



FEDERAL MINISTRY OF EDUCATION

**Report of the Visitation Panel
to the University of Abuja
(2016-2020)**

Main Report

Volume I

June, 2021

PRESIDENTIAL VISITATION PANEL TO THE UNIVERSITY OF ABUJA



OFFICE OF THE CHAIRMAN OF THE PANEL

Senate Building, University of Abuja Permanent Site, Airport Road, Abuja
Federal Capital Territory, Nigeria

Ref: PVP/FME/Vol. I/02

11th June, 2021

Mallam Adamu Adamu

The Honourable Minister of Education,
Federal Ministry of Education,
Federal Secretariat, Phase III,
Shehu Shagari Way,
Central Area,
Abuja

Dear Honourable Minister,

SUBMISSION OF THE 2021 PRESIDENTIAL VISITATION PANEL REPORT ON THE UNIVERSITY OF ABUJA

The Honourable Minister may wish to recall that the Presidential Visitation Panel to the University of Abuja was inaugurated on **13th April, 2021** for two periods (2011 – 2015 and 2016 – 2020). The Panel was given ten (10) Terms of Reference to address and **sixty (60) days** to accomplish the task.

2. The Panel is pleased to report the completion of its assignment at the end of the approved sixty days timeframe.
3. The Report of the Panel for each period is in three volumes - the Main Report (Volume I, having the Executive Summary as an integral component); the Annexures (Volume II) and Volume III containing the work of the panel for the periods of 2011 - 2015 and 2016 - 2020 in pictures.
4. Members of the Panel express **deep appreciation** through you to the President, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria, **His Excellency, President Muhammadu Buhari, GCFR**, Visitor, University of Abuja, for the opportunity to serve the Nation on this assignment. The panel hopes that the observations and the recommendations put forward will help to reposition the University going forward.

Thank you, Sir.

Alhaji Bukar Goni Aji, CFR
Chairman

MEMBERSHIP OF THE VISITATION PANEL



Membership of the Visitation Panel

From left to right: Dr. Ibiang Oden Ewa, Engr. Abubakar Abdullahi Matazu, Alhaji Bukar Goni Aji, CFR (**Chairman**), Barr. (Mrs.) Hauwa Abubakar, Col. Danladi Nyelong Adamu, Dr. Ahmed Ali Yakasai, Arc. Samuel S. Ikani (**Secretary**)

S/N	NAME	STATUS	SIGNATURE
1	Alhaji Bukar Goni Aji, CFR	Chairman	
2	Dr. Ahmed Ali Yakasai	Member	
3	Col. Danladi Nyelong Adamu (Rtd)	Member	
4	Dr. Ibiang Oden Ewa	Member	
5	Barr. (Mrs.) Hauwa Abubakar	Member	
6	Engr. Abubakar Abdullahi Matazu	Member	
7	Arc. Samuel S. Ikani	Secretary	



MUHAMMADU BUHARI
PRESIDENT, COMMANDER-IN-CHIEF OF THE ARMED FORCES
FEDERAL REPUBLIC OF NIGERIA



MALLAM ADAMU ADAMU

HONOURABLE MINISTER OF EDUCATION



MUHAMMAD MUSA BELLO

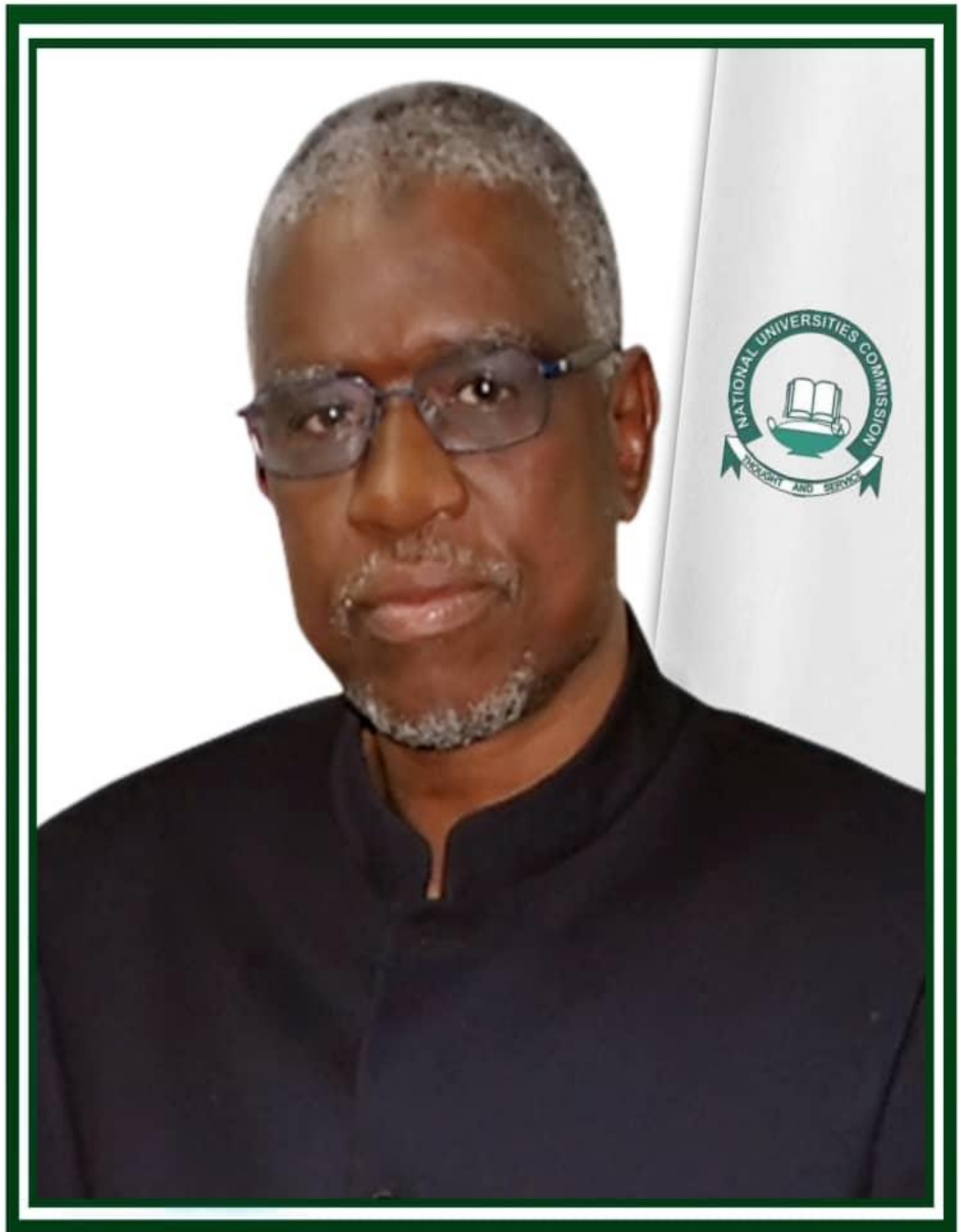
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Hon. Chukwuemeka Nwajiuba
Honourable Minister of State for Education



ARC. SONNY S.T. ECHONO, FNIA
PERMANENT SECRETARY



PROFESSOR ABUBAKAR ADAMU RASHEED mni MFN
EXECUTIVE SECRETARY
NATIONAL UNIVERSITIES COMMISSION

ACKNOWLEDGEMENT

We acknowledge with deep appreciation the confidence reposed on us by the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, President Muhammadu Buhari, *GCFR*, the Honourable Minister of Education, Mallam Adamu Adamu, the Honourable Minister of State for Education, Hon. Chukwuemeka Nwajiuba, the Permanent Secretary, Federal Ministry of Education, Arc. Sonny Echono and the Director, Tertiary Education Department, Mrs. Rakiya G. Ilyasu, for entrusting us with this important national assignment.

We are extremely grateful to the Executive Secretary of the National Universities Commission, Prof. Abubakar Adamu Rasheed for his guidance and support. We are deeply appreciative of the assistance extended to us by many groups and individuals, particularly:

1. The Pro-Chancellor & Chairman of Council, Alhaji Sani Maikudi, FNIQ, for his kind support.
2. The Vice-Chancellor, Prof. Abdul-Rasheed Na'Allah and other Principal Officers for giving the panel prompt attention in the course of its assignment.
3. The Honourable Minister of FCT, Muhammad Musa Bello for his warm reception and for the candid expression of his views and the concerns of the citizens of FCT on events in the University of Abuja.
4. His Royal Highness, the Aguma of Gwagwalada for the warm reception accorded members of the Panel and for sustaining a healthy relationship with the University.
5. Staff of the university who assisted the panel in carrying out its functions, particularly the Registrar, Mallam Yahya Mohammed; the Bursar Alhaji Rufai Ahmed Babba; the Director, Physical Planning Unit, Arc. S. Shuaib; Mr. William Peter and Mr. Hakeem Alouhmata.
6. All those who submitted memoranda or attended the oral interactive sessions and those who shared their experiences both formally and informally, to make for a successful completion of the assignment.
7. Finally, we appreciate the various clusters of secretariat staff who assisted members in implementing their assigned tasks.

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TERMS AND ACRONYMS

A&PC	-	Appointments and Promotions Committee
ASUU	-	Academic Staff Union of Nigerian Universities
BPP	-	Bureau for Public Procurement
CBN	-	Central Bank of Nigeria
CDL&CE	-	Centre for Distance Learning and Continuing Education
CLE	-	Council for Legal Education
COREN	-	Council for the Registration of Engineering in Nigeria
CSO	-	Chief Security Officer
DGT	-	Data Gathering Template
DTLC	-	Direct Teaching and Laboratory Cost
DVC	-	Deputy Vice-chancellor
DWS	-	Department of Works and Services
ELDS	-	Educationally Less Developed States
F&GPC	-	Finance and General-Purpose Committee
FCDA	-	Federal Capital Development Authority
FCT	-	Federal Capital Territory
FGN	-	Federal Government of Nigeria
FME	-	Federal Ministry of Education
GA	-	Graduate Assistant
HME	-	Honourable Minister of Education
HoD	-	Head of Department
ICRC	-	Infrastructure Concession Regulatory Commission
IGR	-	Internally Generated Revenue
IPSAS	-	International Public Sector Accounting Standards
ITMS	-	Information Technology Management Services
JAMB	-	Joint Admissions and Matriculations Board
MDA	-	Ministries, Departments and Agencies

MDCN	-	Medical and Dental Council of Nigeria
NAAT	-	National Association of Academic Technologists
NASU	-	Non-Academic Staff Union
NUC	-	National Universities Commission
NYSC	-	National Youth Service Corp
PPP	-	Public Private Partnership
PPU	-	Physical Planning Unit
R&D	-	Research and Development
REA	-	Rural Electrification Agency
SSANU	-	Senior Staff Association of Nigerian Universities
SUG	-	Student Union Government
TETFund	-	Tertiary Education Trust Fund
ToR	-	Terms of Reference
TRE	-	Teaching and Research Equipment
TSR	-	Teacher – Student Ratio
UCADC	-	University Central Admissions Committee
VAT	-	Value Added Tax
VCN	-	Veterinary Council of Nigeria

EXECUTIVE SUMMARY

INTRODUCTION

The Visitation Panel to the University of Abuja was inaugurated on 13th April, 2021, by the Honourable Minister of Education, Mallam Adamu Adamu, on behalf of the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, and Visitor to the University, President Muhammadu Buhari, GCFR. The Panel had ten (10) Terms of Reference focusing on the level of implementation of the White Paper of the last Visitation Report; leadership quality; financial management; application of funds; adequacy of staff and staff development; relationship with statutory bodies; law establishing the university; historical evolution, net achievement, problems, and direction; general security; and discipline of students.

The Panel was expected to conclude the assignment and submit its report within sixty (60) days from the day of inauguration.

PERIOD OF THE REPORT

The assignment covered a period of five years from 2016 to 2020.

MEMBERSHIP OF THE PANEL

The panel comprised the following:

- | | | |
|------------------------------------|---|-----------|
| 1. Alhaji Bukar Goni Aji, CFR | - | Chairman |
| 2. Prof. Ahmed Ali Yakasai | - | Member |
| 3. Col. Danladi Nyelong Adamu | - | Member |
| 4. Dr. Ibiang Oden Ewa | - | Member |
| 5. Barr. (Mrs.) Hauwa Abubakar | - | Member |
| 6. Engr. Abubakar Abdullahi Matazu | - | Member |
| 7. Arc. Samuel S. Ikani | - | Secretary |

METHODOLOGY

The work of the panel was accomplished within the stipulated time-frame of 60 days in five naturally overlapping stages:

- a. **Sensitization:** through advertisements for submission of Memoranda in Daily Trust Newspaper, University of Abuja Special Bulletin, Notice Boards, Emails, Interactive Sessions with stakeholders and extensive publications as a result of the panels courtesy call to the Honourable Minister of FCT.
- b. **Interviews and Data collection:** The panel collected data relevant to its work from various documents supplied by the university administration. The panel further received memoranda from across the stakeholders' spectrum. Data was also obtained from oral presentations made during interactions, and interviews with stakeholders. The panel also collected data during its inspection and assessment of facilities. Collection of data was also carried out through templates prepared by the panel.
- c. **Inspection and assessment of all facilities** for teaching, learning and research; completed, on-going and abandoned projects at the main and mini campuses; all administrative facilities; and all infrastructural facilities at the two campuses.
- d. **Data analysis:** The panel was able to analyse the data collected which was based on data gathering templates prepared by the Panel and the interactions with university stakeholders. The successful analysis of the data enabled the panel to prepare its report.
- e. **Presentation:** Presentation in this context is the direct product of the data analysis. Thus, from the data collected, the panel was able to produce this report in the form it is.

FINDINGS AND RECOMMENDATIONS

The Panel, very well guided by its terms of reference in carrying out its task, arrived at the following findings and recommendations:

Term of Reference No.1

To inquire into the level of implementation of the white paper on the last visitation report.

This Term of Reference (ToR) is referring to the Gazetted White Paper of the Presidential Visitation Report to University of Abuja of June, 2011. Specifically, it will examine the outstanding unimplemented directives from 2011 – 2015 visitation exercise. The intent and purpose of the ToR 1, as understood by the Panel, is not for a one-off implementation, as there are a number of items (such as access to internet) that are at all times relevant and essential to the burgeoning of university system. Hence, authorities could be held to account for ensuring their implementation at all times.

Observations and Findings on Term on Reference No. 1

- i. There are 7 major areas of Visitor's directives that remained unimplemented by the University Authority.
- ii. The unimplemented items include: (a) Failure to provide internet connectivity across the University campus, (b) Failure to complete construction of on-campus accommodation of Principal Officers, Central Administration Building Phase II, Faculty of Science Building Phase II, (d) Non-establishment of a computer laboratory for the Department of Computer Science. The Computer Science programme remains the only course with denied accreditation status in the University.
- iii. The University Management was unable to fulfil the Visitor's directive in respect of staff recruitment for various Faculties due to existing Government embargo.

Recommendations on Term of Reference No. 1

- i. The Visitor should direct timely release of the 2012 white paper of the Special Presidential Visitation Panel. The Panel observed that delay in the release of White Papers following visitation exercises undermines the implementation of far-reaching recommendations, the authority of the Visitor and accountability of actions of the responsible institutions.
- ii. A standing committee of Council should be set-up with responsibility of follow up on the implementation of White Paper. The committee should report to each regular Council meeting.
- iii. The Council and the University Management's attention should be drawn to their failure to provide resources to address the directives itemised in (ii) above, despite the resources that accrued to the University during the period under visitation.

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.

Observations and Findings on Term of Reference No. 2: Council

- i. During the period under visitation, the University was governed by 7th Council led by Dr. S.O. Ogbemudia, and the 8th Council led by Alhaji Sani Maikudi, *FNIAS*.
- ii. The 7th Council had to a reasonable degree performed its duties of general control and superintendence of policy, finance, and property of the University, within the premise of the University Act. This was evident from the following: (a) Held regular and extraordinary meetings, (b) Appointed Vice-chancellor, Deputy Vice-chancellors (DVCs), Registrar and Librarian, all consistent with due process, (c) Approved budget and procurement expenditure, (d) Adopted PPP policy and approved 5 projects under the scheme, (e) Approval and

award of contract for 12 projects, including ₦236,716,276.50 construction of Faculty of Clinical Sciences, (f) Implemented a couple of Visitor's directive as contained in previous White Paper, (g) attempted to address the challenge of encroachment of University land.

- iii. Despite the resources expended by the 7th Council, it was unable to fully address the crisis of accreditation it inherited, make significant investment to enable unrestricted internet access on campus and also in the provision of on-campus accommodation to principal officers, as directed by the Visitor. The Council was also unable to address the issue of abandoned projects.
- iv. The 8th Council had performed its duties of general control and superintendence of policy, finance and property of the University, including its public relations, within the premise of the University Act. This was evident from the following: (a) Undertook review of Staff Service Condition to be consistent with current realities of university system, (b) Appointed Vice-chancellor, DVCs, Registrar, Bursar and Librarian, all consistent with due process, (c) Approved the University budgets (d) Approved procurement expenditure for the implementation of over 30 projects worth ₦9,822,035,710 from TETFund and NEEDS Assessment Intervention Funds, as well as IGR and appropriation sources, (e) Facilitated the take-off of Limited Liability Companies in order to boost revenue base of the University. (f) Specifically facilitated the utilisation of unaccessed money at the TETFund.
- v. The 8th Council was unable to resolve the issue of abandoned construction projects, paucity of teaching staff, and settlement of the University land dispute. There were serious gaps in the provision of critical learning resources due to unbalanced fund allocation. The Council approved construction of new staff houses, but failed to

complete the construction of Principal Officers on-campus accommodation, in spite of Visitor's directive.

- vi. There were series of lapses raised in the External Auditor's Report to the Council intended for implementation of corrective measures. These issues continue to reappear in different Audited Account Reports and by different External Auditors, suggesting that the Council did not enforce remedial measures.
- vii. The Panel observed that the Governing Council had taken policy steps of boosting the IGR base of the University through upward review of student fees and blocking of leakages in payments. To this effect, the Council approved the engagement of Messrs Edutech Portal Solutions, at the cost ₦18,900,000, for the deployment of Student Fees Management Portal to block leakages in payments. The Panel however noted that based on the official students' enrolment and the approved student fees as at 2019/2020 session, the University had the propensity of generating ₦ 4,869,033,958 as against ₦1,654,896,918 declared by the University Bursary in the Panel's DGT (see Chap 4 & Vol II, Appendix 50, Page 437).

Recommendations on Term of Reference No. 2: Council

- i. The Council should be commended for the actions taken as highlighted in the Panel's findings (ii & iv).
- ii. The FME should consider inclusion of a condition requesting all newly constituted Councils to review the Visitor's directive as provided in the White Paper of their institutions, as well as previous Council decisions, in order to assist the Council in navigating its course of assignment.
- iii. The Visitor should direct the Minister of Education to ensure that the University implements the provisions of White Paper of the Presidential Visitation Panel, with special emphasis on establishment of on-campus accommodation of Principal Officers and equipping Department of Computer Science within 6 months.

- iv. The Governing Council and the University Management should devise a strategy of engaging FGN and other funding bodies on the completion of all abandoned projects funded through appropriation. The Council should factor utilisation of IGR in completing the projects.
- v. The Council and the University Management should constructively engage the FGN on the issue of the University land ownership and encroachment to reach an amicable resolution that addresses the concern of either side.
- vi. The Council should recalibrate its policy of resource allocation such that provision of core learning resources of existing programmes are accorded appreciable proportion, in order to ensure quality and standard in the products of the University, and preserve full accreditation status of all programmes.
- vii. The Council should be more vigilant in its responsibilities as provided by law, by ensuring that all queries and lapses raised by the External Auditors are addressed.
- viii. Council should investigate the wide discrepancy between the figure of the IGR from student fees as declared by Bursary; and that deduced by the Panel from the official enrolment data and approved fees and charges.
- ix. The University Senate should ensure all required resources are put in place before approving higher degree programmes. The NUC should devise a means of ensuring resource verification is conducted before approving higher degree programmes.

