



Federal Ministry of Education

**VISITATION PANEL REPORT INTO
THE AFFAIRS OF THE UNIVERSITY
OF MAIDUGURI, MAIDUGURI
[2011-2015]**

**Volume I
MAIN REPORT**

JUNE 2021

Ref: UNIMAID/ VPP/ 2021/VOL.1/070

13th June, 2021

Adamu Adamu,
The Honourable Minister of Education,
Federal Ministry of Education,
Federal Secretariat Complex, Phase III,
Shehu Shagari Way,
Maitama,
Abuja.

**SUBMISSION OF THE 2016 VISITATION PANEL REPORT INTO THE AFFAIRS
OF THE UNIVERSITY OF MAIDUGURI, MAIDUGURI [2011-2015]**

The Honourable Minister may wish to recall that the President of the Federal Republic of Nigeria and Visitor to the University of Maiduguri, President Muhammadu Buhari, *GCFR* in exercise of the powers conferred on him, set up Visitation Panel for the University of Maiduguri, Maiduguri, Borno State along with other Federal Universities and Inter-University Centres. Consequently, the Panels were inaugurated by your honourship on Tuesday, 13th April, 2021 at the Auditorium of the National Universities Commission, Abuja.

2. The purpose of the Visitation was to review the performance of University of Maiduguri, in the areas of governance, academic, standards, quality assurance, management of finances, the relationship between management on the one hand, staff and students on the other, the condition of physical infrastructure as well as instructional facilities and thereafter advise Government accordingly.

3. The Panel having successfully addressed the Terms of Reference [ToR] completed the assignment wishes to hereby submit its Report. We hope it helps Government improve the efficiency and effectiveness of the institution.

4. The Report of the Panel which covered the period 2011 -2015 is produced in two Volumes namely:

- [i] The Main Report
- [ii] The Appendices

5. The Chairman and members of the Panel drawn from both public and private sectors of the Nigeria economy wish to express our appreciation to the Honourable Minister for the opportunity to serve the nation in this capacity.

6. Please accept, as always the assurances of my highest regards.

Prof. Hafiz Abubakar, *MFR, DSc.*

Chairman

ACKNOWLEDGEMENTS

The 7-Man Visitation Panel to University of Maiduguri, Maiduguri acknowledges with appreciation the confidence reposed on us by Mr. President, Muhammadu Buhari, *GCFR*, the Honourable Minister of Education, Adamu Adamu, the Permanent Secretary, Federal Ministry of Education, Arc. Sonny Echono, *fnia*, the Executive Secretary, National Universities Commission, Prof. Abubakar Adamu Rasheed and the Director, Tertiary Education Department, Federal Ministry of Education, Hajia Rakiya Gambo Ilyasu.

We sincerely thank the Vice Chancellor, University of Maiduguri, Prof. Aliyu Shugaba and his Management team, Staff and Students of the University for their support during the course of this assignment especially at the Town Hall meeting, interactive sessions and visits.

We also thank particularly:

His Excellency, Prof. Babagana Umara Zulum, *mni, FNSE*, the Executive Governor, Borno State

HRH, Alhaji Umar Ibn Abubakar Garbai Elkanemi, the Shehu of Borno

The Chairman of Council, Prof. Biodun Adesanya;

Former Vice Chancellors – Prof. M.M. Daura and Prof. Ibrahim Abubakar Njodi;

Borno State Honourable Commissioner of Higher Education, Borno State;

The Chairman, Jere Local Government;

The Commissioner of Police, Borno State Command;

Director, Department of State Services, Borno State; and

The secretariat staff headed by Mr. Filibus Mishella and Dr. Ebenezer Felix who assisted us in the course of this assignment.

Finally, we are grateful to God and all those who submitted memoranda, attended the oral interactive sessions, Town Hall meeting and even shared their experiences with us.

SIGNATURE PAGE

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ACRONYMS AND TERMS

AMB	Academic Manuscripts into Book
ASUU	Academic Staff Union of Universities
AuGF	Auditor General for the Federation
CAN	Christian Association of Nigeria
CAZS	Centre for Arid Zone Studies
CBN	Central Bank of Nigeria
CCTV	Close Circuit Television
CDL	Centre for Distance Learning
CDRMDS	Centre for Disaster Risk Management and Development Studies
CNERT	Centre for Nuclear Research and Training
CPDDS	Centre for Peace, Diplomatic and Development Studies
CPI	Corps Producing Institutions
CSPCS	Centre for Study and Promotion of Cultural Sustainability
CTSS	Centre for Trans Saharan Studies
DRF	Disaster Recovery Fund
DSS	Department of State Service
EMC	Equipment Maintenance Centre
EOD	Explosive Ordnance Department
ETF	Education Trust Fund
F&GPC	Finance and General Purposes Committee
FCS	Fellowship of Christian Students
FERMA	Federal Roads Maintenance Agency
FGN	Federal Government of Nigeria
FME	Federal Ministry of Education
GIFMIS	Government Integrated Financial Management Information System
IED	Improvised Explosive Device
IGR	Internally Generated Revenue
IMN	Islamic Movement in Nigeria
IPPIS	Integrated Personnel Payment Information System
IPSAS	International Public Sector Accounting Standards
JAMB	Joint Admissions and Matriculation Board
JAS	JAMAATU AHLUSSUNNAH LIDDA'AWATI WAL JIHAD
JTF	Joints Task Force
MDAs	Ministries, Departments and Agencies
MOPOL	Nigerian Mobile Police Force
MoU	Memorandum of Understanding

NAAT	National Association of Academic Technologists
NASU	Non-Academic Staff Union of Educational and Associated Institutions
NECAS	North East College of Arts and Science
NLNG	Nigerian Liquefied Natural Gas
NNPC	Nigerian National Petroleum Corporation
NSCDC	Nigerian Security and Civil Defence Corps
NUC	National Universities Commission
NYSC	National Youth Service Corps
OT	Build Operate and Transfer
OT	Observation Tower
PFA	Pension Funds Administrators
PTAD	Pension Transitional Arrangement Directorate
PTDF	Petroleum Technology Development Fund
SBS	School Basic Studies
SDC	Students Disciplinary Committee
SF	Special Force
SIB	Special Investigation Branch
SSANU	Senior Staff Association of Nigerian Universities
TETFund	Tertiary Education Trust Fund
ToR	Terms of Reference
TSA	Treasury Single Account
UBIOTECH	UNIMAID Biotechnology Centre
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UTME	Unified Tertiary Matriculation Examination

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EXECUTIVE SUMMARY

The President of the Federal Republic of Nigeria and Visitor to the University of Maiduguri, President Muhammadu Buhari, *GCFR* in exercise of the powers conferred on him, set up Visitation Panel for the University of Maiduguri, and 41 other Federal Universities and Inter-University Centres. Consequently, the 7-Man Panel was inaugurated on Tuesday, 13th April, 2021. It was assigned Ten [10] Terms of Reference which covered the review of the performance of the University, in the areas of governance, academic standards, quality assurance, management of finances, the relationship between management on the one hand, staff and students on the other, the condition of physical infrastructure as well as instructional facilities and thereafter advise government accordingly. The Panel was given 60 days from the date of inauguration to complete its assignment and submit its report in two volumes [2011-2015] and [2016-2020] covering the period of Visitation.

Over the period of 60 days, the Panel agreed on the following *modus operandi* in order to achieve maximum results:[a] Placed advertisement via available and current media outlets calling for memoranda on its ToR; [b] paid courtesy calls on the Governor, Shehu of Borno, Commissioner of Police and the Chairman, Jere Local Government Area [the host LGA of the University]; [c] held a Town Hall meeting with all stakeholders of the University and the host community; [d] visited all facilities and structures including on-going projects; [e] held extensive interaction and interviews with members of Council, management, staff and students [past and present] and all those who submitted memoranda. Well over 74 memos were received by the Panel.

Apart from chapters on Introduction and *Modus Operandi*, the Main Report is in Ten Chapters covering the Ten Terms of Reference. Each Chapter reports on the Panel's findings, observations and analysis of issues and presents clear and specific recommendations for action. Supporting Appendices are compiled in a separate Volume

Key Findings and Observations

- [i] University of Maiduguri is one of the seven second generation Universities established in 1975 to expand University education in the country. It commenced its first academic year on the 28th October, 1976 with three Faculties [Arts and Education, Social/ Management Sciences and Law] and a School of Basic Studies which offered Pre-degree courses. From a modest beginning of students enrolment of only 743 out of which 66 were registered for under-graduate programmes, while the remaining 677 were in the School of Basic Studies. The University has in the last 45 years witnessed phenomenal growth in student enrolment - [about 75,000 in 2020], infrastructure, programmes and staff.
- [ii] In the period ending 2020, there were ninety-three [93] undergraduate programmes offered by the eighty-three [83] academic departments, two

- Centres and the Centre for affiliated Colleges. The total undergraduate students enrolment in the year was 56,291 out of which 43% were female. According to the submission of the Vice Chancellor to the Panel; there is currently an overall student enrolment of 75,000 comprising of undergraduate, post-graduate and remedial students, a total of 14 Centres and 17 Faculties, in addition to 96 post graduate academic programmes.
- [iii] There was substantial compliance with the directives of the Visitor as contained in the Views of Government of the Federal Republic of Nigeria on the Visitation Panel Report into the Affairs of the University of Maiduguri [2004-2010 White Paper].
 - [iv] The cordiality that exist between University management and Governing Council has engendered an atmosphere of harmony and unity of purpose. Furthermore, the three Vice Chancellors [2011-2020] effectively presided over their respective Senates throughout the period under review. Except a few cases, regular Senate meetings were held every last Thursday of the month, while special Senate meetings were called to address specific issues. Records indicated that attendance at Senate meetings was impressive and minutes of the meetings were properly serialized and documented.
 - [v] During the period under review [2016-2020], the major sources of income for the University were receipts from Statutory Allocation, Capital grants, Personnel Costs and Overhead costs. The releases to the University through GIFMIS platforms were as follows:
 - [a] Personnel Cost - Forty five billion, two hundred and eleven million, fifty four thousand, five hundred and forty three naira, seventy seven kobo [N45,211,054,543.77]; Capital Grant - Two billion, two hundred and fifty five million, five hundred and fifty four thousand, seven hundred and ninety nine naira, sixty kobo [N2,255,554,799.60]; and Overhead Cost of four hundred and twenty six million, forty four thousand and nine hundred and forty naira [N426,044,940.00]. The total GIFMIS release therefore for the period stood at forty seven billion, eight hundred and ninety two million, six hundred and fifty four thousand, two hundred and eighty three naira, thirty seven kobo [N47,892,654,283.37].
 - [b] Other source of income available to the University in this visitation period was the Internal Generated Revenue [IGR]. This Sub-head has students charges, earnings from commercial ventures and other sources captured in the financial statements of the University. For the five[5] year period, the University generated a total revenue of six billion, eight hundred and nine million, five hundred and sixty thousand naira [N6,809,560,000.00] comprising students charges of four billion, six hundred and forty seven million, seven hundred and forty seven thousand naira [N4,647,747,000.00] and other revenue of two billion, one hundred and sixty-one million, eight hundred and sixteen thousand naira [N2,161,816,000.00]. The figure for students charges

is exclusive of the year 2020 figures due to the effect of COVID-19 and ASUU Strike.

- [c] The accounts of the University were audited for the period under review [2016-2020] by a firm of external Auditors [Messrs Aliyu & Usman – Certified National Accountants]. None of the accounts had adverse qualification. Management Letters relating to the accounting years covered by the visitation were done and delivered by the External Auditors and acted on by the University management.
- [vi] For the period under review [2016-2020], the sum of Nine billion, four hundred and thirteen million, six hundred and eighteen thousand, five hundred and fifty five naira, fifty five kobo [N9,413, 618,555.55] was spent on 589 projects out of which 538 were completed and 51 are on-going. These were projects from Appropriation; IGR; TETFund Interventions; Needs Assessment Phases I and II and Disaster Recovery Fund [DRF].
- [vii] The University has maintained a robust relationship with statutory bodies [FME, NUC, TETFund, JAMB, NYSC e.t.c.] in various aspects of its mandate. Much of the successes recorded were easily attributable to the quality of its leadership in management and Governing Council as well as the statutory bodies it related with over the years under review.
- [viii] The University law clearly spells out the constitution and functions of the University and its constituent's bodies. The law establishing the University has undergone series of amendments culminating in the amended Act 2019. However, it was observed that new Government policies are gradually undermining the lawful authority of the University to hire critical staff - especially academics for the sustenance of academic programmes. Mushrooming of Professional bodies is further compromising the roles of NUC and Senate of the University.
- [ix] Tracing the University's historical evolution, and net achievements, the Panel is of the opinion that UNIMAID has grown to almost its full capacity in physical and academic programmes, with 16 faculties, 14 Centres, 93 undergraduate programmes, 96 Post Graduate programmes, a student population of about 75,000 for post graduate, undergraduate, Diploma, Certificate and remedial studies. All but one of the programme [Agricultural Education] have been accredited by NUC. The staff strength has also grown over the years with about five thousand, one hundred and six [5,106] staff- 1725 academic and 3,381 non-academic. The University has through its style of sheer determination, careful planning and commitment to teaching, learning and research today become a key player in the society. It has produced great men and women for Nigeria in both public and private sectors of the national economy.

- [x] University of Maiduguri is situated in the epicentre of the Boko Haram insurgency that has been threatening peace and harmony in many parts of the country, particularly in the Northeast region for over a decade now. On the North Eastern flank of the University, lies a vast porous land that links the Sambisa Forest through Yale Village in Kondunga Local Government Area [LGA]. The insurgents have turned Maiduguri and the University into a theatre of war. In the period under review, there were over 16 suicide bomb attacks within the campus that claimed the lives of staff, students and the insurgents inclusive. The University has demonstrated uncommon resilience to remain open all through the period covered by this Visitation 2011-2020.
- [xii] Only about 11% of the students population are accommodated in 11 halls of residence, this has led to overcrowding, thereby overstretching available facilities. Efforts to build more hostels on BOT should be intensified. Related to the hostels, is the gross inadequacy of sporting facilities which need urgent attention to positively accommodate the excess energy of the young student population.
- [xiii] From the foregoing, the Panel appreciates the efforts of Federal Government in awarding the contract for fencing of the University and acquisition of security surveillance equipment. This is highly commendable. Government should fast-track the completion of the projects and further consider a special grant to the University, to address the huge financial burden imposed on it by the twin challenges of security and power supply. Maiduguri has been without Grid Power supply for the last four months [February to June, 2021].

CHAPTER 1

INTRODUCTION

1.1 Inauguration of the Panels

The President of the Federal Republic of Nigeria and Visitor to the University of Maiduguri, President Muhammadu Buhari, *GCFR* in exercise of the powers conferred on him, set up Visitation Panel for the University of Maiduguri, Maiduguri, Borno State along with other Federal Universities and Inter-University Centres. Consequently, the Panels were inaugurated on Tuesday, 13th April, 2021 in Abuja by the Honourable Minister of Education, Adamu Adamu at the Auditorium of the National Universities Commission, Abuja.

1.2 Composition of Panel

The University of Maiduguri Visitation Panel was made up of members who have wide and varied experiences in the academic, political and administrative organisation of tertiary institutions, and other public and private institutions in Nigeria. The members of the Visitation Panel to the University of Maiduguri, Maiduguri were as follows:

[i]	Prof. Hafiz Abubakar, <i>MFR, DSc.</i>	-	Chairman
[ii]	Chief Paschal Egerue	-	Member
[iii]	Alh. Aliyu Kamara	-	Member
[iv]	Mr. Ayo Bankole	-	Member
[v]	Prof. Albert Olayemi	-	Member
[vi]	Prof. Beke Sese	-	Member
[vii]	Mr. Adeleye Adeoye A.	-	Secretary

1.3 Terms of Reference [ToR]

The Panel's Terms of Reference were to:

- [i] To inquire into the level of implementation of the White Paper on the last Visitation Report;
- [ii] To look into the leadership quality of each University in terms of the roles of Governing Council, the Vice Chancellors and other Principal Officers;
- [iii] To look into the financial management of each institution including statutory allocations and Internally Generated Revenue over the recommended period and determine whether it was in compliance with appropriate regulations;

- [iv] To investigate the applications of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
- [v] To examine the adequacy of the staff and staff development programmes of each University;
- [vi] To determine the relationship between the University and the various statutory bodies it interacts with, according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship [i.e. Governing Council, National Universities Commission [NUC] and Federal Ministry of Education [FME];
- [vii] To examine the Law establishing the University including the relationship between the various internal organs, units, and offices and indicate the ways the Law has been observed by the competent authorities and also suggest any modification to the Law;
- [viii] To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and direction;
- [ix] To examine the general security in the University and how the University has dealt with it and recommend appropriate measures; and
- [x] To examine the process and structures of discipline of students in each University in line with due process of the rule of law.

