



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the  
Federal Republic of Nigeria  
on the  
Visitation Panel's Report into the Affairs of the  
Federal University, Birnin-Kebbi  
(2011- 2015)**

DECEMBER, 2022

PRINTED BY THE FEDERAL GOVERNMENT PRINTER, LAGOS.

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO THE  
AFFAIRS OF THE FEDERAL UNIVERSITY, BIRNIN-KEBBI  
(2011–2015)**



**ARRANGEMENT OF PARAGRAPHS**

***Paragraph***

1. White Paper on the Report of the Visitation Panel into the Affairs of the Federal University, Birnin-Kebbi (2011–2015).
2. Citation.

**SCHEDULE**

**WHITEPAPERONTHEREPORTOF THE VISITATION PANEL INTO  
THE AFFAIRS OF THE FEDERAL UNIVERSITY, BIRNIN-KEBBI  
(2011–2015)**

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

Publication  
of Federal  
Government  
White Paper  
on the  
Report of the  
Visitation  
Panel into  
the affairs of  
the Federal  
University,  
Birnin-Kebbi  
(2011–  
2015).

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel into the affairs of the Federal University, Birnin-Kebbi (2011–2015)“.

Citation.

## INTRODUCTION

1.0. The President and Commander-in-Chief of the Armed Forces of Nigeria, H.E. Muhammadu Buhari, GCFR, in his capacity as Visitor set up Visitation Panels to Universities and Inter-University Centres, inclusive of the Federal University, Birnin-Kebbi. The Honourable Minister of Education, Mallam Adamu Adamu on behalf of the President inaugurated the Panels on Tuesday 13th April, 2021, at the Idris Abdulkadir Auditorium, National Universities Commission (NUC), Abuja.

The Visitation Report presented herein is for the period 2011 to 2015. The Panel observed, however that since the University was established in 2013 the effective period covered in the report is 2013 - 2015.

## 1.1. COMPOSITION OF THE VISITATION PANEL

Members of the panel were :

(i)	Professor Segun Awonusi, FNAL	..	..	..	<i>Chairman</i>
(ii)	Professor Richard Idubor	..	..	..	<i>Member</i>
(iii)	Professor Yushau Ango	..	..	..	<i>Member</i>
(iv)	Professor Stephen Odoemena	..	..	..	<i>Member</i>
(v)	Abdullahi Suleiman, mni	..	..	..	<i>Member</i>
(vi)	Adamu Aliyu Sarma	..	..	..	<i>Member</i>
(vii)	Daniel Isaiah Ayegba	..	..	..	<i>Secretary</i>

## 1.2. TERMS OF REFERENCE

The Panel's Terms of Reference were to :

(i) inquire into the level of implementation of the White Paper on the last Visitation Report, covering 2006-2010 ;

(ii) look into the leadership quality of the University, in terms of the roles of the Governing Councils, the Vice-Chancellors and other Principal Officers ;

(iii) examine the financial management of the institution, including statutory allocations and internally generated revenue over the period, under investigation and determine its level of compliance with appropriate regulations ;

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

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

(vi) determine the relationship between the University and the various statutory bodies it interacts with according to its Law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship,

i.e. Governing Council, NUC, and the Federal Ministry of Education (FME);

(vii) scrutinise the Law establishing the University, including the relationship between the various internal organs, units and offices, and indicate the way the laws have been observed by the competent authorities, offering suggestion of any necessary modifications to the Law ;

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

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

(x) examine the processes and structures of discipline of students in the University in line with due process of the rule of law.

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

(i) Management should ensure that the University is managed in accordance with the provisions of the law and best practices ;

(ii) Council should ensure that Management speedily publishes the Staff and Students' Handbooks ;

(iii) the Management should improve on the relationship with land owners in the host Community ;

(iv) FME should ensure that newly appointed Vice-Chancellors undergo short-term management training (virtual or physical);

(v) Management should step up efforts to maintain the usual monthly bank reconciliations as and when due ;

(vi) Management should intensify training for Bursary staff;

(vii) Management should develop a Fixed Assets Register and ensure that the fixed asset policy includes disposal of non-functional items and the asset register is regularly updated ;

(viii) Management should adopt the manual of Uniform Accounting and adhere to the principles therein, as this would enhance the accuracy and reliability of financial information;

(ix) Management should ensure that the Bursar initiates plans to improve financial information management and that his/her quarterly reports are produced in line with standards ;

(x) Council should ensure speedy implementation of the computerization of the Bursary and the Registry ;

(xi) Council should expedite action on the approved recruitment of qualified and competent professionals to man the key units in the Bursary ;

(*xii*) the University to explore accessing donations from corporate organizations;

(*xiii*) Council to pursue the enactment of the Basic Law of the University ;

(*xiv*) Council should prioritise the recruitment of experienced and qualified academic and non-academic staff ;

(*xv*) Management to train the security team on contemporary security strategies ; and

(*xvi*) Council should explore PPP options for infrastructural development.

