



FEDERAL REPUBLIC OF NIGERIA

**Views of the Government of the  
Federal Republic of Nigeria  
on the  
Visitation Report into the Affairs of the  
Federal University, Dutse  
(2016 - 2020)**

DECEMBER, 2022

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**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO THE AFFAIRS  
OF THE FEDERAL UNIVERSITY, DUTSE  
(2016–2020)**



**ARRANGEMENT OF PARAGRAPHS**

*Paragraph:*

1. **Publication of Federal Government White Paper on the Report of the  
Visitation Panel into the Affairs of the Federal University, Dutse (2016–2020).**

2. **Citation.**

**SCHEDULE**

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO  
THE AFFAIRS OF THE FEDERAL UNIVERSITY, DUTSE  
(2016–2020)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the Federal University, Dutse (2016–2020) as provided in the schedule to this Notice is hereby published in the Federal Government Gazette.

Publication  
of Federal  
Government  
White Paper  
on the  
Report of  
the Visitation  
Panel into  
the affairs of  
the Federal  
University,  
Dutse (2016–  
2020).

2. This Notice may be cited as the “White Paper on the Report of the Visitation Panel into the affairs of the Federal University, Dutse (2016–2020)”.

Citation.

## INTRODUCTION

### 1.1. INAUGURATION OF THE VISITATION PANEL

The President, Muhammadu Buhari, GCFR, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, in exercise of the powers conferred on him as Visitor to the Federal University, Dutse approved the constitution of a Visitation Panel to the University. Consequently, the Permanent Secretary, Arc. Sunday Echono, representing the Honourable Minister of Education, Mal. Adamu Adamu inaugurated the Panel on 13th April, 2021 at the National Universities Commission, Maitama, Abuja.

### 1.2. MEMBERSHIP OF THE VISITATION PANEL

Members of the Visitation Panel were :

- |       |  |    |    |    |    |                  |
|-------|--|----|----|----|----|------------------|
| (i)   | Prof. Monday Y. Mangvwat                   | .. | .. | .. | .. | <i>Chairman</i>  |
| (ii)  | Prof. Reuben Embu                          | .. | .. | .. | .. | <i>Member</i>    |
| (iii) | Prof. Ifeoma Mary Okwo                     | .. | .. | .. | .. | <i>Member</i>    |
| (iv)  | Prof. (Dame) Tinuade Ibi joke Esther Oyeyi | .. | .. | .. | .. | <i>Member</i>    |
| (v)   | Dr. Arc. Sani M. Ali                       | .. | .. | .. | .. | <i>Member</i>    |
| (vi)  | Hajija Uwani Yahya                         | .. | .. | .. | .. | <i>Member</i>    |
| (vii) | Matthews O. Nganjizor                      | .. | .. | .. | .. | <i>Secretary</i> |

### 1.3. TERMS OF REFERENCE

The Terms of Reference of the Panel were to :

(i) inquire into the level of implementation of the white paper on the last visitation ;

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

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

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

(v) examine the adequacy of the staff and staff development programmes of 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) examine the “Law“ establishing the University including the relationship between the various internal organs, units and offices, and indicate the ways the law has been observed by the competent authorities, and also suggest any modifications to the law;

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

(ix) examine the general security in the University and how the University has dealt with it, and recommend appropriate measures ; 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) Government should continue to appoint competent, knowledgeable and experienced men/women as Chairmen of Council;

(ii) Visitation Panels should ensure that all critical elements of its Terms of Reference are properly addressed ;

(iii) the University Management should explore additional avenues to generate more revenue internally ;

(iv) the Management should ensure continuation of participatory budgetary process and appropriate information dissemination ;

(v) EFCC to investigate variances in financial statements, especially in 2017 and 2018;

(vi) the University Management should minimize expenditure on general administration and maintenance of facilities ;

(vii) the University should comply fully with extant financial regulations and circulars ;

(viii) the University Management should put in place effective Internal Audit system and also implement recommendations of the External Auditors as approved by the University Governing Council ;

