



FEDERAL REPUBLIC OF NIGERIA

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

DECEMBER, 2022

PRINTED BY THE FEDERAL GOVERNMENT PRINTER, LAGOS.

**WHITEPAPERONTHEREPORTOF THE VISITATION PANEL INTO
THE AFFAIRS OF THE UNIVERSITY OF ILORIN
(2011-2015)**



ARRANGEMENT OF PARAGRAPHS

Paragraph :

1. Publication of Federal Government White Paper on the Report of the
Visitation Panel into the Affairs of the University of Ilorin (2011 - 2015).
2. Citation.

SCHEDULE

**WHITEPAPERONTHEREPORTOF THE VISITATION PANEL INTO
THE AFFAIRS OF THE UNIVERSITY OF ILORIN
(2011 - 2015)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the University of Ilorin (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
University of
Ilorin (2011 -
2015).

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

Citation.

1.0. INTRODUCTION

The President of the Federal Republic of Nigeria, Commander-in-Chief of the Armed Forces, Muhammadu Buhari, GCFR, represented by the Honourable Minister of Education, Mallam Adamu Adamu, on Tuesday, 13th April 2021, inaugurated Presidential Visitation Panels to 38 Federal Universities and 4 Inter-University Centres, among them, the University of Ilorin. The Visitation Panels were mandated to undertake a comprehensive review of the activities of the Universities for two periods: 2011-2015 and 2016-2020.

1.1. MEMBERSHIP

Members of the Visitation Panel to the University of Ilorin were:

- | | | | | |
|-------|---------------------------------------|----|----|------------------|
| (i) | Prof. Shehu Usman Abdullahi, OFR, mni | .. | .. | <i>Chairman</i> |
| (ii) | Prof. Bonaventure Nkup Haruna | .. | .. | <i>Member</i> |
| (iii) | Dr. (Dame) Comfort Seki Alagoa | .. | .. | <i>Member</i> |
| (iv) | Barr. Dubem Anene | .. | .. | <i>Member</i> |
| (v) | Prof. Afis Ayinde Oladosu | .. | .. | <i>Member</i> |
| (vi) | Dr. Mohammed Sani Abdu | .. | .. | <i>Member</i> |
| (vii) | Kalu Kalu-Obasi | .. | .. | <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.

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

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

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

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

(vi) determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purpose of supervision, planning, finance, discipline, guidance and any other relationship (i.e. Governing Council, NUC, and the Federal Ministry of Education).

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

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

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

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

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

(i) the University Management to put in place strategies to retain current staff and attract new ones ;

(ii) the University Management to institutionalise robust Staff Development Programmes ;

(iii) the University authorities should establish the Department of Energy studies in line with the recommendation of the last Visitation Panel;

(iv) the University should explore alternative means of conflict resolution, especially application of administrative redress mechanisms, instead of recourse to the court of law by parties in the University ;

(v) the University should comply with extant court rulings and ensure its legal unit is appropriately staffed;

(vi) the internal control system of the University's finances should be maintained in order to safeguard its assets and properties ;

(vii) the internal Audit Unit should be adequately staffed to enable it discharge its responsibilities effectively and efficiently;

(viii) the financial system of the University should be computerized in line with global best practices ;

(ix) the University should adhere to extant financial regulations and circulars;

(x) the University should comply with the policy guiding appointments and promotions of staff in a way that would guide against conflict and acrimony;

(xi) the University's enabling Act should be amended to reflect four (4) as the number of persons to be appointed by the President, as council members ; and

B 8

(xii) professional bodies that carry out accreditation exercises should liaise with and carry out such exercises at the same time with the NUC.

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.	TO INQUIRE INTO THE LEVEL OF IMPLEMENTATION OF THE WHITE PAPER ON THE LAST VISITATION REPORT	<p>There was active compliance with the extant circulars of government governing the University's operations.</p> <p>This engendered peaceful academic environment and increased productivity.</p>	The University Council should continue to comply with the Federal Government Circulars governing its operations.	<i>Visitor notes this recommendation for update in the subsequent visitation.</i>
2.2.	TO LOOK INTO THE LEADERSHIP QUALITY OF UNIVERSITY OF ILORIN IN TERMS OF THE ROLES OF THE GOVERNING COUNCIL, THE VICE-CHANCELLOR AND OTHER PRINCIPAL OFFICERS.	The recommendation for the deployment of i-cloud into its activities on both the main and mini campuses is being actively pursued. Activities in this regard include deployment of fibre-optic cable that would lead to improvement in internet access on the University's campuses.	<p>(i) The University should explore alternative power supply including the erection of Solar Farms in the campuses in order to service its ICT infrastructure ; and</p> <p>(ii) Internet access should be extended to hostels in the campuses to reduce the challenges students face in this regard.</p>	<i>Visitor notes these recommendations for update in the subsequent visitation.</i>
2.3.	TO LOOK INTO THE FINANCIAL MANAGEMENT OF THE INSTITUTION INCLUDING STATUTORY ALLOCATIONS AND INTERNALLY-GENERATED REVENUE (IGR) WITHIN THE PERIOD AND DETERMINE WHETHER IT WAS IN COMPLIANCE WITH APPROPRIATE REGULATIONS.	<p>(i) In consultation with the NUC, steps have been taken to review the Audit Manual using ICT.</p> <p>(ii) e-payment operations have commenced since 2009, albeit fraught with some challenges.</p>	The University should increase the e-payment points on campus and improve on its internet infrastructure to ensure quick and seamless access to the e-payment platforms by the student community.	<i>Visitor notes this recommendation for update in the subsequent visitation.</i>

