



Federal Ministry of Education

VISITATION PANEL REPORT INTO THE AFFAIRS OF THE UNIVERSITY OF MAIDUGURI, MAIDUGURI [2016-2020]

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 2021 VISITATION PANEL REPORT INTO THE AFFAIRS
OF THE UNIVERSITY OF MAIDUGURI, MAIDUGURI [2016-2020]**

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] and 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 2016 -2020 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 Ordinance 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 2016-2020.
- [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 2021 Visitation Panel to the University of Maiduguri, Maiduguri [2016-2020] 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 staff 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 staffs have been encouraged to embrace ICT knowledge. Management had made it a requirement in its employment of new academic staff.

Most staffs 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:

- I. 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:

- I. 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

- [i] There is ample evidence that the University of Maiduguri has been an auspicious beneficiary of a good foundation laid for its establishment and nurtured by experienced and highly committed leaders and administrators over the years. The University has continued to sustain and advance the vision and mission of its great founding fathers. There has been a verifiable history of full cooperation between the University of Maiduguri Management and the Governing Councils in their respective roles to achieve its common objectives of promoting teaching, learning and research. The Vice-Chancellors consistently presented detailed reports to Councils at every meeting on state of Affairs of the University.

2.0 Role of Pro-Chancellor and the Governing Council

2.1 Findings/Observations

- [i] The University has a Governing Council, headed by the Pro-Chancellor, which 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 properties of the University, building programmes and material provisions for students.
- [ii] As provided in the Universities [Miscellaneous Provisions] [Amendment] Act, 2012 for the composition of Governing Councils in all Federal Universities, membership shall consist of the following:
 - i. The Pro-Chancellor

- ii. The Vice-Chancellor
 - iii. The Deputy Vice-Chancellor
 - iv. One person from the Federal Ministry responsible for Education
 - v. Four persons representing a variety of interest and broadly representative of the whole Federation to be appointed by the National Council of Ministers
 - vi. Four persons appointed by the Senate from among its members
 - vii. Two persons appointed by Congregation from among its members
 - viii. 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 about 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.
- [v] Two Governing Councils at different periods presided over the affairs of the University of Maiduguri during the reporting period of 2016 – 2020.
- [vi] The Governing Council led by Alhaji Lawan Bukar Marguba, inaugurated on Tuesday, 9th April, 2013 had the following membership:
- 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 Services]
 - 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
- [vii] There was no member representing Convocation in this Council as spelt out in the Act. Elections of Convocation representative on the Governing Council could not hold due to the security situation around the University and 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.

- [viii] 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.
- [ix] The harmonious working relationship between the Governing Council and the University Management was collectively sustained and resulted in appreciable strides in the development of the University.
- [x] All regular meetings of the Lawan Bukar Marguba led Governing Council that fell within the reporting period of this Visitation were duly held, and from the records available to the Panel, most of the meetings took place in Abuja probably due to the tensed security situation in Maiduguri at the time. Attendance was impressive and the minutes of the meetings were properly documented.
- [xi] This Council considered the huge amount of papers usually left with members after each meeting for which they have no use, and approved that henceforth, Council meetings should be paperless. It was a cost saving and prudent initiative.
- [xii] The Council also considered and ratified the appointment of Bitrus H. Usmana as Acting Bursar of the University for one year with effect from 19th May, 2016.
- [xiii] Sadly, this Council lost one of its members, Chief Innocent Oparadike to the cold hands of death on Monday, 23rd January, 2017. The sum of ₦5 million was released by the Council to the family as its contribution towards the burial expenses. Council was also represented at the service of song held in Lagos by Sir Professor O.A. Sadipo, KJW, Engr. [Dr.] Paul Attah and Professor [Sir] Dilli Dogo. May his soul rest in peace.
- [xiv] The tenure of the Lawan Bukar Marguba led Governing Council ended in the earlier part of 2017, and was duly succeeded by a new Governing Council, which was inaugurated on Tuesday, 9th May 2017. Membership of the Council consisted of the following:
 - i. Professor Biodun Adesanya - Pro-Chancellor & Chairman
 - ii. Professor Ibrahim A. Njodi - Vice-Chancellor
 - iii. Prof. Abdullahi H. Godowoli-Dep. Vice-Chancellor [Central Admin]
 - iv. Prof. Aliyu Shugaba- Deputy Vice-Chancellor [Academic Services]
 - v. Professor Abubakar Mustapha - Member [Rep. Public Interest]
 - vi. Makwashi Jekada Zurmi - Member [Rep. Public Interest]
 - vii. Hon.[Barr.] Obiora Samuel Igwedibia-Member [Rep. Public Interest]

- viii. Mr. Laide Osijonwo - Member [Rep. Public Interest]
- ix. Professor Jibrilla Dahiru Amin - Member [Rep. Senate]
- x. Professor Mohammed Mala Daura - Member [Rep. Senate]
- xi. Professor Babatunji A. Omotara - Member [Rep. Senate]
- xii. Professor Micheal P. Noku - Member [Rep. Senate]
- xiii. Dr. Yunusa M. Dada - Member [Rep. Congregation]
- xiv. Dr. Yaqub A. Geidam -Member [Rep. Congregation]
- xv. Tijjani Bukar - Registrar & Secretary

- [xv] There was still no Council Member representing Convocation in the Governing Council due to security reasons as earlier reported.
- [xvi] The Professor Biodun Adesanya led Governing Council held its inaugural meeting on Thursday, 13th July, 2017. The appointment of Yahaya Yunusa Malgwi as a new Bursar was announced at that meeting.
- [xvii] Council also approved the re-appointment of the Deputy Vice-Chancellors whose tenure of office had expired on the 2nd of September, 2017, for a second term of two years.
- [xviii] The appointment of Professor Emmanuel Camble as University Librarian was extended for one year with effect from 17th March, 2019 after expiration of his five years term. Later on, Dr. Yahaya Aliyu was appointed the New University Librarian with effect from 17th March, 2020.
- [xix] Records show all regular meetings of Professor Biodun Adesanya led Governing Council were duly held, with impressive attendance and well documented minutes of the meetings.
- [xx] The Professor Biodun Adesanya led Governing Council also worked assiduously and in tandem with the University Management to successfully review some University's working documents which were obsolete;
 - i. Regulations Governing the Condition of Service of Senior Staff
 - ii. Regulations Governing the Conditions of Service of Junior Staff
 - iii. Guidelines for Appointment, Appraisal and Promotion for Academic Staff
 - iv. Guidelines for Appointment, Appraisal and Promotion for Senior Administrative, Technical and Professional Staff
 - v. Guidelines for Appointment, Appraisal and Promotion for Junior Staff
 - vi. The University of Maiduguri Administrative Manual and
 - vii. The University of Maiduguri Financial Instructions.

- [xxi] The Council also introduced and produced Code of Conduct for Employees and students of the University which was hitherto nonexistent.
- [xxii] The Council, working in synergy with the University Management, recorded remarkable progress in the implementation of capital projects, particularly the donor projects which are most active at the moment. Some of the notable projects include:
- i. Security Fortification project of the University
 - ii. NCC funded Virtual Examination Centre
 - iii. Construction of NNPC funded 500 Seater Lecture Theatre
 - iv. Dr. Muhammadu Indimi Centre for Distance Learning
 - v. Federal Government's North East Initiative Pilot Project
 - vi. Borno State Government funded 20 units of 2 bedroom duplexes
 - vii. Construction of Phase II of the Borno State Government donated Housing Project which comprised of 50 units of one bedroom self contained houses.
 - viii. Construction of the Multi billion naira NNPC funded Department of Petroleum and Gas Engineering Complex.
 - ix. Construction of the Muhammadu Buhari Senate building, commissioned by the TETFund Executive Secretary on 16th July, 2018. It's a major TETFund project.
- [xxiii] Records indicated that all categories of staff who met the requirements for promotion were promoted as at when due within its tenure, and this had a tremendous effect on improving the relationship between staff and the University Management, thereby engendering good industrial harmony.
- [xxiv] Section 3 [Powers of the University and their Exercise], Subsection 1.a. of the University of Maiduguri Amendment Act specifically empowers the University to institute Professorships, Readerships, Lectureships, and other posts and offices and to make appointments thereto. But recent experiences indicate a subtle usurpation of the powers vested in the Governing Councils of Universities provided in the Act to hire employees as universities have to get clearance or approval of the Head of Service of the Federation and indeed some government agencies before it could employ staff. This is an encroachment that is inimical to the University system.
- [xxv] Council, in keeping with the relevant Acts of the University, approved the appointment of Professor Aliyu Shugaba as the Vice Chancellor

of the University of Maiduguri with effect from 3rd June, 2019. It is worthy to note that Professor Aliyu Shugaba is the 11th Vice Chancellor of the University and third alumnus of the University to be appointed into the exalted position of Vice Chancellor.

Recommendations

- [a] The cordiality that persists in the relationship between the Governing Council and the University Management has continued to engender an atmosphere of harmony and unity of purpose in the University. It should be religiously protected, sustained and maintained.
- [b] With respect to the continued vacant space of Council Member representing Convocation in the Governing Council, which has started evoking gripe in some quarters, the University Management should expedite efforts to conduct the Convocation elections in close collaboration and consultations with the leadership of the University's Alumni Association and the relevant security agencies.
- [c] The efforts of the Governing Council in collaboration with the University Management to successfully review some University working documents which were obsolete, and the regularity of promotion of all categories of staff who met the requirements for promotion, greatly enhanced good industrial relationship in University. This is laudable and should be sustained.
- [d] Records from Council and Senate Proceedings showed that all reported cases of infractions, academic fraud and sundry misdemeanour among staff and students were appropriately investigated and recommended disciplinary measures were meted out accordingly to any erring student or staff at all levels. It was a plausible indication that the leadership lived up to its responsibility of maintaining order and discipline in the University.
- [e] There is need to strengthen the University Act to enable it exercise its powers in accordance with the Law, especially its power to hire employees without undue interference, as this will allow the Governing Council and other organs in the University to work in harmony and function effectively.

3.0 Role of Vice Chancellor and Senate

3.1 Findings/Observations

- [i] The Senate is responsible for all academic affairs of the University, including the admission and progress of students through examinations,

the provision of courses, and the approval of their syllabuses; the award of degrees and distinctions, and regulating discipline among students.

[ii] Separate tenures of two Vice Chancellors coincided with the period under review:

- i. Prof Ibrahim Abubakar Njodi 3rd June, 2014 – 3rd June 2019
- ii. Prof Aliyu Shugaba 3rd June, 2019 - Date

[iii] Both Vice Chancellors 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 affecting the University that may arise from time to time. Records indicated that attendance at Senate meetings was impressive and minutes of the meetings were properly serialized and documented.

