOKS
1	2016	898
2	2017	183
3	2018	229
4	2019	2,375
5	2020	

Subscriptions to e-Resources in the Library from 2016 to 2020

The Library subscribed to electronic databases like EBSCOHOST, HEINONLINE, Research4life made up of HINARI, AGORA, OARE and ARDI during the period under review.

TETFund Library Development Interventions

During the period under review, the Library utilised the 2015-2018 merged TETFund Library Development Intervention allocations totalling N134,000,000 as follows;

S/N	DESCRIPTION OF PROCUREMENT	AMOUNT(₦)
1	1508 Assorted / Reference books	75,373,555.00
2	276 Journals	9,890,200.00
3	E-Resources (2No) Hein Online and EBSCO Host	9,890,200.00
4	30 Fred Franklin Double Sided Steel Shelves	22,500,000.00
5	Solar Power	5,310,000.00
6	Hybrid Inverter 10KV/48 VDC	4,022,200.00
7	AGM Battery (Deep Cycle) (32No)	5,648,000.00
8	Battery Rack (1No)	175,000.00
9	5M Rail 132-3.35m MildEnd Clamp Accessories	200,000.00
10	PV Cable/MC4 Connectors 4&2 Way (1No)	80,000.00
11	Power Cable, DC, AC, Changeover Switch, Surge Protector	195,000.00
12	5% Vat on Items (5-12)	1,906,510.00
13	Contingency	43,875.00
	TOTAL	N134,000,000.00

Limited Internet Bandwidth

The internet bandwidth allocated to the University Library was 30Mbps, this affected the use of e-resources and library patronage. The staff and students were allocated 3Mbps and 1Mbps respectively.

Lack of Bindery Equipment and Trained Personnel

The bindery unit is an integral part of the Library with the primary objective of preserving library resources. The Bindery Unit lacked equipment and tools. The Unit also lacked trained personnel to handle bindery equipment and tools.

Lack of Book Detection Equipment

Incidence of book theft was on the increase due to lack of book detection machine.

Absence of Senate Committee on Library

The University had 11 Senate committees and 4 Boards overseeing several important arms of the University but none for the Library.

Recommendations

- i) Funding to the Library should be enhanced to enable it address a lot of its challenges.
- ii) The University should constitute a University-wide Committee on the University Library to be chaired by the Deputy Vice-Chancellor, Academic.
- iii) In this era of globalization, staff, students and other researchers are less dependent on physical libraries. Therefore, any university library without internet connectivity is simply cut-off from the rest of the world. Such library cannot provide quality and timely services to its users, neither can they communicate or share knowledge with others globally.

CHAPTER 8

Term of Reference (vi)

"TO DETERMINE THE RELATIONSHIP BETWEEN THE UNIVERSITY AND THE VARIOUS STATUTORY BODIES IT INTERACTS WITH ACCORDING TO ITS LAW FOR THE PURPOSES OF SUPERVISION, PLANNING, FINANCE, DISCIPLINE, GUIDANCE AND ANY OTHER RELATIONSHIP (I.E GOVERNING COUNCIL, NATIONAL UNIVERSITIES COMMISSION AND THE FEDERAL MINISTRY OF EDUCATION (FME)).

8.0 THE VISITOR

Findings and Observations

Section 14 of Decree No. 34 of 1992 makes the President and Commander of the Armed Forces of Nigeria the Visitor to the Nnamdi Azikiwe University. The Visitor is enjoined to conduct a visitation to the University once every five years.

The Visitor to Nnamdi Azikiwe University, Awka, the President of the Federal Republic of Nigeria, unwittingly hampered the smooth and efficient running of the University through the long delay in the constitution of a Visitation panel. Two panels ought to have come to cover 2011-2015 and 2016-2020. A single panel to cover 10 years of University operations was constituted only in February, 2021.

Recommendation

The Visitor to Nnamdi Azikiwe University, Awka, should in future constitute a Visitation Panel in a timely manner so that recommendations made get implemented more meaningfully.

8.1 THE GOVERNING COUNCIL

Findings and Observations

- i. The roles and functions of the Governing Council are extensively treated under Term of Reference (ii)
- ii. The two Governing Councils reviewed in the period stabilized the University and entertained the complaints of staff against the Management.

Recommendations

- i. The Governing Council should always be in place in the University system.
- ii. The External members of the Council, including the chairperson should always be in place. There should be no room for acting Chairmen in Governing Councils.

8.2 FEDERAL MINISTRY OF EDUCATION

Findings and Observations

The Federal Ministry of Education has overall supervisory responsibility for all Federal Universities. The Ministry is statutorily represented on the Council of NAUA. In turn, Council takes responsibility for policy formulation, employment and oversight of the activities of Management. Indirectly, therefore, the Federal Ministry of Education is party to all activities of Council of the University.

The Honourable Minister of Education, through the Department of Tertiary Education (formerly Higher Education) and the National Universities Commission, provides general policy guidelines to the University as dictated by the Federal Executive Council or the President. The Honourable Minister of Education also superintends the due process for contract award beyond two hundred and fifty million Naira but below one billion Naira. Any expenditure above one billion Naira must go the Federal Executive Council for approval. The Ministry also undertakes non- legal adjudication of internal and external disputes involving the University and offers advice to Council in this respect.

The Federal Ministry of Education also despatches inspectors to Universities on academic, financial or administrative matters and they get the necessary cooperation.

Quality of the relationship between 2016 and 2020: The relationship between NAUA and

the Federal Ministry of Education was generally cordial with regard to policy implementation, award of contracts processed through the Ministry and adherence to government circulars binding on the University.

Recommendation

The Panel is of the view that the close cooperation between the Federal Ministry of Education and NAUA should be maintained by Council and Management of NAUA.

8.3 FEDERAL MINISTRY OF FINANCE

Findings and Observations

Nature of relationship: Governmental funding of Federal Universities is through the Federal Ministry of Finance. NAUA draws from this relationship. The budgetary process at the level of the executive arm of government terminates at the Federal Ministry of Finance. The budget for capital and recurrent expenses of the University is worked at some point through the Federal Ministry of Finance. The implementation of the budget especially at year's end is assessed by the Ministry.

The quality of the relationship between the Federal Ministry of Finance and NAUA regarding budgeting, release of funds and financial accountability in the period reviewed was cordial.

Recommendations

1. Council and Management of the University should continue to nurture and foster the existing cordial relationship with the Federal Ministry of Finance through compliance with extant financial guidelines, directives and circulars that are not at variance with provisions of the laws of the University.

2. Active communication should be maintained with the Honourable Minister of Finance in implementing the financial agenda of NAUA.

8.4 OFFICE OF THE ACCOUNTANT-GENERAL OF THE FEDERATION

Findings and Observations

In addition, NAU also has a close working relationship with the office of the Accountant General of the Federation with respect to the payment of salaries and allowances in the University. However, there were challenges over IPPIS enrollment and salary payments.

Recommendation

- i. The University must continue to work closely with the Office of the Accountant-General of the Federation to resolve all outstanding issues of salaries for its employee.

8.5 FEDERAL MINISTRY OF HEALTH

Findings and Observations

The main link between the University and the Federal Ministry of Health is the University Teaching Hospital at Nnewi. The College of Medical Sciences containing the following three faculties operate their Clinical programmes in the Teaching Hospital: Faculty of Medicine; Faculty of Health science and Technology; and Faculty of Basic Medical Sciences. Furthermore, the University has three representatives on the Teaching Hospital Board to enable impact on policy directions in the hospital.

The Panel found there exists a cordial working relationship between the Teaching Hospital and the College of Medical Sciences.

Recommendations

- i. Panel commends the efforts of the Chief Medical Director to provide a conducive environment for the College of Medical Sciences especially on the Permanent site of the hospital.
- ii. The Panel recommends that the problem of shortage of physical facilities be urgently addressed.

8.6 **NATIONAL UNIVERSITIES COMMISSION (NUC)**

Findings and Observations

- i. Details of the relationship between the NUC and the Nigerian Universities are contained in Decree No. 1 of 1974 and Decrees Nos. 9 and 10 of 1993. Broadly, the functions of the National Universities Commission include:
 - a. Establishing minimum standards for all Universities in Nigeria
 - b. Supervising and coordinating the orderly and balanced development of the Universities
 - c. Advising government on the creation and location of new Universities
 - d. Approval of Master Plans and Academic Briefs for all Universities
 - e. Approval of the establishment of new faculties and departments as well as postgraduate institutions in Universities.
 - f. Regular Review of the terms and conditions of service of all categories of workers in federally owned Universities
 - g. The accreditation of all academic programmes

The National Universities Commission (NUC) relates with all Universities on quality assurance, funding and general coordination of external linkages. In addition, the Commission transmits government policy directives on all University matters to the Universities and offers advice to Council and the Management of universities as requested from time to time. During the period covered by the Visitation, NAUA was a beneficiary of these relationships. The University System Annual Review Meetings (USARM) provided a platform for assessing these relationships.

Quality of the relationship between 2016 and 2020 indicated that NAUA had a cordial

relationship with the National Universities Commission on quality assurance. The University largely complied with guidelines on setting up of new programmes; submitted its programmes due or mature for accreditation to the accreditation process and availed the Commission the services of Professors of the University for NUC accreditation visits; and informed the Commission of its external linkages.

The University also participated actively in the following NUC activities in the period under review:

- Accreditation of undergraduate and postgraduate academic programmes.
- Executing NEEDS Assessment Projects from 2013
- Linkages with other institutions outside the Country
- Community service

Nnamdi Azikiwe University, Awka in the Visitation period of 2016 – 2020, participated in the NUC University System Annual Exercise for 2019. In a 55 paged printed report, the University did a total disclosure on all its academic programmes, postgraduate graduation data for 2017 and 2018; undergraduate students population of 29,796 and teacher-students ratio and the overall academic staff mix of 35% for Readers, Professors; Senior Lecturers and Lecturer I was 20.6%, and it was 43.4% for others. The picture on staffing showed that there were 2,871 members of staff in UNIZIK of all categories.

Similarly, the Nnamdi Azikiwe University contributed to the following important NUC programmes and projects:

- The NUC Statistical Digest
- The NUC State of Nigerian Universities Report;
- The Directory of full Professors in the Nigerian University system.

Recommendations

1. Council and Management of the University should continue to foster cordial relations with NUC at the institutional and personal levels in those areas where

the mandates of the two institutions intersect.

2. The University should take urgent steps to remedy all deficiencies identified by NUC in academic programme delivery.
3. The Senate of NAUA should ensure that new programmes are provided with the requisite human and infrastructural resources before granting approval.

8.7 JOINT ADMISSIONS AND MATRICULATION BOARD (JAMB)

Findings and Observations

Decree No. 2 of 1978 (as amended by Decrees No. 33 of 1998) empowers the Joint Admissions and Matriculation Board (JAMB) to:

- a) Conduct Matriculation Examinations for entry into all tertiary institutions in Nigeria.
- b) Place suitably qualified candidates in the available places in collaboration with the institutions.

The Joint Admissions and Matriculation Board (JAMB) is empowered by law to place suitably qualified candidates into undergraduate programmes in Nigerian universities. Applicants elect to study in one of two universities and take a qualifying examination—the Unified Tertiary Matriculation Examination (UTME). A list of applicants who elect to study at the University is forwarded to the University. The University in turn recommends suitably qualified candidates in line with the quota set by the National Universities Commission for admission by JAMB. A post-UTME screening is conducted to further refine the admission process. Post-UTME is university based. It is monitored by JAMB and NUC.

The quality of the relationship between JAMB and NAUA was cordial from 2016 to 2020.

Recommendation

The University should continue to adhere strictly to the rules laid down by JAMB in league with the appropriate authorities such as the National Universities Commission.

8.8 TERTIARY EDUCATION TRUST FUND (TETFund)

Findings and Observations

The Act repeals the Education Tax Act Cap E4, Laws of the Federation of Nigeria, 2004 and Education Tax Fund Act No. 17, 2003 and establishes the Tertiary Education Trust Fund charged with the responsibility for imposing, managing and disbursing the tax to public tertiary institutions in Nigeria.