CHAPTER 2

METHODOLOGY

2.1 Modus Operandi

- [i] The Panel worked for a period of 60 days in Maiduguri and Abuja to address the 10 Terms of Reference.
- [ii] As provided for in the laws setting up all public universities in Nigeria, visitations are conducted every five years. The last of such exercises was carried out in 2011, covering the period 2004-2010. In effect, the current exercise covered a 10-year period and all panels were expected to present two separate five-year reports; 2011-2015 and 2016-2020.
- [iii] The period under consideration in this particular report was from 2011-2015.
- [iv] Over the period of 60 days, the Panel applied several methods and strategies for data and information gathering to enable it address the Terms of Reference appropriately. These included:
 - [a] *Placed advertisement* via available and current media outlets calling for memoranda and invitation to Town Hall Meeting.
 - [b] *Courtesy Visits*: The Panel paid courtesy visits to Executive Governor of Borno State, HRH the Shehu of Borno, Commissioner of Police Borno State Command and Chairman, Jere Local Government Area.
 - [c] *Conducted site visits* to all the facilities and structures for teaching, learning and research, students' halls of residence, staff housing. All on-going projects were also inspected.
 - [d] *Town Hall Meeting*: The Visitation Panel organized a Town Hall Meeting for all stakeholders [including virtual participants]. A total of 168 participants were present.
 - [e] *Extensive interview and interaction with stakeholders*: Chairmen and members of the Governing Councils within the period under review, Vice Chancellors [present and former], other Principal Officers and Directors of Academic and Non-Academic Directorates, Academic Staff Union of Universities [ASUU], Non-Academic Staff Union of Educational and Associated Institutions [NASU], Senior Staff Association of Nigeria Universities [SSANU], National Association of Academic Technologists [NAAT], Students Union, Director, Department of State Services [Borno State], Key officers of the University [former and present] and other stakeholders especially those who made submissions to the Panel.
 - [f] Analysed all the memoranda received from staff, unions, students and other stakeholders and discussed with the authors.

2.2 The Report

The Report of the 2016 Visitation Panel to the University of Maiduguri, Maiduguri [2011-2015] is submitted in two volumes. These are [a]The Main Report; and [b] Appendices.

CHAPTER 3

Term of Reference No.1

To inquire into the level of implementation of the White Paper on the last Visitation Report

1.0 Introduction

- [i] In line with the provisions of Section 13 [2] of the University of Maiduguri, Decree No. 83 of 1979, Mr. President constituted a Visitation Panel to the University. The Panel along with other panels were inaugurated on Tuesday, 13th April, 2021 by the Honourable Minister of Education, Adamu Adamu, on behalf of Mr. President.
- [ii] The Panels were assigned Ten [10] Terms of Reference [ToR] amongst which, is to inquire into the level of implementation of the White Paper on the last visitation report [2004– 2010].
- [iii] Accordingly, the Panel in its report [2004 – 2010] elaborated on its findings/observations and proffered recommendations.
- [iv] The Views of the Government of the Federal Republic of Nigeria on the Visitation Panel Report into the Affairs of the University of Maiduguri [2004-2010] [White Paper] was released in 2012 to the public and was expected to have been implemented.

1.1 Findings/Observations

- [i] The Recommendations, Visitor’s directives and level of implementation of the Visitor’s response are detailed below:

- [a] Term of Reference 1:
To inquire into the level of implementation of the White Paper on the last Visitation Report

Visitation Panel’s Recommendation:

- a. There is need for the wide dissemination of the Visitor’s directives to Councils and for Councils to ensure that Principal Officers, Deans, Provost, and Directors with the system get acquainted with the directive of the Visitor.

Visitor’s comment: Accepted.

Action Taken:

The University administration had widely distributed copies of the Visitation report to all Principal Officers, Provost, Deans, Directors and Heads of units within the system. For even more wider

circulation and acquaintance, the University had published the report in a Special Bulletin of January-March 2012 Vol. VI No.11

Visitation Panel's Recommendation:

- b. In addition the following steps should be taken: eighteen months after the release of the White Paper, the University should be made to submit to the Federal Ministry of Education a report on steps it had taken to implement the directives of the White Paper.

Visitor's comment: Noted

Action Taken:

Steps were taken to implement all the directives of the White Paper.

The report to the Federal Ministry of Education on steps it had taken to implement the directives of the White Paper was however inadvertently not done as required.

The University apologises for this omission.

Visitation Panel's Recommendation:

- c. The cordial relationship the University maintains with the Federal Ministry of Education and all other agencies should be sustained.

Visitor's comment: Accepted

Action Taken:

The University has maintained the cordial relationship with the Ministry of Education and other government agencies such as JAMB and NUC.

Visitation Panel's Recommendation:

- d. The use of committee system in the governance of the University should be sustained

Visitor's comment: Accepted

Action Taken:

The University Management has maintained, further strengthened and enhanced the use of the committee system in the governance of the University.

Visitation Panel's Recommendation:

- e. The Vice-Chancellor has initiated a strategy of sending lecturers and non-academic staff to sister institutions in other parts of the country to understudy how those institutions internally generate revenue. This is commendable. However, when their reports are submitted, urgent action should be taken to process the emanating recommendations, so as to boost the revenue base of the University.

Visitor's comment: Accepted.

Action Taken:

The report of the committee on revenue generation saw to the establishment of the UNIMAID Ventures which is an umbrella outfit responsible for all revenue generation units. There is a Council Committee on UNIMAID Ventures that is working on the operational modalities of the outfits.

In addition, the Investment Unit of the University is being repositioned along with the recently introduced PPP Unit as directed by the Federal Government. A Director, who is a former Bursar of the University, had been appointed. A team of qualified staff with business or entrepreneurship background have been posted to the UNIMAID Investment and PPP Unit.

Visitation Panel's Recommendation:

- f. Despite the Visitor's directive and the external auditor's advice the number of bank accounts of the University be pruned, this has not been done. There is the need to maintain not more than five main accounts, while the students' accounts should not be more than ten in number for easy reconciliation and better accountability.

Visitor's comment: Accepted, and frowns at Management's disregard of extant regulations. Management is therefore directed to comply while Council ensures compliance.

Action Taken:

Many of the accounts have been closed; however it is not practicable to limit the number of accounts to the five [5] and the Students' Registration to ten [10]. This is due to the fact that apart from the capital, personnel and overhead which should have separate accounts as per Federal Government directives, other government agencies e.g. TETFund require more than one account; donor agencies too require separate bank accounts and the decentralized nature of the University into College and Faculties, Centres, directorates etc. require keeping separate accounts for each. Again

many of the accounts are collection accounts and not operative accounts.

Visitation Panel's Recommendation:

g. The Admissions Committee should be reviewed and strengthened, so as to forestall rumours of corruption and restore confidence in the administration.

Visitor's comment: Accepted.

Action Taken:

The Admissions Committee had been fully revived. All admissions are carried out by the Committee as mandated.

Visitation Panel's Recommendation:

h. The Security System in the University should be reviewed and restructured to meet the needs of the University Community.

Visitor's comment: Noted.

Action Taken:

The Security System had been reviewed in terms of the reliability of outfits, personnel [quality and number], remuneration, working tools, postings and supervision.

Visitation Panel's Recommendation:

i. The establishment of Institute of Education as directed by the Visitor should be done urgently as this is the only conventional University in the North East geo-political zone.

Visitor's comment: Noted.

Action Taken:

The University established the Institute of Education following the approval of Senate at its 275th meeting held on 6th September, 2015.

A block of offices and a brand new vehicle [bus] have been provided for the smooth operation of the Institute.

It has enrolled students and is about to graduate its first set of students.

Visitation Panel's Recommendation:

j. The Computer Centre should be made to function to cater for the needs of the University Community, without further delay.

Visitor's comment: Accepted.

Action Taken:

The Computer and ICT Centre has been upgraded and equipped.

Visitation Panel's Recommendation:

k. The Management of the Printing Press should be overhauled to make it profit oriented.

Visitor's comment: Accepted.

Action Taken:

The Printing Press has been overhauled fully with a manager, qualified staff and a Director overseeing the Press under the Investment Unit.

Visitation Panel's Recommendation:

l. The University should seek ways and means to attract the private sector for funds and patenting.

Visitor's comment: Accepted.

Action Taken:

Public Private Partnership [PPP] had been established with a mandate to harmonize all investments of the University and to attract private sector.

Visitation Panel's Recommendation:

m. The support of Alumni Association should be enlisted in solving some of the funding problems of the University.

Visitor's comment: Accepted.

Action Taken:

The national body of the Alumni Association has been invigorated for further coordination. The University Alumni Office is now fully functional with a strong data base that is being updated.

The University is actively leveraging on its wide base of alumni in the pursuit of various resources for benefit to the university.

Term of Reference 2:

To look into the Leadership Quality of the University in Terms of the Roles of the Governing Council, the Vice-Chancellor and other Principal Officers.

Visitation Panel's Recommendation:

a. The cordial relationship existing between the Council and Management is commendable and should be sustained in order to move the institution forward.

Visitor's comment: Accepted.

Action Taken:

The University Management has continued to maintain affable relationship with the Governing Council. This cordial relationship saw to the substantial progress in governance of the University.

Visitation Panel's Recommendation:

Quality of Council/Management Relationship:

b. The efforts of the Council, the Vice Chancellor and the Principal Officers to maintain a closely knit progressive administration, devoid of bitterness and rancour should be maintained and sustained

Visitor's comment: Accepted.

Action Taken:

The close relationship between the Council, Vice-Chancellor and the Principal Officers is being maintained drawing from the experiences of the immediate past Council.

Visitation Panel's Recommendation:

Council/Host Community Relationship

c. The mutual respect and cordial relationship being enjoyed by University and the host community should be sustained.

Visitor's comment: Accepted.

Action Taken:

The University Management maintains a very cordial relationship with its host community.

Visitation Panel's Recommendation:

Council/Government Relationship

d. The mature manner in which the Council is handling its affairs with both the Federal Government and State Governments within the catchment area should be commended, maintained and sustained

Visitor's comment: Noted.

Action Taken:

Management appreciates the commendation.

Term of Reference 3:

To look into the Financial Management of The Institution including Statutory Allocations and Internally Generated Revenue over the recommended period and determine whether it was in compliance with appropriate Regulations.

Visitation Panel's Recommendation:

a. The University should prune the number of University's bank accounts to not more than eight [8] and students' accounts to not more than ten [10].

Visitor's comment: Accepted. Directs Council to ensure compliance with extant circular on Bank Accounts.

Action Taken:

Many of the accounts have been closed; however it is not practicable to limit the number of accounts to the five [5] and the Students' Registration to ten [10]. This is due to the fact that apart from the capital, personnel and overhead which should have separate accounts as per Federal Government directives, other government agencies e.g. TETFund require more than one account; donor agencies too require separate bank accounts and the decentralized nature of the University into College and Faculties, Centres, Directorates etc. require keeping separate accounts for each. Again many of the accounts are collection accounts and not operative accounts.

Visitation Panel's Recommendation:

b. The University should apply to the Banks that are keeping their funds to negotiate and refund the excess charges deducted to date.

Visitor's comment: Accepted. *Particularly as Government Accounts are not subject to COT by Banks*

Action Taken:

The affected banks have since been contacted and action taken accordingly.

Visitation Panel's Recommendation:

- c. The University of Maiduguri Consultancy Limited should be manned professionally in order to generate revenue for the University.

Visitor's comment: Accepted.

Action Taken:

The University Consultancy Management Board had been reconstituted with the injection of more professionals to guide it towards generation of more revenue.

Visitation Panel's Recommendation:

- d. The University should ensure that a Fixed Assets Register is properly kept.

Visitor's comment: Accepted.

Action Taken:

A fixed Assets Register had been compiled and is being updated as new assets are acquired or old ones disposed.

Visitation Panel's Recommendation:

- e. The University should ensure that the purchasing unit or user Departments do not buy the same item at different price tags.

Visitor's comment: Accepted.

Action Taken:

Standard prices of items are established through Price Monitoring Unit of the University.

Visitation Panel's Recommendation:

- f. The Panel also recommends that the University should establish a price monitoring and intelligence unit.

Visitor's comment: Noted.

Action Taken:

University Management had deliberated and given approval for the establishment of a Price Monitoring and Intelligence Unit. Relevant staffs to man the Unit have been recruited.

Visitation Panel's Recommendation:

- g. The University should ensure that all advances given to staff are retired promptly.

Visitor's comment: Accepted.

Action Taken:

The policy in place now requires a staff to retire advance[s] within fourteen [14] days of receiving the advance[s] failure to which deduction shall commence from the salary of the staff. Cases of Purchase Advances to staff have also been reduced. Most purchases are made through contract/Local Purchase Order [LPO].

Visitation Panel's Recommendation:

- h. As soon as the reports of the revenue generating fact finding teams are submitted, management should waste no time to implement the adopted strategies.

Visitor's comment: Accepted.

Action Taken:

Recommendations of revenue generating fact-finding teams are being implemented.

Visitation Panel's Recommendation:

- i. The University accounting system should be computerized.

Visitor's comment: Accepted.

Action Taken:

The University accounting system is now fully computerised.

Visitation Panel's Recommendation:

- j. The Bursary Department should be staffed with adequate personnel.

Visitor's comment: Noted.

Action Taken:

Shortage of staff in the Bursary Department has been addressed. A good number of Accountants have been employed.

Visitation Panel's Recommendation:

- k. The Governing Council should maintain and sustain transparency and accountability in all the University's financial transactions.

Visitor's comment: Accepted.

Action Taken:

Due process and transparency in award of contracts and incurring of expenditure are followed in all transactions of the University. Periodic reports are also prepared as and when due.

Term of Reference 4:

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.

Visitation Panel's Recommendation:

- a. University should cultivate the habit of paying for services rendered by the Printing Press.

Visitor's comment: Noted.

Action Taken:

The University is now promptly paying for services rendered by the Printing Press.

Visitation Panel's Recommendation:

- b. The Printing Press should be upgraded, capitalized and fully commercialised.

Visitor's comment: Noted.

Action Taken:

The Printing Press has been upgraded to make it more profitable. The Printing Press is now a unit under the UNIMAID Investment.

Visitation Panel's Recommendation:

- c. The University should pay for all its outstanding debts on the jobs the Printing Press has done for it.

Visitor's comment: Noted.

Action Taken:

All jobs done by the Printing Press for the University have been paid for.

Term of Reference 5:

To examine the Capacity of the Staff and Staff Development Programmes of the University.

Visitation Panel's Recommendation:

- a. There are two hundred and thirty six academic staff currently registered for Ph.D. in local and overseas universities. This is encouraging and training and retraining of staff should be maintained and sustained.

Visitor's comment: Accepted.

Action Taken:

The University has continued with the training and re-training of academic staff both within and outside the country. At the moment, quite a number of staff are undergoing Masters and Ph.D. degree programmes within the country and abroad.

From 2011 to date, 562 staffs have been on Ph.D. programmes. Some of these have recently completed their Ph.Ds and resumed duty.

Visitation Panel's Recommendation:

- b. The University is encouraging the use of Visiting Professors to cover the gap in staff and this should be sustained, without necessarily abandoning the training of the up and coming junior academic staff.

Visitor's comment: Accepted.

Action Taken:

Engagement of professors and other senior academic staff on visiting and sabbatical appointments is maintained.

Visitation Panel's Recommendation:

- c. The University has signed MoU with some local and foreign Universities for linkages and exchanges in various disciplines. This should be encouraged and sustained.

Visitor's comment: Accepted.

Action Taken:

More linkage arrangements with foreign Universities on specific interests have been made. Notable among which are University of Wolverhampton [MoU] signed on Entrepreneurship and Enterprise Development; University of Bradford [MoU signed on Engineering, Pharmacy and Peace Studies], as well as University Putra, Malaysia [Academic Staff Training in Veterinary Medicine and Engineering].

Visitation Panel's Recommendation:

d. There is a systematic drive to encourage Professors from other Universities to come here for their sabbatical as part of the mentoring process. The Panel recommends that this should be sustained.

Visitor's comment: Accepted.

Action Taken:

Efforts to attract Professors from other Universities to come on sabbatical was sustained despite the security challenges.

Visitation Panel's Recommendation:

e. The University should as a matter of urgency make the Computer Centre functional, to the point that staff and students can access any information necessary to encourage and aid teaching and learning.

Visitor's comment: Accepted.

Action Taken:

The Computer and ICT Centre has been reorganized by upgrading ICT infrastructure to take care of evolving challenges.

Visitation Panel's Recommendation:

f. There is need to organise workshops on teaching methods for new teaching staff.

Visitor's comment: Accepted.

Action Taken:

Various workshops on research proposal writing, teaching methods, among many others, have continued to be organized periodically. This is in addition to sponsoring attendance of workshops, conferences and seminars outside the University. The College and faculties have been organizing seminars on teaching methods.