[iv] The Senate, during the period under review, played host to two notable guests of the University:

- i. His Excellency, Chief [Dr.] Olusegun Obasanjo, former President of Nigeria and Visitor of the University of Maiduguri, visited the University and addressed Senate at a Special Meeting held on Thursday, 29th March 2016.
- ii. His Excellency, Hon. Kashim Shettima, the Executive Governor of Borno State, visited the University of Maiduguri and addressed the Senate at a Special Meeting held on Wednesday, 12th July, 2017.

[v] The Senate also at a Special Meeting held on Friday, 20th April, 2018, ratified the appointment of three Emeritus Professors for the University:

- i. Professor Abdulhamid Abubakar
- ii. Professor John Akin Akinniyi
- iii. Professor Joseph Alumona Ijere

[vi] The Senates also duly elected its four members to serve as its representatives on the respective Governing Councils within the period under review;

[a] Alhaji Lawan Bukar Marguba led Governing Council: 2013 - 2017

- i. Sir Prof. O. A. Sodipo, KJW - Council Member [Representing Senate]
- ii. Prof. (Sir) Dilli Dogo - Council Member [Representing Senate]
- iii. Prof. Isa Hussaini Marte - Council Member [Representing Senate]
- iii. Prof. Alhaji Maina Gimba - Council Member [Representing Senate]

[b] Professor Biodun Adesanya led Governing Council: 2017 - 2021

- i. Prof. Jibrilla Dahiru Amin - Council Member [Representing Senate]
- ii. Prof. Mohammed Mala Daura - Council Member [Representing Senate]
- iii. Prof. Babatunji A. Omotara - Council Member [Representing Senate]

- iv. Prof. Micheal P. Noku - Council Member [Representing Senate]
- [vii] As provided under subsection 2.c in the Universities [Miscellaneous Provisions] [Amendment] Act, 2012, two [2] Deputy Vice Chancellors were duly elected by Senate to assist the Vice Chancellors in the performance of their functions.
 - [a] 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]
 - [b] Under Prof Aliyu Shugaba's tenure as Vice Chancellor:
 - i. Prof Mohammed L. Mele - Deputy Vice-Chancellor [Central Admin.]
 - ii. Prof Saidu Baba - Deputy Vice-Chancellor [Academic Services]
- [viii] As provided in the Law of the University, Deputy Vice Chancellors shall 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 Aliyu Shugaba was Deputy Vice Chancellor [Academic Services] and was regularly attending Governing Council meetings along with the Deputy Vice Chancellor [Central Administration] at the time.
- [x] However, a period spanning one [1] year and nine [9] months following the appointment of Prof Aliyu Shugaba as Vice Chancellor elapsed before Deputy Vice Chancellors were appointed for the University of Maiduguri. The Panel noticed a peculiar pattern in this regard.
- [xi] The two year tenure of Prof Abdullahi H. Godowoli as Deputy Vice-Chancellor [Central Administration] also seems to have terminated abruptly one month to its expiration, following the appointment of a new Vice Chancellor. He was conspicuously not listed as a member of Council at its 146th Regular meeting held on Friday, 4th October, 2019 even when his tenure as Deputy Vice Chancellor [Central Administration] was due to expire on 2nd of September, 2019.
- [xii] A similar trend was observed with the previous Administration as it also took a period of one [1] year and nine [9] months before Deputy Vice Chancellors were appointed in the University of Maiduguri, following the appointment of Professor Ibrahim Abubakar Njodi as Vice Chancellor on the 3rd June 2014.
- [xiii] It revealed an intrinsic tradition in the University of Maiduguri, whereby the tenure of Deputy Vice Chancellors automatically terminates at the emergence of a new Vice Chancellor, which is

incongruent with the provisions of the Law of the University with respect to the tenure of Deputy Vice Chancellors. Tradition should not overrule the law of the University.

- [xiv] The Senate of the University of Maiduguri operated without the Senate Business Committee, which is not only an integral organ of the University system, but also provided for in Section 12 of the University Administrative Manual 2004. The Senate Business committee is widely known for its role in enhancing the accuracy, thoroughness and firmness of examination results, and also considerably reduces its work load. The Senate of the University of Maiduguri rather had in its place, a Senate Course System Committee, which the Panel found to be an innovation, ostensibly unusual for a University Senate. It may be working for the University of Maiduguri, but it is the opinion of the Panel that the University may run the risk of inadvertently losing out on some time tested key leadership qualities associated with a conventional Senate Business Committee.

Recommendations

- [a] The observable trend of immediate past Deputy Vice Chancellors emerging as substantive Vice Chancellors of the University of Maiduguri, apparently portends continuity and stability of governance, and should be encouraged provided it does not infringe on a level playing field in the selection process of the Vice Chancellor.
- [b] The tradition of terminating the tenure of Deputy Vice Chancellors at the emergence of a new Vice Chancellor, and keeping the office vacant for long period of time, is at variance with the provisions of the Law of the University with respect to the office of Deputy Vice Chancellors and should be discouraged. Emphasis should as much as possible be on the sanctity of the office rather than the desirability of individuals that occupy the office.
- [c] The Vice Chancellor and the Senate should maintain the maturity and mutual respect with which it conducts its affairs, which hinges on the core values of the University.
- [d] Council should continue to work in concert with the Senate in maintaining a high level of order and discipline among staff and students in the University.

4.0 Other Principal Officers

4.1. Registrar

4.2 Findings/Observations

- [i] 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 person holding the office of Registrar is by virtue of the office, Secretary to the Governing Council, the Senate, Congregation and Convocation.
- [ii] The Registry of the University of Maiduguri since 2015 has evolved into the directorate system, with the five Divisions in the Registry upgraded to Directorates namely; Directorate of Council and General Administration, Directorate of Human Resources, Directorate of Student Affairs, Directorate of Senate and Academic Matters, and Directorate of Legal and Corporate Affairs as approved by Council. However, only three [3] of the Directorates are operational as at the time of this Visitation. They are:
- i. Directorate of Council and General Administration, responsible to the Registrar for the provision of Secretarial Services to Council, Finance and General Purpose Committee, Tenders Board, Appointment and Promotion Committee for Academic Staff, Administrative and Technical Staff, and Junior Staff. Others are Staff Disciplinary Committee and Selection Board, and Honorary Degrees Committee.
 - ii. Directorate of Senate and Academic Matters, responsible to the Registrar for all Senate matters, Secretarial Services to Senate and Specified Committees of Senate, compilation of the Annual Calendar of Dates and events, organization of major University functions/ceremonies – Convocation, Inaugural and Public lectures.
 - iii. Directorate of Human Resources, responsible to the Registrar for all establishment matters connected with both Senior and Junior staff, including advertisement of vacant posts, processing of application, preparation of papers for Appointment and Promotion Committee, liaison with external agencies, contract appointments, staff training schemes, etc.
- [iii] The Governing Council appointed Tijjani Bukar as the Registrar of the University of Maiduguri with effect from 5th February, 2016 following the

report and recommendations from the Selection Board set up for the appointment of Registrar of the University of Maiduguri.

- [iv] Following the expiration of tenure of the Registrar, Tijjani Bukar, the Governing Council approved the extension of his appointment as Registrar for one [1] year with effect from 5th February, 2021.

4.3 University Librarian

4.3.1 Findings/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. The Library currently holds 346,544 Volumes of books and 769 titles of journals made up of 18,619 issues.
- [ii] In addition, the E-Library was declared open on 26th February, 2013 with 250 computers and other accessories, as well as five [5] databases namely: Agora, Hinary, Oare, Goali and Ebscohost, which provides for staff and students, access to major journals in Biomedical and Social sciences, and Allied Health programmes.
- [iii] The library with a total population of 156 staff has only 14 junior staff, among which 5 are Library Assistants and 9 are Cleaners. This seems grossly inadequate in view of the size of the main library and its branches,
- [iv] Following the expiration of the five year term of Professor Emmanuel Camble as University Librarian, the Governing Council approved an extension of his tenure as University Librarian for one year with effect from 17th March, 2019, which is in line with the Universities [Miscellaneous provision's [Amendment] Act 2012.
- [v] At the end of the one year extension of tenure of Professor Emmanuel Camble as University Librarian on 16th March, 2020, Council directed that the position be advertised forthwith and approved the constitution of the Selection Board as follows:-
- Pro-Chancellor and Chairman of the Governing Council - Chairman
 - The Vice-Chancellor - Member
 - Mr. Michael Olufemi Ajayi - Member
 - Hon. [Barr.] Obiora Samuel Igwedibia - Member
 - Mr. Laide Osijonwo - Member
 - Dr. Yunusa M. Dada - Member
 - Two [2] persons from Senate [to be elected at next Senate meeting]- Members

[vi] The said advert for the post of the University of Maiduguri Librarian was made in the Daily Trust Newspaper of 14th and 15th January, 2020 and Punch Newspaper of 15th January, 2020 respectively.

[vii] Dr. Yahaya Aliyu was subsequently appointed University Librarian of the University of Maiduguri with effect from 17th March, 2020.

4.4 Bursar

4.4.1 Findings/Observations

[i] The Bursar is the Chief Financial officer of the University and responsible to the Vice Chancellor for the day-to-day administration and control of the financial affairs of the University.

[ii] Following the expiration of the tenure of Bitrus H. Usmana as Bursar, the Governing Council approved an extension of his appointment as Bursar in an acting capacity for one year with effect from 19th May, 2016.

[iii] At the end of the one year extension of tenure of Bitrus H. Usmana as Bursar on 19th May, 2020, Council directed that the position be advertised in two National dailies and approved the constitution of the Selection Board for the appointment of the Bursar as follows:-

- | | |
|--|------------|
| - Pro-chancellor & Chairman of Council | - Chairman |
| - Vice-Chancellor | - Member |
| - Engr. [Dr.] Paul Attah | - Member |
| - Alh. Adamu A. Waziri | - Member |
| - Dr. Ahmadu M. Brono | - Member |
| - Ahmad Lawan | - Member |
| - Two Members of Senate | - Members |
| - Monitor from Federal Character Commission | - Member |
| - Monitor from Federal Ministry of Education [Barr. [Mrs.] O. E. Akamo] | |
| - Bursar from a Federal University Abubakar Tafawa Balewa University [ATBU] as observer. | |

[iv] Yahaya Yunusa Malgwi was subsequently appointed Bursar of the University of Maiduguri and the University was issued the certificate of compliance by the Federal Character Commission accordingly.

- [v] Although the Selection Board for the appointment of the Bursar [Yahaya Yunusa Malgwi] included one Monitor each from the Federal Character Commission, the Federal Ministry of Education and a Bursar from a Federal University as Observers, its composition was in accordance with Section 3. 7 [1] of the University Miscellaneous Provisions [Amendment] Act.