<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>
24.	TO INVESTIGATE THE APPLICATION OF FUNDS, PARTICULARLY THE SPECIAL GRANTS, LOANS MEANT FOR SPECIFIC PROJECTS IN ORDER TO DETERMINE THE STATUS OF SUCH PROJECTS AND THEIR RELEVANCE FOR FURTHER FUNDING.	<p>No data were available on the recommendations of the White Paper on this TOR. It was however observed as follows:</p> <p>(i) N305,750,000.00 ETF Special Grants Fund allocation, 2004-2008.</p> <p>(ii) Receipt of N45,000,000.00 only, out of N430,140,000.00, in 2009-2010.</p> <p>(iii) All received funds were deployed into the projects for which they were designated in line with the University's 5-Year Strategic Plans for 2003-2008 and 2009-2014.</p> <p>(iv) Strict compliance with Federal Government guidelines on initiating, processing and executing projects on the University campuses.</p> <p>(v) Appraisal of liquid assets, investments, debts, stocks and bank balances indicated that the University was liquid and had excellent fund management style.</p>	<p>(i) Federal Government should increase allocations for Capital Projects in the University, particularly for the completion of the road linking the University of Ilorin Teaching Hospital with the University Main Campus.</p> <p>(ii) To enhance security, government should provide special intervention fund for the construction of perimeter fencing round the Institution.</p>	<i>Visitor notes these recommendations for update in the subsequent visitation.</i>
25.	EXAMINE THE ADEQUACY OF THE STAFF AND STAFF DEVELOPMENT PROGRAMMES OF THE UNIVERSITY	(i) A policy has been put in place for the automatic employment of the University's First-Class degree graduates to assure a quality staff base.	(i) Policies should be put in place by the Federal Government to facilitate the expeditious and seamless recruitment of more academic staff as required.	<i>Visitor notes these recommendations for update in the subsequent visitation.</i>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>(ii) Robust staff development programme exists drawing support from TETFund, World Bank, Step-B and others.</p> <p>(iii) There was acute academic staff shortage.</p> <p>(iv) There was an imbalance in the ratio of academic to non-academic staff (1: 3).</p>	<p>(ii) Access to staff training programmes should be based primarily on competence and institutional needs.</p> <p>(iii) The imbalance in the academic and non-academic staff ratios should be addressed by the Governing Council and University Management to ameliorate redundancy and wastage of scarce resources.</p>	
2.6.	<p>TO DETERMINE THE RELATIONSHIP BETWEEN THE UNIVERSITY AND THE VARIOUS BODIES IT INTERACTS WITH ACCORDING TO ITS LAW FOR THE PURPOSES OF SUPERVISION, PLANNING, FINANCE, DISCIPLINE, GUIDANCE, AND ANY OTHER RELATIONSHIP INCLUDING THE GOVERNING COUNCIL, THE NATIONAL UNIVERSITIES COMMISSION (NUC) AND THE FEDERAL MINISTRY OF EDUCATION.</p>	<p>(i) Very robust relationships subsist between the University Management and its Governing Council and such other agencies and organizations as the National Universities Commission (NUC), the Joint Admissions and Matriculations Board (JAMB), the West African Examination Council (WAEC) and the National Youth Service Corps (NYSC).</p> <p>(ii) Leverage on existing government policies and institutions for provision of scholarship for Nigerian students.</p> <p>(iii) Establishment of Student Industrial Work Experience Scheme (SIWES).</p>	<p>(i) Existing cordial relationship between the University Management and various bodies interacted with needs to be sustained.</p> <p>(ii) More resources should be utilized for widening the scope of SIWES.</p> <p>(iii) Establishment of the Department of Energy studies in line with the recommendation of the last Visitation Panel and the positive notation of the Visitor in this regard.</p>	<p>Visitor notes these recommendations for update in the subsequent visitation.</p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
27.	TO EXAMINE THE LAW ESTABLISHING THE UNIVERSITY INCLUDING THE RELATIONSHIP BETWEEN VARIOUS INTERNAL ORGANS, UNITS AND OFFICES AND INDICATE THE WAYS THE LAW HAS BEEN OBSERVED BY COMPETENT AUTHORITIES, ALSO SUGGEST ANY MODIFICATIONS TO ENABLE THE UNIVERSITY TO BE BETTER ABLE TO ACHIEVE ITS OBJECTIVES.	<p>(i) Maintenance of a largely peaceful labour relations through constructive engagement with the leadership of Academic Staff Union of Universities (ASUU), Senior Staff Association of Nigerian University (SSANU), Non-Academic Staff Union (NASU) and National Association of Academic Technologists (NAAT) on campus.</p> <p>(ii) However, some staff of the University took the University to court and had judgement issued in their favour.</p> <p>(iii) Some of the issues inhibiting smooth governance and running of the Institution that led the previous Visitation Panel to recommend that Section 10, sub-section (4) and (5) should be repealed were still pertinent and urgent.</p>	<p>(i) Proactive steps should be taken in resolving issues involving staff and students before such are taken to the courts for resolution.</p> <p>(ii) Compliance with extant court rulings to avoid subjecting the Institution to penalties that would constitute a drain on its scarce funds and resources.</p> <p>(iii) Employment of requisite quantum and quality of staff in the Institution's Legal Unit to deliver on the demands of 21st century universities.</p> <p>(iv) Legal Unit's review and offer of appropriate advice on all cases involving the University in courts.</p>	<i>Visitor notes these recommendations for update in the subsequent visitation.</i>
28.	TO TRACE THE HISTORICAL EVOLUTION OF THE UNIVERSITY AND TAKE STOCK OF ITS ACHIEVEMENTS AND PROBLEMS AS WELL AS ITS STYLE AND SENSE OF DIRECTION AND ADVISE ON WHAT FUNDAMENTAL CORRECTIONS ARE NEEDED TO ENABLE IT BETTER ACHIEVE ITS OBJECTIVES.	<p>(i) Evidence of consolidation on previous achievements within budgetary provisions such as introduction of new innovations in teaching and other academic services in line with the University's Academic Brief.</p> <p>(ii) Maintenance of a stable Academic Calendar for many years which has made the University the most popu-</p>	<p>(i) New mechanisms for measurement and improvement on quality assurance, particularly in the area of teaching are required.</p> <p>(ii) Improvement on examination administration infrastructure through the provision of new facilities and the construction of Computer-Based Testing Centres.</p>	<i>Visitor notes these recommendations for update in the subsequent visitation.</i>