Visitation Panel's Recommendation:

g. Lecturers should be encouraged and funded to enroll in diploma awarding ICT courses that can sharpen their pedagogical skills.

Visitor's comment: Accepted.

Action Taken:

All academic staff have been encouraged to embrace ICT knowledge. Management had made it a requirement in its employment of new academic staff.

Most staff have enrolled for ICT based courses and obtained/upgraded their ICT knowledge.

Visitation Panel's Recommendation:

h. The University should, as a matter of urgency, establish and maintain a befitting website.

Visitor's comment: Accepted.

Action Taken:

A website for the University is already in place and active.
www.unimaid.edu.ng

ACADEMIC STAFF DEVELOPMENT PROGRAMMES

Visitation Panel's Recommendation:

i. Training and retraining of staff, both senior and junior should be encouraged and sustained for strategic succession planning programmes.

Visitor's comment: Noted.

Action Taken:

The training and re-training of all categories of staff is sustained by the University.

Visitation Panel's Recommendation:

j. Establishment of new linkages and exchanges should be encouraged and old ones sustained.

Visitor's comment: Accepted.

Action Taken:

The University sustains the tempo of establishing new linkages while maintaining the existing ones.

Visitation Panel's Recommendation:

- k. The University should seek for ways of signing more MoUs with foreign and older Nigerian Universities for further exposure of its staff.

Visitor's comment: Accepted.

Action Taken:

MoU with the University of Wolverhampton, University of Bradford and Wolverhampton City Council in United Kingdom have been signed.

QUALITY OF FACILITIES IN THE FACULTIES:

FACULTY OF AGRICULTURE:

Visitation Panel's Recommendation:

- l. The University should find a way of restocking the animals in the Faculty farm for effective practicals.

Visitor's comment: Accepted.

Action Taken:

The University Animal Farm is well stocked with animals now.

CONSULTANCY SERVICES:

Visitation Panel's Recommendation:

- m. A qualified member of staff, knowledgeable in consultancy service should be posted to man this outfit in order to devise ways and means of diversifying its business with a view to generating more revenue for the University.

Visitor's comment: Noted and directs Council to run the Consultancy Unit as a viable commercial venture.

Action Taken:

The University Council had reconstituted the Consultancy Management Board and saddled it with the responsibility of repositioning the Unit.

The UNIMAID Consult is now a viable commercial venture running many services.

COMPUTER CENTRE:

Visitation Panel's Recommendation:

- n. If the Centre is to be maximally utilized by the University community, then the University should source for funds to pay for the required internet service provider fees.

Visitor's comment: Accepted.

Action Taken:

This had been handled as part of the reorganization of the Computer and ICT Centre.

A grant of over One hundred million naira [N100,000,000] is secured to be injected into upgrading internet facilities on campus.

More interventions are sought in that regard.

THE PRINTING PRESS:

Visitation Panel's Recommendation:

- o. The Press should be given a loan by the University, so that it can purchase some badly needed high-tech equipment to compete favourably with other Printing Press of the time.
- p. The Press can be commercialized after a period of moratorium and then the University can stop paying the emoluments of its staff.
- q. When the above would have been carried out, then a Board of Directors with an experienced printing technology expert as manager should be put in place to manage it. It should be self-financing and can use part to pay whatever staff it engages

Visitor's comment: Noted and direct Council to run the Printing Press as a viable commercial venture.

Action Taken:

The Governing Council had noted that and had revitalized the Printing Press by acquiring the needed state-of-the-art equipment and engagement of a professional as a Manager.

A new 100KVA generator had been acquired. The Printing Press is now a Unit supervised by the UNIMAID Investment.

The University Governing Council had directed that the Printing Press be transferred fully to the Investment unit and be managed by UNIMAID Ventures.

The Printing Press has been commercialized under the Investment following the Council directive. It is being managed under the leadership of Director, Investment Unit.

The Council has directed the Press to be self-financing.

Visitation Panel's Recommendation:

- r. The bold step taken by the present administration by allowing committee system of governance to operate in the quest for fair deal for everybody in the University community is commendable, and should be sustained.

Visitor's comment: Accepted

Action Taken:

The use of the Committee System is being sustained.

Term of Reference 6:

To determine the Relationship between the University and the various Statutory Bodies it interacts with according to its Law for the purposes of Supervision, Planning, Finance, Discipline, Guidance and any other Relationship the University may have in dealing with the said Bodies including the University Governing Council, The National Universities Commission and the Federal Ministry Of Education as well as the Visitor.

Visitation Panel's Recommendation:

- a. Government can no longer fully underwrite the cost of University education. It should therefore review the philosophy and organizational structure it had in place for the development of the University system to take cognizance of this reality.
- b. The Visitor should authorize a visitation to the NUC to review its performance and identify areas of challenge it faces in the execution of its functions.

- c. Government should review the laws governing the powers of Councils of Universities so as to give them sufficient financial autonomy to enable them enhance University performance without sacrificing academic freedom.

Visitor's comment: Noted

Action Taken:

Recommendations [a], [b] and [c] are for the Federal Government to address.

QUALITY OF COUNCIL/MANAGEMENT RELATIONSHIP

Visitation Panel's Recommendation:

- d. The tempo of heightened interest and collaboration between Council and Management should be sustained.

Visitor's comment: Accepted.

Action Taken:

The tempo of heightened interest between the Council and Management is sustained.

Visitation Panel's Recommendation:

- e. A letter of commendation and appreciation should be written to the Pro-Chancellor and Chairman of Council for his benevolence and generosity.

Visitor's comment: Noted

Action Taken:

Management had written a letter of commendation to the Pro-Chancellor and Chairman of Council for his benevolence and generosity.

COUNCIL/GOVERNMENT RELATIONSHIP:

Visitation Panel's Recommendation:

- f. The present level of harmony between Council and Government should be maintained and sustained.

Visitor's comment: Accepted

Action Taken:

The University Council has maintained and sustained harmony with the Federal Government.

RELATIONSHIP WITH FEDERAL MINISTRY OF EDUCATION AND OTHER STATUTORY BODIES:

Visitation Panel's Recommendation:

- g. The present cordial relationship existing between the University and the Federal Ministry of Education and other statutory and professional bodies should be maintained and sustained.
- h. Since the University, Federal Ministry of Education and the supervising bodies are working towards a common goal, any areas of friction should be settled through dialogue and respect for the rule of law.
- i. The support from the Education Trust Fund [ETF] appears to be the most important source of funding for capital projects at the University of Maiduguri. This means that normal budget allocation is no longer capable of supporting capital development in the University. Notwithstanding this observation, the relationship with ETF should be strengthened so as to secure more assistance in the development of infrastructural facilities and equipment supply.

Visitor's comment: Noted.

Action Taken:

The University has maintained and sustained good relationship with the Federal Ministry of Education and other statutory and professional bodies.

The University has strived to work amicably with the Federal Ministry of Education and other supervising bodies. All contending issues are settled through dialogue and respect for the rule of law.

The University Management has continued liaising with TETFund for special allocations to address some of the pressing needs of the University.

COUNCIL/SENATE RELATIONSHIP:

Visitation Panel's Recommendation:

- j. Council should maintain a very good relationship with Senate, some members of whom are Council members.
- k. It is undesirable and unproductive for any University Council to have strained relationship with its Senate; hence the very good and cordial relationship between Council and Senate at the University of Maiduguri should be commended and sustained.

Visitor's comment: Noted.

Action Taken:

Council has sustained the cordial relationship between it, Management, Senate and the entire University Community.

The University Council has sustained the good and cordial working relationship with the University Senate.

COUNCIL/PRINCIPAL OFFICERS RELATIONSHIP:

Visitation Panel's Recommendation:

- l. The present Pro-Chancellor is well connected in government and private circles, and the Council and Principal Officers should use this not only as an opportunity to tap from his experience but should also leverage his influence for assistance from contacts of the Chairman especially in the provision of materials and equipment for the University without necessarily becoming subservient to him.

Visitor's comment: Rejected. As this recommendation is superfluous.

Action Taken: Council and Management had noted this.

Term of Reference 7:

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 the competent authorities and also suggest any modifications to the Law considered necessary or desirable to enable the University to better achieve its objectives.

COMPOSITION OF COUNCIL AND ITS QUALITY:

Visitation Panel's Recommendation:

- a. The choice of a national figure like the present Council Chairman is in order and commendable.

Visitor's comment: Noted.

Action Taken:

The University appreciates the commendation of the Council Chairman.

Visitation Panel's Recommendation:

- b. The cordial relationship existing between members of the Council is commendable and should be sustained.

Visitor's comment: Accepted.

Action Taken:

The University appreciates the commendation and has sustained the cordial relationship among Council members.

ADHERENCE TO DUE PROCESS AND STATUTORY PROVISIONS:

Visitation Panel's Recommendation:

- c. The Council, headed by a seasoned lawyer should be commended for adhering to the provisions of the law of the University.

Visitor's comment: Noted.

Action Taken:

Council appreciates the commendation.

Visitation Panel's Recommendation:

- d. The Council and Management should also be commended for running a crisis-free University for at least two sessions.

Visitor's comment: Noted.

Action Taken:

Council and management appreciate the commendation. The University has continued to maintain peace on campus.

Visitation Panel's Recommendation:

- e. The monitoring Committees on the ETF projects should not rest on its oars, but should maintain its tempo to ensure that contractors complete their projects on schedule.

Visitor's comment: Accepted.

Action Taken:

All TETFund projects have been completed and handed over to user departments.

ADHERENCE TO UNIVERSITY MANDATE:

Visitation Panel's Recommendation:

- f. In order to encourage Universities to focus on their mandates, the NUC should introduce specific elements into its performance measurement instruments that:

- [i] assess the fidelity of institutions to their respective mandates

- [ii] assess the impact of institutions on their immediate environment and the national development effort.

Visitor's comment: Noted. At variance with the Term of Reference

Action Taken:

Council agrees with the position of the Visitor on this recommendation.

Visitation Panel's Recommendation:

- g. The Specialist Research Centres should begin to advertise their activities and capabilities throughout the whole of the North East geo-political zone and to other interested agencies and individuals in an effort to offer professional advice and sell whatever services the Centre can offer.

Visitor's comment: Noted. At variance with the Term of Reference

Action Taken:

The Centres, namely CAZS, CDRMDS, CPDDS, CTSS CNERT, UMBIOTECH and NWRDNet have been responding to this recommendation by organizing workshops, short term trainings and sensitization visits to states in the North-East geo-political region.

Visitation Panel's Recommendation:

- h. The University should go further to discuss with the parent agencies of some of these Centres in order to arrive at long term MoUs with them. That way the Centres will not be abandoned and left hanging in the middle of the journey.

Visitor's comment: Noted. At variance with the Term of Reference
Action Taken:

That has already been done with all the centres.

The centres are vibrant and performing up to expectation.

Visitation Panel's Recommendation:

- i. Council and Management should make special efforts to enlist the support of the Alumni Association in promoting the interest of the University.

Visitor's comment: Noted. At variance with the Term of Reference

Action Taken:

The national body of the University of Maiduguri Alumni Association has been formed for better coordination.

Term of Reference 8:

To trace the Historical Evolution of the University and take stock of its Net Achievements and problems as well as its style and direction.

It was noted that this Term of Reference was not attended to by the Panel.

Term of Reference 9:

To examine the General Security in the University, how the University has dealt with it and recommends appropriate measures to deal with it.

Visitation Panel's Recommendation:

- a. The University Management should ensure compliance with the 2005 Government policy on the outsourcing of security operations.

Visitor's comment: Accepted. And is aware that security is an outsourced cadre and directs Council to get the best bargain in selecting Security Service Provider.

Action Taken:

Council and Management have complied with this directive and have engaged security service providers to man the Security Services of the University.

Visitation Panel's Recommendation:

- b. A functional Security Committee be constituted by the University with membership from all relevant departments and units.

Visitor's comment: Accepted.

Action Taken:

The Security Committee of the University has been reconstituted with membership from the University community, host community, the Police, the DSS and other security services. The Committee has been meeting regularly.

Visitation Panel's Recommendation:

- c. There should be annual security survey reports, appraising security situations on campus with suggestions for future plans.

Visitor's comment: Accepted.

Action Taken:

Security Committee has been submitting periodic reports to appraise security situation on campus. It has been offering suggestions which have helped management to maintain security of life and property on campus.

Visitation Panel's Recommendation:

- d. A qualified Security Officer be employed by the University to man the Security Department.

Visitor's comment: Noted. Directed that the Security cadre be outsourced while the supervision of the Security unit be placed under the Registry.

Action Taken:

A qualified [Retired Police Officer] Officer was appointed as Chief Security Officer.

Term of Reference 10:

To examine the processes and Structures of the Mechanisms for Discipline of Students in the University in order to ascertain compliance with Due Process of the Rule of Law.

Visitation Panel's Recommendation:

- a. The University, should as a matter of urgency, complete the construction of the toilets and extend same to the lecture areas, so as to lessen or reduce the issue of rampant defecation of the campus.

Visitor's comment: *Accepted*

Action Taken:

Rehabilitation/reconstruction of toilets in all students hostels have been completed and being used.

Similarly, toilets have been constructed in the Multi-purpose Lecture Halls area and other strategic locations.

Visitation Panel's Recommendation:

- b. The University should step up discussion with interested persons or organizations to encourage them to start building more hostels under the BOT program in order to alleviate the problem of student accommodation.

Visitor's comment: *Accepted.*

Action Taken:

The University had engaged a private developer [Dari Investment Ltd.] to construct some 10,000 bed space hostels in the University. Site for the project measuring about 40,000 sqm. have been allocated to the developer.

Talks are on with other property developers for BOT hostels.

Visitation Panel's Recommendation:

- c. The Company presently hired to do the cleaning of the campus should have its contract terminated as soon as an alternative arrangement can be made to the same effect.

Visitor's comment: Noted and directs Council to get the best bargain in selecting a Cleaning Service Provider

Action Taken:

The contract with the company in question had been terminated. More reliable and competent companies have been engaged for better performance.

Visitation Panel's Recommendation:

- d. Henceforth, efforts should be made to ensure that elections into SUG are held as and when due, in order to forestall students unrest.

Visitor's comment: *Noted.*

Action Taken:

Management had been trying to comply with this directive but security and other issues necessitated the present arrangement of Student Union caretaker committee.

Management is making effort to conduct Student Union election whenever feasible.

Visitation Panel's Recommendation:

- e. As soon as a new SUG is inaugurated and/sworn in, efforts should be made to conduct for them some orientation workshop on their expected roles and duties within the campus social and academic life.

Visitor's comment: *Accepted.*

Action Taken:

This is being implemented and is yielding fruitful results.

Visitation Panel's Recommendation:

- f. The Counseling Unit should be strengthened to address varying adolescent issues of the students, bearing in mind, their age group and juvenile tendencies.

Visitor's comment: *Accepted.*

Action Taken:

The University Guidance and Counselling Centre has been set up and is handling varying adolescent issues of the students.

Visitation Panel's Recommendation:

g. If the Administration expects commensurate mature behaviour from the students then it should strengthen the Students' Disciplinary Committee and ensure that only lecturers with character and integrity are appointed members of that committee.

Visitor's comment: *Accepted.*

Action Taken:

The Students' Disciplinary Committee had been reconstituted with senior academic and non-academic staff as members. Disciplinary cases are now handled promptly.

- [ii] There is substantial compliance with the directives of the Visitor as contained in the Views of the Government of the Federal Republic of Nigeria on the Visitation Panel Report into the Affairs of the University of Maiduguri [2004-2010] [White Paper]. This was clearly enumerated in management response and from observations of the Panel. In well over 95% of the recommendations/Visitor's directives, the University administration had tried to implement the decisions. However, there are few but critical areas that are yet to be implemented.
- [iii] Although the record of implementation of the decisions of the White Paper is impressive, nonetheless the level of awareness on decisions in the last White Paper [2004 – 2010] was low among the stakeholders and the larger University community. This was revealed during the Town Hall meeting with stakeholders.

However, the Panel noted that University Management made effort to bring the contents of the White Paper to the attention of the University community. From the records of Governing Councils meetings, the Vice Chancellor presented a Report on Level of implementation of the White Paper at the 123rd and 139th Meeting of Council held on 4th April, 2012 and 22nd May, 2014 respectively for appropriate action. Council noted in 2012 the presentation but

further directed the Management in 2014 to fast-track the commencement of Collegiate system for the College of Medical Science, establishment of Institute of Education among others. The Panel also sighted a SPECIAL BULLETIN PUBLICATION of the University of January – March 2012 Vol. 1 No. 11 which published the report of the visitation.

Recommendations

- [a] University Governing Councils should ensure that Government White Paper form part of their working document and that the Visitor's directives are carried out expeditiously.
- [b] The Council should ensure that White Paper is presented openly to the University community.
- [c] The White Paper should be placed permanently on the University web site for the time it lasts and hard copies placed in the University Library for ease of access.