Recommendations

- [a] Council should continue to work in concert with the Senate in maintaining a high level of order and discipline among staff and students in the University.
- [b] The University did not experience any form of disagreement or discord between its Principal Officers, Provost/Deans, or Directors. This is commendable and should be sustained.

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 and the Auditor General for the Federation. In addition to these guides are due process documents such as University of Maiduguri Financial Instructions 2005, revised April 2019, Guidelines for first time adoption of International Public Sector Accounting Standards [IPSAS] Accrual system by 1st January 2016 and the University of Maiduguri [Office of the Bursar - Regulations guiding Receipts and Disbursements of funds]
- [ii] Basically, the Panel found two types of fund inflow to the University.
 - [a] Capital grants, the statutory allocations for personnel costs and interventions from agencies such as Tertiary Education Trust Fund [TETFund] and other local and International donor agencies.
 - [b] Internally Generated Revenues. These were revenues generated through the internal efforts of the University and managed through the University's internal governance process.

2.0 Approach

The Panel examined the period 2016 to 2020. To do this, the University's fund inflow was segmented into three sources;

- [i] Statutory allocations for personnel and other costs including capital grants from the Federal Government.
- [ii] Interventions, grants and endowments.
- [iii] Internally Generated Revenue.

Financial inflows from these sources were extracted from sources such as the records of the Bursary department, the University's audited annual accounts for the period, the minutes of Council Meetings, Minutes of meetings Finance and General Purpose Committee [F&GPC], internal audit reports and the various memoranda submitted by relevant project execution units.

2.1 Findings/Observations

- [i] The University's major sources of income were receipts from statutory allocations relating to Personnel cost, overhead costs and capital grants. For the visitation period 2016 to 2020, the releases to the University through GIFMIS platform as given below:

S/N	ITEM	AMOUNT [N]
1	Personnel cost	45,211,054,543.77
2	Capital	2,255,554,799.60
3	Overhead cost	426,044,940.00
4	Total GIFMIS releases	47,892,654,283.37

- [ii] Other source of income available to the University in this visitation period was the Internal Generated Revenue [IGR]. This Sub-head has student 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 student charges is exclusive of the year 2020 figures due to the effect of COVID-19 and ASUU Strike.
- [iii] 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.
- [iv] The Internal Audit report for the period 2016 to 2020 sighted was in respect of January 2020 Staff Audit Report. The report did not however have helpful demographics. Staff audit exercise should not only be about hunt for ghost workers but to assist Management to keep abreast of staff mix in all parameters for purposes of planning.
- [v] The manual of Uniform Accounting system for Nigerian Universities is being followed satisfactorily by the University. The University fully and satisfactorily migrated to International Public Sector Accounting

Standards [IPSAS] accrual system of Accounting by the deadline of 1st January, 2016 as directed by the Federal Government of Nigeria. The IPSAS codes were adopted to streamline the account to comply with the directive of the Federal Government. The Panel also observed that the University adhered to the directive of Government to migrate to the Government Integrated Financial Management Information System [GIFMIS] platform for salary payment.

[vi] For the visitation period [2016 to 2020], a total of nine billion, four hundred and thirteen million, six hundred and eighteen thousand, five hundred and fifty five naira and fifty five kobo [N9,413,618,555.55] was spent on various projects as follows:

S/N	ITEM	AMOUNT [N]
1	Appropriated Projects	1,086,727,251.48
2	IGR Projects	2,765,071,689.27
3	TETFund various intervention Projects	3,039,439,550.45
4	Needs Assessment Projects 1&11	487,908,716.40
5	Disaster Recovery Fund intervention	2,034,471,347.95
	Total Expenditure on Projects	9,413,618,556.55

The Disaster Recovery Fund intervention was specifically for construction of 23.7km of perimeter fence for the University and procurement/installation of security gadgets and flood lighting areas of the campus to ward off insurgents' attack on the campus.

[vii] From the records, some already funded projects were yet to commence while some appropriation projects were on-going at various stages of completion. The projects on ground justified the amounts spent on them. However, outstanding funding obligation of three hundred and eighty one million, five thousand, one hundred and seventy four naira and fifty kobo [N381,005,174.50] on TETFund's intervention projects and four hundred and fifty two million, four hundred and twenty five thousand, two hundred and eighty eight naira and fifty seven kobo [N452,425,288.57] for the Disaster Recovery intervention project were reported.

[viii] In the 2020/21 financial year, the University proposed the execution of thirty one [31] projects with total estimated value of twenty billion, one hundred and ninety eight million, three hundred and seventy five thousand, two hundred and seventy three naira, and twenty four kobo [N20,198,375,273.24] and is seeking for special interventions, donations, grants and aids alongside Internally generated revenue to accomplish the proposed projects.

- [ix] The University presented a Comprehensive Asset Register which it commissioned Messrs Lavender Property Co. Ltd to carry out in 2010 and which was submitted in three volumes [hard copy] and two soft copies. The three volumes were not updated since then.
- [x] Contrary to accounting and audit practice conventions, the moveable properties of the University were not numbered for ease of identification and security of the assets. The Panel in this regard notes that though recognition and measurement of inventories, investment property, property, plant and equipment were made in the Accounts relating to this visitation period, the unavailability of an updated asset register could affect fair presentation of financial statements.
- [xi] Works and Maintenance Department kept lists of vehicles, generators and other properties owned by the University. However, such records were not harmonized with the records in the Bursary department.
- [xii] The University Administration experienced decrease in Internally Generated Revenue due to insurgency that occurred in and around the University within this period. The cost of energy incurred by the University also escalated beyond the appropriated and released funds on overhead cost to the University. In the year 2020 alone, the University spent a total of two hundred and ninety four million, five hundred and fifty three thousand, five hundred and sixty three naira and sixty seven kobo [N294,553,563.67] on electricity bills and fifty six million, six hundred and seventy nine thousand , seven hundred naira [N56,679,700.00] on AGO consumption.
- [xiii] The releases to the University for Overhead Cost were found by the Panel to be well below the costs incurred in managing about 40 lines of expenditure to which the university is exposed to. The nightmarish trend of electricity and AGO consumption was stated in [xii] above. The Federal Government directive in 2007 to all MDAs on outsourced services brought more financial misery to the University in subsequent years. The monthly cost of the outsourced services amounts to thirty four million naira [N34,000,000.00]. The Government since the implementation of this policy has only funded these outsourced services to the tune of two hundred and eighty eight million [N288,000,000.00]. The University is currently indebted to the outsourced companies in the sum of three hundred and twenty six million [N326,000,000.00].
- [xiv] The Panel inspected on-going and completed projects and was satisfied that the capital grants released to the University which though insufficient to address the holistic requirements of the University, were well utilized for the projects they were meant for.

- [xv] The accounting processes of the University were computerized to a commendable level. The Bursary department operates on Pinescript Integrated Management System configured with about 15 modules covering major aspects of bursary and internal audit management systems. Importantly, the Pinescript software is fully IPSAS coding compliant.
- [xvi] The summary of the financial position of the University was always presented by the Bursar at the Finance and General Purpose Committee meetings and subsequently reported to the Council of the University.
- [xvii] The two critical IGR units in the University - University of Maiduguri Consultancy Services Ltd [UNIMAID Consult] and University of Maiduguri Investment Centre [UNIMAID Ventures] had properly constituted Boards.
- [xviii] The constituents of UNIMAID Ventures are: UNIMAID Bookshop; UNIMAID Printing; UNIMAID Water and UNIMAID Transport Services. The University has made commendable efforts to reinvigorate these companies for better performance.
- [xix] The University has also made efforts to reposition the University Printing Press for higher performance by providing it with core equipments such as Konica Minolta Bizhub C284, Direct image printing machine, Digital Separation machine, Polar 115 MO paper cutter, Morgana FSN numbering and perforating machine, Desktop Computer and Heidelberg GTO 52 offset printing machine. The management of the Printing Press has also projected for purchase of ten more machines valued at two hundred and two million, seven hundred and fifty eight thousand, seven hundred and eighty naira [N202,758,780.00] which when purchased will put the Printing Press in competitive shape for the printing market of the North East geo-political zone.
- [xx] University of Maiduguri Consultancy Services Ltd [UNIMAID Consult] provides hitech Consultancy Services in a wide range of Scientific areas and also supervises Kanem Suites at both Abuja, Kano and the Commercial Guest house at the University Campus. UNIMAID Consult and Kanem Suites have their accounts audited separately by different external auditors and not consolidated. Kanem Suites Hotel Ltd remained profitable posting profit after tax of nineteen million, two hundred and seventy four thousand, five hundred and fifty four naira [N19,274,554.00] and thirty three million, seven hundred and twelve thousand, thirty four naira [N33,712,034.00] for 2018 and 2019 respectively. UNIMAID Consult no doubt performed well in terms of revenue generated through Consultancy contracts worth one hundred and eighty three million, eighty nine thousand, two hundred and fifty naira [N183,089,250.00] and one million US dollars

[\$1,000,000.00] but experienced high operating expenses that made it run at loss from 2016 to 2019. The cumulative loss for this period was twenty six million, five hundred and thirty eight thousand, ninety naira [N26,538,090.00].

- [xxi] The funding of Ramat library has become irregular and this situation will jeopardize the support which the library gives to scholarship in the University. Out of a total TETFund grant of one hundred and eighty three million, five hundred and eighty four thousand, four hundred and twenty five naira and sixty kobo N183,584,425.60 under the merged 2014-2016 library development intervention, only twenty seven million, five hundred and thirty seven thousand, six hundred and sixty three naira and eighty four kobo [N27,537,663.84] has been accessed, leaving a balance of one hundred and fifty six million, forty six thousand, seven hundred and sixty one naira and seventy six kobo [N156,046,761.76] un-accessed. The inability of the University to reconcile this situation with TETFund and regularise the anomaly hinders it from accessing more Library Development Intervention Funds.
- [xxii] Insurance covers procured for in the University was observed to be limited to Staff/Students' Social Health Insurance Scheme, Housing Estate and vehicles. Payment of premium for the Staff and Students' Social Health Insurance Scheme was regular while that of Staff Housing Estate and vehicles were irregular. Premium for 2012-2013 were not paid.
- [xxiii] The implementation of the Integrated Payroll and Personnel Information System [IPPIS] is causing systemic disruption and staff discontent over numerous complaints which IPPIS providers/managers are unable to resolve swiftly and timely.