Observations and Findings on Term of Reference No. 2: Vice-Chancellors

- i. During the period under visitation, the University was governed by two Vice-chancellors viz: Professor Michael Adikwu and Professor AbdulRasheed Na'Allah.

- ii. Prof. Michael Adikwu recorded achievements as follows: (a) Continued improvement in the accreditation profile of academic programmes, with 40 out of 46 programmes attaining full accreditation status at the end of 2019; (b) Initiated and supervised the implementation of projects from NEEDS Assessment and TETFund High Impact Intervention, part of the projects included construction and furnishing of Faculty of Environmental Science (₦18,509,422.43) and Faculty of Education (₦15,762,339.18), all approved by the Federal Executive Council; (c) Secured Council approval for the construction of staff houses at Main Campus; (d) Conducted 20th combined convocation, 22nd and 23rd convocation.
- iii. Prof Michael Adikwu's tenure had shortcomings as follows: (a) complacency in student disciplinary matters, timely access to funds, issues related to abandoned projects and reversal of shortage of teaching staff (b) arbitrary approval of higher degree programmes without matching resources (d) the Panel could not establish evidence of academic leadership in research, evident from lack of policy direction, and failure to access TETFund research related interventions that accrued for several years.
- iv. Professor Na'Allah's ongoing tenure had recorded achievements (despite the challenges of the Covid-19 pandemic and ASUU strike that engulfed one year of his administration) as follows: (a) proactive in addressing the issue of cultism and other miscreant activities among students, and dealing with the issue of staff indiscipline; (b) initiated and secured approval for the award of 32 major contracts at the cumulative cost of ₦2,205,565,002.36; (c) demonstrated competence in the timely access and utilisation of TETFund normal intervention of 2019 and third tranche of NEEDS Assessment fund; (d) conducted 24th convocation ceremony;

- (e) proactive in addressing the problem of encroachment of University land by writing a letter to the Visitor soliciting his intervention.
- v. The administration of Professor Na’Allah had shortcomings as follows: (a) the administration in some cases, overstepped the boundaries of law and standards in its action for the expansion and diversification of academic programs and sources of revenue for the University, with consequential implications of weakening academic standard. (b) inability to minimise acute shortage of core learning resources, paucity of teaching staff and chronic under funding of academic units.

Recommendations on Term of Reference No. 2: Vice-Chancellors

- i. The Vice-chancellors and the University Management should be commended for the actions taken as highlighted in the Panel’s findings (ii & iv). The Panel urged the Management to be more focused at investing the resources of the University towards improving quality and standard of the existing programmes and enhancement of research capacity.
- ii. The University should as a matter of urgency fulfil all requirements and access all pending TETFund and NEEDS Assessment Intervention Allocation and put them to use effectively.
- iii. The University should ensure that due diligence is observed before the take-off of the proposed Faculties of Environmental Sciences, Communication and Pharmaceutical Sciences.
- iv. While noting the vigour of the Vice-chancellor, Professor Na’Allah, at broadening the revenue base and diversifying the academic programmes of the University, the Panel recommends that the Vice-chancellor should balance this objective with preservation of academic standard. He should recall that the value and image of a University is driven by the quality of its research findings and innovations, academic excellence and quality of its products.

Observations and Findings on Term of Reference No. 2: Registrars

- i. During the period under visitation, the University had two registrars viz: Mrs R.H. Swanta and Mall. Yahya I. Mohammed.
- ii. The Registrars, had to a reasonable degree performed their function within the confines of law evident from (among others) the provision of: (a) tally of all the meetings of Council, Senate, Congregation, Statutory and other Standing Committees; (b) records of proceedings of the Council, Senate and their associated committees, all of which facilitated the Panel's work.
- iii. The current Registrar, Mal. Yahya I. Mohammed, initiated and secured approval for implementation of two innovative projects as follows: (a) transcript automation and computerisation of academic office and registry department; (b) production of 10,000 units of Automated Hybrid Certificates by the Nigerian Security Printing and Minting Company.
- iv. The foregoing projects were aimed at providing a solution to the perennial problem of record keeping and mishandling, and the deficit of thousands of unissued graduands certificates, which damages the reputation of the University.
- v. The Panel nonetheless, observed that there was no record in which the Registrars drew attention to Council or University Management on issues such as correction regarding composition of Senate, and award of contracts beyond the legally allowed threshold.

Recommendations on Term of Reference No. 2: Registrars

- i. The Registrars should be commended for the performance as outlined in (ii - iv).
- ii. Given the increasing size and diversity of programmes of the University with attendant complexity of handling and preserving students'

examination records, the Panel recommend creation of a separate unit dedicated to handling examination and records.

- iii. Registrars should draw attention of the University Authorities on such actions that contravened law and regulations.

Observations and Findings on Term of Reference No. 2: Bursars

- i. During the period under review, the University had two Bursars viz: Mal. Ahmed B. El-Yakub, Ph.D (1st January 2016 - 5th February, 2018) and Mal. Rufai A. Babba (6th February, 2018 - 31st December 2020).
- ii. The Bursars, had to a reasonable degree performed their function within the confines of law evident from (among others) the provision of all financial records requested by the Panel which facilitated the work of the Panel.
- iii. The Panel had the opportunity of interacting with the current Bursar, Mal. Rufai A. Babba. He displayed significant level of competence, and transparency during the course of Panel's assignment. He proved very supportive by providing accurate information, guidance, and prompt response to queries.
- iv. During the tenure of the current Bursar, the Automation of Bursary and Audit is ongoing. Installation of hardware and associated networking had been achieved. The project is moving to the second phase which include acquisition of software and staff training.
- v. The Panel however noted that the Bursary has myriad of challenges and performance gaps which have been outlined in Chapter 4 & 5 of this report.

Recommendations on Term of Reference No. 2: Bursar

- i. The Bursar should be commended for the actions as indicated in (ii – iv) above.
- ii. The University Management should put more effort towards complete Automation of the Bursary and Audit Units as directed by the Visitor in the White Paper of 2011.

- iii. The Bursary should be more proactive and enhance its efficiency of service delivery to the University community.

Observations and Findings on Term of Reference No. 2: Librarian

- i. During the period under review, the University had two Librarians viz: Dr. (Mrs.) R.N. Echeozona Ph.D (5th January 2016 - 4th January 2021) and Prof. Ebele N. Anyaoku (12th April, 2021 - 11th April, 2026).
- ii. The Panel had established that, the process leading to the appointment of the Librarians was consistent with due process of law.
- iii. The Panel observed that despite the indispensability of Library in academic development and accreditation status, the University does not have a coherent policy on library development. This has been discussed in detail in Chapter 6.
- iv. The Panel interacted with the current Librarian, Prof. Ebele N. Anyaoku who presented a document outlining her strategic vision for the transformation of the University library. The Panel assessed the document and found it to be good, reasonable and achievable.

Recommendations on Term of Reference No. 2: Librarian

- i. The Librarian should be commended for the document outlining strategic vision of the Library. Council and University Management should study and enrich the document, and implement it accordingly.
- ii. The Librarian should be committed to forwarding proposals to the University Management to access library development allocations to the University.

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.

Observations and Findings on Term of Reference No. 3

- i. Total funds that accrued to the University during the period under visitation was ₦ 49,077,332,021.94. Government budgetary allocation and special funds including, NEEDS Assessment, TETFund and Earned Allowance constituted 87%; IGR 12% and investment of less than 1%, suggesting over dependence of the University on Government subvention. The contributions from Investments were very negligible during the period. This is despite the take up of 4 commercial outfits intended to generate IGR for the University.
- ii. Annual Financial Reports are regularly prepared and presented to Council consistent with provisions of law.
- iii. The University declared deficit expenditure over income in all years during the period under visitation. Specifically, the university incurred the highest deficit of ₦2.7bn in 2016.
- iv. The Internal Audit Unit prepares report annually, while monthly, quarterly or biannual reports were not prepared. The low frequency of Audit reporting would not allow corrective measures to be taken in time to forestall further recurrence. The Panel observed a carbon-copy recycling of contents of audit report from one financial year to another.
- v. The advances granted to staff were not normally retired on time and the Bursary gave new advances to staff that have unretired advances against them. There were cases of non-remittance of tax.
- vi. The University spent ₦611,706,461 on Council expenses comprising of Transport and Subsistence Allowance of ₦147,201,763, Sitting Allowance of ₦370,364,981, and Other Expenses of ₦ 109,959,862. Specifically, the Panel noted a seemingly over bloated expenditure with respect to Transport and Subsistence Allowance of ₦96,221,500 in 2017 alone; and a further ₦354,544,836 of Sitting Allowance for 2016, 2018, 2019, and 2020. With an IGR of ₦7,719,220,000 for the period, the Council expenditure was about 8% of the IGR.

- vii. The University expended ₦89.7m on the payment of Principal Officers' Non-Serial Allowance with approval of the Governing Council.
- viii. From the analysis of the official student enrolment as a product of the average approved student fees for 2019/2020, A projected income of ₦4,869,033,958 was deduced. This figure is grossly at variance (₦3,214,137,040) with the registration fees of ₦1,654,896,918 declared by the Bursary in the Panel's Data Gathering Template.

Recommendations on Term of Reference No. 3

- i. Council and University Management should develop more innovative ways of generating IGR and blocking leakages to reduce reliance on Government subvention for sustainability of the system.
- ii. Councils should be commended for complying with law in respect of Annual Financial Reports of the University.
- iii. The massive deficit of ₦2.7bn in 2016 should be investigated to establish its remote and immediate causes.
- iv. Council should ensure that the frequency with which internal audit reports are prepared should henceforth be increased. As a minimum, the audit unit should prepare reports on quarterly basis and at best on monthly basis.
- v. The Visitor should demand convincing explanation regarding the seemingly over bloated Council expenditure of ₦611,706,461, within the context of the Salaries and Wages Commission Circular Ref. No. SWC/5/04/S.310/105 of 10th June 2010. Any inappropriate payment should be refunded.
- vi. The Visitor should direct National Income Salaries and Wages Commission to establish the appropriateness of the Non-serial allowances paid to the Principal Officers, and whether the Council acted within its rightful limits in approving them. Any inappropriate payment should be refunded.
- vii. The University should take urgent measures to ensure retirement of advances granted to staff and settlement of tax the liability.

- viii. The Visitor should direct investigation into the basis for the wide variation between the estimated registration fees (based on student enrolment and schedule of fees) and the actual registration fees reported by the University.

Term of Reference No. 4

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

Observations and Findings on Term of Reference No. 4

- i. Sources of fund for projects by the University included NEEDS Assessment Intervention, TETFund Intervention, FGN Budgetary Allocation and IGR.
- ii. The University was allocated NEEDS intervention second and third tranche of ₦2,039,000,000 and ₦392,954,545.39 during the period under visitation respectively. The fund was collectively utilised in funding 23 projects covering academic constructions, provision of sporting facilities, furnishings as well as procurement and installation of equipment. Additionally, the University had utilised part of the second tranche in supporting higher degree sponsorship of academic staff. The Panel inspected the projects and found that 9 were completed, while the remaining are at different levels of completion. The University had available but unaccessed ₦480,000,000 arising from the release of the first tranche release (see DGT).
- iii. The University was allocated TETFund Intervention of ₦8,886,749,000. It accessed ₦6,187,407,000 to fund 16 projects covering construction of academic buildings provision of ICT facilities to CDL&CE and provision of facilities to the Research Farm. It is worth mentioning that these projects included construction of the Faculty of Environmental Sciences and Faculty of Education which were approved by the Federal Executive Council at the cost ₦918,509, and ₦915,762 respectively. The Panel

inspected the projects and found that 3 projects were completed, while the rest are at various levels of completion.

- iv. The University received an appropriated capital grant of ~~₦~~4,230,862,650, of which ~~₦~~3,347,586,940 was released. The total contract awarded was worth ~~₦~~ 4,181,604,544. The Panel inspected the projects and identified 29 ongoing projects with additional 9 projects declared as new. All the appropriation projects were conclusively uncompleted due to irregular releases.
- v. The University had utilised a cumulative sum of ~~₦~~248,375,542.94 from IGR to fund 9 projects. The projects included provision of ICT facilities to CDL&CE, cleaning service, procurement of Academic Gowns and supply and installations of FM Radio Facilities among others.
- vi. The University has 9 projects declared as abandoned, inclusive of the on-campus accommodation for Principal Officers. The Visitor specifically directed completion of the latter in the 2010 White Paper.

Recommendations on Term of Reference No. 4

- i. Council and the University Management should be commended for utilising funds at implementing projects as highlighted in (ii – v) above.
- ii. Council should set up a committee that will liaise with University Management in developing strategy for access and full utilisation of all outstanding allocation with the TETFund and NEEDS Assessment Interventions. The University should note that failure to access Research, Manuscript, Research Journal and Library Development Interventions is an indication of poor research and academic culture and also poor academic leadership on the part of the Head of Management.
- iii. The Visitor should support the University with special fund to enable it complete all abandoned projects. The Council on the other hand, should as a matter of urgency form a Council Committee on abandoned project that would be charged with the responsibility of developing a strategy for the completion of all abandoned projects. Report from this

Committee shall be made to be an item on the agenda of all future Council meetings.

Term of Reference No. 5

To examine the adequacy of staff and staff development programmes of each university.

Observations and Findings on Term of Reference No. 5: Staff Strength, Staff Development and Promotion

- i. As at 2016, the University had total workforce of 2,243 which changed marginally to 2,213 by 2019; suggesting a decline of 1.34%. The relative ratio of staff distribution is 1:1:1.6 for Academic Staff, Senior Non-teaching Staff and Junior Non-teaching Staff respectively. The ratio is diametrically inverted relative to the NUC approved ratio of 10:1:1 respectively.
- ii. The University had a disproportionate load of non-teaching staff (with particular reference to Senior Administrative and Junior Staff). The institution is also facing dearth of teaching staff, and has a top-heavy and lopsided teaching staff mix as follows: 39% Professor & Reader; 27% Senior Lecturer; 31% Lecturer I & II and 3% Assistant Lecturer & Graduate Assistant.
- iii. The University got an increase of 54% in personnel budgetary release between 2016 and 2020, but failed to reverse the staff imbalance, despite its negative impact on quality assurance and risk of accreditation failure. The Panel is particularly perplexed with inverse relationship between personnel budgetary release and overall staff strength of the University.
- iv. Based on interaction with Principal Officers of the University and assessment of available records, the Panel observed that the University does not have a coherent and documented policy on staff development.

- v. The drive for the staff development activities of the University solely depend on TETFund and NEEDS Assessment interventions. The University does not fund such activities from the IGR it accrued.
- vi. The University had promoted a total 415 academic staff comprising of 71 Professors, 133 Readers, 160 Senior Lecturers and 51 other lecturer rank. A total of 217 Senior Non-teaching Staff and 365 Junior Staff were promoted during the period under review.
- vii. Based on the completed Data Gathering Template as provided by the faculties, **19** Departments indicated that the year of last employment of a fulltime Academic Staff was (2005 – 2009); **12** indicated (2013 – 2015), **5** indicated (2018 – 2020); while the remaining did not respond.
- viii. The Panel learnt that due to the shortage of Academic Staff, the University Management was compelled to engage in hiring visiting lecturer's ("Adjuncts") to support teaching and learning.
- ix. The Panel found that the University employed 131 adjuncts between 2019 and 2021. This translated to 21% of the existing academic staff strength. The Panel was however concerned about indiscriminate employment of such resource persons that are not legally bound to accountability as examiners.
- x. The Panel learnt that the Adjunct lecturers were employed on a monthly remuneration equivalent to 1/3 of salary of academic rank offered to the adjunct. The University used IGR to settle the remuneration of the adjunct lecturers.
- xi. The Panel observed a more worrying trend in respect of academic staff workload in this University. This pertained to the engagement of the existing established lecturers into the running of a plethora of Part-time, Distance Learning, Sandwich, as well as regular academic higher degree programmes domiciled in several Centres and Extra-departmental Units of the University. This situation was further exacerbated by the continued proliferation of more part-time, postgraduate and even sub-

degree academic programmes, which were inevitably driven by the lean and strained academic human resource of the University.

- xii. Taken together, the foregoing situation in the Panel's view indicated a serious crisis that challenged the authority of the University Senate as provided in the law, undermined the overall standard and quality of service delivery in the University. Academic standard is heading for a total collapse if the University continued along this trajectory.

Observations and Findings on Term of Reference No. 5: Academic Pattern, Faculties and Programme Accreditation

- i. The University Law and Academic Brief provided for a conventional university with dual mode system combining instruction of regular academic programmes, as well as distance learning and part time courses.
- ii. The University has 9 Faculties and another set of 3 Faculties, grouped under a College. It also has CDL&CE and Institute of Education that offer distance learning and "sandwich degree" programmes respectively.
- iii. The Faculty of Agriculture was established in 2005/2006, has 6 Departments, offers a single degree programme, has a teacher-student ratio of 1:76 as at 2019/20, (higher than the NUC prescribed standard of 1:15), graduated 60 undergraduates during the 24th convocation. The Faculty earned a full accreditation status during the NUC visitation in 2018.
- iv. The Faculty of Arts was established in 1990/91, has 7 Departments, offer 8 degree programmes, has a teacher-student ratio of 1:49 as at 2019/20 (higher than the NUC prescribed standard of 1:30). Specifically, B.A Arabic programme has 4 tenured lecturers and Department of Philosophy has an over bloated enrolment of 1,000 students with only six fulltime teaching staff. The Faculty cumulatively graduated 1,626 undergraduates during the 22nd, 23rd and 24th convocation. The Faculty earned full NUC accreditation for all its programmes in 2016.

- v. The Faculty of Education was established in 1990/91, has 6 Departments, offer 18 degree programmes, and has a teacher-student ratio of 1:78, as at 2019/20 (higher than the NUC standard of 1:30). Department of Library Science has only 3 academic staff; while Department of Arts & Social Science Education had an outrageously bloated enrolment of 2,500 students, with only 8 academic staff; The Faculty cumulatively graduated 3,733 undergraduates and 343 postgraduates during the 22nd, 23rd and 24th convocation. The Faculty earned full NUC accreditation for 16 of its programmes and 2 had interim accreditation. The Faculty is still located in the Mini Campus at Gwagwalada.
- vi. The Faculty of Engineering was established in 2005/2006, has 4 Departments, offer 4 degree programmes, has a teacher-student ratio of 1:27 as at 2019/20, higher than the NUC prescribed standard of 1:15. Department of Civil Engineering had the least academic staff strength with 4 lecturers; and yet had the highest enrolment of 250 and 90 undergraduates and postgraduates respectively. The Faculty earned full NUC accreditation for all its programmes in 2017.
- vii. The Faculty of Law was established in 1990/91, has 4 Departments, offer 1 degree programmes, has a teacher-student ratio of 1:12 as at 2019/2020 session (lower than the NUC prescribed standard of 1:30). Cumulatively graduated 720 undergraduates and 81 postgraduates during the 22nd, 23rd and 24th convocation. The Faculty earned full NUC accreditation for all its programmes in 2019.
- viii. The Faculty of Management Science was established in 1990/91, has 4 Departments, offer 4 degree programmes, has a teacher-student ratio of 1:64, as at 2019/20 (higher than the NUC prescribed standard of 1:30). Department of Banking and Finance has only 3 tenured staff. Cumulatively graduated 2,879 undergraduates and 219 postgraduates during the 22nd, 23rd and 24th convocation. The Faculty earned full NUC accreditation for 3 of its programmes and 1 with interim.