**TERM OF REFERENCE ONE***"Inquire into the level of implementation of the white paper on the last visitation."*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
21.	REPORT ON LAST VISITATION EXERCISE	The Federal University Birnin Kebbi was established in 2013. The University is exempted from Term of Reference one due to its year of establishment.		<i>Visitor notes that there was no Visitation Panel report during this period as the University was established in 2013.</i>

## TERM OF REFERENCE TWO

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

S/No.	Item	Observations/Findings	Recommendations	Comments
3.1.	THE GOVERNING COUNCIL	<p>(i) There was no Governing Council until 13th of May, 2015 when the maiden Council meeting was held.</p> <p>(ii) The lacuna was filled by NUC that provided advisory and technical services as well as authorization and approvals during the period.</p> <p>(iii) The Governing Council had a one-year tenure in 2015. The Council's single meeting, during the period, was for familiarization of members with University infrastructure and governance architecture. In addition, it affirmed the following :</p> <p>(a) the establishment of two take-off Faculties,</p> <p>(b) the appointment of the Chancellor,</p> <p>(c) the establishment of two Council Committees F&amp;GPC and SSEC,</p> <p>(d) the examination of 2014 Budget, and</p> <p>(e) the examination of the financial report from January to May 2015.</p>	<p>(i) The Panel recommends that other Principal Officers viz : Registrar, Bursar, Librarian should continue to support the Vice Chancellor for the effective management of the affairs of the University, even when Councils are not in place.</p> <p>(ii) The Vice Chancellor and his team should ensure that the University is managed in accordance with the provisions of the law and best practices in general administration and financial management.</p> <p>(iii) The Principal Officers, with the approval of the Governing Council, should ensure the speedy publication of Staff and Students' Handbooks as internal or domesticated rule-books/guides for effective management.</p> <p>(iv) Management should improve on the relationship with land owners in the host Community to ensure</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>



<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
			<p>land disputes involving the University and extra-University interests are resolved promptly.</p> <p>(v) The Federal Government should ensure release of approved funds for take-off of new Universities, constraints of budgets and appropriations notwithstanding.</p> <p>(vi) The Federal Government should get newly approved Vice-Chancellors to undergo short-term management training (virtual or physical). This is because Vice Chancellors are experts in academic matters, while proficiency in management may not match their academic prowess.</p>	