Recommendations

- [a] Government should as a matter of priority, consider the peculiar situation of insurgency in the North East geo-political zone and give the University special hazard intervention to provide for both electricity and solar power for the University, liquidate outstanding debt on outsourced services including security and sanitation and to enable the University undertake the projects earmarked for 2020/21 valued at twenty billion, one hundred and ninety eight million, three hundred and seventy five thousand, two hundred and seventy four naira and twenty kobo [N20,198,375,274.20].
- [b] The University Management should, without delay set up the machinery for Comprehensive revalidation of the University's Asset Register and a competent staff to be assigned to update the register annually. As this is done, all moveable assets of the University must be numbered with assigned location codes and numbers.

- [c] As a follow up to [b] above, Council should take necessary steps to ensure that all assets of the University are adequately insured.
- [d] The University Management should ensure that all outstanding project funds and un-accessed TETFund Intervention funds are recovered within a short time frame.
- [e] The University should sustain the effort at upgrading of her Information and Communication Technology [ICT] resources including seamless internet and intranet connectivity and fool proof cyber security.
- [f] The computerization effort at the Bursary department should be sustained and to further ensure that all modules relating to voucher management system, advances/retirement data management, final Account analysis data management, cashbook, TETFund Projects Management and harmonized Bursary management system etc are harmonized with Pinescript System software in use and made functional.
- [f] The University should sustain efforts to reinvigorate the two IGR firms [University of Maiduguri Consultancy Services Ltd and University of Maiduguri Investment Centre for higher performance and better competitive market coverage.
- [i] Insurance of assets should be taken seriously by the University. A proper valuation of the University's insurable action need to be done and urgent steps taken to insure the assets on annual basis.

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 University has witnessed remarkable growth in its physical facilities since it was established in 1975. It took-off with the former North East College of Arts and Science facilities and had since then developed several buildings and infrastructure on the campus. The present student population is about 75,000. The present staff population is about 5,209. Several projects executed by the university during the period under review were funded from different sources. The appraisal of the application of these funds to achieve the desired objectives is of paramount importance.

2.0 Findings/Observations

- [i] Funds for special projects from TETFund, Central Bank of Nigeria [CBN], Nigerian National Petroleum Corporation [NNPC] and other donor agencies are being supported by provision of bank bonds by contractors and effective deployment of consultants, thereby guaranteeing the execution of projects according to specification.
- [ii] Funds for appropriation projects were not released in full in most cases. This affected the timely completion of most projects.
- [iii] The University applied all the grants judiciously. About 93% of projects executed were completed and put to use. A total of nine billion, four hundred and thirteen million, six hundred and eighteen thousand, five hundred and fifty five naira and fifty five kobo [N9,413,618,555.55] was spent on various Capital Projects for the period under review comprising of one billion, eighty six million, seven hundred and twenty seven thousand, two hundred and fifty one naira and forty eight kobo [N1,086,727,251.48] for appropriated projects; two billion, seven hundred and sixty five million, seventy one thousand, six hundred and eighty nine naira and twenty seven kobo [N2,765,071,689.27] for IGR projects [contracts and direct labour]; three billion, thirty nine million, four hundred and thirty nine thousand, five hundred and fifty naira and forty five kobo [N3,039,439,550.45] for TETFund's various intervention projects;

four hundred and eighty seven million, nine hundred and eight thousand, seven hundred and sixteen naira and forty kobo [N487,908,716.40] for Needs Assessment projects and two billion, thirty four million, four hundred and seventy one thousand, three hundred and forty seven naira and ninety five kobo [N2,034,471,347.95] for Disaster Recovery Fund Intervention Project.

[iv] Internally generated revenue improved and several minor projects especially renovation works were executed with Internally Generated Revenue [IGR]. The University has stepped up its IGR drive.

[v] Infrastructural Facility in the University is inadequate to cope with present demand of the University. The following were identified:

- Electricity supply is a major problem in the University. The insurgency in Borno State has further exacerbated the problem. As at the time of this visitation, Maiduguri had suffered a four months power outage and is still persistent. The National grid electricity supply had been attacked severally by the insurgents. The University now relies entirely on the use of generators.. Only about 1/3 of the existing 61 generators with capacities ranging from 100 to 800kVA could be put to use because of their high running cost. Rationing of power supply for a few hours is now the practice on campus.. The solar street light available is limited mainly to the academic area and they are not regularly maintained. The University is to benefit from the second phase of Energizing Education Project to improve power supply to the University.
- Water supply to the University was grossly inadequate. Municipal supply to the University is only for about 3 hours daily. The University now relies on 19 boreholes of various capacities/yield conventionally and or/solar powered, to slightly solve the problem. The insufficient water supply is still being used for farming and ground maintenance by the University. Hence maintenance of toilets, especially in the hostels, becomes a problem for lack of adequate water supply. Water storage facilities on ground are inadequate.
- The University recently renovated many of its internal roads and constructed some new roads and drainages. The road projects are still ongoing.
- Telecommunication in the university is dependent on the GSM providers and internet. Internet connectivity is poor in most areas on campus. The fiber optic project that is 43% complete has been abandoned by the contractor. The completion of this project will facilitate the Local Area Network and improve internet connectivity on campus.
- The existing sewage disposal systems which cover the hostels and the academic areas are inadequate. There is no central sewage treatment plant. Lift pumps are required along the sewer lines to transport the sludge to treatment site.

Refuse is disposed and burnt on open field thus causing air pollution in the environment.

- [vi] Virtually all the TETFund, Appropriation, IGR and Needs Assessment Phase I projects were completed. Ongoing projects were mainly Needs Assessment project Phase II awarded in 2015.. A total of 589 projects were completed while 51 projects were on going. The breakdown of these projects are as follows:

**NUMBER OF COMPLETED CAPITAL AND ON-GOING PROJECTS
2016-2020**

S/NO		2016	2017	2018	2019	2020	TOTAL	REMARKS
1.	Appropriation	4	4	8	12	15	43	2 on-going 41 completed
2.	Needs Assessment	63	2	3	3		71	19 on-going 52 completed
3.	Donor	1		1			2	2 on-going
4.	Intervention	7	5	6	4	17	39	25 completed 14 on-going
5.	TETFund		12	9	2	8	31	6 on-going 25 completed
6.	IGR	4	71	37	156	135	403	47 executed by direct labour. 395 completed. 8 on-going
	Total	79	94	64	177	175	589	51 on-going 538 completed

- [vii] The University has adequate expanse of land of 4,219.3Ha for the implementation of its physical development now and in the future. In addition the University has 2.60Ha 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 6,178.64 m² parcels of land where the Kanem Suites in Abuja and Kano respectively are sited. The University has valid Titles for all its land holdings.

- [viii] The University's Physical Development was mostly in accordance with the provisions of the Master Plan. The Master Plan and the Academics Brief prepared since 1986 is however due for review. At inception, the Master Plan envisaged a student population of 11,000

after ten years of development. Given the present population of the students [75,000] and staff [5209] of the University as well as the increase of new academic programmes and physical development in the University, the Master Plan required a review in line with current realities.

- [ix] Hostel accommodation for students is grossly inadequate. Less than 12% of students were accommodated on campus. Students' accommodation problem is more serious in the hostels of the College of Medical Sciences where their female students were accommodated in the Teaching Hospital School of Nursing female hostel. Apart from the overcrowding in the male hostels of the College, the furnishing of the hostels was inadequate. Toilets facilities in the hostels are generally not well maintained because of the poor water supply on campus.
- [x] Insurance is limited to Staff Housing Estate and vehicles. There was no insurance cover for academic, hostels and communal buildings.
- [xi] The sports facilities in the University are inadequate, given the students and staff population and the status of the University in Nigeria. There is no Pavilion and modern running track. The Existing swimming pool is standard but it is not being put into use for lack of Maintenance funds.
- [xii] The Equipment Maintenance Centre [EMC] was not functional anymore leading to general lack of maintenance of Laboratories and Workshop equipment.
- [xiii] There is acute shortage of laboratory space and equipment resulting in congestion and too many streams of students during practicals. Faculty of Science and in particular Department of Food Science and Technology had the worst situation. It was noted that on-going Construction projects have provision for laboratories and this is expected to ameliorate the situation to some extent.
- [xiv] Some equipment supplied to the Entrepreneurship Development Centre were lying unused and kept outside without protection from the elements. Equally some equipment were supplied for faculties without being put into use either because the equipment did not meet the specification of the user departments or they do not come with the manuals and training arrangement in the contract, for the users.
- [xv] Most Faculties and departmental heads complain of shortage of Office space and furniture. The panel observed that while this is true in most Faculties and departments it is not the case in a few Faculties. The worst case was in the department of Food Science and Technology. The increase in students enrolment and staff population without corresponding increase in physical Facilities is mainly responsible for this problem.

[xvi] The University executed the following intervention and donor projects within the period under review:

- Construction of Centre of Excellence for Banking/Finance funded by CBN at a contract sum of twelve million, nine hundred and fifty thousand N12,950,000.00 [34% completed]. The contractor has virtually abandoned the project which was supposed to be completed in June, 2013
- Construction of: School of Post Graduate Studies, Department of Fisheries, Warehouses, Fire Engines, Printing Equipment, Solar Light and Road Rehabilitation funded by Federal Government North East Initiative projects at a contract sum two billion naira [N2,000,000,000.00] [completed]
- Construction of Petroleum and Gas Engineering Department funded by NNPC at a contract sum of two billion, five hundred million naira [N2,500,000,000] [45% completed]
- Construction of 70 Staff housing units and 2 boreholes by Borno State Government at a total contract sum is five hundred and eighty million naira N580,000,000 [completed]
- Construction, furnishing and equipping of a 250 capacity Virtual Examination Hall for the Centre for Distance Learning funded by NCC at a contract sum of five hundred million naira [N500,000,000] [completed].
- Construction of Mohammed Indimi Centre for Distance Learning donated by Mohammed Indimi at a contract sum of two billion naira [N2,000,000,000] [90% completed]

[xvii] The hitherto Department of Works, Physical Planning and Development was split into two in February 2017. Namely: Works and Maintenance Department and Procurement Unit. The Procurement unit is under the office of the Vice Chancellor. The Procurement Unit with a technical/skilled staff of 40, is responsible for the execution of all capital and rehabilitation works since its inception in 2017. The works and Maintenance Department, with technical/craftsmen staff strength of 373, is responsible for maintenance of buildings, vehicles, generators, and infrastructural facilities.

[xviii] Considering the number of buildings and infrastructure on the University campus which included 657 staff houses, in 11 Halls of residence [62 blocks], 68 transformers, several kilometers of roads, Sewer lines and its ponds, a fleet of 108 vehicles etc, the department will require a substantial increase in its annual budget. The Procurement Unit has been operating in compliance with the Bureau for Public procurement [BPP] Guidelines.