- ix. The Faculty of Science was established in 1990/91, has 7 Departments, offer 7 degree programmes, has a teacher-student ratio of 1:77 as at 2019/20 (higher than the NUC standard of 1:20). The Department of Microbiology has 6 academic staff with enrolment of 1,496 students; and the Faculty cumulatively graduated 1,652 undergraduates and 87 postgraduates during the 22nd, 23rd and 24th convocation. The Faculty earned full NUC accreditation for 6 of its programmes, while Computer Science has Denied Status.
- x. The Faculty of Social Science was established in 1994, has 4 Departments, offer 4-degree programmes, has a teacher-student ratio of 1:64 as at 2019/20 (higher than the NUC prescribed standard of 1:30). The faculty cumulatively graduated 3,712 undergraduates and 936 postgraduates during the 22nd, 23rd and 24th convocation. Geography, Political Science and Economics earned a full accreditation status, while Sociology earned interim status.
- xi. The Faculty of Veterinary Medicine was established in 2005/2006, with ten service departments that collectively award a DVM degree, has a teacher-student ratio of 1:3, as at 2019/20 (much lower than the NUC prescribed standard of 1:10). The faculty cumulatively graduated 14 undergraduates during the 22nd, 23rd convocation. The Faculty earned full NUC accreditation for its lone programme.
- xii. The College of Health Science was established in 2005/2006, with 3 faculties and a plethora of service departments that collectively award MBBS degree, has a teacher-student ratio of 1:1, as at 2019/20 (much lower than the NUC prescribed standard of 1:10). Lack of sufficient clinical students' accommodation was the major reason for the abridged admission quota of 50 students, as approved by NUC and M&DCN. The College cumulatively graduated 110 undergraduates during the 21st 23rd, 24th convocation. The MBBS programme earned interim accreditation from the NUC and full accreditation from M&DCN.

- xiii. The Centre for Distance Learning and Continuous Education was established in 1988, as part of the second arm of the dual mode system. The NUC lifted moratorium on admission into 5-degree programmes for the Centre in 2015. The School is well equipped and has enrolment of 8,156 during the 2019/2020 session. Only candidates from the age of 26 and above were eligible for admission in to the CDL&CE programmes. Panel found that the age limit regulation was being flouted.
- xiv. The Institute of Education was established in 2005, as part of the second arm of the dual mode system. The Centre admits students with NCE, Diploma and HND towards earning a Bachelor's Degree in 18 education-based programmes. It also offered Postgraduate Diploma in Education. The Institute had a total enrolment of 19,000 during the 2019/2020 session.
- xv. Part of the challenges of the Dual Mode System, as it applies to this University, is the dependence of distance learning and sandwich programmes (with attendant high and uncontrolled enrolment) on the resources of the conventional faculties for their academic programmes. This added stress on the already inadequate facilities and undermined academic standard.

Observations and Findings on Term of Reference No. 5: Teaching and Learning Resources

- i. The University is facing serious inadequacy of staff offices both in quantity and quality. Most of the offices inclusive of those of Deans/HODs were below the standard of the NUC-BMAS. A number of exiting offices were carved by means of plywood partition to create additional offices for staff, in some departments HOD offices were partitioned to accommodate departmental secretaries
- ii. Based on the Data Gathering Template as completed and submitted by Faculties, the Panel found that of the 206 staff offices reported, 58.80% of the offices were occupied by single staff, 30% of the offices were

shared by 2 staff, while 11.6% were shared by 3 staff. 48 of these offices were created by plywood partition. The Panel also found that 104 staff do not have offices.

- iii. The Panel observed cases of serious inadequacy of lecture rooms and laboratory spaces such as the concurrent delivery of lecture of different courses by different lecturers in a single theatre in the Faculty of Arts; lack of a functional language laboratory; lack of studio for Theatre Arts, a single laboratory for Department of Microbiology with cumulative undergraduate and postgraduate enrolment of 1,496; the inter campus shuttling of Science Education students for laboratory practical and Law students for Moot Court among others.
- iv. The Panel's inspection tour and the completed Data Gathering Template, indicated that most departments do not have projectors, multimedia systems, and interactive learning boards. All responding units indicated total lack of intranet and internet connectivity and serious paucity of computing facilities. There was no video conferencing facility in the University.
- v. The Dean's office and Departments (running conventional programmes) receive monthly impress of ₦30,000 and ₦20,000 respectively to run the corresponding units. The Officers indicated that the impress is gravely inadequate, and Departments had to rely on a share from fees charged by student professional organisations, and often a top up from their personal income.

Observations and Findings on Term of Reference No. 5: Research

- i. Contrary to the provisions of the University Academic Brief, the Panel found that the University does not have a documented policy on research strategy, innovation, patent and intellectual property right, as well as global reputation and visibility.
- ii. The University does not have a central laboratory that can enable interdisciplinary cutting age research, effective collaboration and

linkages, high impact publications and qualitative higher degree training.

- iii. The University does not have facilities that can support research and development in emerging technologies like, biotechnology, nanotechnology, and material science, as well as advanced facilities for humanities and social science research.

Observations and Findings on Term of Reference No. 5: Postgraduate School and Postgraduate Programmes

- i. The Postgraduate School (PG School) was established in the 1992/1993 academic session. The School was not autonomous as expected of a normal Postgraduate School, but served as an appendage of the Vice-chancellor's Office. Additionally, the School lacked a dedicated physical facility for its operation and is coping with paucity of staff and other facilities
- ii. The School has enrolment of 11,000, with an intake of 2000 during the 2019/2020. The School offers 436 higher degree programmes, comprising 46 postgraduate diploma, 300 MPhil/Master, and 90 doctorate degree programmes.
- iii. The Panel took into account the undergraduate teacher student ratio, teaching and supervision burden from extra-departmental units as well as severe gaps in the teaching and learning resources and doubts the capacity of the University resources-wise to support 436 postgraduate programmes.

Observations and Findings on Term of Reference No. 5: Enrolment

- i. Based on the ITMS records, the undergraduate enrolment of the University was projected to be 22,893 as at 2019/2020 session.
- ii. All States of the Federation including the FCT were represented in the University. Kogi State had the highest enrolment of 2,869; equivalent to 12.5%; while Jigawa State had the least enrolment of 22 students; equivalent to 0.1%. The Panel also found that 81.7% of the enrolment came from 16 states of the Federation viz: Abia, Anambra, Akwa Ibom,

Benue, Delta, Edo, Enugu, FCT, Imo, Kogi, Kwara, Ogun, Ondo, Oyo and Osun. This data implied that the admission process of the University was not consistent with National Admission Policy.

- iii. The Panel found significant lop-sidedness in the student enrolment with respect to Science/Art ratio. The current University enrolment deviated from the National Education Policy of 60:40 Science/Art ratio with much higher proportion of Arts enrolment over Science for the years under review.
- iv. Based on the available data from undergraduate and postgraduate enrolment coupled with the enrolment of the Institute of Education and Centre for Distance Learning, the Panel deduced the cumulative enrolment of the University to be 60,049 as at 2019/2020 session. Based on this, the gross teacher-student ratio of the University is 1:97.

Observations and Findings on Term of Reference No. 5: Admission

- i. The Panel received a pervasive complaint in the course of its interaction with various stakeholders of the University of widespread and entrenched culture of impunity and racketeering of admissions in the University.
- ii. In 2016, and 2017 there was no University Central Admission Committee (UCAC), and yet admissions were conducted in which 5,799 and 5,585 candidates were respectively admitted. Furthermore, in 2018 and 2019, the UCAC was constituted and admissions were conducted in which 5,700 and 4,350 were respectively admitted.
- iii. The Panel learnt from its interaction with Deans of Faculties and Heads of Departments of various units that they were not wholly carried along in the admission process. All have corroborated the fact that they were only presented with a JAMB printout to conduct merit admission, which in their understanding was a predetermined issue, as the number of merit candidates follows chronology of the list. The University Management at all times, solely conducted the catchment and

educationally less developed states admission which constituted 55% of the candidates to be absorbed.

- iv. The University did not have Central Committee responsible for coordinating postgraduate admission.
- v. The Panel observed that the University Management did not present report of admission exercise to the University Senate throughout the period under review. This was despite the fact that the University Law vested the power of control of admission into the hands of the Senate.
- vi. The foregoing findings indicated that the admission process during the period under review was opaquely executed by the University Management. This further laid credence to the allegations put forward by the several stakeholders of the University, including a formal petition by the Academic Staff Union of Universities, ASUU UniAbuja Branch. The Panel further believed that this issue had contributed in damaging the reputation of the University in the court of public opinion.

Recommendations on Term of Reference No. 5

- i. The FGN should specifically lift its employment embargo on this University to enable recruitment of academic staff within available budgetary provisions.
- ii. The Panel proposes, as means of rapid narrowing of the gap in staff composition, a policy that will enable identification and selection of suitably qualified and trainable non-academic staff for placement as academic staff. This should be backed by a dedicated staff development strategy that will ensure higher degree and other capacity building training of the converted staff. The Panel strongly believes that this approach, which is essentially an internal staff realignment, will bring about speedy upgrade in the university academic staff strength at a minimal financial cost to the Government.
- iii. All applicants for the adjunct positions should be scuritized and approved by the University Senate. Units of the University responsible for quality

assurance should ensure monitoring and evaluation of the activities of the Adjuncts.

- iv. The Governing Council should define a clear policy on general staff development, retention, and replenishment. Council should ensure that the staff development policy of the University encompasses allocation of a realistic proportion of annual IGR of the University for the purpose of high-level manpower training and continuous professional development of the workforce.
- v. The University should intensify efforts at establishing collaboration and linkages with other universities and international organisations across the globe in order to facilitate staff exchange, collaborative research aimed at enhancing staff capacity, research and development. In the same vein, the University should pursue national and internationally competitive research grants and endowment.
- vi. The University should develop a coherent research policy consistent with global best practice that will ensure University's international competitiveness. Specifically, 5% of the University Recurrent Expenditure should be dedicated as research funding as provided in the University Academic Brief.
- vii. Governing Council should examine the extent of the gap on existing resources relative to the standard and put forward a dedicated policy that will ensure objective allocation of resources towards bridging the gap in teaching and research facilities and preventing imminent collapse of academic standard in the University.
- viii. The University Management should consider reintroduction of DTLC from the IGR it generates in order to improve the level of funding reaching academic units and avoid the embarrassing situation in which departments rely on student professional unions for support or funding the units from personal income.
- ix. The Governing Council should consider a review of bureaucracy involved in the procurement of required teaching and learning consumables with

a view to enhancing efficiency of delivery. The Council may wish to consider approving a bulk purchase of regular items which could easily be supplied from University Central Store.

- x. The monthly impress of N20,000 and N30,000 which were respectively given to departments and Faculties should be increased.
- xi. The University Governing Council should dedicate resources from statutory allocations, intervention funds as well as IGR towards establishment of a befitting Central Laboratory that will be an international centre of excellence.
- xii. The University Management should ensure that proper resource verification and necessary approvals from NUC are obtained before mounting new postgraduate programmes. The University Senate should ensure all required approval documents are presented before approving new programmes.
- xiii. Council should vote resources for the provision of a befitting and functional facility for the operations of the PG School.
- xiv. The University Senate should review the admission process of the University in order to ensure transparency, justice and adherence to the laid down procedure. Part of the review should include a mandatory report on the admission exercise for the review and consideration of Senate.
- xv. The University Council should vote resources and direct Management to raise a special taskforce comprising ITMS, Academic Planning, Academic Office to interface with Faculties, Departments and Units in order to comb the past and current student records and develop a robust database that would be updated regularly.

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, NUC, and the Federal Ministry of Education (FME)).

Observations and Findings on Term of Reference No. 6: Visitor

- i. The Panel found that the Visitor did not personally visit the University during the period under review. The Visitor however sent various representations during the 20th – 24th Convocation that took place during the period under review.
- ii. The Pro-Chancellor, Dr. S. Ogbumedia wrote a letter to the Visitor on the low ranking of Nigerian Universities and solicitation of visitor's support for upgrading the internal competitiveness of University of Abuja including changing the name to "National University Abuja".
- iii. Professor Abdul-Rasheed Na'Allah had directly written to the Visitor soliciting intervention regarding the crises on the University land at the permanent site. The Vice-chancellor specifically requested Visitor's intervention on the resettlement and compensation for indigenes occupying the University Land.

Observations and Findings on Term of Reference No. 6: Federal Ministry of Education

- i. The Federal Ministry of Education (FME) had been active in discharging general supervisory role and implementation of Government policies on the University.
- ii. The Panel observed that the University had complied with the provision of the Public Procurement Act related to approval limit. The University sought the approval of Federal Executive Council through the FME for the construction and furnishing of Faculty of Education and also Faculty of Environmental Sciences which costed ₦915,762,339.18 and ₦918,509,422.43 respectively. The FME communicated the approval of FEC to University accordingly.

- iii. The Panel also found that the University sought approval of the FME Ministerial Tenders Board for several projects that exceeded its approval limit and appropriate approvals were obtained.
- iv. The University had severally received NEEDS Assessment Visitation Team (under the general coordination of the FME) that supervised compliance with Ministry's guidelines on utilising the NEEDS Assessment fund. Records available indicated that the University's compliance was reasonably satisfactory evident from its ability to access allocated fund regularly.
- v. The Honourable Minister of Education had written a letter directing Council to desist on moving forward with mining on the University land.

Observations and Findings on Term of Reference No. 6: National Universities Commission

- i. The NUC regulatory activities related to resource verification, accreditation and other quality assurance services had been taking place in the University during the period under review.
- ii. The Panel found that during the period under review the NUC had undertaken 57 accreditation visitations for undergraduate programmes in the University. 42 of the existing undergraduate programmes earned full accreditation, 6 had interim accreditation, while 1 programme was rated with denied accreditation status.
- iii. The Panel realised that the NUC had conducted Quality Assurance Visitation to the CDL&CE and assessed 5 of its running programmes in 2019.
- iv. The Panel further established that the NUC had similarly conducted accreditation visitations for 3 higher degree programmes in the Faculty of Management Science.
- v. The Panel found that the University offered 436 postgraduate programmes and could not produce evidence of NUC approval for any of the programmes.

- vi. The Panel also found a public advert by the University for a new and strange degree programmes that purported to rebrand bachelor's degree for those with lower classes of degree without NUC approval.
- vii. The Panel noticed a gap in the NUC regulatory and enforcement responsibilities, such that the Commission activities were largely driven by accreditation but relies on the institutions to invite it for others services like resource verification. The Panel understood that the NUC was handicapped in resources sufficient to enable it conduct an oversight monitoring functions to close down programmes created without resource verification among others. The Panel learnt that even for the accreditation visitations, the Commission depends on institutions for financing. This, in Panels view, weakened the NUC's moral authority and independence.

Observations and Findings on Term of Reference No. 6: Other Regulatory Bodies

- i. Based on available records, there was an active line of communication with Joint admission and Matriculation Board on conventional undergraduate admission.
- ii. The Panel had established that admission into CDL&CE as well as Institute of Education was not sanctioned by JAMB.
- iii. The University had a dedicated unit under the Student Affairs Division that interacts with NYSC and coordinate student mobilisation. The Panel did not receive complaint from any student regarding failure of the University to mobilise him/her.
- iv. The Tertiary Education Trust Fund had been consistent in the provision of Regular and Special Interventions to the University. The University was allocated TETFund Intervention of ₦8,886,749,000 and it accessed ₦6,187,407,000 during the period under review. The Panel found that the University failed to access its TETFund allocation for Journal

Publication, Manuscript, ICT and some part of Library Development Fund.

- v. The Panel observed that other legally constituted professional bodies paid visitation to the University to accredit specific programmes within their mandate. These bodies include: Council on Regulation of Engineering in Nigeria (COREN), Veterinary Council of Nigeria (VCN), Medical and Dental Council of Nigeria (MDCN), Council of Legal Education (CLE), Institute of Chartered Accountants of Nigeria (ICAN), and Teachers Registration Council of Nigeria (TRCN).
- vi. The Panel observed cases of multiple visitations by different regulatory bodies on a single programme and at different durations. Such agencies often have variegated resource and standard requirements on a single programme. The Universities painstakingly commit expenditure to enable the visitation by each of such bodies.

Recommendations on Term of Reference No. 6

- i. The Visitor should provide special intervention (both monetary and regulatory) to the University in order to enable it overcome its myriad challenges and upgrade it to the expected standard of the status of a University in the Nigeria's Capital.
- ii. The University Management should be commended for adhering to the extant rules and establishing good channels of communication with FME.
- iii. NUC should send a special visitation to review all programmes without approval and take appropriate action. This should include newly created academic units without approval since the Section 3(1)(a) of University of Abuja Act on the Powers of University and their Exercise indicated that creation of academic units is subject to NUC approval.
- iv. The FGN should provide sufficient funding to NUC to enable it reshape its regulatory and enforcement powers to cover oversight visitations and intelligence gathering in order to check excesses of the University Administrations that are potentially capable of destroying institutions. Specifically, the Panel recommends putting in place processes that will

enable provision of Special TETFund Allocation to NUC for the purpose of quality assurance services in Universities.

- v. The Panel recommends streamlining the visitations and programme quality standards and requirements of all regulatory bodies under the leadership of NUC. This is to prevent multiple visitations and conflicting approvals or denials of accreditation or resource verification. The Panel specifically noted that MBBS programme of University of Abuja had full accreditation by NUC in 2013, but due to failure to meet M&DCN requirements, the programme remained closed. The Panel is of the firm conviction that the foregoing recommendation should be backed by law in the interest of harmonised standard for national manpower and economic development.
- vi. JAMB should regulate admissions of CDL&CE and Institute of Education.
- vii. The University should be commended for establishing a dedicated Unit responsible for dealing with NYSC and graduands mobilisation.
- viii. The University Council should ensure that all unaccessed fund for the university that accrued at the TETFund were utilised appropriately.

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 modifications to the law.

Observations and Findings on Term of Reference No. 7

- i. The Law establishing the University is referred to as the University of Abuja Act No. 106, 1992. This law conferred uniqueness to the University by mandating the University to run dual mode system, combining conventional instruction with distance learning. This law also empowered the University to promulgate statutes.

- ii. Subsequent Federal laws were enacted in the course of the evolution of the University and had provided some fundamental amendments the existing University of Abuja Act.
- iii. The University (Miscellaneous Provision) Act of 1993 had provided changes in the composition of some organs of the University such as Council and Senate.
- iv. The University (Miscellaneous Provision) (Amendment) Act of 2003 further altered the composition of some organs and granted autonomy to the Universities. Specifically, the law defined new composition of Council with majority in favour of internal members. It also empowered Council the right to appoint a Vice-chancellor of the University for a single term of 5 years.
- v. The University (Miscellaneous Provision) (Amendment) Act No.11 of 2012 provided new retirement age of Professor to be 70 years and 65 years for other University Staff.

Observations and Findings on Term of Reference No. 7: Council

- i. The Panel found that during the period under review (2016 – 2020), the University was governed by two set of Councils (7th and 8th) all constituted according to the provisions of law.
- ii. Statutory Committees of Council including Finance and General Purposes Committee (F&GPC), Disciplinary Committee, Budget Monitoring Committee, Tenders Board and Appointment and Promotion Committee were duly constituted.
- iii. The Panel established that the two Councils had met the requirement of the law in respect of minimum of 3 meetings in a year.
- iv. Finance and General Purposes Committee under the Chairmanship of the Pro-chancellor regularly meet on issues related to the University budget, budget performance, and Tenders Board reports. Decisions of the Committee are reported to Council for approval.
- v. During the tenure of the two Councils, Audited Financial Reports of the University was prepared and presented according to the provisions of law.