CHAPTER 4

Term of Reference No.2

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

1.0 Introduction

The University of Maiduguri has been an auspicious beneficiary of quality leadership from highly committed administrators over the years, which has translated into sustained high level human and infrastructural development. The vision and mission of its great founding fathers have continued to drive their common goals and aspirations of promoting teaching, learning, industry and research. The history of cooperation between the University of Maiduguri Management and the Governing Council in their respective roles to achieve its common objectives has been well documented.

2.0 Role of Pro-Chancellor and the Governing Council:

2.1.1 Finding and Observations:

- [i] The Governing Council, headed by the Pro-Chancellor, is the highest decision making body of the University with overall responsibility for the policies, and operations of the University including matters of finance, staff conditions of service and discipline, the property of the University, building programmes and material provisions for students.
- [ii] The Universities [Miscellaneous Provisions] [Amendment] Act, 2012 provides for the composition of Governing Councils in all Federal Universities consisting of the following:
 - [a] The Pro-Chancellor
 - [b] The Vice-Chancellor
 - [c] The Deputy Vice-Chancellor
 - [d] One person from the Federal Ministry responsible for Education

[e] Four persons representing a variety of interest and broadly representative of the whole Federation to be appointed by the National Council of Ministers

[f] Four persons appointed by the Senate from among its members

[g] Two persons appointed by Congregation from among its members

[h] One person appointed by Convocation from among its members.

[iii] The Registrar serves as Secretary to the Council.

[iv] A Governing Council will thus consist of 15 members or more depending on the number of Deputy Vice Chancellors, the Council may, from time to time deem necessary for the proper administration of the University.

2.1.2 [i] Two Governing Councils at different periods presided over the affairs of the University of Maiduguri during the reporting period of 2010 – 2015.

[a] The Governing Council led by Dr. B.O. Babalakin, inaugurated on Monday, 16th March, 2009 consisted of the following members:

- i. Dr. B.O. Babalakin, *SAN, OFR* - Pro-Chancellor & Chairman
- ii. Prof. M.M. Daura - Vice-Chancellor
- iii. Prof. Yaganami Karta - Deputy Vice Chancellor [Central Administration]
- iv. Prof. Ibrahim A. Njodi - Deputy Vice Chancellor [Academic Services]
- v. Hon. Douye Diri - Council Member [Rep. Public Interest]
- vi. Dr. B. K. Adasen - Council Member [Rep. Public Interest]
- vii. Alh. Baba Gana Malarima - Council Member [Rep. Public Interest]
- viii. Mr. Ebenezer Fayemi - Council Member [Rep. Fed. Min. of Educ.]
- ix. Prof. A.A. Tahir - Council Member [Rep. Senate]
- x. Prof. A.A. Fajonyomi - Council Member [Rep. Senate]
- xi. Prof. P. E. Odo - Council Member [Rep. Senate]
- xii. Prof. J. A. Ameh - Council Member [Rep. Senate]
- xiii. Mal. Bukar Usman - Council Member [Rep. Congregation]
- xiv. Dr. Kalli A.Y. Gazali - Council Member [Rep. Convocation]
- xv. Babagana M. Aji - Registrar & Secretary

[ii] Only three members representing a variety of public interest instead of four were appointed in this Governing Council.

[iii] There was also only one member representing Congregation, instead of two in this Council.

[iv] Principal Officers and professional advisers comprising the Bursar, University Librarian, Director of Works and Physical Planning, the Deputy Registrar [Council and General Administration] and the Deputy Registrar [Legal] were also in attendance as part of the Governing Council.

- [v] There was ample evidence of a very good working relationship between the Governing Council and the University Management.
- [vi] All the requisite meetings of Council were duly held, well attended and documented in the last two years of the tenure of the Dr. Babalakin led Governing Council that fell within the reporting period of this Visitation.
- [vii] The tenure of the Dr. Babalakin Governing Council ended in March, 2013.
- [b] The Governing Council led by Alhaji Lawan Bukar Marguba, inaugurated on Tuesday, 9th April, 2013 consisted of the following members:
- i. Alhaji Lawan Bukar Marguba - Pro-Chancellor & Chairman
 - ii. Prof. Mohammed M. Daura - Vice-Chancellor
 - iii. Prof. Yaganami Karta - Deputy Vice-Chancellor [Central Admin.]
 - iv. Prof. Ibrahim A. Njodi - Deputy Vice-Chancellor [Academic]
 - v. Princess Gloria Adebajo Fraser - Member [Rep. Public Interest]
 - vi. Chief Innocent Oparadike - Member [Rep. Public Interest]
 - vii. Engr. [Dr.] Paul Attah - Member [Rep. Public Interest]
 - viii. Alhaji Adamu A. Waziri - Member [Rep. Public Interest]
 - ix. Barr. Oluwatofunmi E. Akamo - Member [Rep. Fed. Min. of Educ.]
 - x. Sir [Prof]. O. A. Sodipo, KJW - Member [Rep. Senate]
 - xi. Prof. Dilli Dogo - Member [Rep. Senate]
 - xii. Prof. Isa Marte Hussaini - Member [Rep. Senate]
 - xiii. Prof. Alhaji Maina Gimba - Member [Rep. Senate]
 - xiv. Dr. A. M. Brono - Member [Rep. Congregation]
 - xv. Ahmad Lawan - Member [Rep. Congregation]
 - xvi. Babagana M. Aji - Registrar & Secretary
- [viii] Government announced Alhaji Kashim Imam as the Chairman but later changed to Alhaji Mohammed Goni who also declined the office. Alhaji Ballama Manu was subsequently appointed as Pro-Chancellor and held his inaugural Council meeting on Thursday, 11th July, 2013 and a second meeting of Council on Thursday, 26th September, 2013.
- [ix] Alhaji Lawan Bukar Marguba was later appointed as Pro-Chancellor and Chairman of the Governing Council of the University of Maiduguri and held his inaugural meeting on Wednesday, 15th January, 2014.
- [x] There was no Council Member representing Convocation in the Lawan Bukar Marguba led Governing Council.
- [xi] The Alhaji Lawan Bukar Marguba led Governing Council superintended over the process of appointment of Professor Ibrahim

Abubakar Njodi as Vice-Chancellor of University of Maiduguri, who assumed office on Tuesday, 3rd June, 2014 for a single tenure of five [5] years in line with Decree 11 of 1993 as amended by the Universities [Miscellaneous Provisions] Act 2003. It is worthy to note that Professor Ibrahim Njodi is the 10th Vice Chancellor and second alumnus of the University to occupy the exalted office of the Vice-Chancellor.

- [xii] A new Librarian, Professor Emmanuel Camble was also appointed by this Council.
- [xiii] The appointment of the Registrar, Mr. Babagana M. Aji was terminated by this Council following a breach of the University procedure after a Special Meeting of Council held on 6th March, 2015.
- [xiv] Council and the University Management made a number of notable courtesy visits to some State Governors and high profile corporate organizations. The list includes but not limited to the following:
- Executive Governor of Borno State, His Excellency, Alhaji Kashim Shettima on Thursday, 10th July, 2014 and Wednesday, 29th April, 2015.
 - Executive Governor of Kano State, His Excellency, Engr. [Dr.] Rabiu Musa Kwankwaso on Sunday, 8th March, 2015.
 - Executive Governor of Gombe State, His Excellency, Dr. Ibrahim Hassan Dankwambo on Monday, 24th August, 2015.
 - The Nigerian Liquefied Natural Gas [NLNG]
 - Governor of the Central Bank of Nigeria [CBN]
 - Federal Roads Maintenance Agency [FERMA]
 - Managing Director, Drought and Desertification Commission, Abuja
 - Executive Secretary, Tertiary Education Trust Fund [TETFund] Headquarters, Abuja.
- [xv] Some major capital projects and considerable infrastructural development recorded in the University during the period can readily be linked to the positive outcome of these visits. Some of the projects and interventions include the following:
- Borno State Government completed ten [10] units of 2-bed room houses for staff and a standard Third [3rd] aquifer borehole and these projects were commissioned by the Executive Governor of Borno State, His Excellency, Hon. Kashim Shettima on 30th January, 2015.

- The University received Special Intervention from NLNG for the construction and equipping of an Engineering Laboratory to the tune of ₦360 million.
- CBN first intervention for the provision of ₦500million Entrepreneurship Centre had been completed and handed over to the University.
- A second intervention for the provision of thirteen billion naira [₦13billion] by the CBN for Faculty facilities and hostels had earnestly commenced.
- Skye Bank donated One million naira [₦1million] towards sports development in the University.

[xvi] Council working in tandem with the University Management also ensured and sustained staff welfare and development by approved study fellowships, recruitments, promotions, and staff disciplinary procedures.

[xvii] The University played host to the visit of His Royal Highness, the Shehu of Borno, Alhaji [Dr.] Abubakar Umar Ibn Garbai Al-Amin El-Kanemi on 3rd December, 2015. It was the first ever by any Shehu of Borno since the creation of the University of Maiduguri in 1976. The Shehu of Borno, who is also an alumnus of the University, maintains a very cordial relationship with the University.

Recommendations

[a] The harmonious working relationship between the University Management and the Governing Council should be sustained, nurtured and maintained in order to ensure efficient and effective management of tasks and resources towards achieving common goals and aspirations of the University.

[b] The practice of the University Management in reaching out by way of courtesy visits to top Government and corporate individuals and organizations is commendable and should be sustained for the benefit of the University.

2.2 Role of Vice Chancellor and the Senate

Findings/Observations

- [i] The Senate, chaired by the Vice Chancellor, is responsible for all academic affairs of the University, including the determination of the University Academic Calendar, the provision of courses, and the approval of their syllabuses; the admission and progress of students through examinations, the award of degrees and distinctions, and regulating discipline among students.
- [ii] The period under review coincided with separate tenures of two Vice Chancellors:
- [a] Prof Mala M. Daura 3rd June, 2009 – June 2014
[b] Prof Ibrahim Abubakar Njodi 3rd June, 2014 [incumbent]
- [iii] Records showed that both Vice Chancellors effectively presided over their Senates. Regular Senate meetings were held statutorily every last Thursday of the month, while Special Senate meetings were convened to address specific issues of utmost necessity that may arise from time to time. Records available to the Panel indicated that attendance at the meetings was satisfactory and minutes were properly documented.
- [iv] The Senate also duly elected its four members to serve on the respective Governing Councils within the period under review;
- [a] Dr. B.O. Babalakin led Governing Council: 2009 - 2013
- i. Prof. A.A. Tahir - Council Member [Rep. Senate]
 - ii. Prof. A.A. Fajonyomi - Council Member [Rep. Senate]
 - iii. Prof. P. E. Odo - Council Member [Rep. Senate]
 - iv. Prof. J. A. Ameh - Council Member [Rep. Senate]
- [b] Alhaji Lawan Bukar Marguba led Governing Council: 2013 - [incumbent]
- i. Sir Prof. O. A. Sodipo, KJW - Council Member [Rep. Senate]
 - ii. Prof. [Sir] Dilli Dogo - Council Member [Rep. Senate]
 - iii. Prof. Isa Hussaini Marte - Council Member [Rep. Senate]
 - iv. Prof. Alhaji Maina Gimba - Council Member [Rep. Senate]
- [v] The Senate also duly elected two [2] Deputy Vice Chancellors as provided under subsection 2.C of the Universities [Miscellaneous Provisions] [Amendment] Act, 2012 to assist the Vice Chancellor in the performance of his functions.
- [vi] Under Prof Mala M. Daura's tenure as Vice Chancellor:
- i. Prof. Yaganami Karta - Deputy Vice-Chancellor [Central Administration]
 - ii. Prof. Ibrahim A. Njodi - Deputy Vice-Chancellor [Academic Services]
- [vii] Under Prof. Ibrahim Abubakar Njodi's tenure as Vice Chancellor:
- i. Prof. Abdullahi H. Godowoli - Deputy Vice-Chancellor [Central Admin.]
 - ii. Prof Aliyu Shugaba - Deputy Vice-Chancellor [Academic Services]

- [viii] The Law provides that Deputy Vice Chancellors hold office for a period of two years beginning from the effective date of their appointment and maybe re-appointed for one further period of two years and no more.
- [ix] Until his appointment as Vice Chancellor, Prof Ibrahim Abubakar Njodi was Deputy Vice Chancellor [Academic Services] and regularly attended Governing Council meetings along with the Deputy Vice Chancellor [Central Administration]
- [x] There was a period of one [1] year and nine [9] months following the appointment of Prof Ibrahim Abubakar Njodi during which the University of Maiduguri was without Deputy Vice Chancellors.

Recommendation

The maturity with which Senate affairs were handled and mutual respect enjoyed by the Vice Chancellor, Deputy Vice Chancellors and the Senate should be sustained.

2.3 Role of other Principal Officers

2.3.1 Registrar

2.3.1.1 Findings and Observations

- [i] The Registrar heads the Registry, which is the highest administrative organ of the University, and responsible to the Vice Chancellor for the day-to-day administrative work-flow in the University.
- [ii] The Registrar served as Secretary to the major organs of the University, namely; the Governing Council, the Senate, Congregation and Convocation.
- [iii] The Registry of the University of Maiduguri was since its inception, sub-divided into five Divisions as follows:
 - a. Office of the Registrar
 - b. Council and General Administration
 - c. Academic Division
 - d. Establishment
 - e. Student Affairs Division
- [iv] Each of these Divisions are separate entities but constitutes the major components that enables the Registrar to provide the required administrative support that the University requires to function properly.

[v] Babagana M. Aji was appointed Registrar of the University of Maiduguri on 4th July 2011. His appointment was however terminated by the Governing Council on 6th March, 2015 following a breach of the University procedure, and was subsequently replaced by Tijjani Bukar who was appointed Registrar in acting capacity with effect from 6th March, 2015. The Governing Council further directed that the post of Registrar University of Maiduguri be advertised in two widely circulated newspapers.

2.4 University Librarian

2.4.1 Findings and Observations:

[i] The University of Maiduguri Library, renamed Ramat Library to immortalize the late Military Head of State, General Murtala Ramat Mohammed was established since the inception of the University in 1975.

[ii] The University Librarian is the academic and administrative head of the University Library, and responsible to the Vice-Chancellor for the development of the University Library system, including the procurement and organization of the teaching and research materials from various publishing channels, in response to the needs from the respective Faculties, Departments and other Units of the University.

[iii] The Governing Council appointed Professor Emmanuel Camble as the University Librarian in 2014, and to hold the office for a period of five [5] years effective from the date of his appointment. Professor E. Camble, who succeeded Mr. James A. Agaja, was until his appointment as the University Librarian, the Dean of the Faculty of Education.

2.5 Bursar

2.5.1 Findings/Observations:

[i] The Bursar is the Chief Financial Officer of the University, responsible to the Vice-Chancellor in all matters relating to finance, in particular, the disbursement of funds, financial accounting, and treasury services as well as certain planning and budgeting activities.

[ii] Mr. Bitrus H. Usmana was the University Bursar during the period under review.

Recommendation

The Principal Officers should continue to maintain the existing cordial relationship among one other and extend same to the University community.

CHAPTER 5

Term of Reference No. 3

To look into the financial management of each institution including statutory allocations and Internally Generated Revenue over the recommended period and determine whether it was in compliance with appropriate regulations

1.0 Introduction

- [i] University of Maiduguri was established in 1975 as a second generation Federal University. Its financial management has over time been guided by Federal Government Public Sector Accounting and Financial directives through the Federal Ministry of Education, Federal Ministry of Finance, the Accountant General of the Federation [AGF] and the Auditor General for the Federation [AuGF]. In addition to these are Due Process documents such as University of Maiduguri Financial Instructions 2005.
- [ii] Basically, the Panel found two types of fund inflow to the University.
 - [a] Capital grants, statutory allocations for personnel costs and interventions from agencies such as Tertiary Education Trust Fund [TETFund] and other local and international donor agencies. These were regulated and guided by relevant agencies of the Federal Government such as the Federal Ministry of Education and her agencies – [National Universities Commission and TETFund], the Federal Ministry of Finance and her agencies [the Accountant General of the Federation and the Auditor General for the Federation offices].
 - [b] Internally Generated Revenue [IGR] and miscellaneous grants accruing to the University.