- [xix] The University has put in place security measures to forestall or minimize security challenges in the campus.
- [xx] Fire Service Facilities are adequate and functioning well. The fire Station services the University and at times, the Maiduguri township. Ten fire incidences of fire hazard were reported in the University during the period under review involving 6 houses and 4 vehicles.
- [xxi] University made provisions for Public Toilet Facilities at strategic locations within the Campus core. However, due to inadequate power supply to pump water, these facilities did not function optimally.

3.0 Land Cases

Findings/Observations

- [i] The Panel inquired into the status of the University land for the two periods [2011-2015] and [2016-2020] under review. Records showed that there were two court cases and one outstanding case with the Borno State Government. The details are elaborated below
- [ii] Case No. NICN/LA/146/2016, National Industrial Court , Lagos Division, between Bulama & 102 Ors and the University of Maiduguri. The plaintiff was claiming for payment of three hundred million naira [N300,000,000.00] compensation for their crops, economic trees and farm land of about 100 hectares acquired by the University in 1975. The case was decided in favour of the University in February, 2017. The Plaintiff however appealed against the decision of the State High Court in November 2017. Hearing on the case is pending.
- [iii] Case No. (CA/JOS/261 /2018 Court of Appeal Jos between Kulloma Kashim & Ors and the University of Maiduguri. The plaintiff is claiming three hundred million [N300,000,000.00] as compensation for their crops, economic trees, and farmland of about 100 hectare acquired the University in 1975. Hearing on the case is pending.
- [iv] The issue of a request from the Borno State Government in a letter addressed to the Vice Chancellor dated 6th of January,2017 for the University to release part of its land of [162.55 hectares] along Bama road, to the State Government in overriding public interest. The State Government intends to use the land as a Muslim Grave yard.
- [v] In response, the University in a letter dated 15th of March, 2017 from the Vice Chancellor to the Governor of Borno State, informed the Governor that the request would be forwarded to the University Council who will forward it to the Hon. Minister of Education for advice. The request was taken to the University

Council and Council advised the University management to set up a Committee to look into the matter.

The report of the Committee was considered by Council at its 137th meeting held on 9th of February, 2017. The Committee reported that there is a borehole on the land which was supposed to have been donated to the University and the Department of Forestry and Wild Life was partially making use of a portion of the land as teaching and research farm. The Committee advised that the University inform the Honourable Minister of Education about the issue for advice. Council directed the University management to write to inform the Honorable Minister Education and seek his advice.

- [vi] The Honourable Minister of Education in response to the letter from the University on the matter stated in a letter dated 27th April 2017 , that the Governing Council cannot on its own dispose of the University land without the prior written consent of the President and Visitor to the University and advise the University to write to advise the State Governor accordingly.
- [vii] The advise of the Honourable Minister of Education was conveyed to the State Governor by the Vice chancellor in a letter dated 22nd of May ,2017. The Vice Chancellor advised the State Governor to seek the written consent of the President, who has the statutory power to dispose or alienate the University land and suspend any construction activities on the land until and unless due process is followed as enshrined in the University's Act 2004 and as directed by the Honourable Minister of Education.
- [viii] However, information available to the Panel indicates that development which appears more of a private venture continued on the said land [rather than the Muslim Grave yard] despite the conveyance of the position of the Federal Government on the matter to the State Government as highlighted above.

Recommendations

- [a] The University should sustain its present efforts at increasing its IGR.
- [b] The University's infrastructural deficit which is mainly power and electricity supply should be given adequate attention, especially due to the peculiar security challenge the University is facing at present. The University is to benefit from the second phase of Energizing Education Programme to improve power supply to the University.
- [c] Government should fast-track the implementation of Energizing Education Program [EEP] project.

- [d] Government should direct the Rural Electrification Agency to help in generating power for the University and the Teaching Hospital.
- [e] In the interim, Government should give special grant to the University to cater for the annual running cost of the 60 electricity generators on the campus, which amounts to three billion, sixty seven million, forty three thousand, six hundred and fifty naira [N3,067,043,650.00] in respect of diesel, engine oil and servicing materials.
- [f] On the short term, water supply can be improved with the provision of additional boreholes and provision of solar power to complement the generators attached to existing boreholes.
- [g] The contractor handling the Fiber Optic laying Project, which was abandoned at 43% completion should be compelled by the University to complete the project in order to improve Local Area Network and internet connectivity in the University campus.
- [h] The contractor handling the project funded by Central Bank of Nigeria [CBN]-Centre of Excellence for Banking/Finance should be compelled to complete the project which was started in June 2013 and was to have been completed in 2016. The completion of this project will solve some of the office space and hostel accommodation problems of the University.
- [i] The University should review its Physical Master Plan, which was prepared since 1986 to reflect changing circumstances and future aspirations of the University in view of the increasing staff and students' population.
- [j] Funding for the provision of more Hostel facilities should be improved. Government policy for the provision of 33.3% Hostel accommodation for students should be reviewed upwards. The University should reach out to organizations and wealthy individuals, to develop Hostels on Build Operate and Transfer [BOT] basis to ease the student accommodation problem in the University.
- [k] The University should develop a more robust and sustainable maintenance culture and resuscitate its Equipment Maintenance Centre and encourage the centre to work in collaboration with the Entrepreneurship Development Centre. Special consideration should be given to maintenance of furniture in classrooms and lecture theatres regularly.
- [l] The University's sporting facilities should be upgraded to a standard befitting of the status of the University and modern sports facilities should be provided. The University already has a design for the sport complex on ground estimated to cost N3.5billion.
- [m] Special intervention grant should be provided by Government for the University to execute this project.

- [n] Insurance of building and equipment against fire outbreak and special peril, burglary and theft, should be taken more seriously and extended to the academic, hostels and communal buildings. Insurance Premium should be paid promptly.
- [o] The Equipment Maintenance Centre should be resuscitated and made functional to serve the University adequately.
- [p] More laboratory space and equipment should be provided to cope with increasing students' population.
- [q] The University should address the issue of shortage of staff offices [including furnishing], classrooms and lecture theatres.
- [s] The security challenge facing the University presently requires special intervention to assist the University to cope.
- [t] The Federal Government should engage the State Government on this matter, as a matter of priority to save the University land and the cordial relationship existing between the University and the State Government.

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 and mix of staff, particularly the academic, ultimately determine the capacity of a university to deliver on its vision and core mandate of teaching, research and community service. They also speak on the academic integrity of its output.

2.0 Findings/Observations

- [i] During the period under review, the various departments numbering Eighty three [83] paraded impressive number and desirable mix of academic staff, It 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 2020, there were ninety-three [93] programmes offered by the eighty-three [83] academic departments, two Centres and the Centre of Affiliated Colleges, The total students enrolment in the year was 56,291 out of which 43% were females. There were a total of 14 Centres and 17 Faculties. In addition, 96 academic programmes were offered by the Post Graduate Studies.
- [iii] The statistical relationship between staff and students is important for effective teaching and mentoring of the students. The expected ratios to optimise these and as prescribed by the NUC are 1:20 and 1:30 for Science and Arts/Humanities- based disciplines respectively. Here 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. With 1477 academic staff servicing 56,291 students, the students /teachers ratio University-Wide is 1:38.
- [iv] Of a total staff strength of 4,480 in 2020, 1,477 [33%] were academic staff. The latter rose to 1,574 in 2021 47% of the academic staff were Ph.D. holders, the qualification requirement for teaching in a University. 18% of the teaching staff are professors; ten [10%] of who are females. It is noteworthy to observe that 63% of the academic staff were above the age of 40.

- [v] Currently all the 93 programmes have full accreditation status except Medical Lab-Science [Interim] Agric Education [Denied].
- [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. However, there was 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 assumption of duty. The most attractive intervention in this regard is that of Tertiary Education Trust Fund [TETFund], which supports staff to pursue postgraduate degrees.
- [vii] During the period under review, a total of 145 staff were sponsored to obtain Masters degrees locally and abroad. In the same period 189 academic were sponsored for their Ph.D. degrees both in Nigeria and abroad.
- [viii] 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 maintain its staff adequacy. Several more staff including both academic and non-academic were given sponsorships to attend conferences and overseas during the period under review.
- [ix] Complimenting the adequacy of staff is the quality of students' intake and admission. There was an Admission Committee which in collaboration with Joint Admissions and Matriculation Board [JAMB], ensures that admissions were carried out based on JAMB and the University guidelines. During the period, the University has stabilised with respect to its admission quota. A total of 55, 867 candidates were admitted to various courses.
- [x] The time honoured University tradition – the Inaugural Lecture Series was not much alive.
- [xi] Given the age of the University, more endowed Chairs are expected on ground. The one in the Department of Geology has some issues that need to be sorted out. The Alumni can come in handy here.
- [xii] There appears to proliferation of Centres in the University e.g. the overarching goal/objective of peace/security alone, there are three Centres with overlapping mandate and closely related.

3.0 Quality of Teaching Facilities in Faculties/Departments

3.1 Findings /Observations

- [i] The Panel was inundated with complaints of inadequacy of internet connectivity on campus which may affect the quality of teaching and research.
- [ii] There were complaints of inadequacy of infrastructure for teaching and learning in spite of heavy presence of TETFund on campus. The inadequacy of infrastructure, particularly laboratory spaces was so obvious in some Faculties/ Department as to make delivery of knowledge a herculean task. Some Departments that rendered services to others, like Biological Sciences and Chemistry handled over 6,000 students in some courses. In the prevailing situation, the teaching of laboratory practicals became extremely difficult or impossible. In the Department of Food Science and Technology, in Engineering Faculty, the laboratories are in deplorable conditions and the equipment are old and obsolete. Practical classes can hardly hold. The two laboratories in Centre for Arid Studies are virtually empty, while the Library is very poorly stocked. This will hopefully be addressed by the on-going CBN–Centre of Excellence building and Nigerian National Petroleum Corporation [NNPC] interventions in the University.

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] Academic staff on study fellowship locally in the University should be relieved/spared 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, publication and commercialisation of intellectual property.
- [g] inaugural lecture series is an important tradition of a University. It helps to promote town and gown relationship. Though not compulsory, every professor should be encouraged to profess what

he/she claimed to have achieved through research efforts over the years.

- [h] The University should canvass for more support for endowed chairs. It helps to enrich the capacity of teaching and research.
- [i] The obvious mushrooming of centres needs to be addressed out only to save costs but enable the efforts to be concretised deeper and more profound.