<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>lar student choice in the Nigerian University System (NUS).</p> <p>(iii) Most academic programmes in the Institution had full accreditation from the NUC and other professional bodies.</p>	<p>(iii) Introduction of paper-less Senate meetings as a way of cutting costs and reducing wastages.</p> <p>(iv) Scaling up plans on the provision of e-library into the system, and deployment into full use of current acquisitions in e-resources featuring 6379 thesis, foreign and local journals and other teaching and learning resources.</p> <p>(v) Devising of smart ways for effective maintenance of facilities and environment is urgently required.</p>	
29.	TO DETERMINE THE GENERAL SECURITY IN THE UNIVERSITY, HOW THIS HAS BEEN HANDLED SO FAR AND RECOMMEND APPROPRIATE MEASURES TO DEAL WITHIT.	<p>All nine recommendations of the preceding Visitation Panel received attention during the period under appraisal. These included:</p> <p>(i) Repair of the radio communication system.</p> <p>(ii) Appointment of a new CSO sequel to the retirement of the formerone.</p> <p>(iii) Ongoing plans to erect a campus perimeter fence subject to availability of funds while continuing to enlist the support of stakeholders to ensure and assure security of the campus.</p>	<p>Prioritization of security of the campus in the allocation of available resources by the implementation of all the nine recommendations as approved by the Visitor.</p>	<p>Visitor notes this recommendation for update in the subsequent visitation.</p>

B 14

<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>
2.10.	TO EXAMINE THE PROCESSES AND STRUCTURES OF THE MECHANISMS FOR THE DISCIPLINE OF STUDENTS IN THE UNIVERSITY IN ORDER TO ASCERTAIN COMPLIANCE WITH DUE PROCESS AND THE RULE OF LAW.	Cognizance had been taken of all four recommendations and efforts to implement all of them were ongoing, excluding the one expressly rejected by the Visitor for an increment in the number of student members on the Student Disciplinary Committee to four.	<p>(i) Achievement of a very cordial relationship between the University Management and the Student Union should be commended.</p> <p>(ii) Proactive steps should be taken on other matters affecting student welfare on campus including transportation within, in and out of the University, provision of affordable hostel facilities and enthronement of a generally gender-friendly University campus.</p>	<i>Visitor notes these recommendations for update in the subsequent visitation.</i>

