



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**

(2016 - 2020)

DECEMBER, 2022

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**WHITEPAPERONTHEREPORTOF THE VISITATION PANEL INTO
THE AFFAIRS OF THE UNIVERSITY OF ILORIN
(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 University of Ilorin (2016- 2020).

2. Citation.

SCHEDULE

**WHITE PAPER ON THE REPORT OF THE VISITATION PANEL INTO
THE AFFAIRS OF THE UNIVERSITY OF ILORIN
(2016 - 2020)**

1. The Federal Government White Paper on the Report of the Visitation Panel into the affairs of the University of Ilorin (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
University of
Ilorin (2016 -
2020).

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 (2016 - 2020)“.

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 is to explore alternative means of income generation, especially through Internally Generated Revenue sources ;

(ii) there should be regular oversight by Council Committees on Financial Transactions ;

(iii) complete digitalization of the University's financial system to facilitate more transparency in financial transactions ;

(iv) University to intensify more efforts in projects supervision and monitoring to ensure their delivery according to specifications;

(v) adherence to the 2019 - 2023 Strategic Plan to provide direction and guide the future growth and development of the University;

(vi) University should take stringent measures that will compel beneficiaries of scholarship grant to return and serve their bond period ;

(vii) MDAs should constantly interface with the FME and NUC on the issues relating to the Institution ;

(viii) Governing Council should liaise with the Kwara State Government to resolve request for the University to hand over the property housing its mini-campus;

(ix) the Senate should as much as possible, stick to the meeting schedule it created for its meetings except in the case of genuine emergencies ;

(x) University Congregation meetings should be made more regular as this would improve communication between staff and management ; and

(xi) the Students' Information and Regulations Handbook should be updated to extensively address cases of sexual harassment and assault and the penalties for them.

1.4. Other Matters : Petition and memos : The Council is directed to review and appropriately address all memorandum from stakeholders and petitions from individuals, received by the panel and contained in the report.

TERMOFREFERENCEONE

"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.		This is not applicable as the 2011 -2015 Visitation that would have generated the government white paper is being conducted simultaneously with the 2016 - 2020 visitation period. Hence, there was no recommendation.	Not applicable to the University.	<i>Visitor notes these observations/findings.</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.”