The Tertiary Education Trust Fund (TETFund), formerly Education Trust Fund, intervenes in supporting physical development and programme implementation in educational institutions. NAU has been one of the beneficiaries of the Fund. TETFund makes funds available to Universities based on established guidelines for receipt and disbursement. Details of TETFund interventions in the NAUA are presented in ToR (iv).

Recommendation

Council and Management should maintain the existing good relationship and record with TETFund especially in terms of accessing funds provided by TETFund and the quality of what the funds are used for.

8.9 FEDERAL CHARACTER COMMISSION (FCC)

Findings and Observations

The Federal Government enacted an Act to establish the Federal Character Commission with responsibility to promote, monitor and enforce compliance with the principles of the proportional sharing of all bureaucratic, economic, job and political posts at all levels of government; The Act No. 34, 1995.

The Federal Character Commission exists to enforce compliance with its guidelines and formular in areas of the provision of employment opportunities, distribution of infrastructural facilities, socio-economic amenities and other character balancing index.

The NAU complies with the provisions of the Federal Character Commission through the invitation it extends to the body to monitor recruitment exercise, waiver not to advertise and certificate of compliance from the Commission before issuing appointment letters to successful candidates.

Recommendation

NAU should continue to maintain cordial relations with the Federal Character Commission for good governance.

8.10 ANAMBRA STATE GOVERNMENT

Findings and Observations

The University maintained a warm and cordial relationship with the Governor of Anambra State, His Excellency Willie Obiano. For Instance, the University obtained a waiver through the intervention of the Governor of Anambra State of the fee of over N100m (one hundred million Naira) for the issuance of the Certificate of Occupancy (C of O) for the land housing the Faculty of Agriculture at Ifite-Ogwari.

Recommendation

NAU should continue to maintain cordial relations with the State Government for the good of the University.

8.11 COUNCIL OF LEGAL EDUCATION (CLE)

Findings and Observations

The Council of Legal Education is empowered by Law to regulate and approve institutions concerned with legal education through the Legal Practitioners Act, LFN 2004.

The Council of Legal Education runs the Nigeria Law School and all persons who have obtained a University degree in law, and want to practice as lawyers in Nigeria, must attend the Nigeria Law School. After a course of study at the Nigeria Law School, the student who passes the final - Bar Part II - examinations receives a certificate from the Council of Legal Education and is then called to the Bar by the Body of Benchers as provided by the Legal Practitioners Act. This is followed by enrolment as a Legal Practitioner at the Supreme Court of Nigeria. Law students of the NAUA are processed through this scheme.

The Council of Legal Education conducts accreditation to Law programmes and since 2005 has established a liaison with the National Universities Commission for the purpose

of joint resource verification for new law programmes and accreditation of mature programmes.

The quality of the relationship between NAUA and the Council for Legal Education was cordial in the Visitation period under review.

Recommendation

The NAUA should strive to remain in the good books of the Council for Legal Education through the continuous provisions of human and material resources for running the law programme.

8.12 COUNCIL FOR THE REGULATION OF ENGINEERING IN NIGERIA (COREN)

Findings and Observations

The Council for the Regulation of Engineering in Nigeria, COREN, was set-up by Decrees 55/70 and 27/92 (now Acts 110). The Decrees empowers the Council to regulate and control the training and practice of engineering in Nigeria and to ensure and enforce the registration of all engineering personnel (i.e. Engineers, Engineering Technologists, Engineering Technicians, and Engineering Craftsmen) and consulting firms wishing to practice or engage in the practice of engineering. It accredits engineering programmes. NAUA engineering programmes are subject to these mandates of COREN.

The quality of the relationship between NAUA and COREN was cordial, even though only 7 of its 9 engineering degree programmes had full accreditation in the period 2016-2020.

Recommendation

The University should continue to foster a cordial relationship with COREN and strive towards obtaining full accreditation for Civil Engineering and Industrial Production Engineering.

8.13 ARCHITECTS REGISTRATION COUNCIL OF NIGERIA (ARCON)

Findings and Observations

The Architects (Registration act) Act cap A19 LFN 2004 formerly Decree No, 10 of 1969 empowers the council to set benchmarks and to control the training and practice of Architecture in Nigeria. Only institutions accredited by ARCON can admit students to study architecture. NAUA has an outstanding accreditation visitation from ARCON.

Recommendation

NAUA should work hard to be successful in the forthcoming ARCON accreditation exercises.

8.14 SURVEYORS REGISTRATION COUNCIL OF NIGERIA (SURCON)

Findings and Observations

An Act to establish the Surveyors Registration Council of Nigeria for the registration of surveyors and provide extensively for the regulation of the practice of the profession. Act No.44, 1989, LFN. The NAUA Surveying and Geo-Informatics have full accreditation from 2019.

Recommendation

NAUA had a cordial relationship with SURCON and this should be sustained.

8.15 QUANTITY SURVEYORS REGISTRATION BOARD (QSRB)

Quantity Surveyors Registration Board (QSRB) was established by Decree No. 31 of December 5, 1986, now CAP Q1 Laws of the Federation of Nigeria (LFN) 2004: The B.Sc. Quantity Survey programme of NAUA had full accreditation.

Recommendation

The NAUA should continue to have good relations with the QSRB by complying with its requirements.

8.16 COUNCIL OF THE REGISTERED BUILDERS OF NIGERIA (CORBON)

Findings and Observations

Council of the Registered Builders of Nigeria (CORBON) was established by the Federal Republic of Nigeria Act cap No. 40 (formerly known as Decree No. 45 of 1989) and now established by Building Registration Act (CAP B 13LFN.2004) is empowered to regulate the practice of building construction, maintenance, and management in Nigeria including accreditation of tertiary Academic institutions and training facilities for the building profession. The NAUA B.sc Building programme has full accreditation in 2019.

Recommendation

The relationship between NAUA and CORBON is cordial.

8.17 PHARMACY COUNCIL OF NIGERIA (PCN)

Findings and Observations

Pharmacy Council of Nigeria (PCN) is a Federal Government of Nigeria parastatal established by Act 91 of 1992 (cap P17 LFN 2004) charged with the responsibility for regulating and controlling Pharmacy Education, training and Practice in all its ramifications and aspects. The relationship was cordial. However, the NAUA Pharmaceutical programme had full accreditation from 2012.

Recommendation

NAUA should strive hard to obtain full accreditation for its Pharmacy programme.

8.18 NURSING AND MIDWIFERY COUNCIL OF NIGERIA (NMCN)

Findings and Observations

Nursing and Midwifery Council of Nigeria was established by Decree No. 89, 1979 (now known as Nursing and Midwifery (Registration etc) Cap N143, Laws of the Federation of

Nigeria, 2004. The Council is mandated by law to regulate the standards of Nursing and Midwifery Education and Practice in Nigeria to review such standards from time to time to meet the changing health needs of the society.

The relationship of the NAUA and NMCN is cordial. The Nursing programme had full accreditation from 2014.

Recommendation

NAUA to strive to consolidate on its achievement in the Nursing programme.

8.19 INSTITUTE OF CHARTERED ACCOUNTANTS OF NIGERIA (ICAN)

Findings and Observations

Institute of Chartered Accountants of Nigeria (ICAN) was established by Act of Parliament No. 15 of 1965 to regulate Accounting practices in Nigeria, conducting Examination to accept new members. The quality of the relationship between NAUA and ICAN is good and cordial. The B.Sc. Accounting had full accreditation from 2014.

Recommendation

NAUA should endeavor to sustain its success in the accountancy programme.

8.20 ASSOCIATION OF NATIONAL ACCOUNTANTS OF NIGERIA (ANAN)

Findings and Observations

Associated of National Accountants of Nigeria (ANAN) Chartered by Decree 76 of 1993 on 25.8, 1993 schedule 4. It is empowered by law to teach and examine students. The NAUA has a quality relationship with ANAN and its B.Sc. Accounting has full accreditation status.

Recommendation

The NAUA is urged to continue to consolidate on its achievement in the Accounting programme.

8.21 RADIOGRAPHERS REGISTRATION BOARD OF NIGERIA (RRBON)

Findings and Observations

The Radiographers Registration Board of Nigeria (Registration, etc) was established by Act 17 Dec, of 1987.

The Board has the power to approve:

- a. A course of training which is intended for persons seeking to become members of the profession.
- b. Any institution either in Nigeria or elsewhere, which the Board considers is properly organized or equipped for converting the whole or any part of the course of training approved by the Board.

The NAUA had a cordial relationship with the Radiographers Registration Board of Nigeria. The degree programme in Radiography Sciences in NAUA had interim accreditation in 2012.

Recommendation

NAUA needs to work harder to obtain full accreditation for its degree programmes.

8.22 MEDICAL REHABILITATION THERAPISTS BOARD OF NIGERIA (MRTB)

Findings and Observations

The Medical Rehabilitation Therapists Board of Nigeria was established by Decree 38 of 1988/Act M9 LFN 2004 for the regulation and control of seven Professions in the health sector in Nigeria. Academic Institutions advocating rehabilitation professionals and clinical

institutions providing medical rehabilitation services are accredited and re-accredited at regular intervals. The NAUA programme had interim accreditation in 2012.

Recommendation

The NAUA should continue to cultivate cordial relationship with the MRTB for full accreditation.

8.23 NIGERIA INSTITUTION OF ESTATE SURVEYORS AND VALUERS REGISTRATION BOARD NIGERIA (NIESV)

Findings and Observations

Decree No. 24 of 1975, now CAP EL3 LFN, 2007 (ESVARBON) established ESVARBON to determine what standards of knowledge and skill are to be attained by persons seeking to become registered as Estate Surveyors and Valuers and reviewing such standards from time to time for the purpose of raising them.

The quality of the relationship between NIESV and NAUA was good and cordial. It had full accreditation.

Recommendation.

NAUA was urged to continue to strengthen the relationship between it and the NIESV.

8.24 NIGERIA INSTITUTE OF ANIMAL SCIENCE (NIAS)

Findings and Observations

The Federal Government of Nigeria enacted an Act to regulate the profession of Animal Science and to make provision for the establishment, functions and administration of the Nigeria Institute of Animal Science; and for related matters Act No.70, 28th May, 2007.

To prescribe and regulate the standards of academic qualifications and practical skills to be attained by persons seeking to register as members.

Recommendation

NAUA to strive to consolidate on its achievement in the Animal Science programme.

8.25 NATIONAL MEDICAL LABORATORY SCIENCE COUNCIL OF NIGERIA (NMLSC)

Findings and Observations

NMLSC was established by Act 11 of 2003 and broadly charged with the core responsibility of regulating medical Laboratory services through registration and licensing of Medical Laboratories as well as practitioners, mandatory, inspection, mentoring for quality improvement and accreditation, monitoring and evaluation.

The NAUA had a cordial relationship with NMLSC in the period of the visitation. It had interim registration in 2012.

Recommendation

The NAUA authorities should work harder with the NMLSC in order to obtain full accreditation for its programme.

8.26 ENVIRONMENTAL HEALTH OFFICERS REGISTRATION COUNCIL OF NIGERIA (EHORCN)

The Federal Government of Nigeria granted by professional recognition to the Environmental Health Officers (Registration, etc) Act II of 2002 to determine the standards of knowledge and skill to be attained by persons seeking to become members.

Recommendation

NAUA was urged to continue to strengthen the relationship between it and the EHORCN.

CHAPTER 9

Term of Reference (vii)

"TO EXAMINE THE LAW" ESTABLISHING THE UNIVERSITY INCLUDING THE RELATIONSHIP BETWEEN THE VARIOUS INTERNAL ORGANS, UNITS AND OFFICES AND INDICATE THE WAYS THE LAW HAS BEEN OBSERVED BY THE COMPETENT AUTHORITIES AND ALSO SUGGEST ANY MODIFICATION TO THE LAW CONSIDERED NECESSARY OR DESIRABLE TO ENABLE THE UNIVERSITY TO BETTER ACHIEVE ITS OBJECTIVES".