2.0 Findings/Observations

- [i] The University's major sources of income were receipts from statutory allocations relating to Personnel cost, Overhead costs and Capital grants.
- [ii] Other sources of income available to the University were the internal revenue generation efforts, interventions and endowments. Internally generated revenue came mainly from students' service charges and other miscellaneous income including revenues from

- commercial ventures and others as captured in the financial statements of the University for the period under consideration.
- [iii] The finances of the University were audited for the period covering 2011 to 2015 by a firm of external auditors [Messrs Aliyu & Usman - Certified National Accountants]. The Panel observed that none of the accounts had adverse qualification. Management letters relating to the accounting years covered by this Visitation were delivered by the external auditors and acted on by the University Management.
 - [iv] The Manual of Uniform Accounting system for Nigerian Universities was being followed. The University also made commendable effort to migrate to International Public Sector Accounting Standards [IPSAS] accrual system of Accounting by the deadline of 1st January, 2016 as directed by Government. The Government also directed the University to migrate to the Government Integrated Financial Management Information System [GIFMIS] platform for salary payment and the ground work was done.
 - [v] The Expenditure on Capital Projects for the period 2011 to 2015 were well captured in the accounts of the University and by the records kept by the Works, Physical Planning and Development Department of the University.
 - [vi] The University commissioned an external consultant Messrs Lavender Property Co LTD in 2010 to do valuation of University assets and generate a reliable Assets Register. The work was completed in January 2011. Three volumes of the report [hard copy] and two soft copies were submitted by the consultant and received by the University prior to this visitation period.
 - [vii] The University complied with respect to allocation of 10% of recurrent budget to the Library.
 - [viii] The capital grants released to the University though insufficient to address the holistic requirements of the University were well utilized for the projects they were meant for.
 - [ix] The releases to the University for Overhead Cost were well below the costs incurred in managing lines of expenditure to which the university was exposed to. This was also true of staff costs especially payment of promotion arrears which were hardly met during the visitation period. For instance, out of earned arrears of N10billion in 2013, only N1.5billion was released to the University. The envelope system of disbursement to the Universities which the Federal Government later adopted complicated the situation in that the cash backing was often not up to 50% of appropriated sum. For instance, the envelope of Two hundred and fifty seven million, two hundred and nine thousand, five hundred and forty four naira [N257,209,544.00] received in 2015 were short of 2014 receipt of Two hundred and seven million, sixty two thousand, two hundred

and fifty six [N207,062,256.00] by a huge sum of Forty nine million, nine hundred and fifty two thousand, seven hundred and twelve naira [N49,952,712.00].

- [x] Research which is the pillar of the University system remained underfunded in the visitation period. TETFund intervened in 2014 with N15million grant for conferences and N10million for research. In the same vein, Endowment fund for Professorial Chair in the University dwindled. Significantly, high profile debtors on this account subhead are yet to redeem their obligations.
- [xi] Imprest disbursement and retirement depended largely on availability of funds. The Departmental and Faculty imprest falls under the floating type. Delay that occurred in retirement and disbursement were as a result of communication gap between the Bursary and the end users.
- [xii] The Bursary Department was commendably computerized. The National Universities Commission intervened in the computerization process as far back as 2002 by commissioning Messrs Synergy Systems Ltd to supply, install, train and implement software on the Uniform Accounting system. This effort was sustained by subsequent engagement in 2013 of Messrs Topmark systems and consultants limited to upgrade, increase capacity and maintain Payroll Computer Data base . Another IT firm, Messes Stockmatch Investment Co. Ltd. was also engaged to provide a suitable operating software with appropriate and easy to use modules for department. The software provider provided software with ten modules and with a 74 paged manual given to the department. Maintenance agreement was duly signed with these firms and back up of data was routinely done.
- [xiii] Insurance coverage for the huge asset risk exposure of the University was inadequate. Premium payment was observed to be limited to Staff Housing Estate, Motor vehicles and the Tertiary Institution's Social Health Insurance Scheme. While premium on the social health insurance scheme was regularly paid to the provider, No premium payment was paid between 2012 and 2013 on the other classes of Insurance mentioned and this affected claims that would have been made on Insurance companies.
- [xiv] In compliance to NUC directives that public institutions should generate 10% of their income annually, the University set up University of Maiduguri Consultancy Service Ltd. [UNIMAID Consults] and UNIMAID Ventures in 2013 [later renamed UNIMAID Investment Centre]. Both companies have supervisory Boards chaired by the Vice Chancellor. The Boards were functional in the period under review.

- [xv] These IGR entities were however operating without targets and business growth strategies to enable them operate more competitively beyond the University of Maiduguri catchment market.
- [xvi] The University's pension liability in respect of her retirees for the visitation period has been milled off by the transfer of the old pension scheme to Pension Transitional Arrangement Directorate [PTAD] in 2015. On this new scheme, the employee contributes 7.5%. The University operates a new scheme managed by Pension Fund Administrators. The University is not indebted to any of the PFAs.
- [xvii] The visitation report prior to the present exercise reported that the University maintained twenty six bank accounts. The University Management explained this as arising from the requirement from donor agencies that accounts be opened in specific banks for their awards. However, by September 2015, the Federal Government introduced the Treasury Single Account [TSA] policy for all Ministries, Departments and Agencies [MDAs]. By this policy, Government funds are now operating on two [2] major platforms [GIFMIS and REMITA]. The GIFMIS platform is used for operations of Federal Government Approved Budgetary Funds [Capital, Personnel and overhead costs] while the REMITA is used for operations of non budgetary funds [IGR and intervention funds]. The University was in full compliance with this directive. However funds for research activities from donor agencies and programs not funded by the Federal budget are banked separately.
- [xviii] The Panel observed that the University had engaged the services of a forensic audit firm for possible recovery of lost funds on all accounts which the bank maintained in various commercial banks 10 years before the advent of the Treasury Single Account.
- [xix] The University has internal audit department reporting to the Vice Chancellor. The Panel sighted only six reports for the period under review [Quarterly reports for the period October to December 2010, July to September 2011, July to September 2012, Ad-hoc reports for February 2013, May 2013 and Interim report for 2013 staff audit.]
- [xx] Evident from the Minutes of the Finance and General Purposes Committee [F&GPC] showed that Management informed Council of the University's financial status regularly.

Recommendations

- [a] Audit Circulars on frequently observed infractions should be issued to the University Community alongside quarterly and yearly audit plan. In between the structured audit plans, there should be spot checks either initiated by the Vice Chancellor or the head of the Audit Directorate.
- [b] The University should reposition the Management of both The University of Maiduguri Investment Centre [UNIMAID Ventures] and

University of Maiduguri Consultancy Services Ltd [UNIMAID Consult] for better performance through training and re-training of their personnel.

- [c] The Asset Register of the University should be reviewed and updated annually to ensure a reliable baseline data for future reviews and update of University assets. All assets in the register should be numbered for ease of identification and location. The absence of a reliable asset register could provide room for mismanagement and even theft of assets.
- [d] The University should adequately fund the imprest account of all units, Centres, Faculties and Departments. The Management should make a deliberate effort to bridge the communication gaps between end users and the Bursary Department.
- [e] There were evidences that statutory allocation to the University were insufficient to meet the critical requirement of paying for security, energy and other services. The Federal Government should consider special financial intervention for the University outside the normal statutory intervention especially on overhead cost.
- [f] The enormous investment in property in the University by Federal Government and agencies such as TETFund should be protected by insurance cover.

CHAPTER 6

Term of Reference No. 4

To investigate the applications 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

1.0 Introduction

The importance of proper planning and execution of projects in the University cannot be over emphasized. The judicious utilization of funds allocated to projects is equally important for the physical development of a University. It is imperative therefore to follow due process in project planning and execution.

2.0 Findings/Observations

- [i] Funds for special projects from Tertiary Education Trust Fund [TETFund], Central Bank of Nigeria [CBN], Nigerian National Petroleum Corporation [NNPC] and other donor agencies were supported by provision of bank bonds by contractors and effective deployment of consultants, thereby guaranteeing the execution of projects according to specification.
- [ii] Appropriated Funds released for Capital projects dropped significantly in the period under review. This affected the execution of capital projects.
- [iii] The University applied all the grants judiciously. Over 90% of projects were completed and put to use.
- [iv] Internally Generated Revenue [IGR] improved and several minor projects especially renovation works were executed.
- [v] Infrastructural facilities and buildings were in need of constant maintenance/ rehabilitation but this could not be achieved due to paucity of funds.
- [vi] Virtually all the TETFund, Appropriation, IGR and Needs Assessment Phase I projects were executed to completion. On-going projects were mainly Needs Assessment projects Phase II awarded in 2015.
- [vii] The University has adequate expanse of land of 4,219.3Ha. for the implementation of its physical developments now and in the future. In addition the University has 2.60Ha. outside the campus where the Teaching Hospital is sited; another parcel of land of 108Ha, dedicated for the Department of Fisheries, located about 10km away from the University; as well as 4,104.89m² and 6,178.64m² parcels of

land where the Kanem Suites in Abuja and Kano respectively are sited. The University has valid Title documents for all its land holdings.

- [viii] The University Master Plan and Physical Development are mostly in accordance with its provisions. The Master Plan and the Academic Brief prepared since 1986 are however due for review, especially given the present population of the students and staff of the University as well as the increase in new academic programmes and physical developments in the University.
- [ix] Hostel accommodation for students is grossly inadequate. Less than 12% of students were accommodated on campus. Overcrowding was observed in many of the hostel rooms putting too much strain on the facilities.
- [x] Sports facilities in the University were inadequate given the students and staff population and the status of the University in Nigeria.
- [xi] The Equipment Maintenance Centre [EMC] was not functional leading to general lack of maintenance of Laboratory and Workshop equipment.
- [xii] There was acute shortage of Laboratory space, equipment and qualified staff resulting in congestion and too many streams of students for laboratory practicals.
- [xiii] The University has made commendable progress in landscaping of the campus despite the challenges of water supply and inadequate ground maintenance staff. Due to the location of the University in an arid zone, it is important for the University to be properly landscaped for both hard and soft landscaping..
- [xiv] The University has a well equipped fire service Department. The Fire Department is very active both in and outside the campus.
- [xv] Shortage of Senior and Junior Staff accommodation on campus remains a problem. The demand for staff accommodation on campus remained very high especially with the problem of insurgency in Maiduguri. Many staff accommodated on campus, who had built their personal houses in Maiduguri, had to relocate back to the University campus for security reasons.

Recommendations

- [a] The University should continue to improve and sustain its present efforts at increasing its IGR.
- [b] Government should ensure that appropriated funds for capital projects are fully released to the University as and when due.
- [c] Special Intervention funds should be provided for the University to undertake the upgrading, maintenance and sustenance of its infrastructure facilities and buildings especially in the areas of electricity and water supply.

- [d] The University should review its Academic Brief and Master Plan.
- [e] Funding for Hostel accommodation should be improved. The University should reach out to organizations and wealthy individuals to develop hostels on BOT basis to ease the student accommodation problem in the University.
- [f] More staff housing units should be built on campus to ease the current staff accommodation problem on campus. The University should reach out to private investors to provide staff accommodation on campus on Build Operate and Transfer [BOT] basis.
- [g] The University should develop a robust and sustainable maintenance culture and resuscitate its Equipment Maintenance Centre in collaboration with the Entrepreneurship Development Centre.
- [h] The University should provide adequate sporting facilities and upgrade existing facilities and provide modern facilities to a standard befitting the University.
- [i] Insurance of building and facilities should be extended to academic, communal and hostel buildings and premium paid as and when due.
- [j] The Equipment Maintenance Centre should be resuscitated and made functional to serve the University adequately.
- [k] The University should as a matter of priority provide more laboratory space, equipment and qualified staff to cope with increasing students' population.

CHAPTER 7

Term of Reference No. 5

To examine the adequacy of the staff and staff development programmes of each University

1.0 Introduction

The quality of staff in terms of numbers and mix is very crucial for the attainment of the primary mandate of a University- teaching, research and community service. Specifically it is required for the improvement of academic standards and performance.

2.0 Findings/Observations

- [i] During the period under review, the various departments numbering seventy [70] paraded impressive number and desirable mix of academic staff. This is evident also in part, from the result of accreditation exercise by the National Universities Commission [NUC], in which staff quality and mix are major parameters for success in the assessment of programmes.
- [ii] In the period ending 2015, there were Eighty [80] programmes offered by the Seventy [70] academic departments, two Centres and the Centre of Affiliated Colleges. The total students enrolment in the year was 38,841 out of which 45% were females. As an output, a total number of 23,106 students were graduated with First degrees in the period under review, while 2156 Postgraduate graduated with various degrees from the existing 96 postgraduate programmes.
- [iii] The development of programmes was in line with the Academic Brief of the University which, however is due for review.
- [iv] The statistical relationship between staff and students is important for effective teaching and mentoring of the students. Records showed that the students/staff ratio in the Faculties of Education and Arts is 1:30; 1:20 in Sciences; 1:15 in Engineering and lower ratios in Colleges of Medicine and others. However, the expected ratios to optimise this and as prescribed by the NUC are 1:20 and 1:30 for Science and Arts/Humanities- based disciplines respectively. With 1123 academic staff servicing 34,029, the students /teachers ratio was 1:30. The total number of academic staff in 2014 was 1123 out of which 193 were in the professorial rank of which 126 [11%] were Professors. It is note worthy in considering attrition, that only 45% of the academic staff were below the age of 40 years.
- [v] During the period under review about 70 Professors left the services of the University due to insurgency.
- [vi] It is a common error for a University upon attaining this comfortable staffing position, through recruitment and staff development in staffing, to become complacent. There is ample evidence that the

University has continued its aggressive policy on development of staff capacity, through the training of Graduate Assistants to acquire Masters and Doctorate degrees, locally or abroad, not later than two years after resumption of duty. The most attractive intervention in this regard is that of Tertiary Education Trust Fund [TETFund], which supports staff to pursue postgraduate degrees. It sponsored 20 staff for Masters Between 2010 and 2015, 137 staff were sponsored locally to pursue Masters degrees, while 54 pursued it overseas. Similarly, 108 staff were sponsored to pursue Ph.D. degrees locally while 144 did so overseas. All these were sustained through TETFund, Petroleum Technology Development Fund [PTDF] and the University Staff Development Awards Scheme. Staff however frowned at the wide gulf of difference in benefits between TETFund and local sponsorships. It was observed that by this vibrant policy, the University can sustain its position. Several more staff including both academic and non-academic were given sponsorships to attend conferences locally and overseas during the period under review. TETFund supported 132 and 87 staff for foreign and local attendance respectively with the sum of One hundred and fifty four million, nine hundred and three thousand, two hundred and sixty nine naira and forty six kobo [N154,903,269.46] during the period under review.

- [vii] Complimenting the adequacy of staff, was the quality of students' intake. There was an Admissions Committee which in collaboration with Joint Admissions and Matriculation Board [JAMB] ensured that admissions were carried out based on JAMB and the University guidelines. During the period, the University due to the insurgency could not fulfil its quota of admission. The records from JAMB showed admission figures as 5592 [year 2011], 2195 [year 2012], 4397 [2013], 6602 [2014] and 10,160 [year 2015].
- [viii] There were reported cases bordering on academic fraud which were investigated and adequately addressed by Management and Council.

Recommendations

- [a] the Department of Dentistry has a serious staffing problem. It presently relies on visiting Professors who because of security problems, are not coming as scheduled. The University should urgently intervene by recruiting qualified and permanent academic staff to address this gap.
- [b] In line with the staff development policy, academic staff on study fellowships locally in the University should be relieved of teaching and administrative responsibilities to enable them concentrate and complete their programmes on time.
- [c] Giving the age of the University, the postgraduate programme should be more vibrant. Enrolment is rather low and so the output.

Postgraduate studies help to upgrade the research output of a University.

- [d] For reasons of improved visibility and greater access to knowledge, expansion of internet facilities should be given immediate attention.
- [e] The University should seek more sources of funding for training and re-training of staff, through collaboration and partnerships.
- [f] The University should strive towards a richer, more diverse work force and conducive environment for research, publications and commercialisation of intellectual property.
- [g] The University should be more proactive to issues that may affect academic integrity. The University should sustain its zero tolerance to academic fraud.

CHAPTER 8

Term of Reference No. 6

To determine the relationship between the University and the various statutory bodies it interacts with,

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according to its law for the purposes of supervision, planning, finance, discipline, guidance and any other relationship [i.e. Governing Council, National Universities Commission [NUC] and Federal Ministry of Education [FME]

1.0 Introduction

The University, established in 1975, commenced its operations in 1976, and the law was promulgated in 1979. The University has been relating with statutory bodies for the purpose of drawing its legitimacy in respect of various aspects of its mandate. Through such interactions the University draws legitimacy in its financial conduct, the courses it offers, its administrative activities, its contact with the outside world and ultimately its products, whether human or material.

The statutory bodies the University interacts with include the Federal Ministry of Education, the Ministry of Finance, the National Universities Commission [NUC, its Governing Council, TETFund, Joint Admissions and Matriculation Board [JAMB] and National Youth Service Corps [NYSC] and so on.

2.0 The Federal Ministry of Education [FME] Findings/Observations

- [i] The Federal Ministry of Education [FME] is the apex body charged with the supervision of all Federal Universities and Inter-Universities Centres. The Ministry is in charge of policy formulations and general guidelines either directly or through its agencies such as NUC and JAMB. It also has a substantial role in the budgeting process. It also handles the process for the constitution of the Governing Council of the University.
- [ii] FME had a cordial relationship with the University.