<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.	STATUTORY ROLE OF THE GOVERNING COUNCIL	<p>(i) Extant University Strategic Plan for the period 2014 -2018 and 2019-2023 developed by Council.</p> <p>(ii) Ongoing implementation of the Strategic Plan indicated gap in the area of physical development.</p> <p>(iii) Maintenance of a relatively stable academic calendar due to strong support from a responsive and active Council.</p> <p>(iv) Ineffective supervision of income generating units resulting in poor financial accounting and remittance to the University. This has adversely affected capacity to provide conducive working environment for both staff and students of the University.</p> <p>(v) Industrial harmony on campus partly attributed to Council's efforts at compliance with laid down rules and regulations governing its mandate.</p>	<p>(i) Adherence to the 2019 to 2023 Strategic Plan with a view to coping with the current realities affecting the growth and development of the University.</p> <p>(ii) Improvement of supervisory role on income generating units to ensure that the University is not shortchanged or made to incur any indebtedness that will cripple its financial capacity in discharging its responsibilities.</p> <p>(iii) Strict adherence to University Statutes to further maintain industrial harmony.</p> <p>(iv) Lifting of embargo on employment by Federal Government to enable Council fill vacant positions which will facilitate the realization of the mandates of the University.</p>	<p>(i) Visitor notes recommendations (i) and (ii).</p> <p>(ii) Visitor notes recommendations (ii) and (iv) are outside ToR 2.</p>
3.2.	THE VICE-CHANCELLOR	<p>(i) Both Vice-Chancellors within the period under review provided quality leadership with the support of Council to ensure a stable academic calendar using</p>	<p>(i) Provision of special intervention fund for perimeter fencing and fixing of the dilapidated road network of the University.</p>	<p>(i) Visitor notes recommendation (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>relevant policy options and carrying all stakeholders along. This has made it candidates' "institution of first choice".</p> <p>(ii) Other achievements attributed to the Vice-Chancellors' dynamic leaderships include : amicable settlement of thorny issue of land encroachment by herdsmen; maintenance of harmonious industrial relations on campus between Management and the various union bodies; prudent and judicious allocation of resources according to University needs and priorities ; and improvement in on-campus security.</p> <p>(iii) Major challenges needing further attention include : inadequate on-campus transportation system ; inadequate provision of on-campus student hostels ; deteriorating road network riddled with potholes ; and inadequate number of teaching and non-teaching staff.</p>	<p>(ii) Productive utilization of vast uncultivated land to enhance security and reduce dense forest zones on campus.</p> <p>(iii) Provision of better transportation services, especially by income generating units of the University.</p> <p>(iv) Provision of more hostel accommodation to reduce untold hardship and cost of commuting from off campus to the University, thereby reducing the cost of education.</p> <p>(v) Lifting of embargo on staff recruitment by Federal Government to fill the vacant positions that exist in the University.</p>	<p>(ii) Visitor notes that recommendations (ii), (iii), (iv) and (v) are outside ToR 2.</p>
33.	THE REGISTRAR	<p>(i) Registrar has been guiding the University Management and Council to comply with extant laws and statutes of the University to avoid legal consequences.</p>	<p>(i) University to devise more efficient and pragmatic ways of handling both student and staff matters.</p> <p>(ii) Adherence to policy and rules guid-</p>	<p>Visitor notes that recommendations (i), (ii), (iii), (iv) and (v) are at variance with the ToR 2, while some are treated in other ToRs.</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>(ii) Saving of essential academic and administrative documents to the 'Cloud' for easy retrieval and safety has commenced. The Registry has also facilitated provision of staff training to improve competence and confidence in the discharge of their functions and responsibilities. Promotion Examination for non-teaching staff has been introduced to motivate staff to excel in their chosen career by being up to date with requisite knowledge, skills and techniques.</p> <p>(iii) Identified operational lapses in the Registry included : inability to offer seamless registration for fresh students including issuance of identity cards ; delays in exit clearance for final year students ; lack of prompt issuance of transcripts ; delay in treating staff matters ; delay in communicating and sharing of information ; Legal officers entering into some Memorandum of Understanding which were to the disadvantage of the University ; and delay in implementing court rulings against the University.</p>	<p>ing recruitment in the University System.</p> <p>(iii) Retraining the legal team of the University to ensure that MOUs and Contracts entered into by the University are not to the disadvantage of the University as in the case of the Public Private Partnership Agreement entered into by the University to build hostel accommodation.</p> <p>(iv) Adoption of a digitalized system of communication given the availability of internet access and connectivity.</p> <p>(v) Prompt implementation of court rulings to avoid increased cost on the University.</p>	

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
34.	THE BURSAR	<p>(i) Financial transactions were conducted in line with the regulations ensuring accountability and transparency and audit queries were issued to staff as the need arose to ensure accountability.</p> <p>(ii) However, there were delays in the release of approved funds to faculties and units.</p> <p>(iii) There was regular external audit of the University account from 2016-2019 and the Audit of 2020 financial year account was in progress as at the time of Visitation.</p>	<p>(i) Computerization of University financial system.</p> <p>(ii) Maintenance of strict adherence to the internal control system of the University in order to safeguard the assets of the University.</p> <p>(iii) Strengthening of the Internal Audit unit for efficient discharge of its duties, especially in the areas of staffing and conducive working environment.</p>	<p>(i) Visitor notes recommendation (ii).</p> <p>(ii) Visitor notes that recommendations (i) and (iii) are outside ToR 2.</p>
35.	THE LIBRARIAN	<p>(i) The state of the Library contributed positively to the Programmes' accreditation process of the University in the period under review in which 84 out of 102 had full accreditation, 15 had interim and only 3 denied.</p> <p>(ii) Access to library resources via campus hotspot by students.</p> <p>(iii) Inability to render optimum service due to inadequate staffing in all relevant sections of the library.</p>	<p>(i) Computerization of library services to augment shortage of library staff.</p> <p>(ii) Development and improvement of Faculty and Departmental library services to reduce pressure on the main library.</p> <p>(iii) Continuous acquisition of Current Stock and Subscription to relevant Electronic Data Base to facilitate teaching, learning and research which are core mandates of the University.</p>	<p>(i) Visitor notes recommendation (ii).</p> <p>(ii) Visitor notes that recommendations (i) and (iii) are outside ToR 2.</p>