9.0 INTRODUCTION

The Nnamdi Azikiwe University was established originally by the then Anambra State pursuant to Edict No 5 of 26th November, 1991. The Federal Government of Nigeria took over the University with effect from 1st September, 1992 through Decree No 34,1992. However, the law governing the establishment and administration of the University now is the Nnamdi Azikiwe University Act, CAP N139, Laws of the Federation of Nigeria 2004.

(i) Section 3 of the above law provides as follows:

“(1) The University shall consist of:

- (a) A Chancellor;
- (b) A Pro-Chancellor and a Council;
- (c) A Vice-Chancellor and a Senate;
- (d) A body to be called Congregation;
- (e) A body to be called Convocation;
- (f) The campuses and colleges of the University;
- (g) The facilities, schools, institutes and other teaching and research units of the University;
- (h) The persons holding the offices constituted by the First Schedule to this Act, other than those mentioned in paragraph (a) to (c) of this subsection. [First Schedule];
- (i) All graduates and undergraduates of the University; and
- (j) All other persons who are members of the University in accordance with provisions made by statute in that behalf”.

9.1 THE PRO-CHANCELLOR AND THE COUNCIL

(i) Paragraph 3(1) of the First Schedule to the Nnamdi Azikiwe University Act, 2004 provides:

“(a) The Pro-Chancellor shall be appointed or removed from office by the President on the recommendation of the Minister.

(b) Subject to the provisions of this Act, the Pro-Chancellor shall hold office for a period of four years beginning with the date of his appointment”.

(ii) Section 6(1) of the above Act provides:

(a) The Chancellor shall, in relation to the University, take precedence before all other members of the University and when he is present, shall preside at all meetings of Convocation held for conferring degrees.

(b) The Pro-Chancellor shall, in relation to the University, take precedence before all other members of the University, except the Chancellor and the Vice-Chancellor when acting as chairman of the congregation or convocation and the Pro-Chancellor shall, when he is present, be the chairman at all meetings of the Council.

(iii) The former Pro-Chancellor of Nnamdi Azikiwe University was Alhaji Azeez Oladotun Bello, FASAN, FNIAS. He served during the Vice-Chancellorships of Professor Joseph E. Ahaneku and the current Vice-Chancellor, Professor Charles O. Esimone. He served up to Mid 2019 when he passed on. He was replaced on acting capacity by Alhaji Bello Isa Moddibo who completed the tenure of the former on 6th May, 2021.

(iv) The Panel found that the Pro-Chancellor had availed the University with his enormous goodwill and contacts in attracting endowments and financial gestures from well meaning Nigerians to the University.

(v) The Panel also found that there was a commendable climate of cordiality between the Pro-Chancellor and the Principal Officers of the University in the Panel’s interactions with the Management of the University.

9.2 THE COUNCIL AND ITS FINANCE AND GENERAL PURPOSES COMMITTEE

(i)Section 7(1) of the Nnamdi Azikiwe University Act, 2004 provides that:

“(i) Subject to the provision of this Act relating to the Visitor, the Council shall be the governing body of each University and shall be charged with the general control and

superintendence of the policy, finance and property of the University, including its public relations.”

(ii) The Panel observed that there were policies and administrative guidelines formulated by Council for the general administration and operation of the University. This was contained in the *NAU Acts*.

(iii) The Panel established that Section 7(2) of the Nnamdi Azikiwe University Act, 2004 was complied with as a Statute for the composition and functions of Finance and General Purposes Committee was made by the University. This is contained in the NAU Acts.

9.3 THE VICE-CHANCELLOR AND SENATE

FINDINGS AND OBSERVATIONS

(i) Section 9(2) of the Nnamdi Azikiwe University Act, 2004 provides:

“(2) Subject to sections 7 and 8 of this Act and the provision of this Act relating to the Visitor, the Vice-Chancellor shall have the general function, in addition to any other functions conferred on him by this Act or otherwise, of directing the activities of the University and shall, to the exclusion of any other person or authority, be the Chief Executive and Academic Officer of the University and ex-officio Chairman of the Senate.” In the course of this Visitation, the Panel attended the meeting of the Senate on 26th May, 2021 where the Vice-Chancellor presided as Chairman.

(ii) Section 8(2) of the same Act provides:

“(2) without prejudice to the generality of sub-section (1) of this section and subject as therein mentioned, it shall in particular be the function of the Senate to make provision for:

- (a) The establishment, organization and control of campuses, colleges, facilities, departments, schools, institutes and other teaching and research units of the University and the allocation of responsibility for different branches of learning;

- (b) The organization and control of courses of study in the University and of the examinations held in conjunction with those courses, including the appointment of examiners, both internal and external;
 - (c) The award of degrees and such other qualifications as may be prescribed, in connection with examination held as aforesaid;
 - (d) The making of recommendations to the Council with respect to the award to any person of an honorary fellowship or degree or the title of professor emeritus;
 - (e) The establishment, organization and control of halls of residence and similar institution at the University;
 - (f) The supervision of the welfare of students at the University and the regulation of their conduct;
 - (g) The granting of fellowships, scholarship, prizes and similar awards in so far as the awards are within the control of the University; and
 - (h) Determining what description of dress shall be academic dress for the purposes of the University, and regulating the use of academic dress”.
- (iii) Section 7A (7) (a-g) of the Universities (Miscellaneous Provisions) (Amendment) Act 2003 provides:
- “ (1) There shall be a Senate for each of the University consisting of:
- (a) The Vice-Chancellor;
 - (b) The Deputy Vice-Chancellor;
 - (c) All Professors of the University;
 - (d) All Deans, Provost and Directors of academic units of the University;
 - (e) All Heads of Academic Departments, units and research institute of the University;
 - (f) The University Librarian; and
 - (g) Academic members of the Congregation who are not professors as specified in the Laws of each University”.
- (iv) Section 8(3) of the University Act provides:

“The Senate shall not establish any new campus, college, faculty, department, school, institute or other teaching and research units of the University, or any hall of residence or similar institution at the University without the approval of the Council”.

(v) Paragraph 12(7) (a-b) of the Third Schedule to the Nnamdi Azikiwe University Act, 2004 provides:

“(1) there shall continue to exist as an integral part of the University:

(a) The Nnewi Campus of the former University which shall continue to teach, research on or otherwise carry out the functions of the University in relation to courses pertaining to pharmaceutical sciences, health sciences including medicine and dentistry; and

(b) The College located at Nnewi Campus of the former University which shall be known and called the College of Health Science of the University.”

(vi) Section 12 (4) (a-b) of the University Act provides:

“A statute which

(a) Makes provision for or alters the composition or constitution of the Council, the Senate or any other authority of the University; or

(b) Provides for the establishment of a new campus or college or for the amendment or revocation of any statute whereby a campus or college is established, shall not come into operation unless it has been approved by the President.”

The Panel found out as follows:

(a) That the Management had presented applications for the procurement of statutory status for the operation of Faculty of Pharmaceutical Sciences at Agulu and the Faculty of Agriculture at Ifite Ogwari and that the process had reached an advanced stage. The document was not made available to the Panel but was reasonably convinced action was ongoing by the Management.

(b) That as far back as 2014, the Management and Council complied with the directive that S. 7A (1) (a-g) of the Universities (Miscellaneous Provisions) Amendment) Act,

2003 be complied with. The Council did amend the Nnamdi Azikiwe University Statute and only statutory members now attend Senate as from 2014.

- (c) That there were no more creations of Faculties, Departments or Units without the necessary statutory approvals within the 2016-2020 Visitation period.

9.4 CONGREGATION

FINDINGS AND OBSERVATIONS

(i) Paragraph 4 (1) (*a-e*) of the Third Schedule to the Nnamdi Azikiwe University Act, 2004 provides:

“(i) Congregation shall consist of:

(*a*) The Vice-Chancellor;

(*b*) The full-time members of the academic staff;

(*c*) The Registrar;

(*d*) The Bursar; and

(*e*) Every member of the administrative staff who holds a degree of any University recognized for the purpose of this statute by the Vice-Chancellor, not being an honorary degree.”

(viii) Paragraph (d) of the same Third Schedule provides that:

“4(6) Congregation shall be entitled to express by resolution or otherwise its opinion on all matters affecting the interest and welfare of the University and shall have such other functions, in addition to the function of electing a member of the Council, as may be provided by statute or regulations”.

The Panel observed that the Congregation was attending to its statutory responsibilities of regular meetings and interactions with all levels of its memberships in the University.

9.5 CONVOCATION

FINDINGS AND OBSERVATIONS

(i) Paragraph 5(7) (*a-c*) of the Third Schedule to the Nnamdi Azikiwe University Act, 2004 provides.

“(1) Convocation shall consist of:

- (a) The officers of the University mentioned in the First Schedule to this Act;
- (b) All teachers as defined in section 29 of this Act;
- (c) All other persons whose names are registered in accordance with paragraph (2) of this article”.

The Panel through interviews and discussions with staff confirmed there is now a vibrant convocation which meets annually to elect its representative on the University’s Governing Council. Thus, the body has come back to life as expected by paragraph 5(7) (B-C) of the Third Schedule to 2004 Act.

9.6 THE CAMPUSES, COLLEGES AND FACULTIES OF THE UNIVERSITY

FINDINGS AND OBSERVATIONS

(i) By the provision of Paragraph 12(1) (2) of the Third Schedule to the Nnamdi Azikiwe University Act, 2004, the University shall operate from its two campuses at Awka and Nnewi.

Presently, there existed the following 14 Faculties in the University:

- a) Faculty of Agriculture;
- b) Faculty of Arts;
- c) Faculty of Basic Medicine Sciences;

- d) Faculty Biosciences;
- e) Faculty of Education;
- f) Faculty of Engineering;
- g) Faculty of Environmental Sciences;
- h) Faculty of Health Sciences and Technology;
- i) Faculty of Law;
- j) Faculty of Management Sciences;
- k) Faculty of Medicine;
- l) Faculty of Physical Sciences;
- m) Faculty of Pharmaceutical Sciences; and
- n) Faculty of Social Sciences.

(iii) In addition to the Faculties, the University had the following academic Units, programmes and centres:

- (a) Continuing Education Programme;
- (b) Pre-Science Unit;
- (c) University Consultancy Centre;
- (d) Diploma Programme;
- (e) School of Postgraduate Studies.
- (f) Confucius Institute
- (g) Oncology and Cancer Research
- (h) Chisco Institute for Transport Studies/Technology Incubation Centre

(iv) Section 2AAA (2) of the Universities (Miscellaneous Provisions) Amendment) Act, 2003 provides that:

"2AAA (2) The Council of a University in the discharge of its functions shall ensure that disbursement of funds of the University complied with the approved budgetary ratio for;

- (a) Personnel cost;
- (b) Overhead cost;

- (c) Research and development; and
- (d) The balance in expenditure between academic vis-a-vis non-academic activities.”
- (e) On the issue of disbursement of funds between personnel cost, overhead cost, research and development, the Panel upon interaction with the Bursary and the Management of NAU discovered that there was some substantial compliance with the statutory ratio of funds use.

9.7 PRINCIPAL OFFICERS

FINDINGS AND OBSERVATIONS

(i) Paragraphs 1-7 of the First Schedule to the Nnamdi Azikiwe University Act, 2004 provides for Principal Officers of the University.

These officers include:

- (a) The Pro-Chancellor;
- (b) The Vice-Chancellor;
- (c) Deputy Vice-Chancellor;
- (d) The Registrar;
- (e) The Bursar, and
- (f) The Librarian.

(ii) The Panel observed that all the positions as at 2016-2020 Visitation Panel years were all occupied by the relevant officers on substantive capacities.