(ix) relevant government agencies should continue to monitor the University finances and projects ;

(x) University Management should completely restructure the University's investments to make them viable;

(xi) Governing Council to closely monitor investments of the University;

(xii) the University Management should update its Fixed Assets Register;

(xiii) the University should prioritise the maintenance/rehabilitation of all completed projects, particularly the old students' hostels and the University farm;

(xiv) Management should ensure that site selection for projects within the Campus aligns with the University's Master Plan ;

(xv) the University should consider acquiring more land for expansion, especially for the University Farm ;

(xvi) the University should always reflect federal character and gender balancing in appointments of senior staff;

(xvii) the University Management should ensure the effective utilization of funds for staff development when available ;

(xviii) the University should publish its Promotion Guidelines without further delay and ensure consistency in criteria ;

(xix) the Council should ensure that the Ad-hoc Committee set up to look into the irregularities in pension deductions for staff submits its report without further delay ;

(xx) Council and Management should put in more effort to ensure the complete hand-over of the hospital ;

(xxi) the University should explore and establish relationships with local and international donor agencies, as well as philanthropic organizations, and also take full advantage of its membership of the Association of Commonwealth Universities to train staff and attract senior academics on short visit, sabbatical or full-time appointment;

(xxii) the Management should make more efforts to build additional lecture halls and hostels ;

(xxiii) the University Management should sustain the Town and Gown synergy;

(xxiv) the University and Council should ensure the amicable resolution of staff welfare matters ;

(xxv) the University should immediately constitute its Disciplinary Committee ; and

(xxvi) the University should deploy contemporary and appropriate security measures.

**TERM OF REFERENCE ONE**

*"Inquire into the level of implementation of the white paper on the last visitation."*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
2.1.	REPORT ON LAST VISITATION EXERCISE	There was no White Paper because Visitor did not consti- tute a Visitation Panel for the period.		<i>Visitor notes this finding.</i>

## TERMOFREFERENCETWO

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
3.1.	THE GOVERNING COUNCIL	<p>(i) The Chairmen of the Governing Councils and the Vice-Chancellors are eminently qualified for the positions they held.</p> <p>(ii) Good working relationship between the Governing Councils and the University.</p> <p>(iii) Regular meetings of Council and Senate with properly kept minutes.</p> <p>(iv) Phenomenal increase in membership of the Senate.</p> <p>(v) The Deputy Vice-Chancellors provided effective assistance to the Vice-Chancellor.</p> <p>(vi) Principal Officers met regularly and worked as a team.</p> <p>(vii) All senior staff appointments and promotions followed due process which minimized complaints of favoritism and associated ills.</p>	<p>(i) Government should continue to appoint competent, knowledgeable and experienced men/women as Chairmen of Council.</p> <p>(ii) The Governing Council and Principal Officers should continue to ensure that all senior staff appointments, recruitments and promotions follow due process.</p>	<p><i>Visitor notes recommendations (i) and (ii).</i></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.”*