TERM OF REFERENCE THREE

“Look into the financial management of the Institution including statutory allocation, 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 FUNDS	<p>(i) Adherence to financial regulations guiding the use of funds.</p> <p>(ii) Dwindling Capital grants over the years have hindered provision and sustenance of critical infrastructure and facilities (N257,607, 345.54 received in the period under review).</p> <p>(iii) Personnel cost continued to be shouldered by Federal Government. However, adoption of the Integrated Payment Personnel Information System (IPPIS) has precluded engagement of Contract Staff, Visiting Lecturers and Sabbatical Officers to address staffing shortages.</p> <p>(iv) External Grants and Donations were insignificant.</p> <p>(v) Overhead Cost released by Government for the period under review (N559,909, 858.73) was considered grossly inadequate. Augmented through IGR and Third-Party sources.</p>	<p>Panel having considered the annual increase in student population, inflationary trend, current value of the Naira and the cost of procurement of modern equipment and technology for administrative, academic and support services, recommend the opening up of a financial window to increase the size of both Capital and Overhead Cost, to enable the University fulfil its Vision and Mission rather than degenerate into a “glorified secondary school” status.</p>	<p><i>Visitor accepts this recommendation.</i></p>
4.2.	INTERNALLY GENERATED REVENUE (IGR)	<p>Accounts of the IGR Units are regularly audited in line with financial regulations. How-</p>	<p>(i) Operation of IGR Units should be based on self-sustaining and self-ac-</p>	<p><i>Visitor notes recommendations (i), (ii), (iii), (iv) and (v).</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>ever, revenue profiles of the IGR units fell below expected targets over the period under review. This was attributed to : the lack of an efficient Commercial Business Management Model ; posting of University Staff without requisite knowledge in Business Management to manage the IGR Units; and lack of motivation to grow the IGR Units to achieve their set targets due to payment of posted University Staff by the University.</p>	<p>counting Commercial Models to guarantee their autonomy and improve efficiency.</p> <p>(i) Engagement of the services of a reputable consultancy firm to develop business models for the following : Academic IGR Units ; Non-academic IGR Units (pure commercial Units); and Others (service/academic/commercial) IGRUnits).</p> <p>(ii) Development of operational frameworks by IGR Units setting out modus operandi including objectives, targets and strategies to be adopted for achieving set targets.</p> <p>(iv) Implementation of an equitable Revenue Sharing Formula between the University and the Academic IGR units to motivate the participation of quality staff on the programmes and improve the revenue profiles of the IGR Units.</p> <p>(v) Establishment of a reward system based on revenue generation performance of the units.</p>	

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
43.	EXTENT OF COMPLIANCE WITH THE PROCUREMENT ACT AND PROPRIETY OF FUND UTILIZATION.	<p>(i) Proceedings and activities of the Procurement Committee, Tender's Board and Standing Committee for Budget and Projects were in line with due process guidelines as contained in the Procurement Act and other financial regulations governing University operations. Majority of the quality of the projects executed were average, and there were no abandoned projects in the University.</p> <p>(ii) Adherence to the Treasury Single Account (TSA) has promoted accountability and transparency in the financial management of the University.</p> <p>(iii) Regular External Audit of accounts from 2016-2019 and the University has implemented the various observations. The Audit for 2020 financial year is in progress.</p> <p>(iv) On the whole, the University adhered to laid down financial regulations in its financial transactions from 2016-2020.</p>	<p>(i) Regular oversight by Council Committees on Financial Transactions to detect fraud and eliminate waste.</p> <p>(ii) Complete digitalization of the University's financial system to facilitate more transparency in financial transactions.</p>	Visitor accepts recommendations (i) and (ii).