Recommendation

The University should continue to strengthen the cordial relationship that existed between her and Federal Ministry of Education.

3.0 The Governing Council

3.1 Findings/Observations

- [i] In the period 2011 to 2015 three eminent Nigerians led the Governing Council, namely Dr. B.O. Babalakin [2011-2013], Mallam Ballama Manu [2013] and Malam Lawan Bukar Marguba [2014-2017]. The Councils had the full complement of three other external members, the Vice Chancellor, the two Deputy Vice-Chancellors, four

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members from the Senate, two from Congregation and the Principal Officers – Bursar, Librarians and Director of Works [in attendance], while the Registrar is the Secretary. The council met a total of seventeen [17] times over the legal period of four [4] years. As a result of the insurgency however nine [9] of its meetings were held in Abuja while eight [8] were held in Maiduguri.

- [ii] In general, the Council carried out its mandate of superintending over the affairs of the University in the areas of finance, recruitment, promotion and discipline of staff and provided effective administration in interpreting its goals and needs to the public. The Council had maintained excellent relationship with the management of the University and its Senate having to partner in matters of common interest in order to achieve desired results. Several Joint Senate/Council Committees were set up in order to address issues verging on discipline and adherence to law and set standards in both academic and administrative matters.
- [iii] However, throughout the period there was no representation from the Convocation as a result of the security situation. An earlier attempt to elect a member of Convocation ended in a very severe security breach.

Recommendations

- [a] Council should facilitate the process that will make it possible for the representative of Convocation in Council to emerge.
- [b] Council should continue to maintain good relationship with Government and all sections of the University community.

4.0 Composition of Council and its Quality

4.1 Findings/Observations

- [i] The three Governing Councils were properly constituted according to law except for a representative of the Convocation, the process of which election ended in a serious security breach on campus.
- [ii] The number, quality and composition of the Council is adequate for a University like this with a staff strength of over three five thousand and a student population of over thirty four.

Recommendations

- [a] The three chairmen of Council led the Council very well and earned the confidence reposed in them by government creditably. They deserve commendation.
- [b] The cordial relationship existing between Council and management as well as other organs of the university particularly the Senate was commendable and should be sustained.

5.0 The National Universities Commission [NUC]

5.1 Findings/Observations

- [i] The National Universities Commission [NUC] is a government commission promoting higher education. It is a parastatal of the Federal Ministry of Education and serves as a regulatory agency acting as a catalyst for positive change and innovations for the delivery of quality University Education in Nigeria. It is responsible for the orderly development and management of university education. The Act setting up the Commission [15th January 1974] empower it to, among other things, advise the President and the Governors of States through the Minister on the creations of new universities and other degree granting institutions in Nigeria.
- [ii] Over the years, the Commission had carried out its mandate creditably with respect to the University of Maiduguri, whereby undergraduate as well as post-graduate programmes were subjected to critical scrutiny in terms of course content and vehicle for their delivery. The commissions allocates admission quota to the university, which is subsequently applied to all approved programmes by the University. For example in the period ending 2015, the approved admission quota for the University was 9001.
- [iii] However, as a result of the security situation the NUC was unable to conduct resource verification and accreditation visits. It therefore, granted the University a waiver on all the already existing programmes which were due for accreditation between 2013 and 2015 the NUC was unable to organise an accreditation exercise. A total of thirty two [32] programmes had full accreditation while four [4] had interim status as at 2012. The situation was such that programmes which were due for another round of accreditation between 2013 and 2015 were not subjected to the exercise.
- [iv] The NUC was established via an Act setting up the Commission [15th January, 1974].

Recommendations

- [a] The decision of the NUC to grant waiver to the University and the resilience of the University to continue academic activities need to be commended.
- [b] The University deserves commendation for its exemplary resilience in the sustenance of academic activities in the midst of security challenges.

6.0 Joint Admissions and Matriculation Board [JAMB]

6.1 Findings/Observations

- [i] The law establishing JAMB mandates it to conduct entry examinations into all tertiary Institutions in the country and to also admit successful candidates. In liaison with all tertiary institutions, the Board has over the years been exercising these powers.
- [ii] The Board collaborated with the University in three [3] areas namely:
 - [a] Provision of examination centres by the University.
 - [b] Placement of suitably qualified candidates.
 - [c] Engagement of the staff of the University in the conduct of the examinations.
- [iii] Between 2011 and 2015, a total of 28,946 were offered admission into 80 programmes in the University. It is however to be noted that offer of admissions were at their lowest in the years between 2012 and 2014 when the insurgency was at its highest with 2,195 in 2012 and 4,397 in 2013. With improvement in the security situation however, the admission peaked to 10,160 in 2015.
- [iv] As a result of the collaboration between the Board and the University, the following achievements were recorded:
 - [a] Reliable admissions statistics had been guaranteed which has resulted in proper educational planning.
 - [b] Total compliance to set regulations resulting in improved academic standards and performance.
 - [c] Reduction in cases of illegal admissions.
 - [d] Adherence to carrying-capacity with regards to regulated courses.
 - [e] Elimination of multiple admission offers.
 - [f] Utilisation of the knowledge and experience of academic staff from the University, thereby recording successes in the exercises carried out by the Board.
- [v] Outcomes of the Collaboration
 - [a] Despite the challenges posed by the insurgency, the Board in collaboration with the University, was able to carry out its mandate of examining and admitting candidates into the various academic programmes.
 - [b] The University management and staff provided an enabling environment for carrying out the exercise successfully.

Recommendation

The very good cordial working relationship and collaboration between the University and JAMB is commendable and should be sustained.

7.0 Tertiary Education Trust Fund [TETFund]

7.1 Findings/ Observations

- [i] The TETFund mission is to provide focused and transformative interventions, in public Tertiary Institutions in Nigeria through funding and effective project management. The Tertiary Education Trust Fund Establishment, etc. Act, 2011, which is currently in force, charged it with responsibility for imposing, managing and disbursing the tax to public tertiary institutions in Nigeria.
- [ii] Over the years, the TETFund has been carrying out its mandate and the University of Maiduguri, like all other tertiary institutions had benefitted from various interventions in areas including construction of academic and administrative facilities, procurement of teaching and research equipment and furniture, procurement of vehicles, generators, providing sponsorship for further education at masters and Ph.D. levels, sponsorship to Conferences and Seminars, production of books, library intervention projects and Academic Manuscripts into Book [AMB] Intervention Projects.
- [iii] In the period under review, the University benefitted immensely from infrastructure projects of varying degrees and types thereby attracting a total sum of six billion, three hundred and sixty nine million one hundred and fifty thousand naira [~~₦~~6,369,140,000.00]. It is note worthy that the construction of the new Senate building complex was awarded in 2014 at the total sum of one billion, five hundred million [~~₦~~1,500,000,000].
- [iv] It is also noteworthy that of the thirty million naira [~~₦~~30,000,000.00] earmarked from the Academic Manuscript into Books [AMB] Intervention Project only fourteen million, nine hundred and sixty five thousand naira [~~₦~~14,965,000.00] was accessed. In the same vein, the sum of three hundred and forty two million naira [~~₦~~342,000,000.00] earmarked for Library Project between 2011 – 2015 was fully accessed.
- [v] There was a high level of collaboration between TETFund and the University of Maiduguri in the area of infrastructural development of the institution.
- [vi] Virtually all projects embarked upon have been successfully delivered.
- [vii] The total sum of Six billion, seven hundred and twenty six million, one hundred and five thousand naira [~~₦~~6,726,105,000.00] Intervention Funds were received by the University.
- [viii] The Academic Manuscript to Books [AMB] Intervention Projects recorded less than fifty percent [50%] patronage as only fourteen million, nine hundred and sixty five thousand naira [~~₦~~14,965,000.00]

was accessed out of the thirty million naira [₦30,000,000.00] allocated.

- [ix] The three hundred and forty two million naira [₦342,000,000.00] earmarked as Library Intervention Project was fully accessed.

Recommendations

- [a] The high level of cooperation and collaboration between TETFund and the University is commendable and needs to be sustained and maintained.
- [b] The University management should encourage staff to access the Academic Manuscript into Books [AMB] Intervention Project.

8.0 The National Youth Service Corps [NYSC]

8.1 Findings/Observations

- [i] The University of Maiduguri is one of the Corps Producing Institutions [CPI] in the country. It had been producing graduates for mobilisation and had been complying with the guidelines for the programme as it pertains to:
 - [a] Uploading of the Senate Approved list of graduates on the NYSC Portal,
 - [b] Participating in the NYSC pre-mobilisation workshop.
 - [c] Attending to pre and post mobilisation of its graduates.
- [ii] Over the years however, the NYSC has had cause to advise the Institution to resolve the following challenges:
 - [a] Upload of names of over aged graduates for deployment.
 - [b] Omission of names of qualified graduates in their uploaded Senate Approved list for mobilisation.
 - [c] Discrepancies in courses uploaded and in their graduates' statement of results and/or degree certificates.
 - [d] Uploading names of part-time graduates as full time for mobilisation.
 - [e] Always having backlog of graduates not mobilised for service without explanations.
- [iii] The University has actively been producing candidates for the NYSC scheme.
 - [a] It participated in pre and post mobilisation activities of the NYSC
 - [b] Issues to do with age, qualification and status of graduates which the University needed to pay attention to were pointed out.

Recommendations

- [a] The cordial working relationship between the NYSC and the University should be sustained and maintained.
- [b] The University should address all the issues raised in [ii] above.

CHAPTER 9

Term of Reference No 7

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

THE LAW ESTABLISHING THE UNIVERSITY OF MAIDUGURI

1.0 Introduction

- [i] The University of Maiduguri was created in 1975. Its establishment was effected by Decree No. 83 of 1979 [published in the Federal Republic of Nigeria Official Gazette No. 48, Vol. 66 of 28th September, 1979] This decree has come to be known as the *University of Maiduguri Act* and has undergone a few amendments such as the Universities [Miscellaneous Provisions] Decree No. 11 of 1993; amendment Decree No. 55 of 1993; amendment Decree No. 26 of 1996 up to the University of Maiduguri Amendment Act, CAP U10, Laws of the Federal Republic of Nigeria, 2004 [Amendment] Act 2019.
- [ii] The University Law clearly spells out the constitution and functions of the University and its constituent bodies. Provisions in Section 8 of the Act, gives the Vice-Chancellor precedence before other members of the University except the Chancellor, the Pro-Chancellor and the Visitor. The Vice-Chancellor serves as the Chief Executive Officer of the University. He thus directs the activities of the University.
- [iii] The law has it that the Registrar is the Chief Administrative Officer of the University responsible to the Vice-Chancellor for the day-to-day administrative work of the University. The Bursar is responsible to the Vice-Chancellor for all financial matters in the University as the Chief Financial Officer. The University Librarian is responsible to the Vice-Chancellor for the administration of the University Library and library services in the University generally.
- [iv] The Management of the University had endeavoured to ensure that the various internal organs, units and offices in the University operate within the ambits of the provision of the Law. The University had not experienced any form of disagreement between its Principal Officers, Provost/Deans or Directors. The Committee System had thrived as major decisions had been referred to appropriate committees. Council, Senate and Congregation had met as required. The Convocation had, however, not been able to meet as required owing to the insurgency. The Management had been concerned

about huge gathering of persons whose characters it would not be in position to determine. Effort in the past was met with unprecedented security breach on the campus which the University could ill-afford.

2.0 AREAS OF CONCERN WITH THE LAW

[i] Conflicts in the Laws establishing Universities and Government Agencies and Professional Bodies

The Law has given clear guidance regarding the administration of all units of the University. However, the powers given to the University to exercise control over its affairs as enshrined in the Law establishing the University had, over the years, been gradually eroded by several government agencies. It is especially glaring that JAMB has literally taken over the functions of Senate in matters of admission of students as provided for in **Section 3, Subsection 1 [a] of the Law.**

[ii] Apart from NUC, other professional bodies also dictate to the University the number of students it could admit into programmes. The actions of these professional bodies have generated some concern in the University.

[iii] In line with the Establishment Act of the University, the Convocation should be represented on the Governing Council. However, this was not possible due to security concerns.

Recommendations

[a] The regular meetings of Council, Senate and Congregation in the face of hitherto daunting security challenges should be sustained and maintained.

[b] With the formation of a registered vibrant Alumni Association, and the availability of electronic platforms for meetings, the University should, in conjunction with security agencies organize and election for a representative of the Convocation on Council,

[c] JAMB and Professional bodies should limit themselves to their lawful areas of jurisdiction thus allowing Universities to exercise their law-given powers.

3.0 Negotiations with Trade Unions

3.1 Findings/Observations

- [i] There is apparent disconnect between Government, the Unions and the University authorities in matter of labour disputes.
- [ii] University management and other critical stakeholders seem not to be fully involved in negotiation whenever industrial disputes arouse.

Recommendation

Government should evolve a mechanism for nipping crises in the bud by involving all stakeholders in matters early enough in order to avoid prolonged disruption of the system at the detriment of the educational development of the country.

CHAPTER 10

Term of Reference No. 8

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

1.0 Introduction

- [i] The University of Maiduguri, popularly referred to as "UNIMAID", was one of the seven second generation Universities established by the Federal Military Government in October 1975. The others were Federal Universities located in Calabar, Ilorin, Jos, Kano, Port Harcourt and Sokoto. It was the first University to be created in the North-East region of the country.
- [ii] The establishment of the University was intended to address a vital need for University education in the North-Eastern part of Nigeria as part of the implementation of the Third National Development Plan [1975-1980]. The timing was characteristic of the audacity of the military regime of General Murtala Ramat Mohammed. It was four years later [1979] that the legal instruments were signed.

2.0 Establishment and Take-off [1975-1980]

2.1 Findings/Observations

- [i] The establishment of the University was announced in April 1975, and the law was subsequently promulgated on 30th September 1979 as Decree No. 83 of 1979. The University's take-off was facilitated by the take-over of the facilities, staff and students of the North East College of Arts and Science [NECAS] on 1st April, 1976. Before the promulgation of Decree No. 83 of 1979, the new University was governed by the Law and Council of Ahmadu Bello University Zaria. Professor E. U. Essien-Udom of University of Ibadan was appointed the first Vice-Chancellor, and he assumed office on 1st April, 1976.
- [ii] The staff of NECAS were absorbed by the University, many of them proceeding on training at home and abroad. NECAS became School of Basic Studies [SBS] of the University.
- [iii] At the beginning of the 1976/77 academic session, the University admitted its 66 pioneer undergraduate students in three faculties, namely Faculty of Arts and Education, Faculty of Social Sciences and Law and Faculty of Science, and 677 were in the School of Basic studies. The thinking behind this modest start was that the University should first establish competence in the basic arts, sciences and education before venturing into the applied disciplines. There was also the practical issue of the availability of the staff and facilities. It is pleasing to note that the University has expanded rapidly, both

physically and in the area of academic programmes in the last forty years.

- [iv] While the facilities inherited from NECAS could serve in the teaching of the basic arts and sciences for at least three years, upgrades and the construction of new buildings and the installation of new facilities would be necessary to embark on teaching and research in the applied sciences and humanities. It would also take time to search for and employ the right calibre of academics needed to nurture the new University.
- [v] This phase of the University's development lasted from establishment to 1979, which coincided with the tenure of the first Vice-Chancellor, Professor Essien-Udom who declined a second term and resigned at the end of the first. During this time, the University, in collaboration and co-operation with the National Universities Commission [NUC], started and completed the preparation of the Master Plan. The Plan was made by Association Design Consultants and was finally produced in 1978.

3.0 Phase One [1981-1985]

3.1 Findings/Observations

- [i] The period 1980-1985 can be regarded as the glorious years of UNIMAID. Students' enrolment rose from about 2000 to 7,500.
- [ii] The Master Plan envisaged a conventional University that, at the full realisation of its physical facilities, would accommodate a student enrolment of 10,000, including remedial and postgraduate students. The University was to be situated on 4,219,134 hectares of land on the main campus, and 2.60 hectares at the Teaching Hospital for the clinical facilities of the College of Medical Sciences. These figures were later to be readjusted to 11,500 after the introduction of hitherto unplanned programmes. The Plan was to be implemented by way of three Action Plans that were to be completed by the 1990s.
- [iii] The first Action Plan was rolled out in 1978 and lasted till 1981 and was implemented at the cost of N31.6 million Naira. The facilities provided were: -
 - Faculty of Science Complex
 - Faculty of Law, Social and Management Science
 - Primary School [Demonstration]
 - Physical Education Facilities [Locker room building, sports field and tennis courts].
 - Medical building and clinical students hostel at UMTH
 - 66 senior staff quarters, to bring total to 150
 - 44 junior staff quarters, to bring total to 80
 - Roads, boreholes, power generating plants
 - Massive landscaping

- [iv] In 1981, after the completion of this phase, the Visitor, President Shehu Shagari, celebrated the third convocation of the University by laying the foundation for the University academic Core Centre on the 19th December, 1981.