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
4.1.	THE STATE OF THE UNIVERSITY FINANCE	<p>(i) Capital grants were used to undertake many capital projects.</p> <p>(ii) Generally impressive physical facilities.</p>	Management should explore additional avenues to generate more revenue internally.	<i>Visitor notes this recommendation.</i>
4.2.	BUDGET PERFORMANCE 2011-2015	<p>(i) 2016 and 2017 had positive variances of ₦21,595,920 and ₦151,927,795 respectively.</p> <p>(ii) The 2018 and 2019 had deficit (negative) variances of ₦787,920,271 and ₦404,650,443 respectively.</p>	<p>(i) Management should endeavor to guard against any negative variance such as those recorded in 2018 and 2019.</p> <p>(ii) Council should ensure prudent financial management.</p>	<i>Visitor accepts recommendations (i) and (ii) and directs EFCC to investigate variances in financial statements, especially in 2018 to 2019.</i>
4.3.	BUDGET PERFORMANCE IN RELATION TO AMOUNT APPROPRIATED AND RELEASED FOR 2016-2020	<p>(i) All the Capital and Personnel appropriations for 2016 to 2020 were released in full.</p> <p>(ii) The percentage of release of the amount appropriated for Overheads for 2016, 2017, 2018, 2019 and 2020 were 74 per cent, 53 per cent, 57 per cent, 65 per cent and 61 per cent respectively.</p>	<p>(i) Government should be commended for the full release of the Overhead, Capital and Personnel appropriations for the years under review.</p> <p>(ii) Management should make efforts to supplement its Overhead costs with IGR.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendation (ii).</p>
4.4.	BUDGETING PROCESS AND MANAGEMENT	(i) All stakeholders in the University were sufficiently involved in the budgetary process and information on financial approvals of Government were well circulated.	<p>(i) Encourage staff participation in budget preparation and control.</p> <p>(ii) Management should maintain budget defense sessions involving the University community.</p>	<i>Visitor notes these recommendations.</i>

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>(ii) Management of financial resources was generally in compliance with standing guidelines and regulations.</p> <p>(iii) Evidence of Finance and General Purposes Committee (F &amp; GPC) deliberations on the University budget was seen in the minutes of F&amp;GPC meetings, while that of budget consideration and approval was seen in the Council's minutes of meetings.</p>	<p>(iii) Inform the University Community when funds are released by Government to reduce misinformation on the actual releases.</p>	
4.5.	<p>STATUTORY ALLOCATIONS (RECURRENT GRANTS)</p>	<p>(i) Statutory allocation was highest in 2020 with a total amount of ₦3,247,363,384.</p> <p>(ii) Personnel appropriation accounts for at least 90 per cent of the total recurrent budget for each year under review.</p> <p>(iii) Releases for Overheads were less than the budgeted amount, thereby making it difficult for the University to finance the huge cost of overhead like utility bills, Council sitting allowance, etc.</p>	<p>(i) Government should be commended for the consistent full release of Personnel Costs to the University.</p> <p>(ii) There should be full release of Overhead appropriations.</p>	<p>Visitor notes recommendations (i) and (ii).</p>
4.6.	<p>TETFUND RESEARCH GRANTS 2016-2020</p>	<p>(i) There was continuous allocation of staff development funds to the University by the Federal Government.</p> <p>(ii) Money was spent on academic staff training and development/academic expenses.</p>	<p>(i) Government should be commended for the consistent staff development allocations to the University.</p>	<p>(i) Visitor notes recommendation (i).</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		(iii) The entire research grant allocated and approved for 2020 was yet to be utilized.	(ii) Efforts should be made by staff to utilize research funds when they are available.	(ii) Visitor accepts recommendation (ii).
4.7.	CAPITAL GRANTS (2016-2020)	(i) Additional TETFund grants allocated in 2016.  (ii) Grants were also obtained from the Federal Government.  (iii) There was a significant increase in 2018 and a sharp decrease in 2019 and 2020.	The Federal Government should be commended for continuous allocations for both capital and TETFund grants to the University.	Visitor notes this recommendation.
4.8.	TETFUND ALLOCATIONS (2016-2020)	(i) TETFund has been consistent in allocation and release of funds to the University.  (ii) The University was unable to access (₦1,253,400,091) outstanding allocations.	(i) TETFund should be commended for the allocations to the University.  (ii) Management should endeavour to access all TETFund Grants.	(i) Visitor notes recommendation (i).  (ii) Visitor accepts recommendation (ii).
4.9.	TETFUND NEEDS ASSESSMENT ALLOCATIONS 2019	(i) TETFUND NEEDS Assessment Office had fully released the approved funds to the University for the year 2019.  (ii) The University was able to fully access and utilize the year's allocation.	Both TETFund and Management should be commended for allocation and fully accessing the TETFUND NEEDS Assessment Grants.	Visitor notes this recommendation.
4.10.	TETFUND ZONAL INTERVENTION PROJECTS	(i) The interventions were used for different projects ranging from Library development, construction of buildings, research funds to academic staff training etc.  (ii) The outstanding balance of ₦53,673,555 for Zonal Intervention was yet to be accessed.	Management should endeavour to access the outstanding Zonal Intervention funds.	Visitor accepts this recommendation.