CHAPTER 8

Term of Reference No. 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 [i.e. Governing Council, National Universities Commission [NUC] and Federal Ministry of Education [FME]

1.0 Introduction

- [i] The University of Maiduguri, being one of the seven [7] other second generation Universities in Nigeria, was created in 1975. Its establishment was effected by Decree No. 83 of 1979, which has come to be known as the University of Maiduguri Act having undergone a few amendment over the years culminating in the current Act of 2019.
- [ii] As a result of rapid expansion both in terms of physical infrastructure and the staff and students population, the University has maintained a robust relationship with statutory bodies in various aspects of its mandate. Much of the success recorded were easily attributable to the quality of its leadership in both management and Governing Council as well as the statutory bodies it related with over the years.
- [iii] Recent changes in the way things are done especially with regards to payment of recurrent expenditure following the introduction of Integrated Payroll and Personnel Information System [IPPIS], has come along with a lot of challenges. A number of staff are yet to be captured on the Platform while others are being owed salaries running into several months. Similarly, statutory deductions from staff salaries in the area of rent, electricity charges and union dues are yet to be properly managed leaving the University management grappling with the challenges especially settling electricity bills.
- [iv] Similarly, the economic down turn experienced in the country has impacted negatively on the University statutory capital releases, like

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all similar bodies leading to very limited budgetary capital projects/programmes. In recent years, the university received only a maximum of 50% of budgeted capital expenditure funds.

2.0 Findings/Observations

- [i] It is increasingly becoming obvious that government alone cannot shoulder the needs of the Universities as is evident in the budgetary allocations for Capital costs and the actual release which in most cases are not up to 50% of allotted funds.
- [ii] The introduction of IPPIS on a platform for payment of recurrent expenditure has come along with a lot of challenges especially in the areas of deduction from staff salaries such as union dues, rent, electricity charges etc.
- [iii] Government's intentions in allowing private investors to actively participate in the provision of infrastructure especially students' accommodations has been poorly explored.
- [iv] The University has been able to attract substantial funding from donors in the provision of academic and administrative facilities.
- [v] The University has visibly and admirably increased its IGR through economically viable investments in its consultancy and ventures outfits.

Recommendations

- [a] Government can no longer underwrite the cost of University education in the face of current economic realities. There is therefore the urgent need to revisit the funding structure especially as it relates to overhead costs.
- [b] The IPPIS platform needs to be adjusted to capture some peculiarities within the University system in order to ensure sustained industrial harmony between the government and various interest groups.
- [c] The Governing Council and management of the University need to do more in order to attract private investments into the system especially in the area of student accommodation.
- [d] The Governing Council and Management need to be commended for the efforts aimed at attracting donor funded projects into the University.

3.0 Relationship with Federal Ministry of Education and other Statutory bodies:

3.1 Findings/Observations

- [i] The University relates closely on regular basis with the Federal Ministry of Education and the National Universities Commission [NUC] for guidance and direction.
- [ii] It relates very well with the TETFund and has attracted several interventions.
- [iii] The University relates closely with the Joint Admissions and Matriculations Board [JAMB] for Unified Tertiary Matriculation Examination [UTME] examinations and admissions of candidates into its various undergraduates programmes.
- [iv] The University had a strong working relationship with the National Youth Service Corps [NYSC] in the mobilisation of graduates into the mandatory one year Youth Service.
- [v] The University maintains a strong link with other professional bodies in order to give students the required guidance in their chosen careers.

Recommendations

- [a] The existing cordial relationship between the University and the Federal Ministry of Education and other statutory bodies should be maintained and sustained
- [b] Respect for the rule of law and dialogue should be guiding watchword in relationship between the University and other statutory bodies it relates with.
- [c] The University should strive to access all interventions funds available at TETFund in order to give all sectors of the academic landscape equal opportunities.

3.2 The National Universities Commission [NUC]

- [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] empowers it to, among other things advise the President and the Governors of States through the Minister on the creation 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 commission allocates admission quota to the university, which is subsequently applied to all approved programmes by the University.
- [iii] However, as a result of improvement in the security situation, the NUC undertook accreditation exercise for sixty six [66] programmes that were due between 2016 – 2017. The outcome of the exercise indicated that twenty six [26] programmes earned interim accreditation while the other forty [40] programmes earned full accreditation. It is gladdening to note that during another round of accreditation in 2018 and 2019, seventeen [17] programmes which had interim accreditation, earned full accreditation. One [1] programme, Agricultural Education was regrettably denied accreditation in 2019.

Recommendations

- [a] The NUC conducted several accreditation exercises from 2016 to 2019. It deserves commendation for prioritising the sustenance of academic standard in the University.
- [b] The University deserves commendation for its exemplary resilience in the sustenance of academic activities in the midst of security challenges.

3.3 The Tertiary Education Trust Fund [TETFund]

3.3.1 Introduction

- [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 of Maiduguri had a very beneficial relationship with TETFund whereby it attracted numerous projects amounting to six billion, seven hundred and forty three million, two hundred and four thousand, three hundred and eighty one naira, five kobo [N6,743,204,381.05]. Regrettably a lot of funds under the Library Intervention Projects, amounting to one hundred and twenty four million naira [N24,000,000.00] remained un-accessed. Similarly, the sum of twenty four million, one hundred and fifty thousand naira [N24,150,000.00] Academic Manuscript into Books [AMB] Intervention Project remained un-accessed.

3.3.2 Findings/Observations

- [i] There was a high level of collaboration between TETFund and the University of Maiduguri in the area of infrastructural development of the institution.
- [ii] Virtually all projects whose funds were accessed have been successfully delivered.
- [iii] The total sum of Six billion, seven hundred and forty three million, two hundred and four thousand, three hundred and eighty one naira, five kobo [N6,743,204,381.05] was accessed and utilised judiciously.
- [iv] Academic Manuscript to Books [AMB] Intervention Project amounting to the sum of twenty four million, one hundred and fifty thousand naira [N24,150,000.00] remained un-accessed.
- [v] Library Intervention Project funds amounting to one hundred and twenty four million naira [N124,000,000.00] remained un-accessed in the period under review.

Recommendations

- [a] The robust cordial relationship between the TETFund and the University of Maiduguri in the execution of numerous intervention projects should be sustained and maintained.
- [b] The University Management should encourage staff to access the Academic Manuscript to Books [AMB] Project funds which remain unutilised.
- [c] The University management should access the accumulated Library Intervention fund as a matter of priority.

3.4 Joint Admissions and Matriculations Board Relationship

3.4.1 Introduction

The law setting up the Joint Admissions and Matriculation Board [JAMB] mandates it to conduct entry examinations into all tertiary institutions in the country and admit successful candidates [including Direct entry candidates]. Over the years, JAMB has been carrying out this mandate successfully. Indeed as an indication of the good relationship with the Board, it granted the sum of Twenty five million naira [₦25m] to the institution for being the best in compliance to the policy guidelines during the 2018 National Tertiary Admissions Performance Merit Award. The Board has been in collaboration with the University in basically three areas namely:

- [i] Provision of Examination Centre
- [ii] Placement of suitably qualified candidates
- [iii] Engagement of the staff of the University in the processes

3.4.2 Findings/Observations

- [i] The University and JAMB maintained a mutually beneficial and collaborative relationship.
- [ii] The University was singled out as the best in compliance to guidelines for the admissions exercise in 2018.
- [iii] The staffs of the University were actively engaged in the conduct of the UTME examinations.
- [iv] A total of fifty four thousand eight hundred and sixty seven [54,867] candidates were offered admissions.

Recommendation

The existing cordial relationship between the University and JAMB is commendable and should be sustained.

3.5 National Youth Services Corps [NYSC]

- [i] The University of Maiduguri is one of the Corps Producing Institutions [CPI] in the country and has been producing graduates for mobilisation. In compliance with the guidelines for the mobilisation of graduates for the NYSC programme, the University has been:
 - [a] Upgrading the Senate Approved list of graduates on the NYSC portal for mobilisation
 - [b] participating in the NYSC and other critical stakeholders
 - [c] Attending to pre and post mobilisation challenges of its graduates.
- [ii] However, the NYSC has had cause to advise the University at various fora to resolve the following challenges:

- [a] Upload of names of over aged graduates for mobilisation.
- [b] Omission of names of qualified graduates in their uploaded Senate approved list for mobilisation.
- [c] Discrepancies in courses uploaded and those in their statement of results and/or degree certificates.
- [d] Uploading of part-time graduates as full-time for mobilisation.
- [e] Always having backlog of graduates not mobilised for service without explanation.

3.6 Findings/Observations

- [i] The University is one of the Corps Producing Institutions [CPI] and has been carrying out that mandate without fail.
- [ii] It participates in all pre and post mobilisation activities organised by the NYSC.
- [iii] The University had been advised at various fora to address some identified challenges.

Recommendations

- [a] The University should adhere strictly to the NYSC guidelines for the mobilisation of its graduates at all times.
- [b] The University should ensure that only Senate Approved list of graduates is uploaded on the NYSC Portal.

3.7 The Governing Council

- [i] The Governing Council, is by law the apex organ which is saddled with the responsibility of superintending over the affairs of the University in the area of finance, recruitment, promotion and discipline of staff as well as providing effective administration in interpreting its goals and needs to the public. In the period 2016-2020, two eminent Nigerians, namely Lawan Bukar Marguba and Professor Biodun Adesanya chaired the Council which had a full complement of external members, the Vice Chancellor, the two Deputy Vice Chancellors, four members from the Senate, two members from Congregation. The Bursar, Librarians, Director of Works and Procurement [in attendance] while the Registrar is the Secretary. The Council met a total of nineteen [19] times over the period of four years. As a result of the prevailing security challenges and the advent of COVID-19, three [3] of the meetings were held in Abuja, one [1] held virtually and fifteen [15] in Maiduguri. However,

throughout the period, there was no representative 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.

- [ii] The Council had maintained excellent relationship with the Management and Senate of the University as it partnered in matters of common interest in order to achieve the desired results and targets. Several joint Council/Senate Committees were set up to address issues bordering on staff discipline, adherence to law and set standards in both administrative and academic matters. The Council also effectively cooperated with external bodies, individuals and supervisory statutory bodies in order to move the University forward. It also resolved internal scrabbles effectively as happened when the immediate past Vice-Chancellor was being considered for appointment and the then Registrar tampered with his records of service and even went as far as involving the police in order to avert his emergence. Council successfully resolved the matter using the Joint Committee of Council and Senate.

3.7.1 Findings/Observations

- [i] The two Council Chairmen discharged their duties creditably.
- [ii] Council operated without a representation from the Convocation as a result of security challenges which did not allow the election to be held.
- [iii] Council met a total of nineteen [19] times during its tenure and in spite of security challenges.
- [iv] The number, quality and composition of the Council is adequate for a University with a staff strength of over five thousand and a student population of over seventy thousand.
- [v] Council effectively collaborated with the University Senate to provide effective leadership for the University.

Recommendations

- [a] The two Council Chairmen commendably discharged their responsibilities and deserve commendation for steering the affairs of the University despite the prevailing security challenges.
- [b] The cordial relationship between Council and management as well as the Senate of the University should be sustained.
- [c] The adherence to the law and guidelines by the Council in the discharge of its responsibilities should be commended.