9.8 IN-HOUSE STAFF UNIONS

9.8.1 ACADEMIC STAFF UNION OF UNIVERSITIES (ASUU) - NAU BRANCH

Findings and Observations

The ASUU- NAU presented its memorandum through its Chairperson Comrade Stephen Ufoaroh and Secretary Comrade Peter I. Okoye who argued as follows:

- a. That there is overconcentration of power of financial disbursement on the apex University administration. Thus, other Units are not allowed access with regard to finance and budgets provided for them save the Vice- Chancellors who were more or less sole administrators. Other levels of administration were rendered either powerless or inefficient.
- b. That over the years in the University, the spending powers of the Vice-Chancellors have kept up being reviewed upwards while the limits of the DVCs, the Directors, and Heads of Department have remained the same for up to fifteen years without any regard to the economic variables of society.
- c. That “liberated funds” from IGR by the introduction of NEEDS and TETFund could not be properly managed by the Management, thus instead of using IGR to improve teaching and research, the Management looked the other way.
- d. That as at today, that the imprest of Deans and Directors remained ten thousand Naira (₦10,000) monthly, HODs, six thousand Naira (₦6,000) monthly and this condition had remained so for over ten years.
- e. That the University almost always failed to prioritize diligently the management of its finances. The Union accused the Vice-Chancellor of spending so much in furnishing his office and those of Principal Officers and the Council Chamber instead of using it for instructional items such as laboratories, generators and other needs for teaching and research
- f. That the introduction of Integrated Personnel and Payroll Information System (IPPIS) by the Federal Government had brought untold hardship for members. This IPPIS had disrupted systematic payment system peculiar to academic staff. Salaries had become irregular, discrepancies in payments and check-off dues hardly remitted
- g. That there was a lack of transparency in budgeting and budget implementation. The Union lamented that the total implementation of TSA by the current university administration had forced all units, departments and faculties to transfer all their funds to university account making it impossible for these organs to use their moneys.
- h. That there was poor management of projects, citing the case of Faculty of Education Building which has been under construction for over ten years and the Faculty of

Engineering Building which has been under construction for over fifteen years; the NEEDS project at Awka and Nnewi have remained uncompleted.

- i. Supervision of IGR, NEEDS and TETFund projects in NAU has remained un-encouraging. The Budget Monitoring Committee of NEEDS fund has tried to inject contracts some improvement in the supervisions of NEED projects in the past few years. Some Contractors erroneously thought that NEEDS contracts can be reviewed upwards without knowing that without special clause that will not be possible.
- j. The Union frowned at the award of TETFund projects from Abuja and stated that this has undermined and continued to undermine contract management in NAU.
- k. That in the recent past, contract employment in the administrative and academic cadre was prevalent and adversely affected the morale of regular staff in service. However, at the tail end of the past administration and under the present leadership recruitment process has improved. It suggested that recruitment process take into account the special (needs) of the expected beneficiary Units/Departments.
- l. That there were no funds for staff development in the area of getting higher degrees and engaging in serious research, The NAU, in this area had not done well. For more than fifteen years the Union said: "NAU did not invest any kobo in financing research".
- m. That the University in the past had incentives to assist young lecturers to acquire higher degrees. This it did by giving 50% rebate in school fees payment. It praised the current Vice-Chancellor for increasing the rebate to 100% and prayed for its urgent implementation.
- n. That the TETFUND scholarship for higher degrees was so limited that it did not inspire scholars. Nepotism was also a factor affecting the scheme.
- o. That appointment in the recent past had been done without reference to the beneficiary departments and faculties thereby creating ugly situation and showing lack of transparency in the recruitment process.
- p. That in the recent past, Vice-Chancellors had appointed junior lecturers as Special Assistants for serious academic matters in a place where there were over 300 (Three

hundred) Professors. It opined that notwithstanding that, past White Papers had frowned at this, the practice had continued in NAU.

- q. That in the area of staff promotion, that the University had done well particularly academic staff. It urged the administration to improve herein to prevent staff stagnation or irregular placements due to delays in processing promotions.
- r. That there was the need to review guidelines for promotion as the current one for Senior Staff Conditions of Service booklet was over 30 years old.
- s. That within the period 2008-2014, that a lot of indiscipline came into the system because of appointment of unqualified lecturers into the Senate. Attempt to correct this ugly trend led to court action by the Union and nothing has been done by the administrations.
- t. Appointment of HODs were sometimes done without regard to merit and seniority thereby breeding indiscipline and bad blood in the system. This practice should be stopped.
- u. Other issues pointed out by the Union included the following: that punishment of students for examination malpractices often last long to the point that some of them graduate and leave the University before conclusion of their matters. Staff members who were under investigations for misconduct were not normally suspended contrary to the rules which require such suspension; no provision of funds for teaching and research; decaying library and teaching aids and weak Students Union Government all through the years; it also decried poor water and electricity supply in all the campuses of the University, no roads in some parts of the campuses; poor security in the campuses even after procurement of private security guards and that there is good relationship between the University and the surrounding community. The Union recommended as follows:

- i. That the University administration should de-centralize the management of funds and allow units; departments, faculties etc to operate their budgets based on Public Procurement Act 2007.
- ii. That TSA should be abolished in the university because it hindered efficiency and slows down work.
- iii. That the University administration should be made to know that all issues concerning teaching and research should be the priority items always.
- iv. With regards to project management and accountability, there should be serious improvement on the part of Physical Planning Unit in project supervision.
- v. Departmental Boards, not University administration should determine academic staff-need based on expertise.
- vi. An establishment unit should be created to track the staff-need of various departments and units in view of future recruitment exercises.
- vii. Due process should be followed in all recruitment of staff.
- viii. The University should annually set aside 40% of its budget to finance research and conferences.
- ix. Reports of disciplinary committees should be dispassionately implemented early enough.
- x. Perimetre fencing of Nnewi and Ifite-Ogwari campuses and improvement in security and access roads emphasized.
- xi. ASUU still rejected IPPIS in its entirety and proposed UTAS as an alternative.

9.8.2 SENIOR STAFF ASSOCIATION OF NIGERIAN UNIVERSITIES (SSANU)

Findings and Observations

i. The Panel could not meet with the old Leadership of SSANU, 2011 – 2015 and no memo was submitted by any of the members covering what happened within that period.

On the other hand, the current leadership represented by Comrades Njideka Nwangwu (Chairperson) and Bonny Ozonkwuaka (Secretary) presented a memo on behalf of the Union. The views expressed therein were as follows:

- a) That there was substantial compliance in the implementation of White Paper 2004 – 2010, particularly as related to the appointment of principal officers of the University but other areas need further improvement.
- b) On the issue of leadership quality in terms of roles of Governing Council, the Vice-Chancellor and other Principal Officers, that it is opposed to the usurpation of the functions of Registrar - staff by the University Management. The Union frowns that Committees Secretaries for all Committees of the University which is Registry job have been taken away and given to staff not within such scheme of service. It prays for a stoppage of the practice. It also prays that the introduction of staff members to external bodies either by letter or oral communication should be by the Registrar who handles staff files.
- c) The Union also suggested that mobilization and recruitment of Ad-hoc workers in the University should be reserved for Registrar.
- d) That the process of employment should always be advertised and every person offered opportunity to try his luck through due process.
- e) That there should be fairness in the selection of both teaching and non-teaching staff for workshops and conferences.
- f) The Union frowned at the issue of deployment of staff to positions outside their cadre. The case of the redeployment of one, Chief Architect Osita P. Okafor of Physical Planning Unit, Awka to Nnewi Works Department, Nnewi has made the man redundant. It is contended by the Union that Physical Planning has no schedule in Works Department looking at the University Conditions of Service.
- g) The Union commended the way the 2020 promotions were handled and prayed that staff should never be allowed to stagnate on positions.
- h) The Union complained that their allowances: responsibility; hazard etc are not being paid by the Management. The Panel discovered that it was introduction of IPPIS that led to the problem of Staff not getting their allowances, such as hazard and responsibility allowance.

- i) It also called for the completion of abandoned projects such as the Faculty of Education Building which is over 80% completed and others and blamed the development to no take-off grant to the University.
- j) The Union harped on the need to complete the student hostels in the University to make life better for students.
- k) It called for increment in admission quota of the University as staffing position is sufficiently good.
- l) It called for stoppage of creation of units/offices not recognized by the University Act and Statutes and the dangerous trend of delegation of functions of clear cut career cadres to Units/offices to the detriment of officers on that career path. It gave a case of a Professor who was appointed Coordinator of "Transport Services Unit". Here the career staff in Transport Department are adversely affected. There was also the case of a Professor who was appointed Principal of Unizik High School while he is still a lecturer in the University whereas there are qualified educationists in the school to be appointed Principal. This is not good as it can create friction and instability in the system.
- m) The Union finally frowned at the appointment of Medical Consultant as Director of Medical Services whereas Medical Officers who had got to the peak of their career in the University were not considered against the conditions of Service. To the Union, only in Teaching Hospitals that consultants are made CMDs and not Medical Centres of Universities.

9.8.3 NON-ACADEMIC STAFF UNION OF UNIVERSITIES (NASU)

Findings and Observations

The Panel could not get any input from the Union as per 2011-2015 because the Officers who served within the period had gone. But the present leadership namely: Comrade Chukwugozie Ikegulu (Chairman) and Comrade C.J. Odili (Secretary) presented a memorandum on behalf of the body.

The Union responded to the terms of reference as hereunder stated:

- (a) That on the issue of implementation of the 2004-2010 White Paper as it concerns NASU, that there is nothing about its members welfare.
- (b) That on the leadership quality, that the former Governing Council led by Late Alhaji Azeez Oladotun Bello which covered the Vice-Chancellorship of Prof. Joseph Ahaneku and part of the current leadership was corrupt and led to many court cases. The said Council was non-challant to the welfare of NASU members. That administration was replaced by the current where the welfare of the Union members is receiving attention.
- (c) The Union called on IPPIS to take immediate steps to capture the data of newly recruited staff who have been staying without salaries for months.
- (d) The Union praised the leadership style of Prof. C.O. Esimone and urged him to stop "the usurpation of their jobs" by giving same to teachers citing the case of a Professor sent to manage "Transport Unit" of the University.
- (e) The Union begged the Federal Government to release "take-off grant" to Nnamdi Azikiwe University as it has done to other younger Universities to enable it solve its numerous financial problems.
- (f) That the practice of requesting Unions to pay for use of School vehicles or halls should be stopped as these facilities are meant for the welfare of the members of University community.
- (g) That Union members should be more involved in the execution and supervision of NEEDS and TETFund Projects in the University to ensure transparency and prompt completion of jobs.
- (h) The Union praised the cordial relationship between all the organs and levels of administration but harped on the release of the "take-off-grant".
- (i) The Union decried the importation of Private Security Guards into the Universities. It called for a return to the old order to enable Universities recruit permanent staff who are normally more committed than private guards who run away when criminals come to attack.
- (j) The Union appreciated the current state as it affects students' disciplines on campus and urged for a continuation.

9.8.4 THE STUDENTS' UNION GOVERNMENT- NAU

Findings and Observations

The Panel did not get an input from the leadership of the Union within the period under visitation because they had served and gone.

As a result, the Panel got a memo and interviewed the current President and Secretary – General of the Students Union: Comrades Ukpeli Glory and Nwagbo Donatus respectively. The findings from the interactions and the memo were as follows: That the students had cordial relationships with the Vice-Chancellor as well as other Principal Officers.

1. That the recent increase of the Development levies paid by the students across the board by 50% is causing untold hardship on the students and their parents. The Union called for a reduction of the increase to save them from hardship.
2. The Union complained that there was no smooth relationship between students and lecturers who tend to be harsh. Union said “although there is no physical measures of attacks of students by their lecturers, yet the psychological fear that exert on the faces of the students must be tackled”
3. The Union called for interactive learning that will allow students to freely ask their teachers questions during lectures instead of the current trend of teachers shouting down those who try to ask questions. The body also asked for measured continuous assessment of students.
4. That school authority should build more hostels in the University in the nature of the popular “EMALDA” hostel. The Union is of the opinion that three more hostels like EMALDA will solve the accommodation problems of the student.
5. More lecture halls, Laboratories are needed because of increase in admission quota in recent times.

6. The Union called for the renovation of the main Library and building of libraries for faculties that have not got.
7. The Union called for the provision of "Disabilities Facilities" for the handicapped students to access buildings and for albinos, Autists, the blind and deaf persons and the like.
8. The students asked for the construction of sports arena to enable them play all manner of games as recreation or extra- curricular.
9. The students thanked the Panel for having time to listen to them and pledged to be of good behavior.
10. Finally, the Union debunked the contention by the SSANU that the Students Union Government was not normally properly elected and that it was not virile in confronting bad leadership of the NAU Management.