- vi. During the tenure of the two Councils, series of lapses were raised in the External Auditor's Report to the Council intended for implementation of corrective measures. These issues continued to reappear in different Audited Account Reports and by different External Auditors, suggesting that the Council did not enforce remedial measures.
- vii. The Panel observed that during the tenure of the 7th Council, PPP policy was enacted and Infrastructure Concessionary Regulatory Commission (ICRC) participated during the inauguration of the University PPP Committee as required by law. The Council referred all PPP projects beyond its approval limit of 100 Million Naira and above to ICRC, as required by law.
- viii. The Panel observed that during the tenure of the 8th Council, processes leading to the appointment of Vice-chancellor, DVCs, Registrar, and Bursar were consistent with provisions of law.
- ix. The 8th Council reviewed service condition of all categories of University staff which resulted in the enactment of 4 Statutes. All approvals for the award of contract were consistent with provisions of the Public Procurement Act. 2007. The Council incorporated 4 Limited Liability Companies for the University in compliance with Visitor's directive.

Observations and Findings on Term of Reference No. 7: Vice-Chancellors

- i. The Panel found that during the period under visitation, the University was governed by two Vice-chancellors viz: Professor Michael Adikwu and Professor AbdulRasheed Na'Allah.
- ii. The Panel found that Professor Michael Adikwu upheld the law with regards to convening regular Senate meetings, composing and enabling Examination Misconduct Committees, enabling election of Deans, conducting several convocation ceremonies and governing the University through committee system. The vice-chancellor however failed to convene regular congregation meetings, constitute student welfare committee and

present reports of admission exercise to Senate. He also presided over a senate that was improperly constituted where Deputy Directors and Deputy Deans were part of the Senate.

- iii. The Panel found that Professor AbdulRasheed Na'Allah upheld the law with regards to convening regular Senate meeting, enabling proper composition of Senate, composing and enabling Examination Misconduct Committees, composing and activating Student Disciplinary Committee, conducting convocation ceremony and governing the University through committee system. The Panel found also that Professor AbdulRasheed Na'Allah created some directorates and academic centres without Senate and NUC approval, introduced new academic programmes without Senate and NUC approval and failed to present report of the admission exercise to Senate.

Recommendations on Term of Reference No. 7

- i. The Visitor and all stakeholders should continue the process of evolution of the University laws to be consistent with global dynamics and national interest.
- ii. The Chancellor should convene Convocation meeting to enable election of representative in the Governing Council as required by law.
- iii. Councils and Vice-Chancellors should be commended for respecting law.
- iv. Council should ensure that all legal infractions are corrected.

Term of Reference No. 8

To trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction;

Observations and Findings on Term of Reference No. 8

- i. The historiography of the University presents a picture of the university administration under pioneer Vice-Chancellor, Prof. Isa B. Mohammed, as a period of crisis, which had a nexus with his style of leadership of

high-handedness and militaristic posture. He was however able to lay a good and solid foundation for the take-off of the University.

- ii. In 1998, following the termination of Prof. Mohammed's tenure, Prof. A. T. Suleiman who took over as Acting Vice-Chancellor for a period of one year, was associated with the running of an open administration that was committed to the ideals of a peaceful and progressive university.
- iii. Prof. (Mrs.) Gambo Laraba Abdullahi came in as the substantive Vice-Chancellor from 1999 to 2004 under Bello's council as well as Mrs. Gbolahan Abisogun-Alo led council. The Panel observed that aside from ensuring the continuity of the peace she inherited from Prof. Suleiman, she refocused the university on the path of scholarship.
- iv. Panel noted that Professor Nuhu O. Yaqub who succeeded Prof. Abdullahi in 2004 was credited for making progress in infrastructure and academic development as well as in discipline and compliance with due process in students' admission.
- v. The University has been both under governed and misgoverned particularly, under the leadership of Prof. J. S. A. Adelabu as Vice-Chancellor from 2009 to 2014. He was associated with a languid attitude towards the growth of the academic culture and tradition of scholarship bequeathed him by his predecessors.
- vi. Professor M. U. Adikwu succeeded Adelabu as Vice-chancellor of the University in 2014 and served up to 2019. The University system was in a mess and sorry state when Adikwu took it over but was able to restore the tradition of hosting local, national, and international conferences, symposia, seminars, workshops, and public lectures. He resumed the holding of monthly regular meetings of the senate and continued the University's inaugural lecture series. He brought back the convocation ceremony, which held yearly in the five years of his tenure.
- vii. The Panel however, observed that Prof. Adikwu's loss of grip on insubordination within the University and his usurpation of the powers

of senate over students' admissions and welfare made the notes in his administration.

- viii. Professor AbdulRasheed Na'Allah became the Vice-Chancellor in July 2019 following the end of Adikwu's tenure. His tenure is going on well but there was the budding fear that his tenure could be a re-enactment of those of Professors Isa Mohammed and J.S.A. Adelabu. Professor Na'Allah's apparent inclination to use extra-ordinary meetings of Senate and the University management to carry out the work of regular Senate and his delay in handling promotions were the source of this fear. The Panel, however, learnt in the course of its assignment that the use of extraordinary meetings of the Senate and University Management were merely adopted as a temporary and suitable strategy in a Covid-19 and ASUU strike dispensation.
- ix. The Panel observed that the University has had a chequered history of evolution due to poor leadership.

Recommendations on Term of Reference No. 8

- i. The leadership of the University of Abuja should learn from the chequered history of the institution and be guided by it in the discharge of its responsibilities.

Term of Reference No. 9

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

Observations and Findings on Term of Reference No. 9: Vulnerabilities of the University to Security Challenges

- i. The University operates a multi-campus system. It has within the orbit of its security responsibility the Main Campus along the Abuja Airport Road, Mini Campus in Gwagwalada, staff quarters at Giri, College of Health Science behind the University Teaching Hospital in Gwagwalada,

Business School in Kado, Centre for Distance Learning and Continuing Education in Garki, Area 3; and the University Community Clinic in Dobi, Gwagwalada.

- ii. The university is progressively expanding in terms of physical facilities, enrolment, and staff recruitment, but without matching funds for addressing the attendant security implications.
- iii. The main campus is located on a porous and topographically mountainous land covering an area of 11,800 hectares which houses a number of inhabitant communities.
- iv. The preponderance of abandoned construction projects has provided a nest for criminals and miscreants that perpetrate security breaches on campus.
- v. The failure of the successive University Governing Councils together with University Administrations at ensuring that principal officers are accommodated on campus in flagrant violation of the Visitor's directive (Section 5.23(b) of 2011 White Paper) had severely undermined the commitment and political will of the university leadership at prioritising security issues on campuses. It is worth noting that other senior officials related to student administration and welfare such as Dean of Student Affairs and Medical Director of the University Clinic also do not live on campus. It is obvious therefore that the university leadership does not share the security atmosphere of the campus.
- vi. Student disciplinary committee was not active during part of the period under review (i.e. tenure of Prof. Michael Adikwu), evident from records of the proceedings of the University Senate.

Observations and Findings on Term of Reference No. 9: University Security Structure and Security Challenges

- i. The University has a well-established security department with responsibility of securing the main campus and satellite campuses.

- ii. The University also has a security committee that meets periodically to appraise the security situation of the campuses and devise strategies for addressing challenges. The committee is chaired by the Deputy Vice-Chancellor Academic and involves the Registrar, CSO, representatives of Department of Security Services, Police Force, Civil Defence, Nigeria Drug Law Enforcement Agency and Federal Road Safety Corps.
- iii. The Security Division of the University is facing serious dearth of security personnel. Within the period under review, the security personnel strength decreased from 496 to 472. The University resorted to employing vigilantes and local hunters in order to partly complement the shortage of the security personnel.
- iv. Panel learnt that the Security Division had treated of 205 reported cases during the period under review, most of which bordered on extortion, cultism, examination related offences, theft and sexual harassment.
- v. The Panel specifically found major cases of escalation of security breach as follows: (a) a group of cult members, "the Black Axe", conducted a procession with their full regalia in the broad daylight at Mini Campus and confiscated students' valuables; (b) on two occasions, unknown gunmen invaded the main campus and attacked the United Bank of Africa ATM Machine and made away with undisclosed sum of money; (c) two female students were kidnapped at the Main Campus; (d) a student named Japhet Nampo Amos was murdered by unknown gunmen in his hostel at about 11am; (e) an armed young man invaded the office of Professor P.I. Ozo-Eson of the Department of Sociology in an attempt to murder her.
- vi. The Panel was informed that Gwagwalada, Iddo and Gwako villages all in the neighbourhood of the University were notorious bases for cultists (most of them jobless graduates who live on petty crimes) and serve as recruiters of the university students for those heinous crimes.

Observations and Findings on Term of Reference No. 9: Encroachment of University Land

- i. The University is still processing issuance of Certificate of Occupancy of its 11,800 hectares of land from the Ministry of Federal Capital Territory. The University is in possession of title of land ownership only.
- ii. Significant proportion of the settler communities are laying claim to the land they occupy for both residential and farming purposes, as the Government was yet to settle compensation to those affected.
- iii. Part of the University land had been encroached by trespassers who bought the university land from local Chiefs. These trespassers had already constructed houses and established a sizeable settlement from several directions of the University premises.
- iv. These developments represent a potential source of conflict between the University and the settlement community. The panel was informed that earlier attempts by the University to remove the said settlements was resisted including threat of attack by the communities.
- v. The FGN provided One Billion Naira to the University through budgetary allocation for the construction of wall fencing. This project was however stalled due to the resistance from the communities.

Recommendations on Term of Reference No. 9

- i. Government should direct the Commissioner of Police FCT through the Inspector General of Police to establish a permanent police presence in the University as a matter of urgency.
- ii. Considering the fact that security is central to the survival of the institution coupled with the fact that provision of security is a capital-intensive issue, the FGN should authorize the TETFund to create a new line of normal intervention on security. The intervention should come up with clear means of accessing the fund that will ensure effective utilisation.

- iii. The University masterplan and other development plans especially those related to physical facilities should consider funds for security implications as an integral part of financing such projects.
- iv. The Federal Government and the National Assembly should support the University by enhancing its budgetary allocation in order to employ more security personnel and procure the required equipment.
- v. The University Governing Council should ensure that leadership of the University at all level is held accountable for any security breach resulting from laxity or incompetence. All internal structures responsible for ensuring law and order such as staff and student disciplinary committees must be activated and be allowed to report their activities to the responsible authority as defined in the University law.
- vi. Professor AbdulRasheed Na'Allah should be commended for the proactive initiative in tackling the security challenges afflicting the University.
- vii. The University Management in consultation with security agencies and other stakeholders should come up with a bold strategy of ridding the University and its surroundings of miscreants and hoodlums in order to curb the frequency of security breaches.
- viii. The Federal Government should come to the aid of the university by paying compensation and resettling the indigenous communities occupying the University land.

Term of Reference No. 10

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

Observations and Findings on Term of Reference No. 10

- i. The University Law vested the power of regulating student discipline and welfare on the University Senate through Student Disciplinary, and Student Examination Misconduct and Welfare Committees.

- ii. The Panel found that the University had dual step system in dealing with Examination Misconduct processes; which provided students with added fair hearing opportunities. The first step in the process would be treated by the Faculty Examination Misconduct Committee headed by the Dean with Deputy Dean and HoDs as members. The verdict of the Faculty Committee was then passed to the Central Examination Misconduct Committee chaired by the DVC Academic with Deans as members. The proceedings of the two Committees involved the investigations and invitation of affected students to interact with committee to defend their cases.
- iii. The Panel found that the University had published a Student Handbook and ensured each registered student owned a copy. The handbook provided an excellent treatise on the university byelaws on dress code, examination conduct, general conduct, student publication, student rallies, associations and clubs etc. with defined sanctions for transgressing each byelaw. The book also provided definition for common punishments terms such as suspension, rustication, expulsion and loss of privilege. The book further provided clarity regarding authority to discipline and right of appeal, as well as channels of communication for students to express their views.
- iv. The Panel could not find any documented evidence regarding the constitution of Student Disciplinary Committee or its proceedings, except for a single presentation at 150th Senate meeting under the Chairmanship of Professor Michael Adikwu.
- v. During the tenure of Prof. Na’Allah the University had established Student Disciplinary Committee, Student Examination Misconduct Committee, Student Welfare Committee, Committee on Student Dress Code and Sexual Harassment in compliance with the provisions of the Law.
- vi. Student Disciplinary Committee made submissions to 166th, 169th, and 171st Senate meetings on 44 Student Disciplinary Committee to Senate.

- The Senate decision resulted in the following sanctions: 38 expulsions, 4 warnings, 1 suspension, and 1 acquitted. Another set of 46 students were expelled mainly due to cult-related offences, robbery and theft.
- vii. During the proceedings of 153rd through 174th Senate meetings, a cumulative of 727 student cases of examination misconduct were decided leading to 403 Expulsions, 86 Rustications, 229 Suspensions, and 9 acquittals.
 - viii. Student Affairs Division held a Town Hall meeting in October 2019. In attendance were the entire officials of the Students` Union Government, all Presidents of departmental, states, social, faith-based and other registered students` organizations on student welfare. The result of the meeting led to renovation of hostel and improved power supply to students.

Recommendations on Term of Reference No. 10

- i. The University Management and Senate under the leadership of Prof. Adikwu should be commended for publishing student handbook and for improving its content.
- ii. The University Management and Senate under the leadership of Prof. Na`Allah should be commended for the actions taken as indicated in (v – viii) above.
- iii. The University should update the aspect of student handbook dealing with Examination Misconduct in order to capture dynamics in the computing technology and access to advanced cell phones which were identified as a means by which students develop new tactics of cheating in academic trainings.
- iv. Due to the frequency and magnitude of Students` involvement in Examination Misconduct and the consequential disciplinary measures, the Panel recommends that the University Management should device a means of curbing the problem through innovative awareness campaign, thorough checking of student identity before entering examination hall,

clear definition of unauthorised material in examination hall, checking of suspicious students carrying such unauthorised items before sitting for the examination.

CHAPTER ONE

1.0 INTRODUCTION

In January 2021, the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, President Muhammadu Buhari *GCFR*, in exercise of his powers as the Visitor, appointed a visitation panel to the University of Abuja. The panel was inaugurated on 13th April, 2021 by the Honourable Minister of Education, Mallam Adamu Adamu. The panel was scheduled to accomplish its work within sixty days from the date of the inauguration.

1.1 Period of The Report

The assignment covered a period of five years from 2016 to 2020.

1.2 Composition of Panel

The Panel was constituted as follows:

- | | | |
|------------------------------------|---|-----------|
| 1. Alhaji Bukar Goni Aji, CFR | - | Chairman |
| 2. Dr. Ahmed Ali Yakasai | - | Member |
| 3. Col. Danladi Nyelong Adamu | - | Member |
| 4. Dr. Ibiang Oden Ewa | - | Member |
| 5. Barr. (Mrs.) Hauwa Abubakar | - | Member |
| 6. Engr. Abubakar Abdullahi Matazu | - | Member |
| 7. Arc. Samuel S. Ikani | - | Secretary |

1.3 Terms of Reference

The panel was given the following terms of reference:

1. To inquire into the level of implementation of the white paper on the last visitation report;

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;
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;
4. To investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
5. To examine the adequacy of staff and staff development programmes of each university;
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, NUC, and the Federal Ministry of Education (FME));
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 modifications to the law;
8. To trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction;
9. To examine the general security in the university and how the university has dealt with it and recommended appropriate measures; and
10. To examine the processes and structures of discipline of students in each university in line with due process of the rule of law.

1.4 Methodology

The work of the panel was accomplished in five naturally overlapping stages: sensitisation, inspection and assessment of facilities, data collection, data analysis, and presentation.

1.4.1 Sensitisation

Given the fact finding and stock-taking nature of its responsibility, the panel strategically commenced its work with visits and interaction with critical stakeholders. During these visits and interactions, the panel proclaimed its presence and explained its mission in ways which allayed fears and inspired optimal cooperation from all stakeholders. The Chairman of the panel explained that the panel was in the university on a fact-finding mission for the overall benefit and development of the university and the nation. He stated, that while it was important to assess the performance of the university in the last five years, it was also necessary to find out its problems, weaknesses, and shortcomings in all ramifications for them to be addressed for the progress of the university.

The activities by which the panel achieved the sensitisation are hereinafter listed:

- a. Consultations and Interactive Sessions with:
 - i. Honourable Minister of FCT
 - ii. Pro-Chancellor and Chairman of Council, University of Abuja
 - iii. Vice-Chancellor, University of Abuja
 - iv. Principal Officers, University of Abuja
 - v. Staff and students of the University
 - vi. Colleges, Faculties, Centres and Institutes
 - vii. Trade Unions in the University of Abuja: ASUU, SSANU, NASU, NAAT
 - viii. Student Union Government (SUG)

- ix. Relevant agencies such as Federal Ministry of Education (FME), National Universities Commission (NUC), Joint Admissions and Matriculation Board (JAMB), Tertiary Education Trust Fund (TETFund), Council for the Regulation of Engineering in Nigeria (COREN), Council for Legal Education (CLE), Medical and Dental Council of Nigeria (MDCN), Veterinary Council of Nigeria (VCN); and
- x. Courtesy Call on His Royal Highness, Aguma of Gwagwalada.



Panel with the Honourable Minister of FCT on a Courtesy call

- b. Advertisements for submission of Memoranda in Daily Trust Newspaper, University of Abuja Special Bulletin, University Notice Boards, Emails and Social Media.



Panel interacting with the Honourable Minister of FCT



Panel's Visit to the Aguma of Gwagwalada



Panel's Visit to the Aguma of Gwagwalada



Panel's interaction with Congregation



Group photograph with Congregation



Panel's interaction with Senate



Cross section of Senate at the Interactive Session

1.4.2 Inspection and Assessment of Facilities

To make an accurate report on the progress, challenges, and problems of the physical development of the university, the panel inspected and assessed the facilities in the university. Accordingly, the following facilities were inspected: Completed projects and Ongoing projects at the Main and Mini Campus;



Panel at the Faculty of Clinical Sciences on Facility Tour

Abandoned projects; Public Private Partnership (PPP) projects; Endowment Projects; Infrastructural facilities at the two campuses; and Academic and Administrative Facilities at the two campuses.

1.4.3 Data Collection

The panel collected the data relevant to its work from various documents, supplied by the university administration. The panel further received memoranda from across the stakeholders' spectrum. Data was also obtained during interactions and interviews with stakeholders. Collection of data was also done through templates prepared by the panel.



Panel at the Faculty of Clinical Sciences on Facility Tour



Panel on Inspection of Abandoned CBN Hostel Projects



Panel on Inspection Tour of Infrastructural Facilities

1.4.3.1 Data Gathering Templates of the Panel

The Panel prepared the following data gathering templates that was administered to various units and stakeholders of the university.

These include

- i. Template on the Implementation of Previous Government White Paper
- ii. Utilisation of NEEDS Assessment/Revitalization Fund (Projects)

- iii. Utilization of NEEDS Assessment/Revitalization Fund (Staff Training)
- iv. Federal Government Budgetary Allocation
- v. TETFund Allocation
- vi. TETFund Project Analytics
- vii. TETFund Regular Intervention Analytics
- viii. TETFund Academic Staff Training & Development
- ix. University Funding Analytics
- x. University Governance Analytics (Principal Officers)
- xi. University Cash Expenditure Analytics
- xii. University Annual Personnel Cost Analytics
- xiii. University Governance Analytics (Composition of Council)
- xiv. University Governance Analytics (List of Council Meetings)
- xv. Staff Payroll Analytics (Payment of Special Allowance e.g. Earned Allowance)
- xvi. Academic Development
- xvii. Questionnaire on Interaction with University Based Unions and University Stakeholders
- xviii. Analytics of Physical Facilities for Teaching and Learning
- xix. Academic Programme Analytics (Faculties & Academic Centres)
- xx. Security Breaches Analytics.