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

1.0 The Law Establishing The University Of Maiduguri

1.1 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.

1.2 Findings/Observations

- [i] 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.
- [ii] The Law establishing the University which has undergone series of amendments culminating in the amended Act 2019 has been observed in the management of affairs of the University.
- [iii] There is no conflict in the constitution and functions of the University and constituents bodies. This has engendered a seamless operation of the various internal organs, units and offices in the University within the ambits of the law.
- [iv] The Committee system had thrived as major decision had been referred to appropriate Committees.
- [v] Council, Senate and Congregation had met as required.
- [vi] The Convocation had, however not been able to meet as required owing to the insurgency.

Recommendations

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

2.0 University's Power to Hire Staff

2.1 Findings/Observation

- [i] New Government polices are gradually undermining the lawful authority of the University in areas of its ability to hire critical staff especially academics for the sustenance of academic programmes.
- [ii] Since University calendar is fixed to achieve desired target, except under unforeseen circumstances such as strike action by trade

unions, unnecessary delays in recruiting essential staff may jeopardize the attainment of set targets.

- [iii] Professional bodies are intruding into academic matters within departments thereby undermining the standards set by the National Universities Commission [NUC]

Recommendations

- [a] Universities should be allowed to exercise their law-given powers to hire and fire staff, discipline them and control their engagement through their Governing Councils.
- [b] Professional bodies should limit themselves to advancing their calling to career development.
- [c] There is need for Government to closely review the laws of the Universities, Professional bodies and Regulatory agencies with a view to eliminating areas of conflict.

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 five 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 constrains, 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 already approaching 50,000
- [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 five 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 ten [10] 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	-	2014-2019
[11]	Professor Aliyu Shugaba	-	2019- to date

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] As from 2016 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 Panel observed that the University did not receive any additional financial support to support 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.
- [iv] It is sad to note that it was during the period from 2015 to 2020 that the University recorded, rather sadly, the killing of its staff through gun attacks and suicide bombings or other gruesome means. Professor Aliyu Usman Mani was killed in a suicide bomb attack in a mosque, during early morning prayers, on the campus. Another staff, Malam Idi Gunda, an administrative staff of the Faculty of Social Sciences that was also killed in a suicide bomb attack, during evening prayers, in a mosque in the city.
- [v] There were cases of infiltration of suicide bombers into the campus at different times: in one instance, the security were able to shoot the bomber and eliminated the threat. In another instance, the suicide bomber gained access to the private build-operate-transfer [BOT] female hostel and ended up as the only casualty. Yet another suicide bomber gained access to one of the male students' hostel, but died alone in the blast with damages to the doors and ceiling of the building. Another security breach by a suicide bomber led to the death of a female security staff at one of the security offices near the students' hostel.

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 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 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 6pm 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.

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

7.7.1 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.

7.7.2 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 has been hugely troubling to the University Management due to paucity of funds. Regrettably, the University has been without electricity for over four months now due to the destruction of towers supplying Maiduguri by suspected Boko Haram insurgents.
- [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.

7.7.3 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.

7.7.4 The IPPIS Payment System

The intention of introducing the Integrated Personnel Payment Information System [IPPIS] appears laudable. However, it became a factor that led to the prolongation of the last strike by the Academic Staff Union of Universities [ASUU]. The Panel observed that the University Management is getting a lot of complaints about the imperfections of the payment system. There are cases of some staff that were last paid in January 2020 and as at May 2021, they are still owed salaries. The consequences on the staff and their families are of great concern to the University. Staff have continued to complain about the discrepancies in the payment of their salaries from one month to another with no valid explanations. Despite the efforts of Management and numerous correspondences and representations to address the issues raised, the complaints have persisted. Under the IPPIS payment system:

- The Bursary has been reduced to a mere complaints office with no powers to directly address staff complaints regarding the payment of their salaries and allowances.
- Some academic programs that do not have the required senior academic staff and may need visiting lecturers cannot have them as required.
- New academic programmes that would have to depend on sabbatical and visiting staff are not having the required senior academics to sustain their programme activities. It is hoped that universities would not be faced with a situation where they have to close such programmes or prolong students' graduation because of lack of accreditation.

8.0 ASUU-FGN Labour Disputes

Industrial strikes have continued to become frequent with little sign that this situation would abate. These strikes, despite their legality, are putting

a lot of strain on the management of the Nigerian university system. It must be pointed out that no staff union enjoys embarking on strike and, similarly, government too feels uncomfortable by strike actions. It is very necessary to develop a more robust mechanism for addressing the factors that lead to disruptions of academic calendar as a result of industrial disputes. The disruption of the academic calendar is affecting teaching, learning, research and community service in ways that are avoidable. The Nigerian university system cannot afford to be logged in a trial of strength to the neglect of the core issues and options that would engender industrial harmony.

9.0 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.

10.0 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] Due to the paucity of funds, currently, the University is owing contractors and supplies about three hundred million naira [N300,000,000]. This huge expenditure can not be handled by the University through its inadequate Internally Generated Revenue [IGR], especially considering the huge costs of municipal services such as electricity and water. This regrettable state of affairs is not only worrisome but also demands review.
- [c] 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.

- [d] Industrial strike have continued to become frequent with little sign that the situation would abate. These strikes, despite their legality are putting a lot of strain on the management of the Nigerian University system. It is therefore recommended that Government should develop a more robust and more responsive industrial dispute resolution mechanism to put an end to the endless trauma faced by parents and students from strikes.
- [e] 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.
- [f] 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.
- [g] The Federal Government should as a matter of urgency address the difficulties the IPPIS payment system is imposing on the universities.

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 hell-bent on crippling the University. This is as evident in one of audio messages released by JAS claiming responsibility for the first suicide bomb attack at the Juniors Staff Quarters Mosque on 16th January, 2017 which claimed the life of Professor Aliyu Mani of Veterinary Medicine Faculty.
- [iii] The University currently has a population of about Seventy Five thousand [75,000] students, about Five thousand staff [5,000] and campus houses about Twenty five thousand [25,000] students and staff with very important and critical heavily invested structures and equipments.

2.0 General Security In The University

- [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] During the period under review, there were series of bomb attacks by suicide bombers in the University which destroyed some buildings and also claimed the lives of many staff and their children including a prominent Professor in the person of Professor Aliyu Usman Mani of Veterinary Medicine Department.
- [iv] The record of the bomb blasts and extent of damages experienced in the University from 2015 to 2020 are as follows:
 - [a] on 16th January, 2017 at about 0530 hours, a teenage suicide bomber scaled the fence and accessed the Junior Staff Mosque and detonated his improvised explosive devices [IED] killing himself, Professor Aliyu Usman Mani of Veterinary Medicine Department and a teenager, while thirteen [13] others were injured;
 - [b] On tenth [10th] April, 2017 at about 0417 hours, three [3] suicide bombers penetrated from the back perimeter in-between two [2] guards posts and detonated their bombs at Works Department upon being sighted by a soldier, killing themselves only;
 - [c] Also on 16th April, 2017, about 0230 hours, three [3] suicide bombers including a female, gained access targeting the Chapel of Grace and Female Hostel, they were sighted by the security guards, forcing them to detonate killing themselves including a private security guard and a 100-Level student at the Chapel premises;
 - [d] On 18th May, 2017 about 2245 hours, seven [7] suicide bombers sneaked through the porous areas and detonated their body-shaped IED, at the Entrepreneurship Centre, Centre of Excellence and BOT Female Hostel. All of them were killed by the explosives while four [4] security personnel were injured;
 - [e] Similarly on 20th May, 2017 about 1000 hours, near the ETF Hall, alone suicide bomber targeting students who were writing Examinations detonated his body-shaped IED upon being sighted by a security guard killing himself only;
 - [f] On 25th June, 2017 about 2217 hours, four [4] suicide bombers gained access with one of them targeting a security patrol van at RRs Office where he detonated killing himself and one [1] female private security guard, while five [5] others sustained injuries. The other bombers detonated around Centre for Excellence killing only themselves;
 - [g] On 6th July, 2017 about 2315 hours, a male suicide bombers attempted to access the BOT female Hostel, but was gunned down by security men on patrol ;

- [h] On 24th July, 2017 about 0500 hours, a male suicide bomber beat security guards on sentry to access an empty BOT hostel where he detonated his IED killing himself alone;
- [i] On 25th July, 2017, UNIMAID staff on oil exploration mission were abducted by the insurgents in Maiduguri LGA, Six [6] of the victims were killed while three others were later released;
- [j] On 27th July, 2017 about 2100 hours, at Male Hostel 'A' three [3] suicide bombers scaled the parapet and crawled past security beats before detonating their bombs after accessing an empty Hostel. One of them was killed by security men;
- [k] On 9th February, 2018 about 2200 hours, a lone suicide bomber detonated and killed himself at the UNIMAID Printing Press Area;
- [l] On 8th April, 2018 about 2100 hours, a female suicide bombers was sighted behind BOT hostel and was gunned down by security men;
- [m] On the 9th of April, 2019, the 12th bomb blast affected the Zaria Building;
- [n] Furthermore, still on the 9th of April, 2019, the 13th bomb blast took place in the University behind ETF 2005 building;
- [o] On the 16th September, 2019, the 14th bomb blast took place at the military base near the SIWES Office; and
- [p] On the same day, 16th September, 2019, there was an attack of the military base behind Works Department.

2.1 A close examination shows that there were over 16 suicide bomb attacks on the University of Maiduguri during the period under review claiming the lives of staff and students and terrorists inclusive.

3.0 Security Enhancement - 2016 and beyond

- [i] In consolidation of their effort to curtail the menace of the Boko Haram insurgents and suicide bombers threatening the peaceful co-existence of the University, the Federal and Borno State Governments as well as the University Management had taken proactive measures in order to prevent the threat by the insurgents on campus through so many interventions.
- [ii] Following heightened attack on the institution, the Borno State Governor, Kashim Shettima, waded in and pledged the sum of Fifty Million Naira [N50,000,000] to be used in digging parapet round the school, payment of allowances of about three hundred and fifty [350] security guards to effectively cover the porous area. The security guards included: Thirty [30] Military personnel; Sixty [60] Police Operatives; One hundred [100] members of the NSCDC, One

hundred and fifty [150] JTF and One hundred [100] Hunters. The sum of twenty million naira [N200,000,000] was released. The arrangement did not last due to paucity of funds causing the JTF and NSCDC to withdraw their men leaving the burden of the payment of allowances to the University.