TERMOFREFERENCE TWO

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

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
3.1.	THE GOVERNING COUNCIL	<p>(i) Council unable to implement extant Strategic Development Plan for the period 2009-2013 due to paucity of funding, particularly from the Federal Government.</p> <p>(ii) Effective discharge of Council's oversight mandate through fully functional statutory committees of Council such as Finance and General-Purpose Committee (F&GPC) and Tender's Board, has facilitated the maintenance of proper and audited account records.</p> <p>(iii) Funds released by the Federal Government for Overhead expenses during the period were grossly inadequate. This affected the University's capacity to adequately provide basic amenities such as power and water and a conducive working environment for both staff and students.</p> <p>(v) Well recorded and impactful Governing Council meetings were held regularly and in line with the University Act. Efforts of the Council to 'internationalize' the University by forging collaborations with Universities outside</p>	<p>(i) Formulation of a new Strategic Development Plan that should take into consideration the social and economic realities affecting the growth and development of the University.</p> <p>(ii) Review and subsequent increase of Federal Government funding to Federal Universities to upgrade, enhance, sustain, and rehabilitate facilities and programmes to enable Universities meet their academic obligations.</p> <p>(iii) University Management's compliance with University Statutes to further reinforce industrial peace and harmony.</p> <p>(iv) Increase of the staff-student ratios to improve the quality of staff and students by the attraction of scholars for lectures and seminars which would promote cross-fertilization of ideas.</p>	<p><i>Visitor notes these recommendations for update in the subsequent visitation, but observes that the recommendations are at variance with ToR2.</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>
		the country and sourcing for quality human capitals into the Institutions, particularly in areas of urgent and dire needs were noted.		
32.	THE VICE-CHANCELLOR	<p>The Vice-Chancellors that administered the University during the period under review were able to steer the University to the path of growth and development through the cooperation they enjoyed from the Governing Council, the Principal Officers, the Senate, the Deans, the congregation and students and institutional collaboration with many Universities and Bodies. Challenges faced by the Vice-Chancellors included lack of perimeter fencing for adequate security of life and properties, dilapidated road network on campus, and inadequate transportation system on campus.</p>	<p>(i) Provision of adequate Government intervention funds for fencing the University land and reconstructing the most dilapidated roads.</p> <p>(ii) Provision of reliable and consistent transport services by the University through partnerships with wealthy individuals or registered business enterprises.</p> <p>(iii) Reinforcement of Hostel accommodation for students on campus.</p> <p>(iv) Generation of additional IGR and enhancement of security by the cultivation of unutilized land-mass on campus.</p> <p>(v) Rehabilitation of dilapidated facilities and infrastructures through TET Fund and NEEDS ASSESSMENT intervention for the successful implementation of the University's academic programmes.</p> <p>(vi) Increase of Federal Government</p>	<p><i>Visitor notes these recommendations for update in the subsequent visitation, but observes that the recommendations are at variance with ToR2.</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>Overhead Grants to enable the Institution deploy its resources to the areas of urgent need.</p> <p>(vi) Improvement and strengthening of internet access on the Institution's Main Campus.</p>	
33.	THE REGISTRAR	<p>Various lapses were noted in registry operations including :</p> <p>(i) Delays in issuance of ID cards and exit clearance to outgoing students and processing and issuance of transcript on demand.</p> <p>(ii) Occasional delays in sharing and communicating vital information to staff and students.</p> <p>(iii) Delay in implementing court rulings, especially those against the University.</p> <p>(iv) Lack of proper advice from the Registry's Legal Services Unit in entering into some Memoranda of Understanding with individuals and organizations.</p>	<p>(i) Overhaul and digitization of registry operations for optimum performance, particularly in the handling of staff and student matters.</p> <p>(ii) The Registrar should assist in the implementation of court rulings to avoid unnecessary cost on the University.</p> <p>(iii) Registrar's strict compliance with rules and regulations guiding employment in the university system in order to avoid petition and unnecessary litigations.</p>	<i>Visitor notes these recommendations for update in the subsequent visitation.</i>
34.	THE BURSAR	<p>Working relations between the Council and the Bursary was cordial. There was regular external auditing of the institution's account for the period under review. Financial transac-</p>	<p>(i) Maintenance of an internal control system for the University's finances to safeguard its assets and properties.</p> <p>(ii) Adequate staffing of the Inter-</p>	<i>Visitor notes these recommendations for update in the subsequent visitation.</i>