TERMOFREFERENCEFOUR

“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.”

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
5.1.	APPLICATION OF FUNDS	<p>(i) Compliance with due process guidelines in extant laws and statutes of the University in the award and execution of contracts and utilization of the grants. However, the University had experienced a case of building collapse and cracks could be observed on some of the buildings. There were no abandoned projects on campus.</p> <p>(ii) Inadequate number of lecture halls and theatres for the high student population.</p> <p>(iii) Construction of hostel accommodation was undertaken through Public Private Partnership on Build, Operate and Transfer (BOT) basis.</p>	<p>(i) Intensification of projects supervision and monitoring to ensure their delivery according to specifications.</p> <p>(ii) Constitution of a Committee by the University to assess and ensure that annual student admission does not exceed the carrying capacity of the University's facilities.</p> <p>(iii) Adherence to the 2019 - 2023 Strategic Plan to provide direction for the growth and development of the University.</p> <p>(iv) Provision of Special Intervention Fund for Erosion Control, Landscaping and Perimeter Fencing of the Institution to enhance environmental sanitation, aesthetics and security on Campus.</p> <p>(v) Development of a robust maintenance culture to maximally benefit from the projects and facilities provided.</p>	<p>(i) Visitor accepts recommendations (i) (iv) and (v).</p> <p>(ii) Visitor notes recommendations (ii) and (iii).</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
52.	UTILIZATION OF SCHOLARSHIP GRANT	<p>TETFund Scholarship Grants were judiciously utilized for set purposes. However, the amounts awarded could not adequately cater to the large number of qualified and desirable staff. Some beneficiaries did not return to the University to serve out their bond period. ASUU complained that some newly employed staff benefited before the confirmed staff, thereby contravening Due Process for the award of scholarships.</p>	<p>(i) Increase in funding for Staff Development through scholarship awards to enhance the quality of personnel in the University.</p> <p>(ii) Adoption of stringent measures to compel beneficiaries of scholarship grant to return and serve their bond period.</p> <p>(iii) Training of faculty members to write competitive research grant applications to attract more scholarship opportunities.</p> <p>(iv) Compliance with Due Process in the award of scholarships.</p>	<p>(i) Visitor notes recommendations (i), (iii) and (iv)</p> <p>(ii) Visitor accepts recommendation (ii).</p>
53.	UTILIZATION OF RESEARCH GRANT	<p>(i) The total amount of TETFund Research Grant received within the period under review was inadequate for the research needs of the Institution and individual researchers across Faculties, Departments and Units. Research Grants were duly utilized for set purposes. There was no complementary Senate Research Grant in the period under review, thereby further limiting the number of re-</p>	<p>(i) Increase in size of subsequent Research Grants to facilitate the conduct of meaningful research and accommodate more Beneficiaries.</p> <p>(ii) Development and implementation of policy framework by the University to link research outputs with industry and other end-users and develop a Research Policy for the University.</p>	<p>Visitor notes recommendations (i) - (x).</p>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>searches conducted in the University.</p> <p>(ii) No linkage between research outputs and the relevant industries that should be end-users.</p> <p>(iii) No robust policy on Intellectual Property Rights to protect research outputs of Researchers from the University.</p> <p>(iv) Some of the researchers did not submit research report as and when due.</p> <p>(v) Foreign Research Grants attracted by the University were judiciously utilized.</p> <p>(vi) Grant Awardees encountered several encumbrances in the administration of Research Grants.</p>	<p>(iii) Marketing of Research outputs on favourable terms to both Researchers and the University.</p> <p>(iv) Strict adherence to the terms of award to ensure that Researchers complete and submit research output as and when due.</p> <p>(v) Establishment of a unit for Intellectual Property Rights by the University to enable Researchers benefit from their intellect.</p> <p>(vi) Provision of Senate Research Grants.</p> <p>(vii) Granting of Research Leave to Awardees to facilitate the timely completion of research work to avoid being blacklisted.</p> <p>(viii) Dissemination of Research Output(s) to wider community of end-users.</p> <p>(ix) Development of a reward system to motivate staff to attract foreign grants.</p> <p>(x) Provision of a seamless process of accessing Research Grants through the University.</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>
54.	INNOVATIONS, INVENTIONS AND PATENTS	Research work has been productive and in line with the Vision and Mission of the University.	<p>(i) Establish an Intellectual Property Rights Unit to protect the Patents.</p> <p>(ii) Develop a robust Reward System Policy to motivate high quality research and inventions output, and acquisition of Patent Rights by Staff.</p> <p>(iii) Market Innovations and Inventions to attract more funds to the Institution.</p> <p>(iv) Equip Faculties, Centers and Departments with world class facilities and provide for a conducive environment for the conduct of research.</p>	<i>Visitor notes recommendations (i), (ii), (iii) and (iv)</i>