1.4.4 Data Analysis

The data collected by the panel was meticulously and objectively analysed. The successful analysis of the data enabled the panel to prepare its report.

1.4.5 Presentation

Presentation in this context is the direct product of the data analysis. Thus, from the data collected, the panel was able to produce this report in the form it is.

CHAPTER TWO

2.0 TERM OF REFERENCE ONE (TOR 1)

To inquire into the level of implementation of the white paper on the last visitation report

2.1 Introduction

The Panels' first Term of Reference (ToR 1) is to inquire into the level of implementation of the white paper on the last visitation report. This ToR is referring to the Gazetted White Paper of the Presidential Visitation Report to University of Abuja presented in June, 2011. The intent and purpose of the ToR, as understood by the Panel, is not for a one-off implementation, as there are several items (such as access to internet) that are always relevant and essential to the burgeoning of university system. Hence, authorities could be held to account for always ensuring their implementation.

It is important to underscore that the responsibility of implementation of the Visitor's directive herein presented relates to Councils and University Management of the university for the period 2016 – 2020. It is nonetheless pertinent to mention that, in certain cases, the hands of Council and Management are tied at implementing white paper, as a result of impediments associated with a subsisting government policy. This could be exemplified in the case of Federal Government embargo on employment that precluded recruitment of urgently needed lecturers despite the Visitor's directive.

2.2 Observations and Findings on Access to Functional Internet Connectivity

- i. Section 4.5.4.2 of the White Paper provided Visitor's directive as follows: (a) *The Governing Council should direct the administration*

to address the anomaly and restore internet facilities as a matter of urgency.

- ii. The Panel observed that Governing Council and University Management are lagging on the implementation of Visitor's directive on this occasion. This is evident from the fact that all faculties and units that interacted with the Panel complained of lack of internet access. Additionally, the reliance of the University on external agents for maintaining its portal justified this position.

2.3 Observations and Findings on Bank Accounts and Cash Books

- i. Section 5.1.1 of the White Paper, The Visitor directed the Administration to: *(a) critically review and streamline its banking operations. Students and the public should be encouraged to pay fees into one bank account of the university from locations other than Gwagwalada; (b) The Bursar should ensure daily balancing of cash books and the prompt preparation of bank reconciliation statements*
- ii. The University Management complied as Governing Council had earlier ordered the streamlining of the 97 accounts to 16 accounts. The deployment of the Treasury Single Account in 2015, had taken care of recommendations a & b.

2.4 Observations and Findings on Income and Expenditure

- i. Section 5.17. of the White Paper, The Visitor directed the Council on the following: *(a) The University should diversify and intensify its revenue generating efforts; (b) The University should critically assess the viability of UniAbuja Ventures before committing funds into its operation; (c) The Printing Press which was being managed by Mega Press Ltd should fully Commercialized; (d) and also Government should endeavour to fund the University fully (100%) for its personnel cost.*
- ii. The University Management complied as follows: (a) The University had incorporated four companies and owned a radio station as means of intensifying revenue generation; (b) The University had

made assessment of the viability of its ventures and now made into a full Limited Company with a Board and General Manager in place; (c) The University had fully commercialized the Printing Press, a new General Manager and Board were appointed; and (d) was overtaken by the introduction of IPPIS.

- iii. The University had presented to the Panel internally generated revenue of N23,238,502.00 obtained from investments (Vol. II, Appendix 50, Page 437).

2.5 Observations and Findings on Centre for Distance Learning and Continuing Education

- i. Section 5.23 of the White Paper provided as follows, The Visitor directs the Council on the following: (a) *The Administration should give priority to the building of the Centre at the permanent site. (b) Meanwhile, the operations of the Centre should be computerized. (c) The Centre should have its own annual budgetary allocations for its operations just like the other departments. Such allocations should be monitored and controlled by the Director.*
- ii. The University Management complied as follows; (a) The Centre for Distance Learning and Continuing Education (CDL&CE) building was completed in full use at the Permanent Site (Vol III, Plate 30 a – f, Pages 36 – 38); (b) The Centre was fully computerized; (c) The University had map out seamless administrative structures and Council had granted financial autonomy to the Centre.

2.6 Observations and Findings on Trapped Funds

- i. Section 5.23 of the White Paper provided as follows: "*the sum of N21 Million trapped in the liquidated Allied Bank Plc had not been recovered. In fact, nothing had been recovered since 2004. Out of the sum of N333,684,145.87 initially trapped in the liquidated All States Trust Bank Plc, N87,954,395.78 had been recovered through Eco Bank Plc leaving a balance of N245,725,750.09*".

- ii. The Visitor directed as follows: *"The administration should vigorously pursue the recovery of the trapped funds and brief Council periodically"*.
- iii. The University Management is pursuing the trapped funds with the Nigeria Deposit Insurance Corporation and the Federal Ministry of Finance (Vol II, Appendix 40, Pages 412 – 419).

2.7 Observations and Findings on Purchase of shares of Liquidated All States Trust Bank by former Bursar, Sani Garba

- i. Section 5.23. of the White Paper stated as follows: *"As there was no evidence to confirm the purchase of shares, Sani Garba should be asked to produce the share certificate and if he cannot, the amount of N5million paid for the shares should be recovered from him."*
- ii. The Visitor directed as follows: *"Council should investigate the matter and take appropriate action, thereafter"*
- iii. The University complied as follows: a committee was set up and the officer in question tendered evidence of purchase of shares. However, as a result of the liquidation of the All-States Trust Bank, evidence of the certificate could not be resolved.
- iv. The University administration had been vigorously pursuing the recovery of the trapped funds in the liquidated banks (Allied and All States Trust Bank). The Nigerian Deposit Insurance Corporation based on letter from the university dated January 17, 2018 informed the university to apply for payment of liquidated dividends of N10,102,283.59 remitted by the Corporation to the Federal Ministry of Finance. The University had written to the Hon. Minister of Finance for payment of the said amount via a letter UA/VC/FIN/08 of 26th February, 2018 (Vol II, Appendix 40, Page 413).

2.8 Observations and Findings on Approval for the Purchase of a Residential Building for the Vice-Chancellor

- i. Section 5.23 of the White Paper provided as follows: *"The Panel observed that a N48 million Vice-Chancellor's lodge was under*

construction at the Permanent Site. By 2008, N20, 839,444.10 had been paid to the project contractor.

- ii. Visitor Directed the Council as follows: *“(b) The Vice-Chancellor of the University of Abuja should reside on the Permanent Site; (c) Funds should be made available urgently from the Internally Generated Revenue to complete the Vice-Chancellor’s lodge and the houses of the other Principal Officers of the University”.*
- iii. The Visitor further directed Council *“to prioritize and ensure that the buildings remain modest and are not at the expense of academic programmes or activities”.*
- iv. The University Council and Management failed to comply with Visitor’s directive in respect of Vice-chancellor’s and other Principal Officers campus accommodation. The Panel had visited the construction site and found the building at structure level and abandoned for many years (Vol III, Plate 35 a & b, Page 47). The Panel was concerned that the integrity of the structure was weakened due to prolong abandonment.

2.9 Observations and Findings on Capital Projects

- i. Section 6.3.3. of the White Paper, The Visitor directed Management as follows: *“(e) invite contractors who have left site to a meeting where they would be prevailed upon to resume work; (f) At the start of any project, the contractor should be requested to submit his programme of work to the Director of Physical Development for vetting and approval”.*
- ii. The University Management complied, as Contractors who left site and failed to return when invited had their contracts terminated. The contracts were re-awarded and had since been completed, except for the Central Administrative Building Phase 2 (Vol III, Plate 2b, Page 2) and Faculty of Science Phase 2 (Vol III, Plate 34b, Page 46).

2.10 Observations and Findings on Electricity Supply

- i. Section 6.3.4. of the White Paper, The Visitor directs the Management: *to explore the possibility of using solar energy through Direct Labour and the efforts of the Electrical Department of the Faculty of Engineering. And also, to embark on the development of an alternative source of energy—solar.*
- ii. The University was enlisted under phase 2 of Federal Government's World Bank-sponsored Programme of energizing education which entails using solar to provide electricity in the University. There was a formal letter to the University on the programme.

2.11 Observations and Findings on Water Supply

- i. Section 6.3.5. of the White Paper provided as follows: *"Panel observed that the award of two contracts did not follow due process. The advance payment of 70% of the contract sum was a gross violation of the Public Procurement Act. Despite this there was no adequate water supply on campus"*.
- ii. *"The Visitor direct the Council to investigate the award of the contracts and their execution in order to determine whether the University received value for money"*.
- iii. The University responded as follows: *"While the University could not lay hand on the investigation report, the boreholes are currently in use"*.
- iv. Council did not comply with visitor's directive in respect of the investigation of the said contract award.

2.12 Observations and Findings on Academic Programme (Faculty of Agriculture)

- i. Section 7.3.0. of the White Paper provided recommendations as follows: *"The University of Abuja should employ more qualified staff to meet the NUC requirements for accreditation. Consideration should also be given to meeting the required staff mix by rank"*

- ii. The Visitor directed Council *"to do staff audit before the consideration of recruitment and in line with establishment needs and budgetary provisions"*.
- iii. The University Complied as staff audit was conducted in 2012 as directed by the visitor. Some staff were recruited into critical areas of need. There was urgent need for staff to be employed. However, due to Federal Government embargo on recruitment, there was no recruitment.

2.13 Observations and Findings on Academic Programme (Faculty of Arts)

- i. Section 7.4.0. of the White Paper provided recommendations as follows: *"(a) The University of Abuja should employ more qualified academic staff to meet the needs of accreditation in all the Departments so that those departments with only interim accreditation can gain full accreditation and those that were yet to be visited would be duly accredited; (f) The Department of Philosophy and Religion needs an increase in its intake of students. The University should ensure that an adequate number of students are admitted into these programmes"*.
- ii. The Visitor directed Council *"to do staff audit before the consideration of recruitment and in line with establishment needs and budgetary provisions"; (f) and that if these programmes or any others are not - attractive to students; they should be phased out to ensure maximum utilization of resources*
- iii. The University Complied as staff audit was conducted in 2012 as directed by the visitor. Some staff were recruited into critical areas of need. There is urgent need for staff to be employed. However, due to Federal Government embargo on recruitment, there was no recruitment.

2.14 Observations and Findings on The Faculty of Education

- i. Section 7.5.0. of the White Paper provided recommendation as follows: *"(a) The University of Abuja should employ more qualified academic staff to meet the needs of accreditation in all the Departments so that those departments with only interim accreditation can gain full accreditation and those that were yet to be visited would be duly accredited.*
- ii. The Visitor directed Council *"to do staff audit before the consideration of recruitment and in line with establishment needs and budgetary provisions"*.
- iii. The University Complied as staff audit was conducted in 2012 as directed by the visitor. Some staff were recruited into critical areas of need. There is urgent need for staff to be employed. However, due to Federal Government embargo on recruitment, there is no recruitment.

2.15 Observations and Findings on The Faculty of Engineering

- i. Section 7.6.0. of the White Paper provided recommendation as follows: (a) *"The University should employ more qualified academic staff to meet the stipulated NUC and COREN staff - student ratio"*.
- ii. The Visitor directed Council *"to do staff audit before the consideration of recruitment and in line with establishment needs and budgetary provisions"*.
- iii. The University Complied as staff audit was conducted in 2012 as directed by the visitor. Some staff were recruited into critical areas of need. There is urgent need for staff to be employed. However, due to Federal Government embargo on recruitment, there was no recruitment.

2.16 Observations and Findings on The Faculty of Law

- i. Section 7.7.0. of the White Paper provided recommendation as follows: *"The University should employ more academic staff to balance the staff: student ratio"*
- ii. The Visitor directed Council *"to do staff audit before the consideration of recruitment and in line with establishment needs and budgetary provisions"*.
- iii. The University Complied as staff audit was conducted in 2012 as directed by the visitor. Some staff were recruited into critical areas of need. There is urgent need for staff to be employed. However, due to Federal Government embargo on recruitment, there was no recruitment.

2.17 Observations and Findings on Faculty of Management Science

- i. Section 7.8.0. of the White Paper provided recommendation as follows: *"There is need for the University to embark the on-staff recruitment to meet the multi programmes run in the faculty"*
- ii. The Visitor directed Council *"to do staff audit before the consideration of recruitment and in line with establishment needs and budgetary provisions"*.
- iii. The University Complied as staff audit was conducted in 2012 as directed by the visitor. Some staff were recruited into critical areas of need. There is urgent need for staff to be employed. However, due to Federal Government embargo on recruitment, there was no recruitment.

2.18 Observations and Findings on Faculty of Science

- i. Section 7.8.0. of the White Paper provided recommendations as follows: *(a) The University should, as a matter of urgency direct the faculty of science to move some of its departments to the permanent site; (b) The department of Computer Science should stop admitting students until it has at least obtained interim accreditation; (c) The University of Abuja should employ more qualified academic staff in all*

the departments to meet the NUC requirements for accreditation; (d) The University should also intensify efforts to put more structures on the permanent site to accommodate all departments; (e) The University should establish a computer laboratory for the department of Computer Science to meet accreditation requirements.

- ii. The visitor responded as follows: "*The Visitor note recommendations (a, d, e); The Visitor accepts recommendation (b).*
- iii. The University complied as follows; (a) Since 2011 most of the faculties/departments were moved to the Main Campus; (b) Complied with the Visitor's directives; (c) Some staff were recruited into the critical areas of need; (d) It had been complied with. Most faculties are now at the Main Campus, except two faculties whose structures are more than 90% completed; (f) There is urgent need for staff to be employed. However, due to Federal Government embargo, there had been no recruitment.
- iv. The University Management failed to comply with recommendation (e) in respect of the establishment of a computer laboratory for the department of Computer Science due to paucity of funds.

2.19 Observations and Findings on The Postgraduate School

- i. Section 7.14.0 of the White Paper provided as follows: (a) *the University should undertake a checklist of all its Postgraduate programmes with a view to making them comply with their carrying capacity; all postgraduate programmes that do not meet the basic minimum requirements in terms of staffing and facilities should be closed down; the general staffing situation (those qualified to teach and supervise postgraduate students) should be improved upon; specifically, the Faculties of Social and Management Sciences and Education should reduce their enrolment figures in line with the limits of their facilities.*
- ii. The Visitor responded as follows: *The Visitor accepts recommendations (a-d) and directs Council to ensure compliance.*

- iii. The University was unable to comply based on the following: "the embargo on employment and budgetary constraints have not made it possible for the University to carry out a complete checklist".

2.20 Observations and Findings on Staff Development

- i. Section 7.15.2 of the White Paper provide as follows: *(a) the University should strengthen its staff development policy; (b) the University should tailor its staff development and recruitment to meet its ultimate projection; (c) The University should adhere to its policy in its academic brief of earmarking 5% of its total annual recurrent expenditure for research. This will encourage academic staff to conduct research so that they can publish and rise through the ranks and the junior ones acquire higher degrees.*
- ii. The University has complied through utilisation of TETFund and NEEDs assessment Interventions.

2.21 Observations and Findings on Student Admission

- i. Section 7.16.0 of the White Paper provided as follows: *"the university should continue to improve the science/arts ratio until the ultimate projection figure is attained.*
- ii. The Visitor responded as follows: *"the Visitor notes this recommendation and reiterates adherence to the 60-40 admission policy ratio for Science/Arts. Council to ensure compliance".*
- iii. The University complied accordingly.

2.22 Observations and Findings on Staff Enrolment Figures

- i. Section 7.16.0 of the White Paper provided as follows: *" the University had a total staff enrolment figure of 1,958 as at December 2010. The ratio of Senior non-academic to Academic staff is 1:1.3. The ratio is almost 1:1. The University's staff enrolment is not in line with the NUC's stipulated ratio. The University has over employed senior non-academic staff at the expense of academic staff required to fill in the academic staff shortages especially in the newly established faculties*

of Agriculture, Engineering and Veterinary Medicine as well as the College of Health Sciences; (b) The university should tailor its future employment to align with the stipulated NUC ratio; (c) The University should embark on academic staff employment to improve the ratio for the purposes of accreditation and better delivery of services to its students.”.

- ii. The Visitor responded as follows: *“the Visitor accepts recommendations (a) and directs Council to ensure a staff audit; the Visitor accepts recommendation (b); the Visitor notes recommendation; (c) as earlier at 7.3.3b”.*
- iii. The University complied as follows: University is striving to comply with this. There had not been much recruitment into the non-academic cadre; the University has been emphasizing the recruitment of academic staff, above non-academic staff. the University has complied with the directives.

2.23 Recommendations on the Implementation of White Paper

- i. The Visitor should direct timely release of white paper of the Presidential Visitation Panel. The Panel observed that delay in the release of white papers following visitations exercises undermines the implementation of far-reaching recommendations, the authority of the Visitor and accountability of actions of the responsible institutions.
- ii. A standing committee of Council should be set-up with responsibility of follow up on the implementation of white paper. The committee should report to the regular Council meeting.
- iii. Governing Councils should be enjoined to make periodic report to the Visitor through the National Universities Commission on the implementation of white paper.
- iv. FME and NUC should set up a monitoring committee that will periodically corroborate the Council’s submission to the Visitor on the implementation of white paper.

CHAPTER THREE

3.0 TERM OF REFERENCE TWO (TOR 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.

3.1 Introduction

The Law established the University as a legal entity with clear definitions of its organs, their powers, roles, interrelationships as well as processes for discharging such powers and roles. These legal codes are fundamentally designed to enable effective governance consistent with universal norms and conduct of a typical university knowledge society. Governance is pivotal to the survival and bourgeoning of a university system. It is the machinery for the synthesis of academic development, sanctity of academic programmes, resource management, discipline, observance of regulatory benchmarks, towards attaining key outcomes of knowledge production, human capital development, intellectual response to the dynamics of human challenges, and national policies on higher education, as well as other sociocultural and economic needs of the nation. Hence, the quality of university governance must be uncompromising.

This section examines the key performance indicators of good governance in relation to the roles of statutory bodies; leadership style and role of principal staff bestowed with generic or specific roles.

3.2 Appointment and Composition of Governing Councils

3.2.1 Observations and Findings on Appointment and Composition of Governing Councils

- i. The Panel found that during the period under review (2016 – 2020), the University was governed by two set of Councils (7th and 8th) all

constituted according to the provisions of law. The 7th Governing Council was inaugurated in May 2013, for a tenure of 4 years (May 2009 – April 2017); while the 8th Council was inaugurated in May 2017 for a similar tenure of 4 years (May 2017 – May 2021).

- ii. The Panel observed that each Council was composed of a Pro-Chancellor doubling as Chairman together with 5 additional members, inclusive of the representative of FME as External Members. The Internal Members included the Vice-Chancellor and his Deputies, 4 Representatives of Senate, 2 Representatives of Congregation and the University Registrar as Secretary to Council. The 7th Council was chaired by Dr. Samuel O. Ogbemudia as Pro-chancellor and the 8th Council had Alhaji Sani Maikudi, *FNIAS* as Pro-chancellor.
- iii. The Panel observed that the external members were appointed by the Visitor, the Vice-Chancellor and his deputies were automatic members by law, while the Senate and Congregation representatives were freely elected as required by law.
- iv. The Panel observed that section 5(e) of the University of Abuja Act, stipulated the Visitor to appoint 9 external members of Council. The Panel however observed that this provision was superseded by section 2(I)(d)(e) of the Universities (Miscellaneous Provision Amendment Act 2003), which provided for the appointment of 5 External Members inclusive of the representative of the FME.
- v. The Panel further observed that the Council did not include representative of the Convocation.
- vi. Based on the record provided by the University Registry, the Panel found that Statutory Committees of Council including Finance and General Purposes Committee (F&GPC), Disciplinary Committee, Budget Monitoring Committee, Tenders Board and Appointment & Promotion Committee were duly constituted during the tenure of the two Councils.