<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>
		tions were largely carried out in line with Generally Accepted Accounting Principle (GAAP), which ensured accountability and financial discipline was largely maintained. However, Bursary operations were stagnated by delays in the release of approved funds to Faculties, Departments and Units.	<p>nal Audit Unit to enable it discharge its responsibilities effectively and efficiently.</p> <p>(iii) Computerization of the financial system of the University in line with global best practices.</p>	
35.	THE LIBRARIAN	<p>Upgrade and development of the Library within the period under review included :</p> <p>(i) Introduction and maintenance of e-library.</p> <p>(ii) Procurement of new essential books and journals needed by various Faculties and Departments.</p> <p>(iii) Digitalization of the library which facilitated more access to the books in the library.</p> <p>(iv) Expansion of physical infrastructure such as the renovation of the main library.</p> <p>(v) Upgrading of the faculty libraries.</p>	<p>(i) Maintenance of Group access to the following online libraries i.e. EbscoHost, OARE, AGORA and HINARI for the staff-Virtual Library.</p> <p>(ii) Adequate maintenance of the E-library facility.</p> <p>(iii) Appointment of qualified technical and academic staff for the library.</p> <p>(iv) Grants for library development from the Federal Government and its parastatals like NUC and TETFund should be increased, as it was grossly inadequate.</p>	<p>(i) Visitor notes these recommendations for update in the subsequent visitation.</p> <p>(ii) Visitor however rejects recommendation (iv). Allocations by TETFund are guided by the operating guidelines as provided in the Act.</p>

TERM OF REFERENCE THREE

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

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
4.1.	SOURCES OF FUNDING	<p>(i) Difficulty in meeting financial obligations and projections due to gross inadequacy of the ₦60,749,660,505.37 funding received during the period. Funding was augmented from IGR.</p> <p>(ii) Some non-monetary donations were also received such as provision of E-library, facilities and equipment by UBA Plc. and the Geology building donated by Shell Petroleum Development Corporation.</p>	<p>(i) Greater investment in and monitoring of the revenue generating units in the University such as the Unilorin Petrol, Microfinance Bank, and the Academic Support Services and Consultancy.</p> <p>(ii) Substantial increase in grants and allocations from the Federal Government to the University.</p>	Visitor notes these recommendations for update in the subsequent visitation.
4.2.	CONTRIBUTIONS OF REVENUE-GENERATING UNITS TO IGR	Accounts of the IGR units were regularly audited in line with the financial regulations of the Institution. However, the performance of the IGR units was poor due to the lack of an efficient Business Management Model.	<p>(i) Accounts of the IGR Units should be made autonomous i.e. self-sustaining and self-accounting and their operations should be based on commercial model.</p> <p>(ii) Development of a working document by the accounting units to guide their day-to-day activities, businesses and strategies to achieve their targets.</p> <p>(iii) Development of a fair revenue sharing formula be-</p>	Visitor notes these recommendations for update in the subsequent visitation.

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
			<p>tween the Management and the Academic IGR Units to motivate the participation of qualified staff and attract more funds to the University coffers.</p> <p>(iv) Implementation of a revenue generation performance rewarding system within the University to serve as incentive for productivity and revenue generation.</p>	
43.	EXTENT OF COMPLIANCE WITH THE PROCUREMENT ACT AND PROPRIETY OF FUND UTILIZATION.	<p>(i) The University's Tenders Board awarded contracts in line with due process as contained in the financial regulations of the University.</p> <p>(ii) The quality of the contracts executed in the period under review was satisfactory. There were no abandoned projects in the University.</p> <p>(iii) Adherence to Generally Accepted Accounting Process (GAAP) and International Public Sector Accounting Standards (IPSAS) promoted transparency and accountability in the financial management of the University.</p>	<p>(i) Commendation of University Management for compliance with the financial rules and regulations in almost all its financial transactions for the period under review.</p> <p>(ii) Digitalization of the financial system of the University to facilitate transparency in all financial transactions for effectiveness and efficiency.</p> <p>(iii) Reconciliation of revenue records should be ensured.</p> <p>(iv) Training and retraining of staff in the Bursary unit on a regular basis to ensure competency of staff.</p>	Visitor notes these recommendations for update in the subsequent visitation.