9.9 RECOMMENDED AREA OF MODIFICATION TO THE UNIVERSITY LAW

The Panel observed that the Public Procurement Act 2007 which prescribes ways, means and persons with powers to take part in procurement process did not take into account the position of University Governing Council's nationwide. Whereas, all University Acts vest the management and use of all University property/finances in the Finance and General Purposes Committee of Councils, the Finance and General Purpose Committee has no role in the procurement process as it is now.

Recommendations

- (i) That IPPIS which the ASUU is opposed to should be replaced with GIFMIS which was in place before the introduction of IPPIS and which ensured harmony between the Universities and Government.
- (ii) All recruitment exercises in the University should be carried out in strict compliance with the University Laws and Regulations.

- (iii) Any staff member facing investigation for serious breach of the University rules should be suspended for the duration of the trial as contained in the Conditions of Service to erase any atom of nepotism or covering of relevant facts concerning the exercise.
- (iv) Any Unit, Department or the like must be created within the purview of existing laws in the University.
- (v) The University should take steps to provide sporting facilities so as to afford opportunities for the development of the bodies and minds of the students as well take them away from criminal activities.
- (vi) The University Library complex should be refurbished and Faculties that have not got Libraries should be provided with same.
- (vii) More Lecturers and other teaching aids should be provided because of the increase in students population in recent times in the University.
- (viii) The operation of TSA should be clearly and transparently applied to allow students and lecturers have access to their Departmental, Faculty and other dues without recourse to the apex management of the University.
- (ix) That all organs of the University such as the Governing Council, the Congregation, Senate and Convocation should regularly meet as provided in the University Act and Statutes.
- (x) The guidelines for appraisal of staff for promotion in the academic and non-academic cadre should be reviewed in view of the fact that the existing one is over 30 years old.
- (xi) All Secretaries of dully constituted University Committees should be appointed from Personnel Department (Registry).
- (xii) All abandoned projects such as Faculty of Education Building, and Faculty of Engineering Building, which are over 10 years under construction should be revisited and delivered for students use.
- (xiii) That the Nnamdi Azikiwe University should be given its take-off grant as a Federal University to enable it solve myriads of problems caused by denial of this right.

- (xiv) Steps should be taken by University to provide facilities for students with special needs such as the deaf, the dumb, the blind, autists, albinos, the crippled etc.

CHAPTER 10

Term of reference No. 8

"TO TRACE THE HISTORICAL EVOLUTION OF THE UNIVERSITY AND TAKE STOCK OF ITS NET ACHIEVEMENT AND PROBLEMS AS WELL AS ITS STYLE AND DIRECTION"

10.0 INTRODUCTION

On 27th August 1991, Gen. Ibrahim B. Babangida, the then Military President of Nigeria, created nine additional States in Nigeria. One of the nine States created is the present Anambra State, with Awka as its capital. Navy Captain Joseph Abulu was appointed Military Administrator of the "new" State from the "old" Anambra State, splitting it into the present Anambra and Enugu States. Thus, the Anambra State University of

Technology became a joint property of the "new" Anambra and Enugu States! The Federal Government, during the announcement of the creation of the nine new States in the 6th Anniversary broadcast of the Military Government, added that:

1. "The Federal Government has taken over educational institutions currently jointly managed by groups of states".
2. "The thirty states individually must be allowed to acquire identities of their own. Consequently, common services requiring the meeting of Governments of geographical areas are hereby abolished".

Although, the two Colleges of Applied Natural and Social Sciences at Awka and Health Sciences at Nnewi were both located in the new Anambra State, they were Colleges of the original Anambra State University of Technology.

On 5th September, 1991, a memorandum to the Special Adviser on Education Anambra State, that was, the Education Commissioner, argued that since Enugu State already had a Federal University, that is, a University of Nigeria, the new Federal University ought to be located in Anambra State.

Although there was no formal dissolution of ASUTECH as a University, yet people on Awka and Nnewi Campuses were no longer seriously thinking of it even though a successor to ASUTECH had not become known, people were already convinced that old things were passed and the new had come.

10.1 **FOUNDING OF ANAMBRA STATE UNIVERSITY, AWKA**

On 17th October, 1991, the Military Administrator of Anambra State, Navy Captain Joseph Abulu, announced to the press in Awka that "Anambra State University, with headquarters in Awka, has been established." The Administrator also announced that the College of Health Sciences, Nnewi and the College of Applied Natural and Social Sciences, Awka

would remain at their locations. The press quoted the Administrator as saying that the task of starting a new University was most inspiring pointing out the fact that the University would be the pride of the nation. He assured that the University would continue to pursue the goals of teaching, learning, research, store of knowledge and dissemination of information and services in the area of technology and related fields. In order to achieve the goals of the new Institution, according to him, there would be equity, excellence and objectivity and service in its admission policy, staffing and formulation of programmes, noting that qualified personnel and manpower would be recruited from anywhere in the world to work in the new University. Navy Captain Abulu reassured the students of the two Campuses in the State that the birth of the new University would in no way, adversely affect their career expectations in terms of continuity, duration and course contents, as well as the acceptability of their degrees. This positive development of establishing the new University was received with joy and acclamation statewide.

10.1.1 The Renaming of Anambra State University to Nnamdi Azikiwe University

On November 21, 1991, the Military Administrator, Navy Captain Joseph Abulu, announced at a press conference that Anambra State University, Awka, has been renamed "Nnamdi Azikiwe University, Awka (UNIZIK)", in honour of the famous and great 'Zik of Africa', Rt. Hon. Dr. Nnamdi Benjamin Azikiwe (the Owelle-Osowa Anya of Onitsha) who was the first indigenous Governor-General of independent Nigeria and first President of the Federal Republic of Nigeria.

Meanwhile, the new University, whose Chief Executive had not been named, was progressing gradually under the leadership of the Deputy Vice-Chancellor, Professor B. A. Oli was geared towards a successful admission exercise, particularly, because the academic session had begun in all other Universities nation-wide.

The Edict setting up Nnamdi Azikiwe University was made at Awka on 9th December, 1991, "A.S.N. Edict No. 5 of 1991" published as a supplement to "Anambra State of Nigeria Official Gazette Awka 18th December, 1991".

The first appointments into UNIZIK were made and included:

- Chancellor, Alhaji Hamzat Ahmadu (Walin Sokoto)
- Pro-Chancellor, Professor O. L. V. Ekpechi
- Vice Chancellor, Professor F. A. Nwako
- Members of Council, Professor Gaius Ezejiolor, Oranyelugo E., O. Igweze, Mr. Dennis Odife and Mrs. E. Muoneke.
- Registrar, Mr. Ngozi Anyakora
- Provost, College of Health Sciences: Professor B. Umerah
- Chief Medical Director, Dr. Okey Mbonu

With the promulgation of Edict No. 5, 1991, establishing the University and the appointments of the functionaries, as well as the Governing Council, the University was ready to take off. The University inherited four Faculties, namely: Faculty of Law, Natural Sciences, Education, and Social Sciences at Awka; the Faculty of Health Sciences as well as the pre-Science Programmes at Nnewi.

10.1.2 **Students' Population**

The University had a population of 38,822 for the full-time undergraduate, postgraduate and diploma programmes and several thousands for the continuing education and preparatory programmes.

10.1.3 **The University Motto**

The motto of the University is "Discipline, Self-Reliance and Excellence". The rationale for this motto is that discipline is a pre-requisite for the achievement of any goal. Discipline

embodies endurance, continuity and determination to start afresh when previous efforts fail.

Discipline will give rise to self reliance, which entails confidence in one's self and abilities. The amalgam of a disciplined mind with self confidence should yield excellence. The University offers a diverse range of courses of study, including Arts, Sciences, Engineering, Management, European Languages, and Education.

10.1.4 **Objectives of the University**

Raison d'être of Nnamdi Azikiwe University can be summarized as follows:

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

10.1.5 **Vision Statement**

The vision is to be one of the world's finest Universities. Our strategy, growing esteem, highlights the importance of research, learning and teaching and engagement.

10.1.6 **Mission Statement**

The mission of the University is to use teaching, research, and public service to solve social problems. In the process of learning, students would be oriented to use their education in solving practical problems confronting them in the Nigeria society and beyond.

10.1.7 Transformation from Non-Residential to Residential University

Initially, the University at its foundation was conceived as a non-residential institution in order to allow it to concentrate on its core mission, provide places for as many prospective students as are qualified for university placement and avoid investing in municipal facilities. With time, it became increasingly clear that the stock of rental houses in both Awka, the main campus, and Nnewi, the other campus, was rather small and could not cope with the lands of the University to provide accommodation for its increasing number of students. Later, transport problems became a much bigger issue than anticipated for the University to resolve. In the meantime, the problem of cultism which stalled seemingly quietly, reared its ugly head to the point that it threatened the very existence of the University. It was not until November 26, 1998, seven years after the University was taken over that the Federal Government, after much pressure, agreed to change the status of the University from non-residential to a residential institution. Unfortunately, the University did not receive any special take-off grant to build hostels on its campuses.

The provision for accommodating male and female students is a far cry from the needs of the University and the minimum specified in the Federal Government Policy on accommodation. The Federal Government Policy on hostel accommodation for students is that not less than one-third of the students' population be accommodated. Currently, the University has only achieved 20% of the total students' population. The University needs special Government financial intervention to at least achieve the minimum Federal Government Policy requirement. This can be achieved through early turn in the current cycle of the Intervention funds by the Federal Government.

10.2 THE LOCATIONS OF THE UNIVERSITY

10.2.1 The Awka Campus

The Awka campus, which is the main campus, is the headquarters of the University. Awka is 35 kilometres from Onitsha. The University started operation in a temporary campus with rented buildings at exorbitant cost. Because the temporary campus was in nature, not custom-built or arranged, its development was haphazard and, subsequently chaotic; therefore, it did not provide the right environment for University business of teaching, learning and research. The University then located a permanent site in Awka and was successful in acquiring a 502 hectares of land off Awka-Onitsha road. This plot of land was fenced in 2003 and developments had started since that time with funds raised from IGR, combined with statutory allocations, to build structures to accommodate teaching, research and administration requirements. There are 63 academic Departments and 76 academic programmes in Awka. The Awka campus houses the faculties of Arts with 10 departments; Bio Sciences, 5 departments; Education, 9 Departments; Engineering with 10 Departments; Environmental Sciences with 8 Departments; Law with 3 Departments; Management Sciences with 7 Departments; Physical Sciences, 7 Departments, Social Sciences with 5 Departments. The development on Awka campus is covered under TOR (iv).

10.2.2 The Nnewi Campus

This campus is fully recognized in the University Act CP N139. Three Faculties are domiciled at the Nnewi Campus under the College of Health Sciences, namely:

- i. Faculty of Medicine (15 Departments) ;
- ii. Faculty of Health Sciences and Technology (4 Departments) ; and
- iii. Faculty of Basic Medical Science (3 Departments),

The Faculty of Medicine is located within the premises of the University Teaching Hospital, while the other two faculties are located in Okofia, a short distance from the hospital in Okofia.

The faculty of Pharmaceutical Sciences with 7 Department is on the premises in Agulu.

The Faculty of Agriculture is in Ifite-Ogwari town with 7 departments and 3 academic programmes. On the whole, UNIZIK has 14 faculties and 99 academic departments.

10.2.3 **Pioneer Staff**

On the Awka Campus, there was a total of 74 non-teaching senior staff. The number of academic staff teaching in the four Faculties at Awka was 160 split as follows:

Law	15
Natural Sciences	85
Social Sciences	27
Education	33

10.2.4 **Chancellors**

1. Emir of Ilorin, Alhaji Ibrahim Sulu Gambari, CFR (2002-2013)
2. Gbong Gom of Jos, Da Jacob Buba Gyang, CON (2013 to date)

10.2.5 **Pro-Chancellors**

Since 1993, there have been seven (7) Governing Councils appointed for the University. The seven Governing Councils were respectively headed by:

- a. High Chief N. K. Adamolekun (April to October, 1993) — seasoned retired University Administrator.
- b. Dr. Clement Isong — (1993 to 1997) — the first Civilian Governor of the old Cross Rivers State and former Governor of the Central Bank of Nigeria.
- c. High Chief Ita Ekanem-Ita (1997 to 2000) — retired long-term Registrar of University of Ibadan.
- d. Prof. S.O. Igwe (2000-2004), a former Vice-Chancellor, Abia State University, Uturu.