## TERM OF REFERENCE THREE

*"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."*

S/No.	Item	Observations/ Findings	Recommendations	Comments
4.1.	THE STATE OF THE UNIVERSITY FINANCE/ SOURCES OF FUNDING	<p>(i) There were funding challenges at inception as one of the three Universities established at the same time that had no opportunity of getting take-off projects. This negatively affected its smooth take-off.</p> <p>(ii) There was no Internally Generated Revenue (IGR) to depend on. In the preceding years, students' enrolment was small and could not guarantee realization of stable IGR for daily running of the University.</p> <p>(iii) Maintenance of utility bills became a serious burden as well as the challenges of budget envelop system.</p> <p>(iv) The quantum of funds available for research support is low.</p> <p><i>Accounting and Financial Reporting</i></p> <p>Yet to be fully computerized. The payroll has been partially computerized. Some records such as cash book and ledgers are kept on stand-alone excel systems.</p>	<p>(i) Management should step up efforts to maintain the usual monthly bank reconciliations as and when due.</p> <p>(ii) Management should intensify training for Bursary staff in order to improve capacity for compliance with procedures and regulations.</p> <p>(iii) Management should ensure that the Fixed Asset policy includes disposal of non-functional items and that the Asset Register is regularly updated. Fixed Assets should be adequately coded and each asset matched with the year of acquisition. The code should be written on them as evidence of ownership.</p> <p>(iv) Management should adopt the manual of Uniform Accounting and adhere to the principles therein as this would enhance the accuracy and reliability of financial information.</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>The Panel examined the flow of financial management information within the University to Council, Faculties and Units. The quality and regularity of the management accounts and reports improved progressively. The final accounts for the period under review i.e. (2014 and 2015), though providing only limited background information and analysis, were made available for public and interested individual/organisations.</p> <p>The internal control system is weak. The information given by the internal Auditor is considered inadequate to examine any weakness on transactions or operational activities.</p> <p><i>Operating Result</i></p> <p>A total sum of N2.21 billion was received as special intervention fund from TETFund during the year 2015 as against N1.029 billion in 2014. However, the special intervention fund is not reflected in the revenue analysis presented to the Panel due to the fact that the grants are given for specific actions and programmes that the</p>	<p>(v) In view of the impending adoption of International Public Sector Accounting Standard (IPSAS), a comprehensive fixed asset register should be developed for effective management and control as contained in External Auditor's Report, 2015.</p> <p>(vi) Management should ensure that the Bursar initiates plans to improve financial information management.</p> <p>(vii) Management should ensure that the Bursar's Quarterly reports to Council include details of the following:</p> <p>(a) Income and Expenditure.</p> <p>(b) Cash and Investments.</p> <p>(c) Comparative budgets analysis, variance and their explanations and corrective actions.</p> <p>(viii) There should be speedy implementation of the computerization of the Bursary and the Registry.</p> <p>(ix) Council should expedite action on the approved recruitment of qualified and</p>	

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S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>Institution must implement under the funding agreement.</p> <p><i>Bank Reconciliations</i></p> <p>Bank reconciliation statements were prepared for most of the accounts. The reconciliation statements are in order except for some immaterial differences.</p> <p><i>Budget and Budgetary Control</i></p> <p>Management complied substantially with financial regulation and treasury circular with respect to budget/ approval estimates and actual disbursement.</p> <p><i>Accounting and Record Keeping</i></p> <p>The accounting system is backed by a simple Microsoft Excel program considered adequate for the University's current level of financial transaction.</p> <p><i>Accounting Manual</i></p> <p>There is the use/ application of manual of Uniform Accounting System for Nigerian Universities published by NUC which, among other benefits provides specifically for some forms of uniformity in the way funds realized are accounted for.</p>	<p>competent professionals to man the key units in the Bursary.</p> <p>(x) Special grants should be made available to the three Universities that took off in 2013 (Federal University Birnin Kebbi inclusive), especially in the area of research and development.</p>	

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p><i>Internally Generated Revenue (IGR)</i></p> <p>The quantum of IGR does not match the needs of the expenditure as contribution to expenditure is less than 10 percent.</p> <p><i>Internal/External Audit</i></p> <p>There is an Internal Audit Unit, though weak.</p> <p>The timing of the External Auditing was satisfactory. The 2014-2015 accounts were prepared and submitted within the stipulated time of the law.</p> <p>There was strict adherence to the provisions of the Constitution of the Federation, National Universities Commission Act and Federal Government Financial Regulations in financial transactions.</p>		

## TERM OF REFERENCE FOUR

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
5.1.	FUNDING	<p>(i) Non-receipt of initial take-off projects given to other Universities established at the same time.</p> <p>(ii) Commencement of academic activities enabled by construction and remodeling of buildings at take-off site.</p> <p>(iii) Tenders Board used for the purpose of strict compliance with the Public Procurement Act.</p> <p>(iv) Management made concerted efforts in the provision of necessary accommodation for students.</p> <p>(v) Inability of Federal Government to provide an administrative block, ICT building, two faculty buildings and a library for smooth take-off of the University (Take-off Projects).</p> <p>(vi) Construction and remodeling of facilities were of high quality.</p> <p>(vii) All the projects were completed to specification with no records of project abandonment.</p> <p>(viii) The Panel found the resources catered to the needs of</p>	<p>(i) Funds should be provided for take-off.</p> <p>(ii) The University should explore use of alternative and cheaper building materials such as burnt bricks, bamboo and prefab without compromising quality.</p> <p>(iii) Explore accessing donations from corporate organizations like Sokoto Cement Company as corporate social responsibility to reduce construction costs.</p> <p>(iv) Expertise of staff of the Faculty of Environmental Sciences can be used as consultancy to reduce cost of projects.</p> <p>(v) The Panel strongly recommends that the initial take-off projects be made available to the University.</p> <p>(vi) The Panel recommends that enough resources or special grants should be released for recruiting permanent Professors to boost the Academic standard of the University.</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>the students which were necessary at inception i.e. Hostels, Lecture Halls and Laboratory.</p> <p>(ix) Management exhibited dedication towards providing functional accounts.</p> <p>(x) No disputed or abandoned contract.</p> <p>(xi) No loans or advances secured from Banks.</p> <p>(xii) All payments for contracts are backed by Certificate of Evaluation issued by either the consultant or Directorate of Physical Planning and Development.</p> <p>(xiii) The University strictly adhered to the Master Plan approved by the National Universities Commission (NUC).</p> <p>(xiv) Staff composition shows there are only 4 permanent Professors while the remaining 48 are either on visiting or Sabbatical appointments for which remuneration was provided for.</p> <p>(xv) Commendable efforts were made in terms of infrastructural development. However, critical projects such as library, classes, lecture theaters and laboratories are vital for accreditation.</p>		