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.	APPLICATION OF FUNDS	<p>(i) Received total grant of N60,749,660, 505.37 from NUC during the 2011 - 2015. The funds were judiciously used for the execution of 69 projects within the period under review without owing a single kobo to contractors. This was due to strict adherence to the Financial Rules and Regulations contained in the Act establishing the University.</p> <p>(ii) N609,973,476.04 out of the total grant was received as Capital Grant mainly from TETFund and the Federal Government Needs Assessment sources. Utilized for Physical Development projects of the University such as buildings, infrastructure, plant and equipment, as well as major rehabilitations.</p> <p>(iii) No abandoned projects despite reduction in amounts received from N200,980,153.00 in 2011 to N26,846,574.25 in 2015.</p> <p>(iv) N39,370,921, 616.02 allocation to Recurrent Grant for the period 2011-2015, made up of Personnel Grant, Overhead Grant, and Pension and Gratuity.</p>	<p>(i) Endowment drive efforts should be intensified by Council.</p> <p>(ii) Initiation of more effective cost control measures to promote financial control and management.</p> <p>(iii) Promotion of a planned maintenance culture to increase the life span of equipment, buildings and infrastructure of the University.</p> <p>(iv) Adequate and timely release of funding by Federal Government to encourage managerial efficiency and effectiveness.</p>	<p><i>Visitor notes these recommendations for update in the subsequent visitation.</i></p>

<i>S/No.</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		(v) Concerted efforts at strengthening, reorganization and expansion of existing Internally Generated Revenue Units for the improvement of Internally Generated Funds. Revenue from IGR served to augment meager amounts received as Government grants within the period.		
52.	UTILIZATION OF SCHOLARSHIP GRANT	Scholarship Grant of N469,125,628.58 was received from TETFund between 2011 and 2015 and was judiciously utilized for set purposes. Out of the forty (40) staff beneficiaries, 36 undertook Ph.D programmes mostly in the Sciences and Engineering which were fund consuming. Amounts released were consequently, grossly inadequate to effectively undertake research work. Released scholarship grant was insufficient to cut across all Faculties/Departments and Units.	(i) Adequate and timely release of TETFund Scholarship Grants to avoid hardship to awardees. (ii) Due process should be followed in awarding scholarships and awards should be need-based. (iii) Management's development of a policy to ensure return of beneficiaries on completion of their programmes and attendance of the specific programmes for which they received the awards.	Visitor notes these recommendations for update in the subsequent visitation.
53.	UTILIZATION OF RESEARCH GRANT	(i) The total amount of Research Grant received was judiciously utilized for research purposes, but was inadequate for the research needs of the University and individual researchers	(i) Increase of Research Grant to allow for meaningful research in the future. (ii) Facilitation of professionalism and growth, by the University's market-	Visitor notes these recommendations for update in the subsequent 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>
		<p>across Faculties, Departments and Units.</p> <p>(ii) There was no bilateral discussion between the researchers and industries (the end users of the output) on the relevance of the output to their operations.</p> <p>(iii) Some of the researchers did not submit their research reports as and when due to the relevant authorities.</p>	<p>ing of research output based on understanding and agreement between the two principal actors, i.e., researchers and the University.</p> <p>(iii) Strict adherence to terms/criteria of award to avoid favouritism and nepotism.</p> <p>(iv) Establishment of a unit for intellectual property rights to enable researchers' benefit from their intellectual efforts/works.</p> <p>(v) Development of a policy framework to link research outputs with the industry and other end-users.</p>	

TERM OF REFERENCE FIVE

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

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
6.1.	OBSERVATIONS ON PERSONNEL	The staff population witnessed a steady increase during the period under review, particularly in response to the growth in its student population due to its relatively stable academic calendar and the introduction of new programmes. By the end of December 2015, the staff population stood at 4,056.		
6.2.	OBSERVATION ON COMPLIANCE WITH FEDERAL CHARACTER COMMISSION	In compliance with Federal Character Commission guidelines, almost all ethnic groups in Nigeria can be found on the University's nominal roll.	The cordial relationship that existed between the previous Councils and the Management should be maintained and extended to the incoming Council, when constituted.	Visitor notes this recommendation for update in the subsequent visitation.
6.3.	OBSERVATIONS ON STAFF DEVELOPMENT PROGRAMMES	The University executed series of programmes between 2011 and 2015 that greatly improved the capacities of its staff. These included : award of conference grants to 1,426 academic staff and 188 non-teaching staff, organization of over 31 internal staff training programmes and seminars with some TETFund support and other funding agencies, and award of TETFund Overseas Conference grants to one hundred and forty-eight (148) academic and thirty-two (32) non-teaching staff.		