4.0 Phase Two [1985-1993]

4.1 Findings/Observations

- [i] The second phase in the development of the University saw the implementation of the Second Action Plan, covering the period 1981 to 1985, which covered the Vice Chancellorship of Professor Jibril Aminu, and then on to 1993 which ended with the tenure of Professor Muhammad Nur Alkali. During this phase, a massive construction of physical facilities was accompanied with an aggressive staff recruitment policy in which high quality lecturers were sourced from home and abroad. This phase also witnessed a carefully calibrated increase in student enrolment to match the provision of new facilities. By the end of the period, student enrolment had reached 6,765, over fifty percent of the total projected figure. The physical facilities that were erected during the period were:

- Faculty of Agriculture and farm buildings
- A second court for Faculty of Science
- Additional classrooms and offices for the Faculty of Law, Social and Management Sciences
- Faculty of Veterinary Medicine Court Complex
- A second building for College of Medical Sciences in the University Academic Core site
- A central student commons, containing kitchen, dining and large facilities [student centre] Library
- 95 senior staff quarters to bring the total to 245
- 128 junior staff quarters to bring the total to 208
- Faculty of Arts Annex and 5 Multi-Purpose Halls
- Addition of one student hostel [Ado Bayero Hall]

- [ii] There was a military coup at the end of 1983 in which the Second Republic was ended and General Muhammadu Buhari became the Head of State. From this time, both Professor Jibril Aminu, and after him Professor Muhammad Nur Alkali had to struggle to complete the already started projects, because the quarterly subventions through which the projects were funded stopped abruptly. Indeed, the University had to source funds to construct Ado Bayero Students Hall. That Professor Nur Alkali's tenure ended without abandoned projects

and without debts was a feat of financial discipline and prudence in the management of funds.

5.0 Transition

5.1 Findings/Observations

- [i] The University had already slipped into a transitional phase by the time Professor Muhammad Nur Alkali became the Vice-Chancellor in October 1985. The cumulative effects of irregular release of subventions and the subsequent adoption of the Structural Adjustment Policy by the administration of General Ibrahim Badamasi Babangida led to the abandonment of any scheme of phased development. In practical terms, the implications of these circumstances manifested themselves in a number of ways in the University of Maiduguri.
- [ii] The most immediate effect was the cessation of all major construction works, which meant that physical facilities were no longer growing in tandem with rising enrolment. The implementation of the Master-Plan was not only halted, but apparently shelved, for the Government could no longer guarantee the timely release of funds to pay contractors and to acquire the needed equipment.
- [iii] Ironically, this halt in the development of physical facilities did not translate to a halt, or even a slowdown in students' enrolment. Instead, the pressure on the University Management to admit more kept on rising. This pressure had been building up since the establishment of the University owing to the fact it was the only university in the whole of the North-eastern part of the country. Furthermore, due to the relative peace and security of the area at that time, and the apparent absence of violent secret cults and other students' vices, the University had become one of the preferred universities of first choice in the country. The University had also established a reputation for inclusiveness such that every Local Government Area in Nigeria, as well as all neighbouring countries were represented in the student population.
- [iv] These pull factors led students and parents to use all kinds of influences and push all kinds of buttons to gain access to the University. Ministers, Governors, Military and Police officers, State Commissioners, famous and influential personalities and others were all used by desperate parents and guardians to apply pressure on the University Management to admit their wards. In some cases, this position did help the University to secure more funding and favours than others, but, in the end, this proved a doubtful advantage.
- [v] The discontinuation with student feeding and the ban on the construction of student hostels by the Government of General Muhammadu Buhari had enabled the Universities to enrol students

without any physical limitation. Hitherto, the huge subsidies incurred in student feeding tended to serve a disincentive to admit more, and the limitation of bed spaces also served to limit the number of students a residential University could take. With the removal of these constraints, the University could bend over backwards to accommodate the pressure.

[vi] The lack of subventions, and the consequent shortage of cash for the day-to-day running of the University also served as an encouragement to admit more students. For even though the Government had continued with the farce of not charging tuition fees, students were still expected to pay for certain services, the range of which continued to expand as the years rolled by. Under this circumstance, it meant that the enrolment of more students meant significantly more Internally Generated Revenue [IGR] for the University. Thus, despite itself, the University found itself admitting more and more students beyond the capacity of its physical facilities. Indeed, during one of the last convocations he addressed as Vice-Chancellor, Professor Muhammad Nur Alkali lamented that, while the implementation of the physical Master Plan had virtually frozen at 20%, student enrolment was well over 30,000.

[vii] The difficulties of this transition intensified from 1999, when the government of President Olusegun Obasanjo decided to release only a percentage of funds which each University needed monthly to pay staff salaries. This forced the universities to look for means of augmenting the money in order to pay salaries and defray skeletal running costs. This led in the direction of consultancy services, which included the introduction and/or conversion of some non-degree or professional academic programmes, establishment of commercial ventures and so on. Under this regime, such services as University Guest Houses, Printing Press, Bookshop, agricultural services and products and similar services all became commercialized. Also, all diploma programmes as well as professional degrees [especially postgraduate] were commercialized [i.e. they became self-sustaining]. Many departments, including those offering conventional basic disciplines, started to introduce marketable courses for the purpose of raising the revenue profile of the University. While these schemes did much to open up new vistas for the funding of the University they were not enough, especially initially, to fill the funding gap created by the government. Initially, therefore, the Vice-Chancellor, Professor Abubakar Mustapha, had to go into an arrangement with a commercial bank for the bank to supply the balance for the payment of salaries, and recover the advances as the months rolled by. These were very hard times indeed for the University.

- [viii] As is only to be expected, the transition also led to serious friction within the University. As the effect of reduced funding accumulated and the student population increased, students, staff and Management continued to feel the pressure. Expectedly, the first to burst was that of the students. On February 2nd 1983, a violent student demonstration led to the destruction of University properties and those of some staff. This first rampage was the result of accumulated grievances due to reduction or removal of some privileges as a result of financial difficulties. The staff endured much longer until the end of the tenure of Professor Muhammad Nur Alkali in 1993. With frayed nerves, the Academic Staff Union of Universities [ASUU] objected to the manner in which the transition was being handled and embarked on a strike that led to the dissolution of Council and the appointment of a Sole Administrator, the respected Professor Umaru Shehu [later Emeritus]. His mature handling of the situation ensued a quick return to normalcy and the appointment of a new Vice-Chancellor, Professor Njidda M. Gadzama on 20th January 1994. Professor Gadzama managed to secure funding for the construction of the permanent building housing the Ramat Library, which was a major achievement. He continued struggling to pay salaries and passed on the baton to his successor, Professor Abubakar Mustapha on 21st May 1998.
- [ix] In the late 1990s, the surge in student enrolment going hand-in-hand with the deterioration of student services led to the emergence of two very serious trends among the student population. The first was campus secret cults, which was hitherto absent in the University. Gradually, the cults grew until around 1998 when cult-related violence started to manifest. The Office of the Dean of Student Affairs, established in 1991, struggled with the problem of student accommodation and the management of student organizations and sporting activities. By 1998, it was already a losing battle, and the emergence of the secret cults proved too much. It was in 1999 that efforts were focused at attacking the problem, and it took up to three years for it to be effectively contained.
- [x] The second problem was a rising militancy, especially among student religious movements. The success of the Iranian Revolution in 1979 had started the radicalization of Muslim youths around the world, and this was manifested in the emergence of a movement called The Muslim Brotherhood on Nigerian campuses. Led by Ibrahim El-Zakzaky, this movement became the precursor of the Islamic Movement in Nigeria [IMN], now proscribed but active. In 1984, they unsuccessfully attempted to seize the University Central Mosque, leading to some limited violence. However, this was superseded in 2003 with a new movement called *Al Shabab*, consisting of young

disciples of Sheikh Ja'afar Mahmud Adam of Indimi Mosque Maiduguri, led by Malam Muhammad Yusuf. The group members were radicalized by many preachers who were visiting the campus from inside and outside Maiduguri. Though efforts were made to contain them by restricting the visits of some of the more radical preachers, their problem continued to fester until it burst open at the end of December 2003, when they used a pretext to attack other students. Though no life was lost, the midnight violence caused a lot of anxiety and led to a second closure of the University.

[xi] Just as this was going on, another problem arose, this time with Fellowship of Christian Students [FCS]. During the 1990s, there was an upsurge of Christian organizations and churches, most of them represented on campus. These organizations and churches opted to be using classrooms and lecture theatres for their devotions, and these devotions, being usually done in the evenings and nights, started to clash with the reading programmes of other students. The University had allowed the FCS to use the Elkanemi Hall temporarily for their Sunday devotions pending the completion of the Protestant Chapel. With the completion of the Chapel, the University decided to cancel the use of Elkanemi Hall for devotions and also to ask all Christian groups and Churches to move to the Chapel for their devotional activities. This led to a crisis, the solution of which demanded the intervention of Borno State Chairman of the Christian Association of Nigeria [CAN], and the national leadership of FCS. Still, there were many groups who did not wish to operate under the umbrella of either FCS or of The Chapel. The latter, too, had problems with accommodating the many groups with varying demands and timetables.

[xii] These difficulties were unsettling, but they also led to a review of the policies of handling both staff and student organizations and unions. With the staff organizations and unions, the University Management came to evolve a policy of engagement instead of the traditional aloofness of the past. This has led to greater understanding, especially as most union problems in Nigeria tend to be national. Various government policies tend to be serious problems for both staff and Management, and local problems were easily solved by engagement rather than by confrontation.

6.0 Net Achievements, New Directions

6.1 Findings/Observations.

[i] Today, numerous projects have been completed, which have significantly changed the outlook of the University. The expansion is also reflected in the excellent facilities for teaching, learning and

research, which have greatly enhanced the ability of the University to meet the huge challenges of training qualified manpower needed for national development in the 21st century.

- [ii] Interestingly, the University has grown to almost its full capacity in physical and academic programmes with the establishment of new faculties including Faculty of Pharmacy, Faculty of Dentistry and Faculty of Environmental Studies. This brings the total number of faculties to sixteen [16]. The Centre for Distance Learning programme as well Directorate for Remedial Studies were also established.
- [iii] The student enrolment has risen over the years to the current seventy five thousand [75,000] for postgraduate, undergraduate, diploma, certificate and remedial students. The staff strength has also grown over the years with about five thousand, one hundred and six [5,106] staff – 1, 725 academic and 3,381 non-academic.
- [iv] The University has through its style of sheer determination, careful planning and commitment to teaching, learning and research, today become an important key player in the society. It has also produced great men and women for Nigeria in both public and private sectors making the University extremely proud.
- [v] The core values of the University of Maiduguri have been learning, discovery, freedom, leadership, individual opportunity and responsibility. Each member of the University is expected to uphold these values through integrity, honesty, trust, fairness and respect toward peers and the community. The University is equally proud to be described as a university that is inclusive and accessible in its academic culture. The University's commitment to an inclusive and accessible culture not only opens doors to the very best, no matter their background, it also shapes the way its students look at and discover the world.
- [vi] University of Maiduguri has a long and distinguished history of exemplary diversity which is integral to its excellence. The University values and honours diverse experiences and perspectives, strives to create welcoming and respectful learning environment and promotes access, opportunity and justice for all. This diversity is reflected in its comprehensive array of students and staff, who are today great ambassadors of the University nationally and internationally. That was meant to help the staff and students develop an understanding of the complexities of living in an increasingly diverse and interconnected world. The founding fathers of the University were known to have encouraged a vibrant intellectual community free of bias and prejudice. It is pleasing to note that forty years after its establishment, the University has maintained the vision and mission of the founding fathers of this great institution.

- [vii] Furthermore, these noteworthy and gigantic achievements recorded in the University from its establishment in 1975 were made possible under the indefatigable leadership of nine [9] Vice-Chancellors and one [1] Sole Administrator. Regrettably, some of these great leaders have passed away but their immeasurable successes are written in gold and remain indelible from the history of University of Maiduguri.
- [viii] The list of current Vice-Chancellor, former Vice-Chancellors, Sole Administrator and Acting Vice-Chancellor of University of Maiduguri from inception and the periods of their tenure are as follows:
- | | | | |
|------|----------------------------------|---|--------------------------------|
| [1] | Professor E.U. Essien Udom | - | 1976-1979 |
| [2] | Professor M. Bello Ahmed | - | 1979-1980 [Acting VC] |
| [3] | Professor Jibril Aminu | - | 1980-1985 |
| [4] | Professor Muhammad Nur Alkali | - | 1985-1992 |
| [5] | Professor Umaru Shehu | - | 1992-1994 [Sole Administrator] |
| [6] | Professor Njidda M. Gadzama | - | 1994-1998 |
| [7] | Professor Abubakar Mustapha | - | 1998-2003 |
| [8] | Professor Jibrilla Dahiru Amin | - | 2003-2008 |
| [9] | Professor Mohammed Mala Daura | - | 2008-2014 [Ag 2008-2009] |
| [10] | Professor Ibrahim Abubakar Njodi | - | 2014-[incumbent] |

7.0 SOME MAJOR PROBLEMS FACING THE UNIVERSITY OF MAIDUGURI

7.1 Findings/Observations

7.2 Security Problems

The University has been operating under the threat of security attacks. Although in the period between 2010 and 2015 there were no attacks on campus, the University found itself expending a lot of its meagre resources on security for the protection and safety of staff and students. The measures instituted by the Federal Government of Nigeria helped in protecting the university with the support and contribution of the Borno State Government and the deployment of the internal university security and financial resources.

7.3 The University Campus as a Sanctuary

- [i] By the end of 2011, the situation got so bad that it became impossible for some students to go home because their villages or towns had been overrun by Boko Haram. The University had proactively decided that it would not close because of the insurgency and that decision, difficult as it was, helped to provide some level of safety to most of the students from the North East zone that could not go home. That decision placed a lot of strain on the limited resources of the University as the students had to be catered for by

the provision of services such as water, electricity, accommodation and security.

- [ii] The University did not receive any additional financial support to sustaining the provision of these services. It is necessary to urge the Federal Government to provide some financial support to the University in view of the enormous strain on its limited resources.
- [iii] The security challenge created a situation where some university staff received threats to their lives from largely anonymous sources through text messages or phone calls. The University had to manage the situation by allowing staff to take sanctuary in places where they would feel safe. In some cases, the threatened staff had to leave Maiduguri. Although the staff that had taken temporary sanctuary returned, the psychological effect was widespread and left many staff traumatised. Within the 2011 to 2015 period, some staff died as a result of the insurgency. One staff, Dr. Larduma, of the Faculty of Education, was killed in the city. There was one incident in which a member of staff, Dr. Abba Kagu of the Department of Geography, was abducted by Boko Haram and to date there is no definite report on his situation.

7.4 University's Doggedness in the Face of Terror

It is noteworthy that the University has continued to function and is committed to its mandate of teaching, learning, research and community service despite the huge security challenge in the State since 2009 when the insurgency started. However, unbridled suicide [bombings over 16 times in a space of two years] and frequent attacks in the State has made the institution vulnerable and is threatening peace and tranquillity in the University. This unfortunate new wave of violence has the tendency of scaring staff, students and parents and is a dangerous signpost of destabilizing the University. Sadly, students were killed, burnt alive and some beheaded. And indeed, many parents withdrew their wards and staff left the University during that period.

7.5 Problems of Funding

- [i] Funding of public universities in Nigeria by the Federal Government has been a major challenge over the years. Given the increasing demographic explosion in Nigeria, the demand is not only for qualitative but also quantitative growth in access to education. Both require that the issue of adequate funding remains on the front burner at all times.
- [ii] The causes and impact of the socio-economic and security crises occasioned by the Boko Haram insurgency, particularly on the educational sector, demand that the question of adequate funding

for qualitative and quantitative education be revisited and given topmost priority. For a country that has huge potentials for development, our funding of education has remained far below the United Nations Educational, Scientific and Cultural Organisation [UNESCO] recommended 15% to 20% budgetary allocation to education.

- [iii] The challenge of underfunding of universities is therefore a major threat to purposeful education in Nigeria. It is also increasingly making it extremely difficult for universities to compete with their peers globally and has also prevented students in public universities from competing with their peers across the world.

7.6 Strain on Limited University Resources

- [i] For the University of Maiduguri, the oldest conventional Federal university in the Northeast, with most of the well-sought after disciplines and faculties, adequate funding is an even more critical issue. The impact of inadequate funds means there is serious drain of the meagre resources of the University which is still being felt as rationing of services, principally electricity, has become necessary. While there are generators on the campus [about 62 generators] for standby supply of electricity, the University, in the present circumstance, can only ensure the supply of electricity to the students' halls of residence. Staff members were left to make their own arrangements as the University does not have the financial resources to provide electricity through the operation of generators. The students have to bear with the situation too as the generators provide light from 6p.m. to 12 midnight. The public power supply, despite its being erratic, provided some relief although the monthly electricity bill remained a serious drain on the resources of the University.