## TERM OF REFERENCE FIVE

*"Examine the adequacy of the staff and staff development programmes of the University."*

S/No.	Item	Observations/Findings	Recommendations	Comments
6.1.	STUDENT ENROLMENTS	<p>(i) The number of lecturers available were not adequate for the programmes.</p> <p>(ii) Most of the lecturers were on visiting or sabbatical appointments.</p> <p>(iii) Many of the in-house lecturers went for studies for postgraduate and Master's degrees.</p> <p>(iv) Most of the visiting lecturers came from Zaria and Sokoto.</p>	<p>(i) There is a need to recruit more lecturers.</p> <p>(ii) The University should depend more on permanent lecturers than visiting or sabbatical staff for consistency and good service delivery.</p> <p>(iii) Those that were on study leave should be encouraged to finish in good time and return to the University.</p> <p>(iv) The University should be given a waiver by the Office of the Head of Civil Service of the Federation (OHCSF) and other appropriate authorities to enable them employ both academic and non-academic staff.</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>



## TERM OF REFERENCE SIX

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

S/No.	Item	Observations/Findings	Recommendations	Comments
7.1.	GOVERNING COUNCIL'S RELATIONSHIP WITH STATUTORY BODIES	<p>(i) The University was established with eleven others by Presidential fiat.</p> <p>(ii) From inception, the University related with statutory bodies.</p> <p>(iii) The University operated under the guidance of the Universities (Miscellaneous Provisions) (Amendment) Act 2003.</p> <p>(iv) The first programmes' accreditation occurred during the period under review.</p> <p>(v) Initial physical projects were constructed during the period under review.</p> <p>(vi) There was a cordial relationship between the University and different segments of the host community (Security agencies, Emirate and District Councils and the State Government).</p>	<p>(i) There is a need for urgent enactment of the Basic Law of the University.</p> <p>(ii) The University should maintain the pace of presenting academic programmes for successful accreditation by NUC.</p> <p>(iii) There should be more funds provided for the University as a young and growing institution.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

## TERM OF REFERENCE SEVEN

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

S/No.	Item	Observations/Findings	Recommendations	Comments
8.1	GOVERNANCE	<p>(i) This University is not a body corporate having perpetual succession and Common Seal with power to sue and be sued, and the Council cannot determine the Seal of the University ;</p> <p>(ii) It has no legal direction as to the object of its existence ;</p> <p>(iii) It can only entertain a rebuttable presumption of the legal functions of the University ;</p> <p>(iv) It has no legal authority for the functions of the Chancellor;</p> <p>(v) It does not have a legal authority for the functions of the Council of the University with regards to its Finance and General Purposes Committee;</p> <p>(vi) It cannot appreciate the detailed legal function of the Senate ;</p> <p>(vii) It has no legal authority for the recognition of the Visitor to a Federal University as the President because this is only defined in the Basic Law of each University ;</p>	<p>The urgent enactment of the Basic Law of the University. This would operate to :</p> <p>(i) confer a legal status on the University so as to be capable of fulfilling its legal obligations to stakeholders ;</p> <p>(ii) make the University have the capacity to sue or be sued in its own name in respect of any failed contractual transaction ;</p> <p>(iii) remove all senior employees as in other Federal Universities, from the categories of employment premised on mere master and servant relationship;</p> <p>(iv) guarantee to all senior employees, a protected employment that is savoured with statutory flavor. This would entitle the said employees to the right to a fair hearing when relationship with the University falls on difficult times ;</p> <p>(v) give the Vice-Chancellor the authority to exercise disciplinary measures over students.</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>