- e. Prof. Greg Iwu (2005-2007), a retired Professor of Chemistry.
- f. Chief Senas Ukpanah, OFR – Former Minister, 2009-2013.
- g. Air Vice-Marshal, Larry Koinyan (Rtd) 2013 – 2017.
- h. Alhaji Azeez O. Bello (2017-2019).
- i. Alhaji Bello Isa Modibo (2019-2021).

10.2.6 **Vice-Chancellors**

a) **First Vice-Chancellor: Professor F. A. Nwako (1991 -1998)**

The A.S.N. Edict No. 5 of 1991, which established Nnamdi Azikiwe University, empowered the Military Administrator, Anambra State of Nigeria, Navy Captain Joseph Abulu, to, in the first instance, "upon the commencement of this Edict, appoint for the University a fit and suitable person to be the Vice-Chancellor." Professor Festus Aghagbo Nwako was found to be fit and suitable to be the pioneer Vice-Chancellor of Nnamdi Azikiwe University. Professor F. A. Nwako's tenure witnessed foundational achievements upon which the University stands today.

Academic Programmes

One of these was to prepare an acceptable Academic Brief for approval of the National Universities Commission (NUC). The Academic Brief was done and was approved by the NUC.

Professor F.A. Nwako, worked tirelessly to shake off its old status as a Campus of a specialized state-owned University of Technology and answer its new status as a conventional Federal University. Professor Nwako inherited a University with five Faculties and fourteen Departments in December 1991. Two new Faculties of Engineering and Management Sciences were added. The number of academic departments rose from fourteen to thirty-six. The Nnamdi Azikiwe Medical School, at Nnewi, was also accredited by the Nigeria Medical and Dental Council during Professor Nwako's tenure.

Infrastructure

The University started from temporary site. Following the construction of some buildings, the administration moved Faculties of Engineering/Technology and Management Sciences from hired accommodation at the "temporary site" to the permanent site.

Staff and Student's Welfare

Recruited lecturers and other non-academic staff such as the appointments of the Bursar, the University Librarian took place.

Linkages Attracted to the University

The most important achievement of Professor F. A. Nwako's administration was the effective integration of the former State University into the Federal University system. Despite the paucity of funds, he stabilized the University and gave it a sense of belonging, identity and success.

b) Second Vice-Chancellor, Professor Pita Ejiofor Administration, (1998-2003)

The University advertised for a new Vice-Chancellor in 1996, conducted interviews for the short-listed candidates and sent its recommendation to Abuja and Professor Pita Ejiofor succeeded Professor Festus Aghagbo Nwako as Vice-Chancellor of Nnamdi Azikiwe University.

Academic Programmes

Professor Pita Ejiofor built on the achievement of his predecessor. He ensured the expansion of the University by the addition of two new Faculties: Arts and the Faculty of Environmental Sciences. The administration also facilitated the successful accreditation of the Faculty of Engineering programmes by the Council for the Regulation of Engineering of Nigeria (COREN) in June, 1999. Above all, the Professor Ejiofor was able

to fence off the lands of the University grounds to establish the permanent boundaries out of the private/community lands between the University and the Awka/Amansea communities. Despite these efforts, there are still reports of encroachment on University lands and had taken the University to Court, notwithstanding that two communities voluntarily-donated the lands for the development of the University.

Infrastructure

Professor Pita Ejiofor recorded his greatest achievement in the area of infrastructure development. He was eager to accord the University its status as a Federal Institution. Some of the projects included:

1. The completion of the University's Master Plan and its approval by the NUC
2. The completion of the Medical Library at the College of Health Sciences, Nnewi, 1998.
3. Construction of Block A and B of the Administration Building, Awka Campus.
4. The first completed Students' hostel on Awka Campus.
5. Equipping of Faculty of Engineering laboratories.
6. Building of the University main entrance gate.
7. Provide lands for the building of churches.

Linkages Attracted to the University

Nnamdi Azikiwe University was, *ab initio*, conceived as a non-residential University. However, Professor Pita Ejiofor facilitated the conferment of residential status on the University in 1998 by the Federal Government of Nigeria. This was sequel to a **Panel** Report of Maj. Gen. Dr. Oye during the Professor Nwako administration from which a representation of the Governing Council was made to the Federal Government, Abuja, for approval of a Residential Status for the University. The establishment of a hall of residence for the students to get a semblance of a University community life and build their "**character and learning**" in UNIZIK.

The administration also attracted goodwill from individuals and organizations. This was instrumental to the construction of two classroom blocks of the Demonstration Primary School valued at Five million Naira (N5,000,000.00) by Dr. Steve Ihedigbo, endowment of a chair valued at Seven million naira (N 7,000,000.00) by the First Bank of Nigeria Plc., attraction of Books and Journal donation by Anambra State citizens resident in Canada valued at Forty million Naira (N40,000,000.00) and the Book Aid International, London valued at Five million Naira (N5,000,000.00.)

c) **Third Vice-Chancellor, Professor Ilochi Okafor, SAN, 2003-2008**

Professor Ilochi Okafor became the Vice-Chancellor. He moved all the University activities and holdings from the temporary site. In so doing, he refocused and stabilized UNIZIK. He built a modern library for the University.

Academic Programmes

One of the first far-reaching decisions which Professor Ilochi Okafor took as UNIZIK Vice-Chancellor was the regulation of the University's carrying capacity. He felt rightly that overpopulation was impediment to quality education and sought to control it. In a headcount of students which he ordered in 2003 and 2004 results show that Nnamdi Azikiwe University student population was oversubscribed. This made the University to cut down on its intake of students in consequent years.

The administration also opened up academic opportunities for the teaming youth desiring higher education by increasing the number of professional disciplines. This led to the establishment of three new Faculties, namely: Faculty of Pharmaceutical Sciences, Faculty of Basic Medical Sciences, Faculty of Health Sciences and Technology. All the programmes of the listed Faculties passed the mandatory NUC resource verification visitations during Professor Ilochi Okafor's tenure. Some new Departments were also created from the already existing Faculties. There was also the establishment of Chinese Language Institute in the University as well as the first to establish a Confucius Institute in Nigeria.

Infrastructure Development

He also built an internet facility in partnership with AfriHUB for the University. Other achievements in the area of infrastructure included:

1. The establishment of UNIZIK NAUOSIL water bottling Company.
2. The construction of Central Utility Building.
3. Prototype Office Blocks A for Faculties of Education and Arts.
4. Lecture/Examination Hall for Faculty of Natural Sciences.
5. Anatomy Laboratory for College of Health Sciences.
6. Installation of 60 Digital Voice Channels.
7. Activation and Reactivation of 2NOX PABX.

He played a role in the appointment of an Ag. Vice-Chancellor who replaced him and served for one year before a substantive Vice-Chancellor was appointed. This action ensured a smooth transition and a stable administrative changeover that augured well for the University.

Staff and Students' Welfare

To ensure quality delivery, Professor Ilochi Okafor like his predecessors, embarked on recruitment of qualified staff to beef up the strength of the University. He organized interviews for and absorbed staff that were on temporary recruitment by his predecessor administration. The administration also sent some staff of the University on funded study leave in local and foreign universities. He also introduced the Work Aid Programme, whereby, indigent and intelligent students are catered for. He also instituted the Accident or Death Insurance Scheme for Students and Staff. On takeover of the administration from his predecessor, he read a riot act that insisted on staff discipline in both academic and administrative activities of staff and students. Some senior and junior staff that included Professors who defaulted faced severe disciplinary measures. This disciplinary action at the inception of his administration did instill good behaviour on students/staff for some time.

Linkages

Professor Ilochi Okafor's tenure attracted the following to the University:

1. Commencement and completion of some numbers of buildings: by donors; also a number of vehicles were donated to the University.

UNIZIK also got donations of land from the Chief and people of Ifite-Ogwari for the Faculty of Agriculture, land for the Faculty of Pharmaceutical Sciences by the Agulu Community.

d) **Other Vice-Chancellors**

1. Professor Boniface C. E. Egboka, FAS (4th Vice-Chancellor) - 2009-2014
2. Professor Joseph E. Ahaneku, FAS (5th Vice-Chancellor) - 2014-2019
3. Professor Charles O. Esimone, FAS (6th Vice-Chancellor) - 2019-To Date

Programmes of Nnamdi Azikiwe University, Awka

The following programmes are established and run in Nnamdi Azikiwe University and their accreditation status.

S/N	PROGRAMMES	ACCREDITATION STATUS
A	FACULTY OF AGRIC	
i.	Agric Economic & Extension	Full 2017
ii.	Animal Science	Full 2017
iii.	Fisheries	Full 2017
iv.	Crop Science & Horticulture	Full 2017
v.	Food Science & Technology	Interim 2017
vi.	Forestry & Wildlife Mgt Land Resource Management	Interim 2017
vii.	Soil Science & Land Resource Management	Full 2017
B	FACULTY OF ARTS	
i.	Philosophy	Full 2016
ii.	Religion (Religion and Human Relations)	Interim, 2019

iii.	Igbo Language	Full 2019
iv.	English Language & Literature	Full 2019
v.	History and International studies	Full 2019
vi.	Linguistics	Full 2019
vii.	French	Full 2019
viii.	Music	Full 2019
Ix	Theatre Arts	Full 2019
X	BA Chinese Studies	Full 2017
C	FACULTY OF BASIC MEDICAL SCIENCES	
i.	Anatomy	Full 2015
ii.	Human Physiology	Full 2015
D	FACULTY OF BIOSCIENCES	
i.	Applied Biochemistry	Full 2016
ii.	Applied Microbiology & Brewing	Full 2014
i.	Botany	Full 2016
ii.	Zoology	Full 2016
iii.	Parasitology and Entomology	Full 2016
Iv	Applied Microbiology	Full 2019
E	FACULTY OF EDUCATION	
i.	Economics Education	Full 2016
ii.	French Education	Full 2016
iii.	Health Education	Full 2016
iv.	History Education	Full 2016
v.	Igbo Education	Full 2016
vi.	Physical Education	Full 2016
vii.	Library and Information Science	Full 2016
viii.	Science Education Chemistry	Full 2016
ix.	Education Biology	Interim 2019
x.	Vocational Education (Technical Education)	
xi.	Vocational Education (Building & Wood Technology)	Full 2014
xii.	Adult Education	Full 2019

xiii.	Business Education	Full 2019
Xiv	Computer Science Education	Inerim 2019
Xv	Early Childhood & Primary Education	Full 2019
Xvi	Education Management & Policy	Full 2019
Xvii	English Education	Full 2018
Xviii	Integrated Science	Full 2019
Xix	Human Kinetics	Full 2016
Xx	Guidance and Counselling	Full 2017
Xxi	Vocational Education (Auto/Mechanical Technology)	Full 2014
Xxii	Vocational Education (Electrical/Electronic Technology)	Full 2016
xxiv.	Mathematics Education	Full 2017
Xxv	Physics Education	Interim 2019
Xxvi	Pol.SC Education	Interim 2019
Lxxvii	Religion Education	Interim 2019
F	FACULTY OF ENGINEERING	
i.	Agriculture and Bio Resource Engineering	Full 2016
ii.	Chemical Engineering	Full 2016
iii.	Civil Engineering	Inerim 2016
iv.	Electrical Engineering	Interim 2016
v.	Electronic and Computer Engineering	Full 2016
vii.	Industrial and production Engineering	Pending
viii.	Mechanical Engineering	Full 2017
ix.	Metallurgical/Materials Engineering	Full 2016
x.	Polymer and Textiles Engineering	Full 2016
G.	FACULTY OF HEALTH SCIENCE AND TECHNOLOGY	
i.	Medical Laboratory Sciences	Full 2016
ii.	Nursing Science	Full 2017
iii.	Medical Rehabilitation/Physiotherapy	Interim 2017
iv	Medical Radiography and Radiological Studies	Interim 2017
H.	FACULTY OF MANAGEMENT SCIENCES	
i.	Co-operative Economics and Mgt.	Full 2016

ii.	Accountancy	Full 2019
iii.	Banking & Finance	Full 2016
Iv	Marketing	Full 2019
v.	Entrepreneurship	Interim 2019
vi.	Public Administration	Full 2019
I.	FACULTY OF PHARMACEUTICAL SCIENCES	Interim 2017
J.	FACULTY OF PHYSICAL SCIENCES	
i.	Computer Science	Full 2019
ii.	Geological Sciences	Full 2019
iii.	Mathematics	Full 2016
iv.	Physics (Physics and Industrial Physics)	Full 2016
v.	Pure and Industrial Chemistry	Full 2017
vi.	Statistics	Full 2019
vii.	Applied Geophysics	Full 2019
K	LAW	Full 2019
L	MEDICINE	
i.	MBBS	Interim 2019
M	SOCIAL SCIENCES	
i.	Economics	Full 2019
ii.	Mass Communication	Full 2019
iii.	Political Science	Full 2019
Iv	Psychology	Full 2019
v.	Sociology and Anthropology	Full 2019
N	ENVIRONMENTAL SCIENCES	
i.	Architecture	Full 2019
ii.	Building	Full 2019
iii.	Environmental Management	Interim 2019
Iv	Estate Management	Full 2019
v.	Fine and Applied Arts	Full 2019
vi.	Geography and Meteorology	Interim 2019
vii.	Quantity Surveying	Full 2019

viii.	Surveying and Geo informatics	Full 2019
-------	-------------------------------	-----------