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<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
4.11.	ALUMNI AND OTHER CONTRIBUTIONS	<p>(i) Contributions were made by the Jigawa State Government, members of the community, individuals, and groups.</p> <p>(ii) No Alumni contribution.</p>	<p>(i) Management and the Federal Government should appreciate and encourage this group of donors and others to do more.</p> <p>(ii) The University should organize its graduates to form an Alumni Association to help in the development and growth of the University.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor notes recommendation (ii).</p>
4.12.	INCOME AND EXPENDITURE (2016-2019)	<p>(i) The Financial Report for 2020 was a draft yet to be audited.</p> <p>(ii) The financial performance of the University was all in deficit.</p> <p>(iii) The Panel observed that despite the increase in statutory revenue allocation from ₦2,167,277,879 in 2016 to ₦3,611,933,063 in 2019, the University still operated in deficit.</p> <p>(iv) IGR increased over time from ₦255,402,693 to ₦520,257,576 in 2019.</p> <p>(v) All the expenditure items increased with the exception of general academic expenses and maintenance of facilities expenses which dropped in 2017 and 2018 respectively.</p>	<p>(i) The Panel recommends an upward review of the Overhead Grants to forestall future deficits.</p> <p>(ii) The University Management should intensify efforts at generating more internal revenue.</p> <p>(iii) Expenditure on general administration and maintenance of facilities should also be minimized in order to reduce the deficit balances.</p>	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor accepts recommendations (ii) and (iii).</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
4.13.	INTERNALLY GENERATED REVENUE (IGR)	<p>(i) The Panel observed that Students' registration charges accounted for over 80 per cent of the IGR in each of the years under review.</p> <p>(ii) The other sources of IGR, though many, did not contribute significantly to the University.</p> <p>(iii) The Panel observed that there was a sharp decline in IGR in 2020.</p>	<p>(i) More effort should be put to further increase IGR.</p> <p>(ii) Sources of IGR should be reviewed with a view to improving or discarding non-viable ones.</p>	Visitor accepts recommendations (i) and (ii).
4.14.	ADHERENCE TO STANDARD NORMS IN FUND DISTRIBUTION AND UTILIZATION	<p>(i) The Panel observed that the University did not fully comply with Financial Regulations. Audit queries were raised on some funds utilization.</p> <p>(ii) Although Management had answered some of the queries, some of the recommendations of the External Auditor approved by the Council were not implemented.</p> <p>(iii) Internal Audit and Bursary lacked adequate and qualified manpower.</p>	<p>(i) The University should comply fully with relevant regulations, circulars, and other relevant documents.</p> <p>(ii) Effective Internal Audit system should be put in place to reduce errors and prevent lapses that may create loopholes for fraudulent practices.</p> <p>(iii) Management should endeavor to implement all the recommendations of the External Auditors as approved by the University Governing Council.</p>	Visitor accepts recommendations (i), (ii) and (iii).
4.15.	JUDICIOUS MANAGEMENT AND DEVELOPMENT OF PHYSICAL FACILITIES	Monitoring visits by appropriate Government Agencies greatly assisted the University in ensuring adherence to financial regulations, accountability, and expenditure control.	(i) Monitoring of the University's finances and projects by the various Agencies of Government should be maintained.	(i) Visitor accepts recommendation (i).