<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>
64.	SUMMARY OF OBSERVATIONS	<p>(i) Fairly adequate complement of academic staff to run its programmes. However, there were some critical vacancies in some departments and programmes.</p> <p>(ii) More than adequate number of non-academic staff.</p> <p>(iii) Comparatively good performance notwithstanding, there was room for improvement in the area of staff development.</p>	<p>(i) Expeditious filling of required and existing vacancies in the Institution, particularly those resulting from death and retirement.</p> <p>(ii) Processes for the award of Staff Development Programmes and grants being executed internally by the University and those from external agencies, should be made more transparent and targeted at confirmed staff of the Institution.</p> <p>(iii) Strict compliance at all times with the policy guiding appointments and promotions of staff to promote good labour relations.</p>	<p><i>Visitor notes these recommendations for update in the subsequent visitation.</i></p>

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 (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.		<p>The University complied with the law that required it to work and collaborate with a number of statutory bodies for the purpose of achieving its goals as a citadel of learning.</p> <p><i>(i) Relationship with the Governing Council</i></p> <p>Council maintained a cordial relationship with the University and effectively performed its functions. There were regular documented meetings of Council. Eleven meetings of Council were held between 2011 and 2013. The absence of the Chairman of Council and Pro-Chancellor from all convened meetings was due to his appointment as an Ambassador soon after being made the Pro-Chancellor.</p> <p>Although the University's Act makes provision for the President to appoint nine (9) persons representing a variety of interests on the Governing Council, in the period under review, only four (4) persons were appointed by the President.</p>	<p><i>(i)</i> Amendment of the University's enabling Act to reflect four (4) as the number of persons to be appointed by the President in line with what is obtainable in other Nigerian Universities, and the status quo on Council.</p> <p><i>(ii)</i> Synchronization of the accreditation exercises conducted by NUC and other professional bodies into joint exercises, to minimize disruptions.</p> <p><i>(iii)</i> That such synergy with the NUC should be in conformity with the provisions of the enabling laws of those professional bodies.</p>	<p><i>Visitor notes these recommendations for update in the subsequent visitation.</i></p>

<i>S/No</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p><i>(ii) Relationship with Federal Ministry of Education</i></p> <p>The University and the Federal Ministry of Education maintained a cordial relationship. The Ministry was represented at Council by its duly appointed representative.</p> <p><i>(iii) Relationship with NUC and Other Agencies</i></p> <p>The University enjoyed a cordial relationship with NUC in the period under review. The University also hosted various professional bodies that carried out accreditation exercises on different Departments and Faculties.</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."

<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>
7.1.		<p>(i) The governance structure of the University was adhered to, to ensure stability and order.</p> <p>(ii) Council complied with the Strategic Development Plan it produced for the period 2014-2018. It carried out its statutory functions in compliance with the provisions of the University's enabling Act. The composition of the various committees created pursuant to the powers conferred on Council was in accordance with the enabling law.</p> <p>(iii) The University allowed free association by staff. This was to ensure that staff were treated fairly and equitably without prejudice to tribe, religion, sex, etc.</p> <p>(iv) The staff unions were part of the Project Monitoring Committee and were carried along in most decisions made.</p> <p>(v) There was no crisis in the University in the period under review. The management adopted dialogue as a veritable tool to resolve most of the issues that</p>	<p>(i) Commendation of the University for the creation and maintenance of a serene learning and working environment in the period under review.</p> <p>(ii) Existing relationship with security agencies should be fully leveraged upon to continue to ensure safety of staff and students.</p> <p>(iii) Avoidance of litigation as much as possible by the application of more dispute resolution mechanisms to amicably settle some of its disagreements with staff, thereby saving costs and further strengthening bonds with both serving and retired staff.</p> <p>(iv) Provision of more training opportunities to University staff, particularly to those in the UHS.</p>	<i>Visitor notes these recommendations for update in the subsequent visitation.</i>

<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>came up between it and its staff on one hand, and between it and the students on the other hand. Some of the issues with some staff, however still ended up in courts and were still pending.</p> <p>(vi) The major challenge of the University Health Service (UHS) was inadequate staff in all the units, but particularly in the General and Dental Units.</p> <p>(vii) There was the need for regular training and retraining of staff in the UHS Unit.</p> <p>(viii) The Vice-Chancellor and University Management intentionally cultivated and maintained a very cordial relationship with the host community and security operatives in the state, such as the Nigeria Police and the Department of State Security who were able to mingle among the students and obtain vital information. This enabled the University to reduce to the barest minimum cult activities and uprising among the students. There were however, reports of Fulani Herdsment trespassing on portions of the school land and sexually molesting students.</p>		