8.0 For the University of Maiduguri during the period under review, the following are the core funding problems:

8.1 Outsourcing Security and Sanitation Services in the University

It is imperative to point out that the debilitating financial situation of University of Maiduguri and its peculiarities have been compounded by the Federal Government policy and directive to Federal Universities to outsource services such as security, sanitation and landscaping, among others. This development has placed huge financial burden on the University. Presently, the University owed many months of unpaid monies for the outsourced services of security guards and cleaners.

8.2 High Cost of Power

- [i] Epileptic power supply in Maiduguri and the huge amount of money paid to Yola Distribution Company by the University have negatively affected the performance of staff and students and had been hugely troubling to the University Management due to paucity of funds.
- [ii] The Panel noted that the University pays a staggering sum of between twenty five to thirty million naira to Yola Distribution Company monthly, depending on the season. This is in addition to the monthly expenses incurred in purchasing of diesel to run of the generators that power students' hostels, essential services such as water and streetlights. This is against the paltry overhead cost [N36Million per annum] that is epileptically given to the University.
- [iii] Clearly, this huge financial burden is not sustainable given the present precarious financial situation of the University. In fact, most of the generating sets are obsolete while others have also been overstretched because of constant use in recent times. Undoubtedly, this is beyond the capacity of the University Management, which presents negative consequences.

8.3 Alternative Electricity Source for the Campus

The Panel and the University Management recognises and applauds the good intentions of the Federal Government towards the provision of electricity supply to its universities. The solar power station project is a positive initiative that would ensure regular and relatively more sustained power supply. The University has provided a site for the solar power project. Given the critical position of the University of Maiduguri in a challenging security environment, there is the need to expedite action to complete the project and reduce the strain on the University. The completion of the project would improve greatly the power supply, reduce the financial burden for payment of electricity and improve security on campus.

8.4 Special Intervention for the University of Maiduguri

The Federal Government must have been aware that the decision by the University of Maiduguri Senate to sustain operations even in the face of the insurgency is a commendable, courageous and patriotic act. However, that decision had consequences on the limited resources of the University. Keeping students on campus during the holidays meant that services had to be sustained and security had to be on high alert. The maintenance and services need a lot financial commitments. The University had managed to some degree but it is

no longer in a position to continue as this has taken great toll on its finances.

8.5 Inability of Previous University Management to Conduct Elections of Convocation Representative on the Governing Council and Student Union Executives

- [i] The Universities [Miscellaneous Provisions] [Amendment] Act 2012 provides for the composition of Governing Councils in all Federal Universities. The Council consists of one person to be appointed by Convocation among its members of proven integrity, knowledgeable and familiar with the affairs and tradition of the University amongst other members as spelt out in the Act.
- [ii] However, two previous University Managements were not able to conduct elections of Convocation representative on the last two Governing Councils because of serious security concerns and threat to lives and property on the campus. Following the inauguration of the Governing Council of the University of Maiduguri and in accordance with the Universities [Miscellaneous Provisions] Decree No. 11 of 1993 section 2 [h] and University of Maiduguri Decree No. 83 of 1979 schedule 1 [i], [f], the process for the election of one member to represent Convocation on the Council was set in motion.
- [iii] Consequently a Special Meeting of Convocation was summoned for that purpose on Saturday 7th May, 2005 at the El-Kanemi Hall of the University. The Vice-Chancellor chaired the meeting while the Registrar served as the Secretary as required by the law establishing the august body. The turnout was indeed very large and unprecedented.
- [iv] It is regrettable and unfortunate that the election was marred by violence caused by political thugs imported from the town belonging to one of the contestants. It reached a point where the thugs, who later were discovered not to be members of Convocation, physically assaulted the then Vice-Chancellor and Chairman of Convocation, Professor J. D. Amin and the then Registrar, Dr. Lawan Bukar Alhaji. If not for the brave and quick intervention of some members of Convocation and security operatives, the situation would have been very tragic.
- [v] Consequently, elections of Convocation representative on the Governing Councils could not hold due to the above account as well as security reports advising against it, because of the fear that some Boko Haram insurgents may likely infiltrate the event and cause havoc on staff and students. It is the hope of the University Management to conduct the election in collaboration with security agencies in the state this time around when a new Governing Council is inaugurated.

- [vi] It was the same security concern and history of violence that has hindered the election of Student Union Executives. The Panel received assurances of the University's management to conduct election as soon as the security situation permits.

Recommendations

- [a] In view of the precarious security situation of the University, Government is urged to accelerate the construction of the perimeter wall around the University to prevent future incidents of infiltration, and to further redesign the security system around the campuses as expansion of the programme for safe and secure institution.
- [b] Furthermore, the Panel observed that the situation is precarious considering the fact that the University is barely able to cope with the huge demands of providing utility services to the thousands of students on campus. Student agitation over non-deliverance of such services can spell a disaster for the University and can compound the already precarious security situation on campus where students are already under constant stress of impending attack on campus. Government is therefore urged to provide special intervention funds to help the University of Maiduguri to meet its service obligations to staff and students in the areas of supply of electricity, water and security.
- [c] On the lingering issue of non-election of Convocation representative on the Governing Council and Student Union Executives, the University management should as a matter of priority take advantage of ICT and the improved security situation on campus, to organise credible elections that will satisfy the beneficiaries and the provisions of law.
- [d] It is recommended that high priority be given to University of Maiduguri and University of Maiduguri Teaching Hospital. As a matter of urgency, Mr. President should kindly direct the Rural Electrification Agency [REA] to help in generating power for the University and the Teaching Hospital.

CHAPTER 11

Term of Reference No. 9

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

1.0 Introduction

- [i] The University of Maiduguri popularly known as UNIMAID covers a land mass of 4219.134 Hectares with a perimeter of about 27km. However, a portion of the perimeter has been covered with wall fencing. It is situated along Maiduguri-Bama Road flanked by Mairi Village to the North, 202/303 Housing Estate and Fori/Wodiya Villages to the West, Dalori Village to the South and Ngomeri's Gama Village to the East. On the North-Eastern flank of the University lies a vast porous land that links the Sambisa forest through Yale Village in Konduga Local Government Area.
- [ii] This exposes the University to series of attacks by the Boko Haram terrorists particularly the JAMAATU AHLUSSUNNAH LIDDA'AWATI WAL JIHAD [JAS] faction led by Abubakar SHEKAU, who are held-bent on crippling the University.
- [iii] The University has a population of about forty thousand [40,000] students, about four thousand staff [4,000] and about Twenty thousand [20,000] students and staff with very important and critical heavily invested structures and equipments.

2.0 General Security in The University

2.1 Findings/Observations

- [i] University of Maiduguri is situated in the epicentre of the Boko Haram insurgency that has been threatening peace and harmony in many parts of the country, particularly in the Northeast region for over a decade now. The insurgents have turned Maiduguri and the Northeast into a theatre of war. The impacts of the activities have been extremely devastating. They have been engaging in brutal killings and abductions of innocent people, destruction of schools, hospitals, individuals' houses and so on. Undoubtedly, the Boko Haram insurgency poses huge threat to national security, peace and development.
- [ii] Since the beginning of the insurgency in 2009, the University has been one of the targets of Boko Haram insurgents and up till today, the University remains a target of the insurgents.
- [iii] The year 2011 witnessed the resurgence of the terrorist activities in Maiduguri with isolated cases of threat to lives of Lecturers and other University staff, thereby forcing some lecturers to relocate to other

states. Similarly, there was a planned car bomb attack in December, 2011 targeted at UNIMAID Central Mosque or the Chapel of Grace, but the plan was thwarted and effectively neutralized by the Department of State Service [DSS]. Several arrests were made within and outside the University within the period in connection with sinister plot to undermine security of the institution and disrupt academic activities.

- [iv] The Year 2012 recorded increased threats to lives of staff of the University leading to the abduction of Abba Kagu, an Associate Professor of Geography at his home in Federal Low- Cost Maiduguri, The whereabouts of the Professor is still unknown till date. Also, Mohammed Mai Abubakar [Professor] was equally kidnapped and kept for about a week before released on the condition that he must abandon the teaching profession. Several other Lecturers received threat messages via SMS and parcels containing live ammunition warning them to stay away from the University or risk being killed. Sadly, the development caused the resignation and migration of substantial number of both academic and non-academic staff. In one of our interactions with a former Vice-Chancellor, we were informed that well over Seventy [70] Professors left the University in the period under review.
- [v] The Year 2013 witnessed the emergence of the Civilian Joints Task Force [JTF], who forced the terrorist out of Maiduguri into the Sambisa forest, Alagano forest and the Lake Chad regions. Consequently, the terrorist began carrying out series of attack on the University, during which the security agents play a key role in foiling many attempts to attack the institution. Troops were deployed to secure the perimeter of the University, while a trench was dug around the porous flanks of the institution.
- [vi] The Year 2014 further witnessed the continued threat and activities of the insurgents leading to a lot of parents withdrawing their children and wards from the University. The institution experienced the worst decline in its admission applications.
- [vii] During one of the attacks on GIWA BARRACKS in 2015, by the terrorists, artillery weapons and explosives strayed into the campus causing pandemonium. Two [2] domestic servants were killed, bullets pierced into many homes. Consequently there was increased call for the shutting down of the University, but for the resilience and courage of the management and staff as well as students, the University remained opened and afloat maintaining a steady academic calendar.
- [viii] To worsen the situation in 2015, the strength of military deployment around the University was reduced following an order for troops to be moved to the frontiers while other security personnel left were

not enough to secure the wide space thereby exposing the vulnerability of the campus. Several sinister plans of the terrorists were neutralized owing to timely dissemination of intelligence and sustained inter-agency collaboration.

3.0 Security Architecture and Equipment 2011 – 2015

- [i] During the period under review, there were about 500 security personnel mainly from three out-sourced security companies namely, Jafi, Sahel and Giant Capital Guard Ltd and a few internal security about [60] personnel on the University payroll. These out-sourced security companies were contracted to provide security services to the University after signing of MoU by both parties. This was in compliance with Federal Government directive of 2007. There was also deployment of Joint Task Force [JTF] personnel to protect the University from external aggression/attacks by insurgents during the period. The period was the height of the Boko Haram insurgency and suicide bombings. In addition to the JTF, hunters, Civilian JTF, Explosive Ordnance Department [EOD], Nigerian Security and Civil Defence Corps [NSCDC] Special Force [SF], Nigerian Mobile Police Force [MOPOL], Sniper Dogs Handlers, DSS and Special Investigation Branch [SIB] officers were deployed to the University to complement the JTF personnel on ground.
- [ii] In terms of equipment, by 2015 the University had only three patrol vehicles, 50 walkie-talkies, 50 hand held metal detectors, one base station [signal control room] and Close Circuit Television [CCTV] cameras in a few places. These equipment and personnel on ground were grossly inadequate to counter the then new emerging threats.

4.0 Security Challenges

- [i] During the period, the major challenges faced by the University were intruders and threat by the Boko Haram insurgents which had been on since the beginning of the crisis in 2009. Though no staff or student was kidnapped/abducted, wounded or lost his/her life on campus, during the period under review, two [2] domestic servants lost their lives, hit by stray bullets in 2015. Furthermore, a few structures were affected by stray bullets and rocket grenades that landed on the university campus.
- [ii] The University was able to handle the few security issues related to students such as drug abuse, sexual harassment and theft in hostel rooms. The major challenge however has been the lack of funds which made it difficult to sponsor internal security personnel for trainings, pay hazard, overtime and shift allowances and maintain security vehicles, generators and other security equipment.

5.0 Cultism

The menace of cultism in Nigerian Tertiary Institutions has been in existence for a long period of time. However, in University of Maiduguri, it could not manifest in the campus due to the constant and tight security and also close monitoring of their activities which made the cult members or group to move to the town to carry out their nefarious acts and initiations of new members. Some students who were identified to be associated with cult groups were arrested both on campus and outside the University and they were dealt with decisively under the provisions of the Disciplinary Statutes of the University.

6.0 Conclusion: 2011-2015

Since the beginning of sectarian crisis in 2009, the University has been one of the targets of the Boko Haram insurgents and up till today. The University remains a target of the Boko Haram insurgents as they are against Western Education. The period under review [2011-2015] witnessed heightened onslaught exhibiting uncommon resistance and resilience not to succumb to the wish of the insurgents. The University community deserves applaud and commendation.

Recommendations

- [a] The University should continue to be vigilant and maintain the security of the campus.
- [b] The efforts of the Federal Government in awarding the contract for the fencing of the University and acquisition of security surveillance equipment is highly commendable.
- [c] Government should consider a Special security grant for the University to enable it address the enormous challenges.

CHAPTER 12

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

1.0 Introduction

Among the three major constituents on campus, the students are the most important, vulnerable and volatile. In such a youthful population of students coming from different backgrounds and peer pressure, there are bound to be cases of misconduct. But in order to avoid further threat to peace, there should therefore be processes and structures in place that will guarantee fair play and compliance with law and order.

2.0 Findings/Observations

- [i] The University in 2015 had a student population of 38,841, 45% of which are females.
- [ii] There is a Students Affairs Unit in the office of the Vice Chancellor, headed by a Dean who is a Professor. He is assisted by other supporting staff.
- [iii] Section 18 of the University Act gives the Vice-Chancellor the right to discipline students who are found guilty of misconduct and the right to appeal is conferred by the same section. To guide and advise the Senate on this responsibility, there is in place the Students Disciplinary Committee [SDC]. The Committee headed by a Chairman includes the Dean of Students Affairs while the Students Affairs Officer serves as Secretary. After reportage to the security officer, or the Dean, every case after thorough investigation is forwarded to the SDC. For fair hearing the student is invited for appearance and defense. Depending on the nature of the case, the student may consequently be recommended for warning, suspension or expulsion, to the Senate through the Vice Chancellor. This provision in the Act seems to guarantee fairness for students in the face of the law.
- [iv] The Counselling Unit of the University also has been strengthened to handle Orientation programmes and offer advice to those sanctioned after facing the SDC as a way of re-orientation and rehabilitation.
- [v] During the period under review the most common cases include physical and sexual assault, certificate forgery, impersonation,

examination malpractice, homosexuality, alteration of results, hacking of the portal, cultism and theft of handsets.

- [vi] There were very few cases of appeals to the Committee after judgment, suggesting fair hearing and satisfaction. As if to confirm this, there is no record of litigation against the University from any investigated student.
- [vii] The SDC however observed with concern, that “the outsourcing of security by the University is undermining the effective operation of the security Division in ensuring justice. Their personnel are not professional in handling of cases, detain students unfairly for days, compel students to pay damages”.
- [viii] During the period 2011 – 2015, the students, in spite of the advice of the last Visitation Panel and students’ agitation, there was no elected Student Union Government. The explanation given for this was the prevailing insecurity on campus. Student leaders were merely selected by the management via a modified delegates system, to run the Student Union. The students consider this as an obstruction of self-determination and democratic norms and principle.
- [ix] There is a Student Handbook produced by the Student Affairs for students which contains a section on students conduct and discipline. This is expected to guide students and serve as warning signals and further ensure fair hearing.
- [x] Closely associated to the issue of students’ discipline is their welfare on campus. The University has a Students Welfare Board in place to promote the well-being of students. The University provides hostel accommodation for only about 10,000 students where they face myriad of problems of water shortage, electricity, theft of handsets and sanitary challenges.
- [xi] Sporting facilities are grossly inadequate, leaving the hope or desire of students to develop their potentials unfulfilled. Even mind sports – like Chess, Scrabble are not available.

Recommendations

- [a] The position of the Chairman of SDC should be tenured, as it is observed that one person has been occupying it for long.
- [b] The sporting and recreational facilities should be expanded to allow or enable students dissipate emotional and psychological stresses arising from cerebral work.
- [c] The Panel agrees with view of the SDC that the personnel of security bodies obstruct justice through their crude operations. It is recommended that

there should be orientation for security personnel that will operate among students and who should be able to read and write.

- [d] Arising from students' complaints, it is advised that routine annual workshops should be organised by the Academic Planning Unit for newly recruited academic staff in order to improve on the quality of teaching and interaction with students.
- [e] The University has made commendable effort in the provision of hostels using BOT. However, there is need to sustain and put more efforts towards providing additional hostel facilities on campus.
- [f] The University should leverage on the use of digital technology to allow students to elect their leaders democratically.
- [g] The University should continue to make the well-being of students and inclusion in governance a priority.
- [h] While the reasons given by the University Management to exercise some control over the finances of the Student Union is credible, it should be done with transparency and accountability to the students.
- [i] The University must constantly ensure cyber security. The reported cases of hacking into University portal to alter examination marks by students is a major threat to the integrity of its academic awards.