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S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
			(ii) The NUC and other Monitoring Agencies should be commended for living up to their supervisory responsibilities.	(ii) Visitor notes recommendation (ii).
4.16.	ACCOUNTING STATEMENT AND MONITORING	<p>(i) Council, through its Finance and General Purposes Committee (F&amp;GPC), monitored and evaluated the Accounting Statement and the financial performance.</p> <p>(ii) The University Council appointed a Project and Budget Monitoring Committee (PBMC) to work closely with the Bursary and Works Departments on project matters.</p> <p>(iii) An external member of the Council was appointed to chair the Budget Committee for Needs Assessment Intervention Fund (NAIF) projects, with other relevant staff of the University as members.</p> <p>(iv) The Committees performed their duties as expected.</p> <p>(v) The University Council appointed qualified external accounting firms which carried out thorough evaluation of the accounting system of the University. The activities of the External Auditors complement the Accounting Statement Monitoring process.</p>	An effective internal audit process is needed to monitor the Accounting Statement and other financial management activities of the University.	Visitor accepts this recommendation.

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
4.17.	EXPLORATION OF INVESTMENT AND BUSINESS OPPORTUNITIES	<p>(i) The figures for investment remain the same for the three items of investment within the period under review.</p> <p>(ii) The investments were not self-sustaining because the staff of the businesses were paid by the University.</p>	<p>(i) Management should completely restructure the University's investments to make them viable.</p> <p>(ii) There should be close monitoring of the activities of these investments by Management and Council.</p> <p>(iii) Management should explore additional investment opportunities in order to increase the revenue base of the University.</p>	<i>Visitor accepts recommendations (i), (ii) and (iii).</i>
4.18.	FIXED ASSETS REGISTER	Some assets were yet to be updated in the Register.	Management should update its Fixed Assets Register to include all assets of the Institution.	<i>Visitor accepts this recommendation.</i>

## 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 by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
5.1.	STRUCTURE AND LEADERSHIP OF THE FINANCIAL SYSTEM	<p>(i) Management and staff complied substantially with Financial Regulations and other laws in managing financial matters.</p> <p>(ii) Areas that lacked compliance were indicated and suggestions for compliance were made by the External Auditors.</p> <p>(iii) Management took note of the observations for future compliance.</p>	<p>Management should fully comply with the provisions of the Financial Regulations and laws guiding the conduct of financial matters to allow for the smooth operation of the financial obligations of the University.</p>	<i>Visitor accepts this recommendation.</i>
5.2.	ACCOUNTS AND ACCOUNTING SYSTEM	<p>(i) The Panel observed that the University complied with the IPSAS in the preparation of its financial statements.</p> <p>(ii) A qualified Accounting Firm was engaged for external auditing.</p> <p>(iii) The Firm carried out detailed and thorough auditing work, pointed out areas of deviation from law and made recommendations that were presented to the Council and subsequently approved.</p>	<p>(i) Management should continue to strictly comply with the rules and regulations guiding financial management.</p> <p>(ii) Implement all the approved recommendations of the External Auditors.</p>	<i>Visitor accepts these recommendations.</i>
5.3.	ALLOCATION OF RESOURCES	<p>(i) Judicious allocation of resources to various expenditure items under Capital and Recurrent.</p>	<p>(i) Management should be commended for judicious use of resources.</p>	<i>(i) Visitor notes recommendation (i).</i>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		(ii) Officers adhere to the approval limits of expenditure in their use of financial allocations.	(ii) Management should continue to ensure probity, transparency, and accountability in the management of funds.	(ii) Visitor accepts recommendation (ii).
5.4.	PRUDENCE IN MANAGEMENT AND DEVELOPMENT OF PHYSICAL FACILITIES AND HUMAN CAPITAL	(i) Prudent management and judicious use of available resources.  (ii) The Panel noted that some facilities such as the old students' hostels and the University farm were deteriorating due to poor maintenance.	(i) Management should be commended for adhering to the Master Plan of the University.  (ii) The maintenance/rehabilitation of all completed projects, particularly the old students' hostels and the University farm should be given adequate attention.	(i) Visitor notes recommendation (i)  (ii) Visitor accepts recommendation (ii).
5.5.	PROCESS OF CONTRACT AWARDS	Award of contracts was done in accordance with the Procurement Act, 2007 and its revised thresholds.	Management should be commended for awarding contracts in accordance with the Procurement Act, 2007.	Visitor notes this recommendation.
5.6.	QUALITY OF CONTRACTS AND CONTRACTOR PERFORMANCE	(i) The Panel noted with appreciation the contributions made by TETFund in the development of the University's Capital projects.  (ii) It was observed that not all the TETFund allocated funds were accessed by the University.	(i) Management should continue to strictly follow the provisions of the Procurement Act, 2007 in the award of all contracts.  (ii) All funds allocated to it, especially by TETFund should be accessed.  (iii) The selection of sites for projects within the Campus should be determined as much as possible, in accordance with the University's Master	Visitor accepts these recommendations.