- vii. The Panel observed that the F&GPC was chaired by the Pro-chancellor with Vice-Chancellor, DVCs, and six other members appointed by the Council as members and the Registrar as Secretary.
- viii. The A&PC was composed of Vice-Chancellor as Chairman, DVCs, all internal members, two external members together with representative of FME and Registrar as Secretary.
- ix. The Dr. Samuel O. Ogbemudia-led Council conducted 4 regular meetings (73rd - 76th) and additional 8 extraordinary meetings (38th - 45th) during part of the period under review (2016 – 2020) alongside other Statutory Committee Meetings. The Panel established that the Council had met the requirement of the law in respect of minimum of 3 meetings in a year.
- x. The Alhaji Sani Maikudi-led Council conducted 12 regular meetings (77th – 88th) and additional 11 extraordinary meetings (40th – 56th) during part of the period under review (2016 – 2020), alongside other Statutory Committee Meetings. The Panel established that the Council had met the requirement of the law in respect of minimum of 3 meetings in a year.
- xi. The Panel found that report of Council Committees was regularly presented for deliberations and decisions during the regular Council meetings.
- xii. The F&GPC Report to Council regularly contained issues related to the quarterly University budget and performance, projected revenue sources and performance, procurement from Tenders Board Report and all other financial matters for deliberation and approval consistent with provision of the law on functions of F&GPC and Council.

3.2.2 Recommendations on Appointment and Composition of Governing Councils

- i. The University Chancellor should convene Convocation meeting in order to appoint Convocation representative on the University Council as required by law.
- ii. Council members should acquaint themselves with provisions of the laws and statues guiding their roles and responsibilities. The Panel recommends a special workshop on the duties and responsibilities of Council, Management and interrelationships at the beginning of each constituted Council.

3.3 Role of the 7th Governing Council

3.3.1 Observations and Findings on the Role of 7th Governing Council

- i. The Panel observed that the 7th Council served residual tenure of 16 months (January 2016 – April 2017) during the period under visitation.
- ii. The Panel found that during the 43rd Extra-Ordinary Meeting, Council had approved the appointment of Professor E. J. C. Nwanna and Professor M. A. Katcha as Deputy Vice-Chancellor Academic and Administration respectively. The Panel had established that due diligence was observed at the level of the University Senate that led to the emergence of the duo as candidates with highest votes.
- iii. The Panel learnt that during the 74th Regular Council meeting, the Pro-chancellor lamented the result of the Centre for the World University Ranking (CWUR), in which not a single Nigerian University featured among the best 1,000 Universities. He thus wrote a letter to the Visitor indicating his commitment to upgrade the status of University of Abuja to be among the best 200 Universities in the World. He outlined the strategies for achieving the stated goals and sought for the Visitor's support and intervention. The Pro-chancellor further proposed to the Visitor a change of name of the University to "National University Abuja", since it represented the first image of

Nigerian University system, being the University in the nation's Capital.

- iv. During the same meeting, the Pro-chancellor further lamented that University of Abuja ranked 61st among 115 Nigerian Universities, based on the NUC assessment. Additionally, the NUC identified the University to be the institution teaching the highest number of unaccredited courses. The Panel noted from this record that the Council Committee on accreditation headed by Professor Anthony O. Adegbulugbe's was halted based on the observation that accreditation was a Management and Senate affair.
- v. The Panel found that Council adopted Public Private Partnership (PPP) approach as matter of policy as part of its effort at addressing the infrastructural and facility gaps in the University. The University PPP Committee was constituted and representative of the Infrastructure Concessionary and Regulatory Commission (ICRC) attended the inauguration of the committee as required by law. The University Management in the vein established a dedicated PPP Delivery Unit.
- vi. During the 75th Regular Meeting, the Council approved the Management's request for 5 PPP projects, covering establishment of restaurants, a market, a service station, and oil/gas service outfit. The Panel found that the approval followed due process, as each of the projects was below 100 Million Naira, and hence was within the approval limit of Council, without the need for referral to ICRC. Two hostel construction projects based on PPP were referred the ICRC as the approval threshold exceeding the limit of the Council.
- vii. The Panel perused the report of the Council Committee on the encroachment of the University of Land as presented to the 75th Regular meeting of Council, and found as follows:
 - (a) That earlier, the University Management had paid a courtesy call to Hon. Minister of FCT and solicited his intervention on the

matter. The Minister promised to resolve the issue through Joint Ministerial Committee in six months.

- (b) That the indigenous settlers had resisted being enumerated by the private Estate Surveyor hired by the University.
 - (c) That the Committee observed that Hon. Minister of FCT was of the view that the University did not need the entire 11,800 hectares of land for its Permanent Site. The Minister further advised that the University should decide on the actual size of land required for academic purposes, so that the balance could be subjected to other uses, such as commercial and residence for University staff.
 - (d) The Committee observe further that major part of the landmass consisted of mountains and other natural phenomenon like gullies on the land, the actual land left for physical development may be inadequate.
 - (e) The Committee recommended as follows: that the Ministerial Committee should be made to understand that the actual size of the available land to the University was below 11,800 as indicated on paper; that the University should be supported with necessary instrument to develop the land for commercial utilisation (including joint venture agreements with private investors) to generate revenue.
 - (f) The panel could not trace further action on the issue during the tenure of the Council.
- viii. The Panel had observed that during the 75th Regular meeting of Council, a new Senior Staff Condition of service was approved.
- ix. The Panel learnt from the records of the 76th regular meeting, that the Management presented report of the 46th regular, 8th & 9th Extraordinary Meetings of Tenders Board for the approval of 12 projects including ₦236,716,276.50 construction of Faculty of Clinical Sciences. The Council approved a couple of projects, stepped down

some due to paucity of funds and referred others to the *Ad hoc* committee for review. The Panel had established that due process was followed in the award of the Contracts.

- x. The Panel noted a progressive increase in the Council's expenditure during the period under visitation with cumulative value of ₦611,706,461 (see table). Of particular note, was the expenditure on sitting allowance which costed ₦370,364,981 in 4 years (2016, 2018, 2019 & 2020); and Transport and Subsistence Allowance of ₦96,221,500 in 2017 alone. The Panel wish to state that the Salaries and Wages Commission Circular Ref. No. SWC/5/04/S.310/105 of 10th June 2010, placed universities under organisation Category B where chairman is entitled to ₦85,000 and member ₦65,000 per sitting with frequency of a maximum of 8 meetings per year. Furthermore, for Committees of Council, the Chairman is entitled to ₦40,000 and member ₦30,000 (see table 4.8).
- xi. The Panel observed the existence of a "Non-serial Allowance" associated with the Council expenditure. This allowance cumulatively summed up to ₦89,660,324 for the period under visitation. Explanation was provided to the Panel by the Bursary to be rent allowance (₦1,900,000 – ₦3,800,000) and (₦3m/5year tenure) as Rent and Furniture Allowance for Principal Officers respectively. The rent allowance was to be paid subject to the forfeiture of the housing allowance from the consolidated salary. The Panel further noted that these allowances were approved during the 43rd Extraordinary Meeting of Council. The Panel viewed the situation in which a component allowance of a salary package would selectively be replaced and enhanced, as strange. This is particularly relevant in the context of Salaries, Income & Wages Commission's (NSIWC) position on the emolument of the Principal Officers of the University. The position of the NSIWC as contained in the report of 39th Regular Meeting of F&GPC to the 72nd Regular meeting of Council indicated

that: *"For tertiary educational institutions, the emolument of their principal officers such as Registrar and Bursar, are provided as a single-step salary, within the general salary structure for such classes of institutions, i.e. the Consolidated Tertiary Institutions Salary Structure II (CONTISS II) for universities..... The Salary accorded to such posts is partly to serve as compensation for their being tenured."*

Additionally, the Panel observed that the Vice is occupying a rented accommodation paid by the University in lieu of rent.

- xii. The Panel noted that during the 85th Regular Meeting, the Council formed a committee to find the suitability of this practice. This followed a submission from the University Bursar on the issue. The Panel followed the thread of the Committees' work through the proceedings of the 86th and 87th regular meeting of Council, and found that the issue was not conclusive, due to the absence of a Circular from the NSIWC.
- xiii. Panel noted a series of lapses raised in the External Auditor's Report to the Council intended for implementation of corrective measures. These issues covered Incomplete Valuation of Some University Assets (Such as Residential Assets), Poor accounting system at the University Medical Store, Delay in Retirement of Advances (Observed in 2011 and 2013), Lack of Audit Manual, Non-remittance of Withholding Tax, VAT and PAYE Deductions, and Lack of Compliance with IPSAS. These issues continued to reappear in different Audited Account Reports and by different External Auditors, suggesting that the Council did not enforce remedial measures.
- xiv. The Panel learnt that during the 44th extraordinary meeting of Council the death of the Pro-chancellor and Chairman of Council, Dr. Samuel O. Ogbemudia which occurred on the 17th of March, 2017. The Management informed the Council that formal communication to that effect was made to the Visitor. The Management also reported that

a number of actions were taken to mourn and eulogise the deceased Pro-chancellor.

- xv. The Panel perused a document provided by the Registry on the Tenure Report of the 7th Council (January 2016 – April 2017) and found as follows: (a) the tenure was constrained by challenges of lack of funds; Council initiated and completed 10 construction projects related to procurement and installation of equipment as well as construction and furnishing at the cumulative cost of ₦2,106,546,042.09 (Vol II, Appendix 27, pages 54 – 58); (d) established Library and Information Sciences degree programme; (e) NUC programmes accreditation (as at 2017) of 39 full, 5 interim and 3 denied status and successful verification of 1 programme (f) Professional accreditation with VCN full and NAIS, partial.
- xvi. Taken together, the 7th Council had to a reasonable degree performed its duties of general control and superintendence of the policy, finance and property of the University, including its public relations, within the premise of the University Act. Its governance had impacted positively on the development of the University, evident from the Panel findings in (ii, iii, v-vii, ix, & xiii) above. The Panel however established that the 7th Council was unable to fully address the crisis of accreditation it inherited, and settlement of the University land dispute as highlighted in the Panel’s findings in (iv, xi, xiii) above. The Panel further noted that despite the resources expended by this Council, it was unable to make significant investment to enable unrestricted internet access on campus and also in the provision of on-campus accommodation to principal officers, as directed by the Visitor. The Council was also unable to address the issue of abandoned projects funded through appropriation and CBN intervention.

3.3.2 Recommendations on the Role of the 7th Council

- i. The Council and University Management should be commended for the following actions: (a) upholding due process of law in the appointment of Principal Officers and other Senior Staff; (b) approval of new condition of service; (c) introduction of PPP policy and (d) steps taken during the death of the Pro-chancellor.
- ii. The Pro-chancellor, Dr. Samuel O. Ogbemudia should be commended for statesmanship, direct communication with the Visitor on the international competitiveness of Nigerian Universities, and commitment towards the development of University of Abuja.
- iii. The University authority should invest resources towards improvement of the accreditation profiles of its academic programmes in the interest of quality service delivery, better ranking and institutional credibility. The University should assign its priorities of fund utilisation in favour of provision of adequate teaching and learning facilities rather than unplanned and unsustainable expansions.
- iv. Given the role of Council in the governance of the University, it should participate on issues related to accreditation and quality assurance in order to appreciate the extent and gaps required and especially when the Management and Senate fail to produce results.
- v. The Council and the University Management should constructively engage the FGN on the issue of the University land ownership and encroachment to reach an amicable resolution that addresses the concern of either side.
- vi. The Council should be more vigilant in its responsibilities as provided in the law, by ensuring that all queries and lapses raised by the External Auditors were addressed. The F&GPC should itemise all lapses and demand accountability for their implementation by the Management during each meeting.

- vii. The Visitor should direct further that Management should give acceptable explanations on Council's seemingly bloated expenditure especially the payment of sitting allowance of ₦370,364,981 in 4 years (2016, 2018, 2019 & 2020); and Transport and Subsistence Allowance of ₦96,221,500 in 2017 alone; vis-à-vis the Salaries and Wages Commission Circular Ref. No. SWC/5/04/S.310/105 of 10th June 2010.
- viii. Council should formally request for a position from NISWC on the suitability of the Non-serial allowance paid to Principal Officers, and take an informed decision accordingly. Any unpaid entitlements should be paid; while unearned payment arising from this should be refunded.
- ix. The FME should consider inclusion of a condition requesting all newly constituted Councils to review the Visitor's directive as provided in the White Paper of their institutions, as well as previous Council decisions in order to assist the Council in navigating its course of assignment.

3.4 Role of the 8th Governing Council

3.4.1 Observations and Findings on the Role of 8th Governing Council

- i. The Panel found that 49th regular Council meeting declared the office of the Vice-Chancellor, Prof. M. Adikwu vacant and initiated the process of selection and appointment of a new Vice-Chancellor.
- ii. The Panel learnt from the records of proceedings of Council (51st Extra-ordinary meeting) that due process of law covering advertisement for the vacant position in 3 national dailies, constitution of Search Team, and Joint Council-Senate Selection Board were observed in the process that led to the emergence of Professor AbdulRasheed Na'Allah as 6th substantive Vice-Chancellor of the University.
- iii. The Panel found that the 8th Council had approved the appointment of Professor C. B. I. Alawa and Professor Sani M. Adam as Deputy

Vice-Chancellor Academic and Administration respectively. This followed their election during the 59th Extra-ordinary Senate meeting. The process was consistent with the provisions of the law.

- iv. The Panel found that the 55th Extra-Ordinary Meeting of the Council had appointed Mallam Y. Mohammed as the substantive University Registrar. The Panel had established that all legal provisions with respect to advertisement of the vacancy, constitution of selection board, approved selection criteria, screening, interview, and grading were observed. The highest scoring candidate with 77.63% was appointed.
- v. The Panel established that the 47th Extra-Ordinary meeting of Council appointed Mallam Rufai. A. Babba as the substantive University Bursar. The Panel confirmed that the appointment followed due process of law with respect to advertisement of the vacancy, constitution of selection board, approved selection criteria, screening, interview and grading were observed. And the highest scoring candidate with 74.07% was appointed.
- vi. The Panel found that during the maiden 77th Regular meeting of the 8th Council, a machinery was put in place to identify problems and challenges facing the University and classified them as short, medium and long term. The Council having identified the immediate challenges, set up four committees targeted at addressing the problems. The Committees were as follows: Revitalisation of Postgraduate Programmes; Revitalisation of CDL&CE and Institute of Education; Salary Shortfall, Issuance of backlog of Students Certificate.
- vii. The Panel found evidence that these challenges were largely addressed. During the 78th Regular Council Meeting, the Pro-chancellor reported that work commenced at the site of the abandoned CDL&CE at Main Campus. He further reported approval for the provisions of 500 unit set of computers, tables and chairs,

dozens of projectors and interactive learning boards by the TETFund. The Vice-Chancellor reported improvement in the recurrent releases with respect to salary shortfall.

- viii. The Panel found that as a matter of policy, Council had undertaken the review of the service condition for all category of the University staff. The key thrust of the Policy was to update the service condition to meet the current realities of the University service and remove outdated provisions. During the 86th Regular Council meeting, a committee was set up comprising representation of campus-based unions and others. This led to the development of four statutes viz: Regulations Governing Conditions of Service for senior Staff, Guidelines for Appointment and Promotions of Junior Staff, Regulations Governing the Conditions of Service for Senior Staff, Guidelines for Appointment and Promotion of Senior Staff and Guidelines for the Appointments and Promotion of academic Staff.
- ix. The Panel found that the University was able to access and utilised the second tranche of NEEDS Assessment Intervention Fund, equivalent to N2,039,000,000. The Council had approved the award of contracts for 11 projects, covering construction and furnishing of academic facilities, provision of sporting facilities and studio equipment for the CDL&CE, at the cost of ₦1,878,175,509.90. The Panel further noted that, the third trench of NEEDS Assessment Intervention of ₦392,954,545.39 was released by the FGN, with a specific condition that the fund was to be utilised strictly for furnishing and provision of equipment. The University had utilised the fund in awarding 12 contracts for various projects. The Panel observed that the University complied with the FGN condition on utilising the intervention. The Panel had inspected all the 23 projects, and found that 9 were competed, while the remaining were ongoing, at various levels of completion.

- x. The Panel observed that the University was unable to access its available balance of ~~₦~~480,000,000 from the releases of the NEEDS Assessment.
- xi. The Panel observed that the University had put to use significant proportion of various TETFund allocations during the period under visitation.
 - (a) The University was allocated N3 Billion Naira TETFund High Impact Intervention in 2017. This fund was accessed in 2019 for the award of contracts for four projects at a cumulative cost of ₦2,757,176,183.21.
 - (b) Based on the DGT as completed by PPU, the University had utilised its merged 2019 TETFund annual intervention equivalent to ₦1, 429,482,383.78 in the award of six contracts involving construction and furnishings of lecture theatres and staff offices.
 - (c) The Panel found that the University had utilised its 2018 normal intervention together with the 7 years unaccessed Entrepreneurship Allocations in the award of contracts for the Construction and Furnishing of Lecture Theatre and Toilets for Institute of Education Phase II (N398,068,672.05) and Construction of Entrepreneurship Centre (N99,038,257.00). The Panel noted during inspection tour of projects that the former was not making progress. The Panel was informed that the earlier contractor (C.F. Cofel International Limited)) was disengaged, and the project was re-awarded.
- xii. TETFund Special and Interventions Zonal totalling ~~₦~~727,797,048.25 were utilised in funding the following: Provision of Facilities at the University Research and Teaching Farm, Construction of Departmental Building for the Faculty of Pharmaceutical Sciences, and Upgrade of ICT Infrastructure for Centre for Distance Learning.
- xiii. The Panel had established that during the period of the 8th Council, contract for six new projects all funded from appropriation, covering

construction of lecture halls, academic buildings and access road was awarded at the cumulative cost of ₦1,752,666,383.19. Additionally, the FGN through appropriation provided 1 billion Naira for the construction of wall fencing. The project was approved and currently ongoing. The Panel noted that the University had achieved 72% release of the capital appropriation.

- xiv. The Panel found that the Council approved the utilisation of IGR in funding four new projects viz: Construction and furnishing of Academic Conference Centre and Associated facilities (₦409,662,147.35), Provision of Solar Street lights in the main campus (₦70,330,477.50), Extension of Electricity Supply (₦17,929,280) and construction of 5 blocks of 2-bed and 2 blocks of 3-bed semidetached apartments on campus meant for staff accommodation (₦113,825,421.25). The Panel noted that the utilisation of IGR in capital projects followed the modest increase in student fees and charges authorised by the Governing Council.
- xv. The Panel sampled and perused records of Tenders Board Meeting with respect to award of contracts for the projects outlined in (ix, xi, xii, xiii) above, and found that due process of procurement law was observed. The Panel noted that a number of the contracts awarded exceeded the threshold of Council approval limit. The Panel further sampled project files for further scrutiny at ensuring that due process of procurement law was observed. The Panel found for the specific project as follows: (a) Construction and Furnishing of Faculty of Environmental Studies (₦918,509,422.43) and Construction and Furnishing of Faculty of Education (₦915,762,339.18) were approved by the Federal Executive Council; (b) Construction and Furnishing of Faculty of Management Science Phase II (₦ 463,530,364.50) construction and furnishing of Academic Staff Offices for Faculty of Basic Clinical Sciences (₦315,103,785.51), Upgrade of ICT Infrastructure for CDL&CE (₦299,140,275) and Construction and

furnishing of Academic Staff Offices and Studio for Faculty of Environmental Sciences (N340,437,491.65) were all approved by the Ministerial Tenders Board consistent with the provision of law.