S/No.	Item	Observations/Findings	Recommendations	Comments
		<p>(viii) Not being a creation of statute, it is unknown to this University, the rigid rule of fair hearing in the determination of the appointment of the Deputy Vice-Chancellors or any other person employed as a senior member of staff of the academic, administrative, technical professional staff of the University;</p> <p>(ix) The grave implication is that these categories of staff are to be treated like the employees in the private sector who can be sacked for good or for bad reasons or for no reason at all ;</p> <p>(x) The University lacks any legal authority to discipline any student by the Vice-Chancellor whenever it appears to the Vice-Chancellor that the said student has been guilty of misconduct;</p> <p>(xi) It lacks any legal authority for the appointment of the many Committees of the University, which constitute the bedrock for the University administration ;</p> <p>(xii) It lacks any legal authority for the organization of academic work of the University, amongst other areas.</p>	<p>(vi) ease critical stakeholders' anxiety that the University lacks any authority to issue Certificates which may result in unhealthy industrial relations.</p> <p>(vii) establish the Federal University, Birnin-Kebbi Act and the naming of the university as Abdullahi Danfodiyo University.</p>	

## TERMOFREFERENCEEIGHT

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
9.1.	ACHIEVEMENTS	<p>(i) The University at inception did not have adequate infrastructure and conducive atmosphere for teaching and learning.</p> <p>(ii) Staff (Academic and Non-academic) were inadequate.</p> <p>(iii) The University had issues with funds to carry out its activities.</p> <p>(iv) The efforts of the pioneer Management to stand the University in good stead became apparent.</p>	<p>(i) There is urgent need for provision of infrastructure, conducive for teaching, research and learning in the University.</p> <p>(ii) There should be recruitment of experienced and qualified academic and non-academic staff to enable it stand on sound and qualitative footing.</p> <p>(iii) Adequate funding to enable the University carry out its activities meaningfully should be provided.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

## TERMOFREFERENCENINE

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

S/No.	Item	Observations/Findings	Recommendations	Comments
10.1.	SECURITY	<p>(i) The Chief Security Officer (CSO) is an indigene of the State and is familiar with the terrain which has come to bear on the security architecture put in place. The University has 50 Security personnel, which is grossly inadequate for effective security control. The personnel operate in two (2) shifts instead of the normal 3 shifts making the job cumbersome. The security officers are deployed to three (3) locations namely : University Take-Off Site, University Permanent Site, and Vice Chancellor's Lodge with two supervisors taking charge of each location.</p> <p>(ii) There are no reports of vandalization, kidnapping, rape, or any form of molestation.</p> <p>(iii) The major security issue is the herdsmen that use the University land for grazing even at very late hours. The Police have intervened several times, but to no avail. This amounts to encroachment on University land.</p> <p>(iv) The University's permanent site perimeter fence is made of chain link, which does not guarantee adequate security.</p>	<p>(i) The University should engage more security officers to take care of the vast land of the University, protect the infrastructure, the students, and staff.</p> <p>(ii) Female Security personnel should be recruited and trained to man the female hostels.</p> <p>(iii) There should be training for the security guards to understand the trending Security threats in educational institutions and how to combat the menace.</p> <p>(iv) The University should, in collaboration with the Police, organize security tips and drills for students and staff on measures to forestall cases of abduction and kidnapping by bandits and kidnappers.</p> <p>(v) There should be a security alarm system in the University to scare criminals should they invade the campuses of the University.</p> <p>(vi) The University should deploy Information Technology-based security measures to complement the existing security apparatus.</p>	<p>Visitor notes these recommendations for update in subsequent visitation.</p>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>(v) The Security Division has a very good synergy with other security agencies within the Local Government.</p> <p>(vi) Theremaining25 per cent of the University land is in contention due to non-payment of compensation to the land owners.</p> <p>(vii) There are no female security personnel to take care of the female students in the hostels.</p>	<p>(vii) The strategy of working in concert with other security agencies in the State and Local Governments, through regular meetings and information sharing, should be strengthened.</p>	