S/N <sub>a</sub>	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
			<p>Plan in order to guarantee safety and orderly development of the University.</p> <p>(iv) For the purpose of future expansion of the University, there is need to secure land for the University Farm from the Jigawa State Government to allow for the integration of the existing University farmland into the Main Campus.</p>	
5.7.	SUSTAINABILITY OF COMPLETED PROJECTS	<p>(i) Yearly Overhead costs allocated and released to the University by Government were grossly inadequate.</p> <p>(ii) Internally Generated Revenue (IGR) was equally not enough to offset the cost of utility bills of the University.</p> <p>Consequently, there were no additional funds to cater to the maintenance of buildings.</p> <p>(iii) TETFund allocated only ₦10,000,000.00 annually for the maintenance of its funded buildings. This was very inadequate given the number of buildings constructed with funds from TETFund.</p>	<p>(i) Government should increase annual Overhead allocation to the University.</p> <p>(ii) The University should explore more avenues to raise the level of its IGR.</p> <p>(iii) TETFund should be requested to review upward its allocations for the maintenance of its buildings in the University.</p>	<p>(i) Visitor notes recommendations (i) and (iii).</p> <p>(ii) Visitor accepts recommendation (ii).</p>

## TERM OF REFERENCE FIVE

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
6.1.	ACADEMIC AND NON-ACADEMIC STAFF	Federal character was not adequately reflected in the appointments of senior staff in the University. Kano and Jigawa States constituted 80 <i>per cent</i> of the staffing.	Management should endeavor to fully reflect federal character in appointments of senior staff to avoid inbreeding and localizing the University.	<i>Visitor accepts this recommendation.</i>
6.2.	STAFF DISPOSITION/ADEQUACY	The University substantially adhered to the NUC benchmark in all its programmes.	Management should maintain current staff-student ratios.	<i>Visitor accepts this recommendation.</i>
6.3.	STAFF DEVELOPMENT/TRAINING	The Panel observed that TETFund and Management were consistent in staff development and training.	(i) Management should be commended for actively engaging in staff training and development.  (ii) Sustain yearly training of staff.	<i>Visitor notes these recommendations.</i>
6.4.	SPONSORSHIP OF STAFF UNDER LINKAGE PROGRAMMES TO OTHER INSTITUTIONS FOR GENERAL EXPOSURE TO TEACHING AND RESEARCH BY ATTENDING CONFERENCES (LOCAL AND OVERSEAS)	Management ensured training of staff through various conferences and higher degree programmes.	(i) Management should be commended for steps taken to train its staff.  (ii) The University Management should ensure the effective utilization of funds for staff development when available.	(i) <i>Visitor notes recommendation (i).</i>  (ii) <i>Visitor accepts recommendation (ii).</i>
6.5.	STAFF PROMOTION	(i) Promotion figures for Junior staff were not presented in 2017.  (ii) The provisions in the Schemes of Service on criteria for appointment, appraisal and promotion of Academic Staff was reviewed in 2017.	(i) Management should ensure uniformity and consistency in its promotion criteria through periodic review. The Schemes of Service should be made available to every staff on assumption of duty.	<i>Visitor accepts these recommendations.</i>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
			(ii) The University should publish its Promotion Guidelines.	
6.6.	PLACES OF WORSHIP FOR THE CHRISTIAN COMMUNITY: CATHOLICS AND PROTESTANTS	The Management has promised to look into their request.	Management should endeavor to honour its promise to provide places of worship for the Christian Community (Catholics and Protestants) as contained in the Master Plan.	(i) Visitor accepts this recommendation.  (ii) Visitor frowns at the inability of the Panel to fully capture the provisions of this ToR and directs NUC to ensure compliance in the areas of staff adequacy per programme; staff-student ratio for the different programmes; staff disposition and staff mix by rank.