TERM OF REFERENCE EIGHT

"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 by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
9.1.		<p>(i) Landmark achievements in the period under review included the introduction of new Programmes and Centres that attracted both local and international students.</p> <p>(ii) Shortfalls in Capital Grant and Overhead Costs received by the University affected the University's capacity to provide and maintain critical infrastructure.</p> <p>(iii) Cordial working relations between the Unions on campus and the University Council and Management contributed to the sustenance of a stable academic calendar.</p>	<p>(i) Increase in Federal Government funding of the University to enable it deliver effectively on its mandate.</p> <p>(ii) Adherence to the Strategic Plan to avoid distortion of the Vision and Mission of the University.</p> <p>(iii) Restructuring and strengthening of the University IGR units to enhance their contributions to the funding of the University.</p> <p>(iv) Provision of hostels through public private partnership to reduce the risk and stress of living off-campus.</p>	<p><i>Visitor notes these recommendations for update in the subsequent visitation.</i></p>

TERM OF REFERENCE NINE

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

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
10.1.		<p>(i) Grossly inadequate Security Unit staff strength which numbered less than three hundred (300). The large shortfall of security staff in the unit was attributed to retirement and death of staff.</p> <p>(ii) University-employed staff in the unit were complemented by Private Security outfits including members of the Nigerian Legion and Vigilante Group from the host community.</p> <p>(iii) The security unit was provided with tools and equipment (including a vehicle and motorcycles) with which it carried out its work. This assisted the unit to respond to emergencies with dispatch.</p> <p>(iv) The personnel in the security unit were paid "on call" stipends as a form of incentive and to increase their productivity.</p> <p>(v) The perimeter fencing of the University's wide expanse of land was yet to be completed because of paucity of funds. Incidences of encroachment had</p>	<p>(i) Recruitment of additional personnel for the Security Unit to enable it to meet constant challenges facing the University.</p> <p>(ii) Development of a continuous five-year plan for the completion of the University's perimeter fencing in phases.</p> <p>(iii) Provision of more incentives for security personnel as motivation for increased productivity and selfless service.</p> <p>(iv) Provision of more tools and equipment for the security unit for effective and efficient security operations on campus e.g. Hilux Vans with amber light, motorcycles with amber light, and modern-day security gadgets like walkie-talkie, metal/bomb detectors, CCTV etc.</p> <p>(v) Engagement of local hunters to help secure the vast forest areas of the University.</p> <p>(vi) Provision of a call centre where Security Staff can</p>	<p>Visitor notes these recommendations for update in the subsequent visitation.</p>


<i>S/No</i>	<i>Item</i>	<i>Observations/Findings by the Visitation Panel</i>	<i>Recommendations by the Visitation Panel</i>	<i>Comments by the Visitor</i>
		<p>therefore become rife, both by herdsmen and local subsistence farmers.</p> <p>(vi) Uncultivated and unoccupied parts of the land also constituted security risks to the University where hoodlums, cultists, and other criminally-minded individuals took advantage of, to plan and/or perpetrate their evils/activities.</p> <p>(vii) The Security apparatus was not ICT-driven, especially the University main gate where entrance/exit were manually done by checking vehicles.</p>	<p>take emergency calls from the University Community with all mobile network providers. The University Community should be aware of the numbers to call through the Students' Union and the University Bulletin or through other means.</p>	

TERM OF REFERENCE TEN

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

<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>
11.1.		<p>(i) Representation of the Students' Union on the Academic Planning and Curriculum Committee (AP&CC), Students' Disciplinary Committee (SDC), Students' Welfare Board, Committee on Students' Dress Code, Committee on Review of Chargeable Fees in the University among others.</p> <p>(ii) Effective communication channel for the Students' Union to dialogue with the University Management on matters relating to them.</p> <p>(iii) Closed-Circuit Television (CCTV) is available in only a few places.</p> <p>(iv) Inadequate number of hostels for the student population.</p> <p>(v) Availability of a Guidance and Counseling Services Unit for students.</p> <p>(vi) Representation of the Legal Unit in the SDC to assist with the interpretation of the law.</p>	<p>(i) Representation of students in the Students' Disciplinary Committee and the other listed committees should be sustained.</p> <p>(ii) The University should continue to take a firm stand against examination malpractices and other misconduct.</p> <p>(iii) Increase in the number of Closed-Circuit Television (CCTV) points on the Campus.</p> <p>(iv) The cordial relations between the University and the Students' Union should be maintained.</p> <p>(v) Reduction of crime rates by provision of street lights in unlit areas.</p> <p>(vi) The Technical and Entrepreneurship Centre in the Campus can also be used as Students' Reform Centre.</p> <p>(vii) Provision of more on-campus hostels for students for easy monitoring and reduction of crime rate.</p>	<p><i>Visitor notes these recommendations for update in the subsequent visitation.</i></p>

B 34

<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>(viii) Students should be advised to make use of the Guidance and Counselling Services in the University.</p> <p>(ix) The Legal Unit should be equipped with current Law books, Journals and an official vehicle to assist them perform their duties efficiently.</p>	

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

MUHAMMADU BUHARI, GCFR
President, Federal Republic of Nigeria