## TERMOFREFERENCE TEN

*"To examine the processes and structures of discipline of students in the University in line with due process of the rule of law."*

S/No.	Item	Observations/Findings	Recommendations	Comments
11.1.	LAW AND REGULATION FOR OFFENCES	<p>Federal University, Bimin Kebbi admitted its first set of 507 students in the 2014/15 Session. The first Matriculation Ceremony took place on 5th March, 2015. The University set up a Deanship of Student Affairs under the office of the Vice Chancellor from 2014 upon the commencement of academic activities. The terms of reference of this division are to :</p> <p>(a) see to the welfare of students ;</p> <p>(b) offer career guidance and counselling;</p> <p>(c) offer a line of communication with the Vice Chancellor ; and</p> <p>(d) develop leadership skills in students.</p> <p>The Division caters to accommodation, career guidance, as well as recreational and sporting activities of students. In addition, it is responsible for the welfare and discipline of students without prejudice to the functions of the Students' Disciplinary Committee (SDC), the Senate and the Vice Chancellor. It also takes care of students' needs such as</p>	<p>(i) In view of the expected increase in number of students, the University should enter into arrangement with private sector investors (developers) on BOT basis, to provide congenial environment for students to live in.</p> <p>(ii) The University should continue the policy of ensuring prompt repairs of hostels and other buildings/facilities in the University.</p> <p>(iii) The neat and attractive layout of the University should be maintained.</p> <p>(iv) The Build Operate and Transfer (BOT) arrangement should be extended to cover transportation.</p>	<p><i>Visitor notes these recommendations for update in subsequent visitation.</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
		<p>scholarships, bursaries and counse-ling ser-vices.</p> <p>The Panel found that the University inherited 3 blocks of student hostels at the Take-off campus. Each block had a capacity to accommo-date 128 students which brings total capacity to 384 bed spaces. Two blocks were allocated to male students and one block to female students. During this period, accommodation was almost sufficient as 76 per cent could be accommo-dated.</p> <p>The division ensures that repairs are carried out promptly to prevent further escalation of any damage that might occur at the hostels.</p> <p>The first Vice Chancellor established Prize and Scholarship for students that excelled academically. Sometimes, this would entail paying back registration fees to such students depen-ding on resources available to the Univer-sity. Such a reward system encourages compliance with regula-tions and promotes healthy competition among students.</p>		



<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
11.2.	THE STRUCTURE OF THE MECHANISM FOR STUDENTS' DISCIPLINE	<p>Student discipline is handled by the Student Affairs Division in the Vice-Chancellor's Office. This is done through the Students' Disciplinary Committee (SDC) which handles general misconduct other than examination misconduct issues.</p> <p>Student disciplinary issues are captured in the Students' Handbook, page 84 entitled: "General Conduct", and the procedures well laid out on pages 88 and 89 of the afore-said documents.</p> <p>The SDC rarely sits because there were not many cases requiring their attention.</p>	<p>(i) The University should ensure that the it remains a conducive learning environment.</p> <p>(ii) The disciplinary measures contained in the Students' Handbook are to be encouraged so long as they are not at variance with statutory provisions in force.</p>	<i>Visitor notes these recommendations for update in succeeding visitation.</i>
11.3.	CONCLUSION		<p>(i) TETFund should release the take-off projects (in counter distinction to take-off grants) that have been released to the majority of other Universities established at the same time.</p> <p>(ii) The enactment of the University Act or Basic Law should be fast-tracked and concluded and in accordance with stakeholder's plea, should be christened Abdullahi Danfodiyo Act.</p>	<i>Visitor notes these recommendations for update in subsequent visitation.</i>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings</i>	<i>Recommendations</i>	<i>Comments</i>
			<p>(iii) Permission and authorization for the release of funds for payment of various visiting and sabbatical staff who have contributed immensely to the growth of the University, but have not been paid for more than a year, should be granted.</p> <p>(iv) Appropriate agencies of Government should approve the recruitment, on a tenure-track or permanent basis, of academic and senior administration.</p> <p>(v) The installation of the University Chancellor should be fast-tracked so that outstanding convocation ceremonies can be held.</p>	

DATED at Abuja this 20th day of December, 2022.

MUHAMMADU BUHARI, GCFR  
*President, Federal Republic of Nigeria*