## TERM OF REFERENCE SIX

*“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 by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
7.1.	GOVERNING COUNCIL'S RELATIONSHIP WITH STATUTORY BODIES	<p>(i) The Panel observed that the Governing Council and University Management had done well in handling the affairs of the Institution.</p> <p>(ii) The relationship between the University and the State Government, the Nigeria Police Force, the Directorate of State Security (DSS) as well as the Host Community and the Traditional Institution was most beneficial to the Institution. This was evident in the extra attention and facilitation of various activities that enhanced the general wellbeing and development of the University.</p>	The Panel recommends that the pioneer Vice Chancellor and the Registrar should be commended for their doggedness and dedication to the University in laying the solid foundation for subsequent development.	<p>(i) Visitor notes recommendation (i).</p> <p>(ii) Visitor frowns at the inability of the Panel to fully capture the provisions of this ToR.</p>

## TERM OF REFERENCE SEVEN

*“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 by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
8.0.	GOVERNANCE	<p>(i) The Panel observed that the overall administration and management of the Federal University, Dutse was organized in accordance with its enabling law.</p> <p>(ii) The University Management and Council operated in accordance with the Federal University, Dutse Act 2015.</p> <p>(iii) The federal character principle was observed in the appointment of members of the University Governing Council.</p> <p>(iv) Most matters brought to the Council were treated with dispatch.</p> <p>(iv) There was a conspicuous tilt towards the male gender in the employment of staff generally.</p>	<p>(i) The University should continue to adhere to the federal character principle in its employment policies.</p> <p>(ii) Management should put in more effort to ensure gender balance in employment procedures.</p>	<p><i>Visitor accepts these recommendations.</i></p>
8.1.	GOVERNING COUNCIL COMPOSITION	<p>(i) During the period under review, the University was administered by three Governing Councils.</p> <p>(ii) The Council consisted of sixteen (16) voting members with the Registrar as Secretary. The membership was drawn from within and outside the University.</p>	<p>(i) Council should be commended on the great progress recorded in the period under review.</p> <p>(ii) A representative of Convocation should be appointed as member of Council.</p>	<p>(i) <i>Visitor notes recommendation (i).</i></p> <p>(ii) <i>Visitor accepts recommendations (ii), (iii) and (iv).</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>(iii) Although one representative of Convocation was stipulated as a member of the Council, none had ever been present at any of the Council meetings held.</p> <p>(iv) From 2016-2020, the Governing Council and Management became highly proactive in implementing policies and programmes. The period witnessed massive construction of infrastructural facilities in the University.</p> <p>(v) Capacity building was given adequate attention.</p> <p>(vi) The Council demonstrated exemplary leadership in steering the affairs of the University.</p> <p>(vii) The Council held the prescribed maximum of four meetings per year and all the meetings were very well attended.</p> <p>(viii) There were a few unresolved issues like the lingering problems of anomalies in pension deductions and remittances, as well as the incomplete hand-over of the Rasheed Shekoni Hospital being proposed for the Teaching Hospital.</p>	<p>(iii) The current Council should ensure that the Ad-hoc Committee set up to look into the irregularities in pension deductions for staff submits its report without further delay to forestall any conflict between Management and the Unions.</p> <p>(iv) Council and Management should put in more effort to ensure the complete hand-over of the hospital.</p>	



