- **Affiliation Programmes**

The NUC approved affiliation of the following institutions with the University:

- Auchi Polytechnic, Auchi, Edo State;
- Enugu State College of Education (Technical) Enugu, Enugu State;
- Federal College of Education (Technical), Umuze, Anambra State.
- Pope John Paul II Major Seminary, Okpuno, Anambra State

- **Business School Programmes**

The UNIZIK Business School was established in 2011. The National Universities Commission (NUC) accredited it as a school of business to run both postgraduate degrees and professional programmes in Business and Public Administration. The programmes it runs are:

- Executive Master of Business Administration (EMBA)
- Executive Master of Public Administration (EMPA)
- Professional Postgraduate Diploma.
- Doctor of Business Administration (DBA)
- Doctor of Public Administration (DPA)
- 5 Professional Diplomas

- **Certificate Course Programmes**

Four main certificate course programmes namely, Chinese Studies, Entrepreneurial Studies, Associate Certificate Programme in Education, Journalism and Film production have been established in Nnamdi Azikiwe University. However, Chinese Studies and Entrepreneurial Studies were upgraded to diploma and degree-awarding programmes.

Chinese Studies: Confucius Institute was established in Nnamdi Azikiwe University in 2008 through HANBAN, its parent body in Beijing, China, as an endowment of the Government of the People's Republic of China. From the outset, the Confucius Institute, UNIZIK, began with certificate and diploma courses in Chinese Studies and Language. The Confucius Institute is adequately staffed with Chinese teachers. The University runs a degree programme in Chinese Studies accredited by the NUC. In 2016, fifty-one (51); in 2017, sixty-four (64); and in 2018, eighty-two (82) were trained in Chinese Institutions.

NAU greatly contributed in the production of the new Benchmark Minimum Academic Standards in Chinese Language (BMAS), recently released by the NUC. In addition, the Chinese Government has approved UNIZIK as a centre for taking the Chinese HSK language proficiency examination for certification of ability to write and speak Chinese Language.

Entrepreneurial Studies: The Chike Okoli Centre for Entrepreneurial Studies (COCES) is an endowment from Chike Okoli Foundation by Chief (Dr.) Stella Okoli OON. It was established in Nnamdi Azikiwe University, Awka in 2006, with a view to giving knowledge and training in entrepreneurship.

- Film Production: This was introduced by the Centre for Excellence in the Arts and Humanities. Including Acting, Editing, Costume, make-up & Props, Script writing.
- Transportation Studies: There is a certificate course programmes at the CHISCO Institute for Transportation Studies.
- **Continuing Education Programme CEP**

In keeping with its philosophy of encouraging the advancement of learning and holding out to all persons without distinction of race, creed, sex or political conviction, the opportunity of acquiring a higher and liberal education, Nnamdi Azikiwe University has an ongoing Continuing Education Programme. The programme was initially run in seven faculties. However, after the NUC directive on the regularization of part-time programmes in Nigerian universities, the programme is being phased out in other faculties; except

those faculties (Mostly in Education, Arts, Agriculture, Management Sciences and Social Sciences) recently approved by the NUC.

Registrars Since Inception

Sir, Ngozi Anyakora	December, 1991 – September, 1997
T. Obi Umeasiegbu	October 1997 – March, 1999 March, 1999- December, 2002
T.O. Nweke Obiekwe	December, 2002 – October, 2003
J.N. Andy Agbai (Mrs)	September 2003 – October, 2005
Godwin I. Ojukwu	October, 2005 – March, 2006
Nkolika Anyaku Onyechi	April, 2006 – October, 2009
E.C. Okoye	October, 2009 – August, 2010
Barr C.C. Okeke	August, 2010 – August, 2015
Dr. I .H. Isidienu	December, 2015-August, 2018
Okonkwo O.N. (Mrs.)	September, 2018 – April, 2019
Barr. Philomena I. Okoye	April 6 th 2020 – Till date

Bursars Since Inception

Mr. George C. Ezeokpo	March 1995- March 2000
Mr. Emmanuel N Attado	April 2000-2001(Acting) and 2001-2008
Mr. James U. Agu	June 2008-2010 (Acting) and August 2010-2015
Dr. Joy N. Ojukwu	August 2015- 2018 (Acting) and 2018 to date

University Librarians from Inception

Dr. M.W. Anyakoha	1995-2005
-------------------	-----------

Mr. E.O. Onwuka 2005- 2015
Rev. Prof. Obiora Nwosu 2015-2020
Mrs. R. N. Obiozor-Ekeze 2020-2021
Dr. (Mrs) S. N. I. Anasi 2021 to date

CHAPTER 11

Term of Reference (ix)

"TO EXAMINE THE GENERAL SECURITY IN THE UNIVERSITY AND HOW THE UNIVERSITY HAS DEALT WITH IT AND RECOMMEND APPROPRIATE MEASURE"

11.0 Introduction

The Security Department of the Nnamdi Azikiwe University, from available information, is as old as the University itself and had gone through different stages of transformation just as the University itself metamorphosed from one stage to the other.

The Department started in 1980, with 14 patrol men at the inception of the now defunct Anambra State University Science and Technology (ASUTECH), Awka.

Very significant, was the transformation of the Department in 2003, during the tenure of Prof. Ilochi Okafor as Vice-Chancellor when it was changed, from 'Security Department' to 'Safety Department'.

Findings and Observations:

University Safety Department.

As a multi campus University, it has a security unit in all the campuses headed by Heads of Department who answered to the Chief Safety Officer.

The Department has the following units,

- CSO
- DCSO/ HODs for the different campuses
- Admin Unit
- Investigation Unit
- Intelligence Unit
- Public Relations Unit

- Operations Unit
- Monitoring Unit
- Student Work-Aid Assistance (SWAA).

Private Security Services Provider.

In compliance with the directive of the Government/ Visitor, the University outsourced the security services to a private service provider during the period in review.

Crown Security was engaged and provided Security Personnel at the different Campuses until late 2020 when the University disengaged the company's operations from all the campuses except Nnewi. Unfortunately, the Visitation Panel was unable to get detailed information on the process that led to the engagement of Crown Security, and the eventual reductions of its services. Subsequently, another company, EasyTech Security Services Ltd was engaged after a successful bidding process.

Strength of Security Personnel.

From the records provided by the CSO, the University had a total of 2,219 internal personnel, and 920 Private security personnel across the Campuses, during the period in review. See the distribution in the table below.

Table 1. Summary of Security Personnel

Campus	Location		2016	2017	2018	2019	2020
Main Campus	Awka	University Safety Officer	422	413	398	387	349
		Crown Security	132	132	132	132	=
		EasyTech Security	=	=	=	=	224
College of Health Sciences	Nnewi	University Safety Officer	40	36	36	31	31
		Crown Security	15	15	15	15	15
Faculty of	Agulu,	University Safety	16	16	16	14	14

Pharmaceutical Sciences		Officer					
		Crown Security	13	13	13	13	=
		EasyTech Security					11
Faculty of Agriculture	IfiteOgwari,	EasyTech Security	=	=	=	=	15
Pre-School	Science Mba Ukwu	Contract	3	3	3	3	3

Findings and Observations

1. The major security challenge identified was the issue of perimeter fencing of the University. A greater part of the University was not fenced, even some earlier fenced portions had since failed and collapsed, allowing all kinds of people of questionable character, and dangerous animals unhindered access to the campuses. This exposes students and staff alike to serious security threat and hamper conducive learning.
2. The principle behind outsourcing looks very good, but in practice, its effectiveness has come to question in all ramifications.
3. Lack of residential accommodation for students and staff, this was identified in all the campuses. Over 80% of the student's population live outside of the campus. This exposes the students to robbery attacks and all sorts of molestation. At Agulu (Faculty of Pharmaceutical Sciences) for instance, the Head of the Safety Unit, narrated how thieves on motor bikes dispossessed students off their phones and other valuables just outside the gate of the campus.
4. ASUU, in its memoranda to the Panel highlighted challenges of theft, breaking into offices, laboratories and cars. The CSO collaborated these claims and in addition to crimes of examination malpractice/ racketeering.
5. Lack of Modern communication gadgets, functional operational vehicle, inadequate staff and lack of Training and retraining.

6. The Panel observed that the University Safety Unit had a greater number of staff than the private service provider, who were supposed to be the operational arm of the University security structure.
7. Delay in the payment of Salaries of the Private Operatives.
8. Poor Motivation and seemingly low competence of the private operatives.

Despite the above challenges, there was a general consensus from interactions with the CSO, HODs at the various Campuses, and Principal Officers, that the security situation in the University had remained stable over the years, with students' cultism on the decline, the University enjoyed relative peace and stability.

The University was able to maintain Security equilibrium, largely due to the disbandment of the Anti-Cult squad, and the subsequent establishment of the "Student Work-Aid Assistance (SWAA). An initiative that involved students in intelligence gathering for the overall security of the University.

Other factors that ensured peace on the Campuses included:

- Public enlightenment, the University ran security safety programmes on the University Radio Station (UNIZIK RADIO);
- Inter-Agency cooperation, the University enjoys a good and cordial relationship with the conventional security agencies, the Police, DSS, Civil Defence
- Strengthening cooperation with adjoining communities. In the College of Health Sciences, the HOD disclosed that, the community vigilante provided security around the University.

Recommendations.

1. The University Management should do everything within its powers to maintain the good relationship with the conventional security Agencies.
2. Maintain and strengthen the Student Work-Aid Assistance initiative to further intelligence gathering.

3. The University Management should endeavour to provide modern working tools for the Safety Department, increase the staff strength and embark on effective training.
4. The Management should maintain and heighten its public enlightenment.
5. The Management should maintain and strengthen the collaboration with Community Vigilante groups.
6. Government should as a matter of necessity and urgent importance, address the issues of perimeter fencing and student accommodations on the campuses.
7. University should work out a joint management security framework with the service provider. Security operations is a collective exercise and its coordinator must equally be collective.
8. Management should re-evaluate the remunerations and show more interest in prompt payment of the operatives allowances.
9. Government may have to reassess the policy of outsourcing, particularly Security in the University system.