- xvi. The Panel took examination of 43 major projects from the perspective project management efficiency and found that 20 of the projects were completed (with reasonably good finishing) during the period under review; while significant proportion of the remaining ongoing projects reached over 80% completion. This demonstrated a good project management leadership of the Council and Management team.
- xvii. The Panel noted that the 8th Council had expended N9,822,035,710.25 in funding the foregoing projects as provided in (ix – xiv). Analysis of the classification of fund allocation with a view to delineating the Council’s policy direction was made. This indicated as follows: (a) 78.5% was spent on construction of faculty buildings, lecture theatres, classrooms, conference hall, staff offices and sporting facilities, all at the main campus; (b) 9% on roads and landscaping; (c) 7% on Teaching and Research Equipment; (d) 4.5% on ICT and 1% on construction of new staff housing.
- xviii. Based on the foregoing, the Panel deduced as follows: (a) that all the construction projects were executed at the Main Campus, consistent with Visitor’s directive and had facilitated the relocation of major faculties and units to the main campus; (b) that the expenditure was grossly skewed against teaching and learning facilities. Hence, the deplorable condition of many academic units as highlighted in chapter 6; (c) low ICT investment, with significant proportion of the meagre allocated fund spent on provision of ICT facilities to CDL&CE and provision of internet to select offices of Bursary Unit. Hence, the pervasive lack of access to internet connectivity at most academic units, contrary to Visitor’s directive; (d) staff welfare initiative of constructing new on-campus

accommodation; (e) failure to allocate resources for the provision of on-campus accommodation for the Vice-Chancellor and other Principal Officers in violation of Visitor's directive.

- xix. The Panel found that the University was making plans for the establishment of new Faculties of Communication, Environmental Sciences and Pharmaceutical Sciences. The University Management with approval of the Council had expended over 2 Billion Naira towards construction and furnishing of buildings excluding core teaching and learning facilities. The Panel found from the records of the University Registry, that the University made a formal submission to NUC regarding the need for employment of 178 academic staff and 159 non-academic staff to that effect.
- xx. The Panel observed that some of the foregoing projects were not consistent with University Academic Brief and Master Plan of the University. Specifically, the Panel found that, the current Academic Brief provided that Faculty of Environmental Sciences was to be in the Fourth Phase (2020/2021 – 2024/2025); Faculty of Pharmacy was to be in Fifth Phase (2025/2026 – 2029/2030); while the Faculty of Communication was not captured in the document.
- xxi. The Panel observed that the Governing Council had taken policy steps of boosting the IGR base of the University through upward review of student fees blocking of leakages in payments. To this effect, the Council approved the engagement of Messrs Edutech Portal Solutions, at the cost ₦18,900,000, for the deployment of Student Fees Management Portal to block leakages in payments. The Panel however noted that based on the official students' enrolment and the approved student fees as at 2019/2020 session, the University had the propensity of generating ₦ 4,869,033,958 as against ₦1,654,896,918 declared by the University Bursary in the Panel's DGT (see Chap 4 & Vol II, Appendix 50, Page 437).

- xxii. The Panel found that the Council had facilitated the take up of the commercial outfits intended to generate IGR for the University. Four Limited Liability Companies were incorporated as follows: UniAbuja Ventures Limited, UniAbuja Printing Press, UniAbuja Bookshop Limited, and UniAbuja Consults Limited. Based on the Panel's DGT as completed by the Bursary, the University declared a cumulative revenue of ₦135,594,478.00 from consultancy and investments during the period of five years. This is equivalent to 2% of the IGR generated when student registration fees were integrated.
- xxiii. The Panel noted a progressive increase in the Council's expenditure during the period under visitation with cumulative value of ₦611,706,461 (see table 4.8). Of particular note, was the expenditure on sitting allowance which costed ₦370,364,981 in 4 years (2016, 2018, 2019 & 2020); and Transport and Subsistence Allowance of ₦96,221,500 in 2017 alone. The Panel wish to state that the Salaries and Wages Commission Circular Ref. No. SWC/5/04/S.310/105 of 10th June 2010, placed universities under organisation Category B where chairman is entitled to ₦85,000 and member ₦65,000 per sitting with frequency of a maximum of 8 meetings per year. Furthermore, for Committees of Council, the Chairman is entitled to ₦40,000 and member ₦30,000.
- xxiv. Panel noted a series of lapses raised in the External Auditor's Report to the Council intended for implementation of corrective measures. These issues covered lack of Audit Manual, lack of or delay in the computerization of bursary operations, presence of fictitious assets in the accounts (Bank balances with failed Banks), use of manual methods (except for Payroll), and absence of Inventory Boards in offices. These issues continued to reappear in different Audited Account Reports and by different External Auditors, suggesting that the Council did not enforce remedial measures.

- xxv. The Council had approved the conversion of Procurement Unit into a full directorate.
- xxvi. The Panel perused a document provided by the Registry on the Tenure Report of the 8th Council (Vol. II, Appendix 28, Pages 59 - 62) and found as follows: (a) the tenure was constrained by lack of funds and a prolonged ASUU strike (b) some of the projects conceived and embarked upon could not be completed within the scheduled time due to irregular capital releases from Federal appropriation; (c) initiated and completed 13 construction projects related to procurement and installation of equipment as well as construction and furnishing projects; (d) completed 7 projects rolled-over from the 7th Council; (e) established Masters in Business Administration (MBA and Executive MBA) programme through the University of Abuja Business School; (f) NUC programme accreditation (as at 2020) of 39 full, 8 interim and 1 denied status (g) Professional accreditation with ICAN – full and MDCN (2nd & Final Clinical Accreditation); (h) as well as 3 postgraduate programme accreditation and 1 verification).
- xxvii. Taken together, the 8th Council had performed its duties of general control and superintendence of the policy, finance and property of the University, including its public relations, within the premise of the University Act. Its governance resulted in an unparalleled development of the University and set a good precedence for respect of due process, evident from the Panel findings in (ii-ix, xi-xv, xxii) above. The Panel however established that the 8th Council was unable to resolve the issue of abandoned construction projects funded from appropriation and CBN intervention (which is negatively affecting the University in many fundamental ways), paucity of teaching staff, and settlement of the University land dispute. There were serious gaps in the provision of critical learning resources due lopsided fund allocation; and failure to implement some of Visitor's

directives as highlighted in the Panel's findings in (xx, xxiii, xxiv) above.

Recommendations on the Role of 8th Council

- i. The Council should be commended for the actions taken as highlighted in the Panel's findings in (xxvii) above.
- ii. Specifically, the Council should be commended for securing and enabling timely utilisation of fund by the University Management which brought unprecedented infrastructural development.
- iii. The Council should be more vigilant in its responsibilities as provided in the law, by ensuring that all queries and lapses raised by the External Auditors are addressed. The F&GPC should itemise all lapses and demand accountability for their implementation by the Management during each meeting.
- iv. The Visitor should request for acceptable explanation on Council's seemingly bloated expenditure be provided especially the payment of sitting allowance of N370,364,981 in 4 years (2016, 2018, 2019 & 2020); and Transport and Subsistence Allowance of N96,221,500 in 2017 alone; vis-à-vis the Salaries and Wages Commission Circular Ref. No. SWC/5/04/S.310/105 of 10th June 2010. And all unearned allowances paid to Council members and others be refunded.
- v. The Council should recalibrate its policy of resource allocation such that provision of core learning resources of existing programmes are accorded appreciable proportion, in order to ensure quality and standard in the product of the University, and preserve full accreditation status of all programmes.
- vi. The University Master Plan and Academic Brief should be reviewed to capture some of the current developments.
- vii. Council and University Management should ensure that all required provisions and appropriate procedures are implemented before starting new academic programmes, in order to prevent the previous actions that plunged the University into crisis.

- viii. Council should investigate the wide discrepancy between the figure of the IGR from student fees as declared by Bursary; and that deduced by the Panel from the official enrolment data and approved fees and charges.
- ix. Council should continue to engage the University in devising innovative means of IGR generation for sustainability and preservation of academic standards.
- x. The Governing Council should pursue the implementation of recruitment of more teaching staff as recommended in Chapter 6.

3.5 Vice-Chancellors

3.5.1 Observations and Findings on the Appointment of Prof. Michael Adikwu and Deputy Vice-Chancellors

- i. Professor Michael U. Adikwu was appointed the fifth substantive Vice-Chancellor by the 7th Governing Council in accordance with the University Miscellaneous Amendment Act 2003.
- ii. The Panel observed that Prof. Michael Adikwu served part of his tenure (1st January 2016 – 30th June 2019) during the period under visitation.
- iii. The Panel found that the Vice-Chancellor was Deputised by Prof. E.J.C. Nwanna and Prof. M.A. Katcha as deputy Vice-Chancellor Academic and Administration respectively. This followed their election by Senate and subsequent confirmation by the Council.
- iv. The Panel found as follows:
 - (a) that the DVCs are statutory members of all governing bodies: Council, Senate, Congregation and Convocation. They are also members of statutory committees such as F&GPC, Appointments and Promotion Committee, Tenders Board and Budget Monitoring Committee. The DVCs are members of the University Management Committee and Chaired a number of University Standing and Administrative Committees such as Senate Admission Committee and Senate Business Committee.

(b) that the DVCs also function in Acting capacity in the absence of Vice-Chancellor and perform all other functions as may be assigned to them by the Vice-Chancellor or statutory bodies.

3.5.2 Recommendations on the Appointment Prof. Michael Adikwu and Deputy Vice-Chancellors

- i. Senate and Council should be commended for appointing Deputy Vice-Chancellors according to the provision of law.

3.5.3 Observations and Findings on the Relationship Between Prof. Michael Adikwu, Governing Bodies and Major Committees.

- i. The Panel found that Governing Bodies do exist with Senate, Council and their corresponding Statutory Committees holding regular meetings. All other standing committees were functional.
- ii. The Panel established from the record of Data Gathering Template as completed by the University Registry that the Vice-Chancellor had convened 15 University Management Committee (UMC) meetings (234th – 253rd) during the period under visitation. This had availed the Principal Officers and other Senior Officers of the University a means of contribution to the daily governance of the University.
- iii. The Panel found that the Vice-Chancellor held 26 Senate Meetings during the period of 7th January, 2016 through 25th June, 2019. The Panel was presented the minutes of the said Senate meetings by the Registry.
- iv. The Panel undertook an examination of the minutes of the Senate meeting and found as follows:
 - (a) that the Senate was improperly constituted, as all Deputy Deans and Deputy Directors were included as members against the provision of the University Act.;
 - (b) that a significant proportion of the Heads of Departments of the University were serving in Acting capacity;

- (c) that the content and the quality of the minutes was reflective of the proper function of Senate as provided in the law. Submissions of Senate Business Committee was rich with all required details.
 - (d) Reports of the Senate Statutory Committees such as Senate Business Committee and Examination Misconduct Committee were regular. Student Disciplinary Committee presented report on rare occasions. All other standing committees (such as Committee of Provosts, Deans, and Directors), departments, faculties and other units present an account of their activities to Senate regularly.
 - (e) The Panel noted that the Management did not provide report of accountability admission exercise to Senate. This was despite the fact that control of admission was part of the functions conferred on the Senate by law.
 - (f) Request for approval of external examiners and creation of new programmes featured in the proceedings of the Senate.
 - (g) During the 143rd Senate meeting, the following committees were formed/activated: Committee on Publications, Committee on Academic Staff Development, Examination Monitoring Committee, and Committee on Inaugural Lecture and Sabbatical.
- v. The Panel observed that the Vice-Chancellor convened only 3 congregation meetings (between 2016 and 2017) during the period under visitation.

3.5.3 Recommendations on Relationship Between Prof. Michael Adikwu, Governing Bodies and Major Committees.

- i. The Vice-Chancellor should be commended for enabling proper function of Senate and enabling committee system to operate in the governance of the University.

- ii. The University Management should ensure that Student Disciplinary Committee work assiduously in the light of high frequency of security breaches involving students during the period under visitation (see Chapter 11).
- iii. The Vice-Chancellor should provide an account of admission exercise to the Senate during each session. Senate should be allowed to give input in the control and regulation of admission exercise in fulfilment of the provision of the University Act.
- iv. Members of congregation should organise in collaboration with other stakeholders and the Campus-based trade Unions to ensure that meetings are convened regularly to enable them express their views on all matters affecting the interest and welfare of the University, as provided in the University Act.

3.5.4 Observations and Findings on the Tenure Performance of Prof. Michael Adikwu

- i. The activities of Prof. Adikwu's Administration during the period under visitation covered 1st June 2016 – 30th June 2019.
- ii. The Panel learnt that by the end of 2019, 40 undergraduate programmes had full NUC accreditation, 5 programmes had interim, while 1 programme was rated with denied accreditation status. Professional accreditation visitations were conducted in which second and final clinical accreditation for MBBS programme was approved by MDCN. The Bachelor's Degree Programme in Accounting had earned full ICAN accreditation.
- iii. The Panel observed that the University Senate during regular 154th through 171st meeting, approved as follows:
 - (a) The introduction of 27 different higher degree programmes (inclusive of 10 Doctorate and 13 Master programmes and 4 Postgraduate Diploma), for the faculties of Agriculture, Arts, Veterinary Medicine, and College of Health Science.

- (b) The introduction of Part time mode instruction for regular postgraduate programmes.
 - (c) The establishment of Faculty of Pharmacy, and introduction of Biochemistry, Geology & Mining, French and Modern European Languages degree programmes (subject to NUC Resource Verification).
- iv. The Panel was concerned that these approvals were done arbitrarily without factoring the available resources at the disposal of these faculties, evident from the findings outlined in Chapter 6. There was no evidence for NUC's resource verification or approval of the new postgraduate programmes.
 - v. The Panel observed that the University was facing acute shortage of teaching staff. The gross Teacher-Student Ratio of the University is 1:97. The NUC's prescribed Academic/Non-academic staff is diametrically inverted. The University Council and Management were unable to scale down the imbalance of staff despite increase in personnel cost during the period under visitation.
 - vi. Based on the information provided in the DGT, the University Management had constituted Admission Committee under the Chairmanship of DVC Academic (Professor E.J. C. Nwana in 2018) and (Professor C.B. Alawa in 2019). The Committee drew minimum admission requirement and conducted the admission of 5,700 and 4,350 undergraduate student for 2018 and 2019 respectively. The Panel corroborated from almost all faculties during interactions, that they were only involved in the conduct of merit admission. Data from the student enrolment indicated that the admission system of the University was inconsistent with National Admission Policy and the FGN Policy of 60/40 Science/Art Ratio. Panel could not trace any report presented to Senate to account for the admission exercise, despite the fact that the University Act vested the power of admissions on Senate. There was no Central Committee responsible

for coordinating postgraduate admission and no record was provided.

- vii. The Panel found that the University Management could not make progress towards completion of about 20 abandoned projects funded from appropriations and CBN intervention.
- viii. The Panel found that University Management had conducted procurement process towards the utilisation of 2 Billion Naira second tranche of NEEDS Assessment Intervention Fund (as highlighted under 8th Council above).
- ix. The Panel found that the University's regular TETFund allocation for Research Journal, Academic Manuscript, Library Development, Entrepreneurship and Institution Based Research equivalent accrued to ₦866,150,000, throughout the period of 2011 – 2019. The University Management was able to access a cumulative value of ₦345,627,250 from Library, Institution Based Research, and Entrepreneurship allocation during the tenure of this Vice-Chancellor. The remaining ₦520,522,750 remained unaccessed. The Panel similarly noted that the University was allocated N3 Billion TETFund High impact Intervention in 2017, but delayed utilisation of the fund until 2019. Furthermore, the University had ₦480,000,000 unutilised from the NEEDS Assessment. The Panel thus, concluded that the University Management had exhibited governance incompetence, and insensitivity to the time-value of money; evident from its penchant for not utilising the much needed and available fund meant for enhancing academic, teaching and learning capabilities of the University.
- x. Record from the Panel's DGT indicated that the University was able to utilise its N3 Billion TETFund High impact Intervention in 2019 to award contracts for several development projects (as highlighted in role of 7th Council above).

- xi. Records of Tenders Board indicated that during the period under review, the University Management had utilised allocations from appropriation and fund from IGR execute development projects with Council approval. Of particular note, was the award of Contract for the construction of 5 blocks of 2-bed and 2 blocks of 3-bed semidetached apartments on campus meant for staff accommodation. Panel noted that while this project stood as an outstanding contribution to staff welfare, it portrays a flagrant disregard for the Visitor's directive (as provided in the white paper) regarding the completion of the abandoned Vice-Chancellor's Lodge on campus, by Council and Management.
- xii. The Panel found that the University had utilised its TETFund Staff Development fund to support higher degree training academic staff. It also utilised its conference allocation sponsoring staff to attend conferences within and outside the country. Similarly, parts of the NEEDs assessment intervention funds were also used in supporting training of teaching staff to obtain higher degree.
- xiii. The Panel observed that the University Management had successfully conducted combined 20th Convocation, 21st through 24th Convocation Ceremonies during the period under review. During the 21st Convocation, 3 eminent personalities were awarded Honorary Degree as follows: HRH Muhammadu Sanusi II (Emir of Kano), Chief Michael Okibe Onoja and Professor Peter Proksh.
- xiv. The Panel had established during the period under visitation, the University grappled with violent crimes related to cultism and thievery. The administration was complacent at curbing these vices evident from slow and inactive operations of the Student Disciplinary Committee.
- xv. Taken together, the Panel concluded that tenure of Professor Michael Adikwu covering January 2016 – June 2019 had recorded achievements. The administration displayed to a reasonable degree

good and directional leadership, evident from the Panel's findings in (ii, iii, v & vi). This is in addition to following the law in the processes that recommended the appointment of Principal Officers by Council; and observance of due process in procurements. The Panel however noted some traits of disrespect for due process with respect to admission, and creation of higher degree programmes. The administration was complacent in student disciplinary matters, timely access to funds, issues related to abandoned projects and reversal of shortage of teaching staff as highlighted in (i, iv, vii – xi) above. The Panel could not establish evidence of academic leadership in research, evident from lack of policy direction, and failure to access TETFund research related interventions that accrued for several years.

3.5.5 Recommendations on the Tenure Performance of Prof. Michael Adikwu

- i. The University Management should be commended for improving the accreditation profiles of the University, the effective utilisation of the NEEDs Assessment Intervention Funds, TETFund Intervention and IGR. The Panel urged the Management to be more focused at investing the resources of the University towards improving quality and standard of the existing programmes.
- ii. The University Senate should ensure all required resources are put in place before approving higher degree programmes. The NUC should devise a means of ensuring resource verification is conducted before approving higher degree programmes.
- iii. University Management should conduct a transparent admission process with full involvement of the Senate. National Higher Education Policies such as Science/Art ratio and admission policy should be respected.
- iv. University Management should encourage the Student Disciplinary Committee to be more proactive.

- v. The Governing Council and the University Management should devise a strategy of engaging FGN and other funding bodies on the completion of all abandoned projects funded through appropriation. The Council should factor utilising of IGR in completing the projects.
- vi. The University should as a matter of urgency fulfill all requirements and access all pending TETFund allocation and put them to use effectively.
- vii. The University Authority should implement the provisions of White Paper of the Presidential Visitation Panel forthwith.
- viii. The University should enhance its IGR drive to assist in addressing pressing challenges of deplorable infrastructure and sustenance of the quality of academic programmes.