TERMOFREFERENCEFIVE

"Examine the adequacy of the staff and staff development programmes of each 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.	OBSERVATIONS ON PERSONNEL	<p>(i) Academic staff were grossly inadequate in number. This had grave implications on the quality of teaching and supervision at both the undergraduate and post graduate levels in the University and the wellbeing of over-worked staff. Total staffing (academic and non-academic) dwindled to less than 3,000 in 2020 due to non-replacement of staff who had retired or resigned.</p> <p>(ii) Staff recruitment and introduction of new programmes in line with strategic development goals, were hampered by the introduction of Integrated Payment and Personnel Information System.</p>	Management planning should be deployed effectively to ensure adequate staffing at all levels and adopt flexibility in the recruitment of academic staff to include contract and adjunct.	<i>Visitor notes this recommendation.</i>
6.2.	OBSERVATIONS ON STAFF DEVELOPMENT PROGRAMMES	The University executed series of programmes between 2016 and 2020 that greatly improved the capacities of its staff. These included : award of conference grants to 1,968 academic staff and 857 non-teaching staff (representing 78 per cent increase on the period 2011-2015); organization of series of internal academic and non-academic staff training programmes and seminars by its Centre for	Manpower Development should adhere to the University's Training Policy.	<i>Visitor notes this recommendation.</i>

S/No.	Item	Observations/Findings by the Visitation Panel	Recommendations by the Visitation Panel	Comments by the Visitor
		<p>Research Development and In-House Training (CREDIT); award of TETFund Staff Development Grants to sixty (60) academic staff to pursue their doctorate degrees, both locally and overseas ; award of some NEEDS Assessment Grants for staff training ; and award of TETFund Overseas Conference Grants to sixty-six (66) academic and fifteen (15) non-academic staff staff.</p>		
63.	OTHER OBSERVATIONS	<p>(i) More than adequate number of non-academic staff.</p> <p>(ii) The University performed very well in the area of staff development. However, more than one quarter of staff development grants received in the period under review had expired unutilized.</p>	<p>(i) Fill existing staff vacancies in the Institution, particularly those that resulted from death and retirement expeditiously.</p> <p>(ii) Provide adequate number of staff to run new programmes, particularly those recently approved by Senate e.g. Faculty of Environmental Sciences.</p> <p>(iii) Ensure that processes for the award of both internal and external Staff Development Programmes and grants are made more transparent and targeted at confirmed staff of the Institution.</p> <p>(iv) Comply with policies guiding ap-</p>	<p>(i) Visitor notes recommendations (i), (ii), (iv), (v), (vi), (viii), (ix), (x) and (xi) which relate to staff development.</p> <p>(ii) Visitor rejects recommendations (iii) and (vii). Council should not be misguided to contradict extant regulations with discriminatory decisions.</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>pointment and promotion of staff to enhance harmonious industrial relations.</p> <p>(v) Permit academic staff to defer their Annual Leave based on recommendation from their Heads of Department.</p> <p>(vi) Review extant Federal Government policy on recruitment (which stipulates that the approval of the Head of Service or Accountant-General of the Federation must be sought to fill urgent vacancies). This impedes the seamless recruitment of qualified staff into the University and is against global best practices.</p> <p>(vii) Exempt the University from IPPIS to enable it achieve its mandate as a citadel of learning.</p> <p>(viii) Reappraise the requirements and regulations guiding Staff Development grants and awards to ensure that only qualified staff with research capacities benefit from TETFund grants.</p> <p>(ix) Collaborate with TETFund to demand full refunds on abandoned awards</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>
			for local and international programmes. (x) Comply with extant rules governing promotion of staff in the Institution. (xi) Pay outstanding salaries and allowances of staff, particularly those who have received court injunctions in their favour.	