CHAPTER 12

Term of Reference (x)

*TO EXAMINE THE PROCESSES AND STRUCTURES OF DISCIPLINE OF STUDENTS IN
EACH UNIVERSITY IN LINE WITH DUE PROCESS OF THE RULE OF LAW*

12.0 INTRODUCTION

Section 19 (1) (a-d) of the NAU Act 2004 provides as follows: "subject to the provisions of this section, where it appears to the Vice-Chancellor that any student of the University has been guilty of misconduct, the Vice-Chancellor may without prejudice to any other disciplinary power conferred on him by statute or regulations direct:

- a) that the student shall not during such period as may be specified in the direction, participate in such activities of the University, or make use of such facilities of the University, as may be so specified; or
- b) that the activities of the student shall during such period as may be specified in the direction be restricted in such manner as may be so specified; or
- c) that the student be rusticated for such period as may be specified in the direction, or
- d) that the student be expelled from the University"

In similar vein, the same Nnamdi Azikiwe University Act cap 139 Laws of the Federation of Nigeria provides in section (8) (2) (f) that the Senate shall have among other things the power to supervise the welfare of students at the University and the regulation of their conduct.

It was based on these extant provisions of the University Act that the Vice Chancellor, the Senate and other statutory bodies adopted several measures to enforce discipline among students within the period under review.

12.1 IDENTIFIED ACTS OF MISCONDUCT AMONGST STUDENTS

Findings and Observations

- a) In the course of investigations, the Panel discovered that misconducts prevalent among students could be grouped into two: "corporate offences" such as violent demonstrations by students through the Students Union Government or other students organizations and "individual offenses" such as examination malpractices,

certificate racketeering (using forged WAEC or NECO or other qualifying examination bodies) and criminal violence against students or staff.

- b) It was also observed that corporate offences had declined because of the abolition of indiscriminate cooking in the University hostels and the fact that most of the students live off campus making it difficult for students to congregate easily. As a result, the problem is in the area of individual misconducts which are often difficult to trace because they were not normally done in the open.

12.2 MECHANISMS USED IN ENSURING DISCIPLINE

The Panel discovered that the University in order to enforce discipline amongst students had developed certain measures which included the following:

- (a) Publication of Academic and General Regulations of Nnamdi Azikiwe University. This booklet which had been in use contained guidelines on how a student should conduct himself/herself in character and learning so that he/she will graduate successfully.
- (b) The Vice-Chancellors within the period under review established Students Disciplinary Committee which was charged with hearing reported cases of misconducts. The Committee was made up of the Deputy Vice-Chancellor as Chairman while Deans of Faculties and the Chief Safety Officer were members. This body which was a Senate Standing Committee reported to the Senate on a regular basis. Complete record of cases handled by the Senate between 2011-2020 are attached as Appendix.
- (c) A Certificate Verification Committee which liaised with Examination bodies-WAEC, NECO etc to verify O' Level or other certificates submitted by students for admission into the University existed as well.
- (d) Students Union Court which is under the University Surveillance which handled political problems amongst individual students. The Students Union Court was established by the University Management as contained in the Handbook of NAU.

The Students Union Leaders explained that some cases had been done by their court but did not supply documentary evidence.

12.3 PROCESS OF DISCIPLINE

When a student was alleged to have gone against any of the rules as contained in the Handbook or any other rule, the Safety Unit opened investigation into the allegation. The student is suspended while he or she is asked to make a written reply to the allegation and submit to the Chief Safety Officer.

Once the Safety Office had completed its investigation, it would turn in the report to the Senate Student's Disciplinary Committee which will invite the student for trial. The student's written reply will also be part of his defence. After trial, the Committee will make its recommendation(s) to the Management based on what is prescribed in the Handbook or any other established rule which may be rustication, restitution or expulsion or discharge and recall.

12.4 REACTIONS FROM UNIVERSITY PERSONNEL AND STUDENTS

- (a) In his memorandum to the Panel, the former Vice-Chancellor during the period under visitation, Professor Boniface C.E Egboka (2009-2014) commented adversely on the plight of students thus:

“the way and manner students are presently treated/managed are not good enough and leaves much to be desired, they lack adequate accommodation and their residences lack proper environment management, those living off University residence/campuses are poorly protected and poorly taken care of, some of the students are poorly advised in their academic work; they are left on their own during trade disputes, strikes and lecture boycotts. These should not be allowed to go on, more accommodation should be provided by building more students hostels. PPP/BOT Process and Partnership NAU can be harnessed to come to the rescue of the University”. He frowned that notwithstanding the availability of rules,

laws, guidelines and regulations in the University for trial of students misconducts that some staff-executors failed to observe them resulting in maltreatments of both offending and non-offending students which he said had led parents/guardians to approach courts for redress which some had won and some lost. He opined that since the students are already adults, treatments meted out to them should be considered in realization of such accordingly. He emphasized fair hearing in all cases where students are tried by the University authorities.

He contended that when he was the Vice-Chancellor that he introduced what he called "students first philosophy" in the Administration and Management of the affairs of the students which bordered on defined and specific directives. These included that issues affecting students should come first and foremost and be given top priority. To him "no students, no University. Surely many of these young adolescents will be the leaders of tomorrow".

b. Students Union Leaders

The panel interviewed the current Leaders of the Students Union Government led by Comrade Ukpel Glory A. as Chairperson and Comrade Nwagbo Donatus Olisaemeka as Secretary who opined that the Union has cordial relationship with the University.

As far as discipline was concerned, they also demanded for the following in their memorandum;

- i. Quick disposal of disciplinary cases against students whenever they arise so as to avoid situations where results of treated cases come when the affected students had graduated and gone home.
- ii. That the relationship between Lecturers and students should be more cordial and interactive.

- iii. That instructional materials and recreation facilities be provided for them at Awka; Nnewi, Agulu and Ifite-Ogwari in order to keep them out of misconducts traceable to idleness.

12.5 Instances of Disciplinary Actions

Within the period under review the following students have been meted the undermentioned punishments commensurate with their infraction of the University rules.

- i. On July 18, 2019, the Students Disciplinary Committee of the College of Health Sciences, NAU, Nnewi campus heard the case of Chukwu Nnadebem Odera Martin (Reg. No. 2016614089) of the Department of Laboratory Sciences who allegedly set fire to a section of the Campus where confiscated examination misconduct materials are kept. This was with intent to destroy material evidence but because the investigation by Security was "inconclusive", the student could not be found guilty.
- ii. On the same July, 18th 2019, another student, Mr Onwuka Emmanuel Agafena Chukwu (Reg. No. 2014624204) of the Department of Medical Rehabilitation was tried of the alleged case of Armed Robbery and compounding felony. The case was proved beyond reasonable doubt and the student was recommended for rustication in the first instance and to be upgraded into expulsion as final punishment.
- iii. The Students Disciplinary Committee sitting at Okofia-Nnewi Campus of NAU on 9th September, 2019 tried one Chekuma Michael Unekwe-Ojor (2016704110) of the Department of Anatomy for stealing eight (8) phones belonging to fellow students who kept the phones in their bags during examinations. The Committee found out that the culprit returned three (3) phones to the owners but sold the rest to outsiders. The student was rusticated for one year and ordered to pay the value of the other five (5) phones to the owners in line with provisions of the Students' Handbook.
- iv. The Committee on the 3rd October, 2019 tried the case of one Miss Ekwo Ukamaka (Reg. No.2012634083) of the Department of Nursing Sciences who

- defrauded another student of the sum of N200,000.00 (Two hundred thousand naira). She was invited to the Committee twice but she refused to attend though she made a statement to the Security Unit. Following the Student's absence for a second time, the Committee recommended her rustication for one year in accordance with the Handbook and for her to return the sum of N200,000.00 for onward transmission to the defrauded student.
- v. On 1st March, 2020, the Students Disciplinary Committee tried the case of some students of the Faculty of Law who on the pretext that they were observing students week stopped the collection of money by commercial drivers on campus. However, because there was no threat to life by the students, the Committee pardoned them and asked them to be of good behaviour.

Recommendations

- i. As a result of the fact that "no students no University" all issues affecting the students must be given priority attention.
- ii. All disciplinary actions by the authorities of the University must be expeditiously handled and punishment (if any) dispensed before the graduation of the student.
- iii. The Disciplinary Committee should always allow students to have effective representation including witnesses in the trial of cases of misconduct.
- iv. The Management should as a matter of urgency establish sporting arena that would always keep students busy after lectures to absorb their enormous energy and take their mind away from crimes.
- v. That buildings of more hostels inside the campus will also help in controlling the behaviour of students whose conducts will be monitored by "Hall Governors".
- vi. Good management by the Vice-Chancellor and his lieutenants will also ensure good students behavior.
- vii. All cases of violent crimes such as armed robbery, attempted murder, Murder, Kidnapping, etc. should be immediately transferred to the police authorities for diligent investigation and prosecution. This is because capital offences such as

armed robbery, murder, and the like cannot be tried by ordinary Disciplinary Committee but High Courts of Law.

CHAPTER 13

PETITIONS

13.0 INTRODUCTION

The Panel, during the course of its assignment, received petitions from some aggrieved staff of the University.

Although, the terms of reference of the Panel did not specifically, include the examination of petitions, it felt that peace and tranquility in the University could be threatened if some members of staff are dissatisfied. Consequently, it was decided that the following four (4) petitions written by two (2) members of staff

received by the Panel should be investigated and where possible, appropriate recommendations made. The said petitions are attached in the Appendices.

13.1 Architect Osita Paul Okafor's petition on Posting to Works Department

The panel received a signed petition from Architect Osita Paul Okafor dated, 18th May, 2021 of the University's Works Department.

Findings and Observations

Upon studying the petition, the panel invited the Registrar. The Registrar explained that an employee providing support service may be posted to any division or unit where his or her service is required. She stated clearly that posting of Arc. Paul Okafor to Works Services, Nnewi Campus where his services are needed was not meant to jeopardise his career as he claimed. The posting was even an elevation. He was posted there to help revive the Works Department of Nnewi Campus!

Recommendation

The Panel was convinced that the petition by Architect Osita Paul Okafor lacked merit.

13.2 Denial of Promotion by Arc. Osita Paul Okafor

Findings and Observations

The Panel also looked into the claim by Architect Osita Paul Okafor that he was denied a promotion in 2019 for which he felt he was qualified.

The Registrar at the request of the Panel supplied evidence to showing that all the six staffs including Arc Okafor Paul Osita, failed the compulsory promotion examination and were therefore not promotable.

Recommendation

The Panel did not see merit in Arc Osita Paul Okafor's petition on his promotion.

13.3 Petition on promotion by Amaefule C, Samuel, Head, Computer Science Laboratory

Findings and Observations

The Panel received a signed petition dated 26th May, 2021 on denied on promotion to Assistant-Director and Director of Computer Laboratories, Computer Science Laboratory, Faculty of Physical Sciences by Amaefule C, Samuel.

Following the scrutiny of his petition and the attached documents and the written response from the Registrar, the Panel noted that Mr Amaefule C. Samuel's career progression was good since his appointment in 1996. He benefited from promotions in 1999, 2004, 2009 and 2012. The University system had been fair to him but for the claim that he was denied the promotion to Assistant Director.

Recommendations

- a) The Panel recommends that the University should organize an assessment/examination for promotion for Mr Amaefule C, Samuel and others in his category as soon as possible.
- b) The information on the examination/assessment should be formally communicated to the petitioner and others who may benefit from it.

13.4 Petition over non-payment of Hazard Allowance to Amaefule, Chinedu Samuel

Findings and Observations

The Panel received a formal petition dated 6th May, 2021 from Mr Amaefule, Chinedu Samuel, Head, Computer Science Laboratories complaining on the exclusion of Computer Scientists in the payment of hazard and other earned allowances as approved for the Academic Laboratory Technologists and Scientists in the 2009 FGN-University based Unions agreement.

Arising from the perusal of his submission and the written response of the Registrar, Barrister Philomena I. Okoye, it was clear to the Panel that it was definitely within his right to petition. He had in November 2013 written to the Vice-Chancellor on the same matter and was advised in writing in December 2013 to seek to change the nomenclature of his job to include 'Technologist' in order to benefit from the hazard allowance being paid to Technologist.

Recommendation

- a) The Panel recommends that the petitioner, Amaefule Chinedu Samuel, takes up his case with the National Association of Academic Technologists (NAAT) as well as for him to request to be redesignated as a Technologist to enjoy the hazard allowance.