- [iii] From 2011 to 2015, the number of the outsourced and internal security was only 500 personnel which was too meagre. However, during the period under review [i.e. from 2016 to 2020] the number of the security personnel was increased to 950 personnel. Furthermore, there was deployment of more external forces such as hunters, Civilian JTF, Special Forces personnel, MOPOL, NSCDC, sniper dog handlers; also there was increase of EOD, DSS and SIB personnel to complement the efforts of the existing security personnel on ground in order to protect the University from attacks by the insurgents and suicide bombers.
- [iv] From 2016 to 2020, through serious engagement of Federal and State governments, security agencies as well as expending huge resources, more security equipment/gadgets were obtained by the University. These include three [3] new patrol vehicles, one hundred [100] walkie-talkies, 100 hand held metal detectors, three [3] walk-through metal detectors, bomb jammers and their batteries and more CCTV cameras covering the porous parts of the University. Measures to enhance security were also taken; these include digging of trench round the University perimeter fence, construction of the perimeter fence to its standard height, erection of four [4] watch towers at strategic locations, provision of night vision binoculars/cameras, 3 REXEL illumination machines, night vision CCTV cameras capturing the vulnerable areas within the campus, provision of security barb-wire along the perimeter fence, car metal/bomb detectors at Gate I and II and re-digging of the trench round the perimeter fence. All these are geared toward maintenance of security on campus to ensure continuity of academic activities as the University has never closed down for a day despite the security threats.
- [v] Of recent, additional security equipment and measures provided include:
 - [i] Provision of security [barb] wire by North East Regional Initiative [NERI] which covers the same length of the trench;
 - [ii] Provision of some solar lights along the perimeter fence;
 - [iii] Deployment of personnel comprising Army, Air Force, Special Forces and Mobile Police to complement the effort of the existing JTF by the Borno State Government;
 - [iv] Recruitment of 50 hunters as part of the JTF to complement the security at the porous areas;

- [v] Construction of more watch towers and provision of night vision and zooming cameras to be used by the military;
 - [vi] Purchase of two [2] brand new HILUX vehicles to the Security Division in addition to the existing ones making a total of seven [7] vehicles;
 - [vii] Provision of special control room with equipment that monitors all activities at the porous perimeter fence and the campus in general;
 - [viii] Commencement of general fencing of the whole University perimeter;
 - [ix] Provision of two masts which provide adequate signal for security communication gadgets; and
 - [x] The University has been providing stipend to the external security personnel deployed to the University as motivational allowance on monthly basis.
- [vi] Between 2014-2020, efforts to secure the institution was reviewed leading to the engagement of the services of One hundred [100] hunters by the University to complement Mobile Police Operatives [MOPOLS] and few Military personnel. Also operatives of the Department of State Services [DSS] were drafted to carry out daily patrol in campus between 1800 hours to 0600 hours. It is assessed that the foregoing helped in improving security of the institution as threat of attack on the University declined during the period.
- [vii] Relatively, apart from the threat of attack on te campus, staff and students faced the nightmare of plying the Maiduguri-Damaturu Road, that is the only available transit route into the Maiduguri. Many students have been abducted by the terrorists, the most recent was in January, 2020, where three [3] students, two [2] male and a female [1] were abducted along the said highway. One [1] of the victim later gained his freedom, the other male was executed while the female is still in captivity.
- [viii] To surmount and effectively contain most of the threats within the reviewing period, all critical stakeholders have been on board contributing their quotas, with most of the **financial burden** relying on the University to make provisions for logistics and allowances geared towards emplacing a robust security coverage of the University. All efforts of the University leadership have been out of the institution's Internally Generated Revenue [IGR] which has been grossly inadequate considering other essential needs of the University squandering on the IGR. Consequently, the huge burden of provision of security needs and the intervention of the institution to ensure adequacy in the discharge of the functions and responsibility of both the internal and external security men deployed

in the institution have been herculean task considering the meagre resources at the disposal of the University.

- [ix] There has been serious financial impediment in the payment of allowances of security men, where at times they were owed up to seven to eight months as well as challenges in catering for the needs of the military in their requests for some logistics, digging of parapets, erection of Observation Tower [OT] and a host of other sundry needs.
- [x] Furthermore, the institution faced its worst financial period in 2020 occasioned by the ASUU strike and COVID19 lockdown which significantly reduced the IGR amidst requests for security logistics. Meanwhile payment of electricity bills gulped so much from the University during the lockdown thereby causing other strategic security segments to suffer.

4.0 Problems of the Outsourced-Security Personnel

As highlighted earlier, problems of funding has serious adverse effect on provision and maintenance of security on campus. One big challenge has been the outsourced security service providers. They sometimes pose more of threats to the University than protection. Some of the major problems related to these outsourced security outfits are highlighted below:

- [i] The University Security Division stands as a third party in security administration of the out-sourced companies thereby making it difficult to control the chain of command;
- [ii] The personnel are unskilled and untrained and were mostly recruited for cheap labour making the security service to be much compromised;
- [iii] Violation of the MoU signed with the security companies in terms of the number of personnel on ground;
- [iv] Indiscipline among the security personnel;
- [v] Breach of the MoU agreement in the form of delayed payment of monthly salaries of their personnel and absence of constant patrol of duty posts by coordinators from those companies;
- [vi] Improper or incomplete provision of uniforms and kits;
- [vii] Insufficient security equipment e.g. lack of patrol vehicle and communication gadgets in running the out-sourced security service;
- [viii] Lack of handing and taking over duty formalities; and
- [ix] Late coming and early closing from duty [fall-out].

All these factors made the out-sourced personnel to even compromise their job for a token amount of money. Sometimes, some of them act as agents selling hard drugs to students on campus.

5.0 Problems of the Joint Task Force [JTF]

- [i] Due to their excesses, they hardly conform to civilian behaviour which brought about fighting and misunderstanding between them and the civilian population;
- [ii] Some of the young military officers see it as a right or an opportunity to be harassing female students. For example, there have been reports of military officers in uniform standing in front of female hostels waiting for their girlfriends during the day which created some kind of ill feeling and sometime apprehension among students and members of the University community;
- [iii] Due to their large number, their welfare and maintenance is a huge challenge to the University in terms of payment of monthly stipends, accommodation, provision of electricity and water, among others for them. This has brought huge financial burden to the University;
- [iv] Lack of proper handing and taking over duty from their colleagues among the Special Forces and MOPOL who were deployed for special duties, thereby leaving duty posts unmanned;
- [v] Late coming to work and early closing from duty; and
- [vi] Some military operatives got involved in cultism; there were cases of some who were arrested and handed to the appropriate authorities.

Recommendations

- [a] 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.
- [b] Government should facilitate early and timely completion of the project. It is equally important to take cognizance of the University's vast porous land mass as well as the quantum of development projects executed which has further expanded the institution. This in itself has broadened the space requiring security presence.
- [c] The resilience exhibited by the University management, staff and students in keeping the University open throughout the period of heightened attack by the insurgents is also commendable and should be maintained.
- [d] Government should provide funds for the construction of security shelters, shades, dormitory and public conveniences close to the security posts of the Special Forces and Mobile Police units in order to prevent fall-out from duty by JTF personnel who are posted at the various posts to man the porous perimeter fence.
- [e] Government should provide surveillance drones for easy surveillance of the University campus and its surroundings.
- [f] Government should provide special overhead grant to meet up the demand of the security routine such as intelligence gathering, fuelling and maintenance of patrol vehicles, maintenance of security equipment

and communication gadgets, CCTV cameras, jammers, walkie-talkies, night vision cameras etc.

- [g] Government should provide security barb wires to supplement the fence being built.
- [h] Illumination of the whole University campus to be provided to enhance security
- [i] There is the need for at least 5 additional vehicles for effective patrol in the University.
- [j] Government should direct for relocation of the Dalori IDP Camp away from the University fence.
- [k] Government should direct the military to shift their bases further away from the University community but within the University territory.
- [l] There should be provision of advanced security equipment such as long range radio communication gadgets, GPRS/RF cameras for effective security service delivery.
- [m] The outsourced security companies should abide by the MoU signed by them and the employer to satisfy the employer's demand in all ramifications. As such, the calibre of persons to be recruited into security should have knowledge/experience on security.
- [n] Government should provide enough funds for the University to be able to pay the monthly bills of outsourced security.
- [o] Government should consider replacing the outsourced security by employing enough permanent internal security personnel for effective security coverage and protection of lives and property on campus.
- [p] Government should expedite action by completing the construction of the entire university fence so as to checkmate the problem of intruders into the campus.
- [q] Government should grant approval to the University to recruit enough permanent internal security personnel to cope with the security challenges facing the University taking into consideration the existing and new structures coming up in the University.
- [r] Government should accelerate the implementation of the next phase of the Energizing Education Programmes [EEP] to provide Solar-Powered energy to the institution to address some of the electricity and security challenges it faces.

CHAPTER 12

Term of Reference No. 10

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

Findings/Observations

Introduction

The well-being of students has remained one of the topmost challenges facing universities globally. As a youthful population of mixed and varied backgrounds, there is bound to be infringes on the laws and regulations of the universities. But in order, for sake of fairness and compliance with the law and order, there must be in place, structures and processes in the Act of universities to ensure justice that sustain peace.

Findings/ Observations

- [i] The University in 2015 had a population of 56,291 students, which has risen to about 75,000 in 2020.
- [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 advice 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 be consequently recommended for either 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 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 2016 – 2020, the students, in spite of the advice of the last Visitation Panel and students agitation, there was no elected Student Union Government. Insecurity was given as an excuse by the University. Students leaders were merely selected by the management via a modified delegates system, to run the SUG. The students consider this as an obstruction of self-determination and democratic norms and principle.
- [ix] There is a Student Handbook produced by the Students Affairs for students which contains a section on students conduct and discipline. This is expected to guide students and serve as warning signals.
- [x] Closely associated to the issue of students’ discipline is their welfare on campus. The University has a Students Welfare Board in place.
- [xi] Only 11,534 of its 56,291 students in 2020 were accommodated in its fifteen [15] students’ hostels consisting of eight [8] and seven [7] female and male respectively. The PG [Male] hostel contains sixty [60] bed spaces while the Build Operate and Transfer [BOT] has 431 – all part of the total 11,534 bed spaces available.
- [xii] Students express their dissatisfaction in the way university authorities respond to students in need of medical attention and even the attitude of university clinic which range from neglect to hostility.
- [xiii] 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] More students should reside on campus.
- [f] The University should succumb, in this digital age and in spite of security issue, to the dictates of democratic principles and allow students to elect their leaders. It should also relax the restriction or control over its finances.
- [g] The university should continue to make the well-being of students and inclusion in governance a priority.
- [h] The University must constantly ensure cyber security. The reported cases of hacking into University portal to alter examination marks by students are a major threat to the integrity of its academic awards.
- [i] It is recommended that a closer watch over the activities of students be maintained to checkmate their juvenile and sometimes delinquent tendencies.