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.	RELATIONSHIP WITH THE VARIOUS STATUTORY BODIES	<p>(i) 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>(ii) The Council in the exercise of its functions maintained a cordial relationship with the University, held meetings regularly and generally performed its functions.</p> <p>(iii) Although the University's Act makes provision for the President to appoint nine (9) persons representing a variety of interests and broadly representative of the whole Federation, only four (4) persons were appointed in this capacity by the President in the period under review.</p> <p>(iv) Congregation expressed concern at its 55th Meeting held on 10th October, 2019, on the inconsistency of guidelines for promotion of academic staff. This could be attributed to the ongoing review of the University's Staff Handbook which commenced in 2017.</p>	<p>(i) Federal Government should commend the cordial relationship currently existing between the school and its Governing Council, the NUC and Federal Ministry of Education.</p> <p>(ii) Council and Management should investigate allegations of non-compliance with extant guidelines for the promotion of some academic staff, and prevent re-occurrence of such unwholesome acts in the future.</p> <p>(iii) Council should exercise a more effective supervisory role over its committees to ensure that they deliver on their mandates within reasonable time.</p> <p>(iv) Federal Government should amend the University's enabling Act to reflect four (4) as the number of persons to be appointed as external members of Council as contained in the Universities (Miscellaneous Provisions) (Amendment) Act.</p>	<p>(i) Visitor notes recommendations (i), (iii), (iv), (v), (vi), (vii) and (ix).</p> <p>(ii) Visitor accepts recommendations (ii) and (viii).</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>(v) The University and the Federal Ministry of Education maintained a cordial relationship in the period under review. The Ministry was adequately represented in Council as statutorily provided for and its representative was also a member of some of the Committees.</p> <p>(vi) Delays and non-payment of earned academic allowance of lecturers within the period under review had led to poor staff morale. This has grave implications on academic staff productivity.</p> <p>(vii) The University maintained a very cordial and effective relationship with the NUC.</p> <p>(viii) The University also had cause to interact with various professional bodies that carried out accreditation exercises on some programmes, such as the Librarians Registration Council of Nigeria and the Optometrists and Dispensing Opticians Registration Board of Nigeria.</p> <p>(ix) There were infractions of the University autonomy by some Government Departments and Agencies, such as the Accountant General's office, Federal Character Commission and the National As-</p>	<p>(v) Federal Ministry of Education should make funds available to settle all outstanding earned academic allowances of lecturers in the University without further delay.</p> <p>(vi) Synchronize the accreditation exercises conducted by NUC and other professional bodies into joint exercises, to minimize disruptions of academic activities at such times.</p> <p>(vii) The Act that grants autonomy to the University should be respected by Federal Ministries, Departments and Agencies (MDAs) until repealed.</p> <p>(viii) MDAs should constantly interface with the Federal Ministry of Education and the National Universities Commission (NUC) which exercise direct supervisory role over the University on the issues relating to the Institution.</p> <p>(ix) Action should be expedited on amicable resolution of the request by Kwara State Government for the University to hand over the property housing its mini-campus.</p>	