3.5.6 Observations and Findings on the Appointment Prof. Abdul-Rasheed Na’Allah and Deputy Vice-Chancellors

- i. Professor Abdul-Rasheed Na’Allah was appointed the sixth substantive Vice-Chancellor by the 8th Governing Council in accordance with the University Miscellaneous Amendment Act 2003.
- ii. The Panel observed that Prof. Na’Allah served part of his tenure (1st July, 31st December, 2020) during the period under visitation.
- iii. The Panel found that the Vice-Chancellor was Deputised by Prof. C.B.I. Alawa and Prof. Sani M. Adam as Deputy Vice-Chancellor Academic and Administration respectively. This followed their election by Senate and subsequent confirmation by Council in its 50th Extra-ordinary meeting.
- iv. The Panel found as follows:
 - (a) that the DVCs are statutory members of all governing bodies: Council, Senate, Congregation and Convocation. They are also members of statutory committees such as F&GPC, Appointments and Promotion Committee, Tenders Board and Budget Monitoring Committee. The DVCs are members of the University

Management Committee and Chaired a number of University Standing and Administrative Committees such as Senate Admission Committee and Senate Business Committee.

(b) that the DVCs also function in Acting capacity in the absence of Vice-Chancellor and perform all other functions as may be assigned to them by the Vice-Chancellor or statutory bodies.

3.5.7 Recommendations on the Appointment Prof. Abdul-Rasheed Na'Allah and Deputy Vice-Chancellors

- i. Senate and Council should be commended for appointing Deputy Vice-Chancellors according to the provision of law.

3.5.8 Observations and Findings on the Relationship Prof. Abdul-Rasheed Na'Allah, Governing Bodies and Major Committees.

- i. The Panel found that Governing Bodies do exist with Senate, Council and their corresponding Statutory Committees holding regular meetings. All other standing committees were functional.
- ii. The Panel established from the record of Data Gathering Template as completed by the University Registry that the Vice-Chancellor had convened 8 University Management Committee (UMC) meetings (253th – 260th) during the period under visitation. This had availed the Principal Officers and other Senior Officers of the University a means of contribution to the daily governance of the University.
- iii. The Panel further obtained from similar record that the Vice-Chancellor convened one Congregation Meetings during the period under visitation.
- iv. The Panel found that the Vice-Chancellor held 8 Senate Meetings during the period of 3rd July, 2019 through 30th December, 2019. The Panel was presented the minutes of the said Senate meetings by the Registry.

- v. The Panel undertook an examination of the minutes of the Senate meeting and found as follows:
- (a) that the Senate was properly constituted, as all Deputy Deans and Deputy Directors were included as members in accordance with the provision of the University Act.;
 - (b) that a significant proportion of the Heads of Departments of the University were serving in Acting capacity;
 - (c) that the content and the quality of the minutes was reflective of the proper function of Senate as provided in the law. Submissions of Senate Business Committee was rich with all required details.
 - (d) Reports of the Senate Statutory Committees such as Senate Business Committee and Examination Misconduct Committee and Student Disciplinary Committee were regular. All other standing committees (such as Committee of Provosts, Deans, and Directors), departments, faculties and other units present an account of their activities to Senate regularly.
 - (e) The Panel noted that the Management did not provide report of admission exercise to Senate. This was despite the fact that control of admission was part of the functions conferred on the Senate by law.
 - (f) Request for approval of external examiners featured in the proceedings of the Senate.

3.5.9 Recommendations on Relationship Between Prof. Abdul-Rasheed Na’Allah, Governing Bodies and Major Committees.

- i. The Vice-Chancellor should be commended for enabling proper composition and function of Senate and enabling committee system to operate in the governance of the University.
- ii. The Vice-Chancellor should provide an account of admission exercise to the Senate during each session. Senate should be allowed to give

in put in the control and regulation of admission exercise in fulfilment of the provision of the University Act.

3.5.10 Observations and Findings on the Tenure Performance of Prof. Abdul-Rasheed Na’Allah

- i. The activities of Prof. Na’Allah’s Administration during the period under visitation covered 1st July 2019 – 31st December, 2020. The Panel particularly noted that significant proportion of the period was engulfed in Covid-19 lockdown crisis and prolonged strike by ASUU.
- ii. The Vice-Chancellor’s presentation to the Panel highlighted some achievements (among others) as follows:
 - (a) that new Faculties of Environmental Sciences, Pharmaceutical Sciences and Communication and Information Technology will start in 2020/2021.
 - (b) reorganisation and creation of additional Centres and Units.
 - (c) capacity building training for all cadre of staff, with specific emphasis on junior staff through allocation of 30% of the TETFund staff development fund of non-teaching staff and conduct of student leadership training.
 - (d) successful project management in the completion of 9 capital projects, currently supervising 10 ongoing projects (as highlighted in the role of 8th Council).
 - (e) Student Employment Scheme
 - (f) Enhancement in IGR and blocking leakages
 - (g) Upgrading and equipping of CDL&CE
 - (h) Plan for creation of smart classes in all faculties
- iii. The Panel learnt that by the end of 2019, 40 undergraduate programmes had full NUC accreditation, 5 programmes had interim, while 1 programme was rated with denied accreditation status. Professional accreditation visitations were conducted in which second and final clinical accreditation for MBBS programme was approved by

MDCN. The Bachelor's Degree Programme in Accounting had earned full ICAN accreditation.

- iv. During interaction with the Panel, the Vice-Chancellor presented an elaborate design of a modern library facility as part of his priority project for the University.
- v. The Vice-Chancellor was proactive in addressing the issue of cultism and other miscreant activities among students and in dealing with the issue of staff indiscipline as highlighted in (chapter 11).
- vi. The University successfully conducted 24th Convocation during which 7,170 and 881 first degree graduands and postgraduates were respectively presented for the award of various degrees.
- vii. The Panel perused the records of 55th – 59th University Tenders Board proceedings chaired by the Vice-Chancellor, and found that 32 major contracts were approved at the cumulative cost of ₦2,205,565,002.36. The projects were funded through NEEDs Assessment Intervention, Appropriation, TETFund intervention and IGR (as highlighted under 8th Council above). The procurement processes were consistent with the provisions of law. The Panel particularly noticed competence in the timely access and utilisation of TETFund normal intervention of 2019 and third tranche of NEEDs Assessment fund. Furthermore, the University had complied with Government's condition of utilising third tranche of NEEDs assessment on academic furnishing and provision of equipment.
- viii. The Panel found that the University had utilised its TETFund Staff Development fund to support higher degree training of academic staff. It also utilised its conference allocation sponsoring staff to attend conferences within and outside the country. Similarly, parts of the NEEDs assessment intervention funds were also used in supporting training of teaching staff to obtain higher degree.
- ix. On the issue of encroachment of University land, the Panel noted that the Vice-Chancellor had created a dedicated committee for

addressing the issue and went to the extent of writing to the Visitor through the Minister of Education requesting his intervention on the issue (Vol II, Appendix 94, Pages 644-646).

- x. Based on the Panel's DGT as completed by Bursary, the University had an outstanding regular TETFund allocation for Research Journal, Academic Manuscript, Library Development, Entrepreneurship and Institution Based Research equivalent to ₦630,522,750. The University Management was able to access a cumulative value of ₦109,064,493 from Library, Institution Based Research, and Entrepreneurship allocation during the tenure of this Vice-Chancellor. The remaining ₦521,458,257 remained unaccessed. The Panel similarly noted that the University had ₦480,000,000 unutilised from the NEEDS Assessment.
- xi. The Panel observed that the University was facing acute shortage of teaching staff. The gross Teacher-Student Ratio of the University is 1:97. The NUC's prescribed Academic/Non-academic staff is diametrically inverted. The University Council and Management were unable to scale down the imbalance of staff despite increase in personnel cost during the period under visitation.
- xii. Based on the information provided in the DGT, the University Management had constituted Admission Committee under the Chairmanship of DVC Academic Professor C.B. Alawa in 2019. The Committee drew minimum admission requirement and conducted the admission of 4,350 undergraduate student for 2019. The Panel corroborated from almost all faculties during interaction, that they were only involved in the conduct of merit admission. Data from the student enrolment indicated that the admission system of the University was inconsistent with National Admission Policy and the FGN Policy of 60/40 Science/Art Ratio. Panel could not trace any report presented to Senate to account for the admission exercise, despite the fact that the University Act vested the power of

admissions on Senate. There was no Central Committee responsible for coordinating postgraduate admission and no record was provided.

- xiii. The Panel particularly noted that the 56th Tenders Board approved the payment of 2-year rent for Vice-Chancellor's accommodation at the cost of ₦18,800,000. The 58th Tenders Board approved additional ₦5,697,500, ₦9,744,359, and another ₦27,730,915 for supply & installation of curtains, home electronics, furniture & equipment for the for the Vice-Chancellor's residence respectively. This translated to the cumulative expenditure of ₦61,972,774. This action goes contrary to the Visitor's directive which required Council to ensure that Vice-Chancellor resides on Campus as provided in the White Paper of the Presidential Visitation Panel to University of Abuja (1998 – 2010).
- xiv. The Panel made an elaborate submission (in chapter 6 of this document) on findings related to certain actions of the University Leadership and unaddressed key challenges, as identified during its assignment. These items (as listed) are capable of destroying academic standard: (a) over bloated admission at all levels; (b) chronic paucity of academic staff and significant leaning on adjunct staff, (c) existence of 346 higher degree programmes often introduced without Senate or NUC approval, (d) chronic underfunding of academic departments and faculties, (e) unplanned proliferation of academic units/centres without Senate and NUC approval, (f) acute shortage of core learning resources, and (g) introduction of new and controversial part time degree programmes.
- xv. The Panel understood that some of the actions as xvi (a, c, e, g) above, were done with the intent of broadening the IGR base of the University.
- xvi. Taken together, the Panel concluded that tenure of Professor. Abdul-Rasheed Na'Allah covering July 2019 – December 2020 had recorded

achievements despite the challenges of Covid-19 and ASUU strike that gulfed one year of his administration. The administration displayed to a reasonable degree good leadership and policy initiatives, evident from the Panel’s findings in (ii – ix) above. This is addition to following the law in the processes that recommended the appointment of Principal Officers by Senate and Council; and observance of due process in procurements. The Panel however noted clear shortcomings as highlighted in (ix – xv). The administration had overacted, and in some cases, overstepped the boundaries of law and standard in its action for expansion and diversification of academic programmes and sources of revenue, with consequential implications of weakening academic standard.

3.5.11 Recommendations on the Tenure Performance of Prof. Abdul-Rasheed Na’Allah

- i. The University Management should be commended for achievements and actions as outlined in (ii – ix). This was despite the challenges of Covid-19 and prolonged ASUU strike.
- ii. The University should ensure that due diligence is observed before the take-off of the proposed Faculties of Environmental Sciences, Communication and Pharmaceutical Sciences.
- iii. University Management should conduct a transparent admission process with full involvement of the Senate. National Higher Education Policies such as Science/Art ratio and admission policy should be respected.
- iv. The Governing Council and the University Management should devise a strategy of engaging FGN and other funding bodies on the completion of all abandoned projects funded through appropriation. The Council should factor utilisation of IGR in completing the projects.

- v. The University should as a matter of urgency fulfil all requirements and access all pending TETFund and NEEDs Assessment allocations and put them to use effectively.
- vi. Council should review the issue of expenditure of the Vice-Chancellor's accommodation within the context of the law guiding the remuneration of the Vice-Chancellors' and act appropriately. Any inappropriate expenditure should be discontinued.
- vii. The Visitor should direct the Minister of Education to ensure that the University implement the provisions of White Paper of the Presidential Visitation Panel, with special emphasis on establishment of on-campus accommodation of Principal Officers. This is important in blocking rent payments that add to the cost of governance.
- viii. While noting the vigour of the Vice-Chancellor at broadening the revenue base and diversifying the academic programmes of the University, the Panel recommends that the Vice-Chancellor should balance this objective with preservation of academic standards. He should recall that the value and image of a University is driven by the quality of its research findings and innovations, academic excellence and quality of its products.
- ix. The Panel has put forward far reaching recommendations on the fundamental issues raised above (xv & xvi) in chapter 6.

3.6 The Registrar

3.6.1 Observations and Findings on the Registrar

- i. During the period under review, the University had two registrars viz: Mrs R.H. Swanta (1st January, 2016 - 11th November, 2019) and Mall. Yahya I. Mohammed (12th November 2019 - 31st December. 2020).
- ii. Regarding appointment of the Registrars, the Panel found as follows:
 - (a) Mrs Rifkatu H. Swanta was appointed substantive Registrar of the University during the 37th Extraordinary Meeting of 7th Council. The Panel had established that all legal requirements were observed in the appointment process.

(b) Mallam Y. Mohammed was appointed substantive Registrar of the University during the 55th Extra-Ordinary Meeting of the 8th Council. The Panel had established that all legal requirements were observed in the appointment process.

- iii. The Panel found that the University Act provided for the functions of the Registrar to be the Chief Administrative Officer of the University and shall be responsible to the Vice-Chancellor for the day-to-day administrative work of the University, except as regards matters for which the Bursar is responsible. The Registrar is Secretary to the Council, Senate, Congregation and Convocation.
- iv. Based on the foregoing, the Register is the custodian of the university laws, regulations and records. The office is regarded as the institutional memory of the system.
- v. The Panel had the opportunity of interacting with the current Registrar, Mallam Y. Mohammed.
- vi. The Panel was provided with tally of all the meetings of Council, Senate, Congregation, Statutory and other Standing Committees. Records of proceedings of the Council, Senate and their associated committees were made available to the Panel, which facilitated its work. This is suggestive of the record keeping efforts of the Registrars.
- vii. The Panel wish to state that Mallam Y. Mohammed had displayed significant level of competence, transparency, and institutional memory during the course of Panel's assignment. He was very instrumental in supporting the Panel with all required information, guidance, and prompt response to queries.
- viii. During the tenure of Mallam Y. Mohammed, the Panel observed the following achievements:
 - (a) The 8th Council had approved award of contract worth ₦16,796,000, to enable transcript automation and computerisation of academic office and registry department. This

was meant towards solution to the perennial problem of record mishandling and security that damages the reputation of the University.

(b) The 55th regular Meeting of Tenders awarded a contract worth ₦15,000,000 to the Nigerian Printing and Minting Company for the production of 10,000 units of Automated Hybrid Certificates with security marks, names, degrees, classifications, dates etc. This was part of the effort in addressing the deficit of thousands of unissued graduands certificates and modernisation of the University certificates.

- ix. The Panel observed based on the available records that the Registrars had to a reasonable degree performed their duties within the confines of Law. This is in addition to the innovations as highlighted above (viii) above.
- x. The Panel nonetheless, observed that minutes of the 83rd regular and 52nd and 53rd Extra-ordinary meeting of Council was not presented by the Registry.
- xi. The Panel found no record in which the Registrars drew attention on issues such as correction regarding composition of Senate, and award of contracts beyond the legally allowed threshold.

3.6.2 Recommendation on Registrars

- i. The University Management and Council should be commended adhering to the due process and upholding merit in the appointment of Registrars.
- ii. Registrars should be commended for the generation and preservation of records of proceeding of Statutory and other Management Committees. Specifically, Mal. Mallam Y. Mohammed should be commended for the initiatives outlined in (vii) above. The Management should continue to encourage and support him along the direction of modernising Registry Department.

- iii. Given the increasing size and diversity of programmes of the University with attendant complexity of handling and preserving Students Examination records, the Panel recommend creation of a separate units dedicated to handling examination and records.
- iv. Registrars should draw attention of the University Authorities on such actions that contravened law and regulations.

3.7 The Bursar

3.7.1 Observations and Findings on the Bursar

- i. During the period under review, the University had two Bursars viz: Mal. Ahmed B. El-Yakub, Ph.D (1st January 2016 - 5th February, 2018) and Mal. Rufai A. Babba (6th February, 2018 - 31st December 2020).
- ii. The Panel had established that the process leading to the appointment of the Bursars was consistent with due process of law.
- iii. The University Act has provided the function of the Bursar to be the Chief Financial Officer of the University and be responsible to the Vice-Chancellor for the day-to-day administration and control of the financial affairs of the University.
- iv. The Bursary has provided all financial records requested by the Panel, and had completed the Panel's DGT accordingly. This facilitated the Panel's assignment. Assessment of the records indicated that the Bursars had to a reasonable extent performed their duties as defined by the University Act.
- v. The Panel had the opportunity of interacting with the current Bursar, Mal. Rufai A. Babba. He displayed significant level of competence, and transparency during the course of Panel's assignment. He proved very supportive by providing accurate information, guidance, and prompt response to queries.
- vi. During the tenure of the current Bursar, the Automation of Bursary and Audit is ongoing. Installation of hardware and associated networking had been achieved. The project is moving to the second phase which include acquisition of software and staff training. Additionally, the Council had

approved the provision internet to the offices of the Unit at the cost of 10 Million Naira.

- vii. The Panel noted that the Bursary has myriad of challenges and performance gaps as outlined in Chapter 4 & 5 of this report. There were complaints of delay in the payment of staff allowances as indicated in submission of ASUU UniAbuja Branch to the Panel.

3.7.2 Recommendation on Bursar

- i. The Bursar should be commended for the actions as indicated in (iv – vi) above.
- ii. The University Management should put more effort towards complete Automation of the Bursary and Audit Units as directed by the Visitor in the White Paper of 2011.
- iii. The Bursary should be more proactive and enhance its efficiency of service delivery to the University community.

3.8 The Librarian

3.8.1 Observations and Findings on the Librarian

- i. During the period under review, the University had two Librarians viz: Dr. (Mrs.) R.N. Echeozona Ph.D (5th January 2016 - 4th January 2021) and Prof. Ebele N. Anyaoku (12th April, 2021 - 11th April, 2026).
- ii. The Panel had established that, the process leading to the appointment of the Librarians was consistent with due process of law.
- iii. Based on the provisions of the University of Abuja Act, Librarian shall be responsible to the Vice-Chancellor for the administration of the University Library and the co-ordination of the library services in the University and its campuses, colleges, faculties, schools, departments, institutes and other teaching or research units.
- iv. The Panel had interacted with the new Librarian, Prof. Ebele N. Anyaoku. The Librarian presented a document outlining her strategic vision for the

transformation of the University library. The Panel assessed the document and found it to be good, reasonable and achievable.

- v. The Panel detailed an assessment of the University Library and key recommendations are provided in (Chapter 6) of this document.

3.8.2 Recommendations on Librarian

- i. The Librarian should be commended for the document outlining strategic vision of the Library. Council and University Management should study and enrich the document, and implement it accordingly.

CHAPTER FOUR

4.0 TERM OF REFERENCE THREE (TOR 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.

4.1 Introduction

To enhance transparency and accountability in the management of public institution such as universities, it is mandatory to have a vibrant financial management system. This encompasses issues such as planning, organizing and controlling the finances of an organization to facilitate judicious utilization of its resources and harnessing them towards attainment of the organizational objectives. This chapter looked into the financial management of University of Abuja for the period 2016 – 2020 and contained sections on financial procedures and management, budget and expenditure control, internally generated revenue, council/principal officers expenditure patterns and tax collection and remittance.

4.2 Methodology

The Panel adopted a trifold methodology of physical interaction, data collection instrument and examination of documents. For the interaction, the Panel held series of interactive meetings with financial officers of the University consisting of the Vice-chancellor, the Bursar and the Chief Internal Auditor of the University. Secondly, the Panel studied financial documents of the University such as Annual Financial Statements, Audit Management Letters, Annual Budgets, Internal Audit Report, Vote Books, Cash Book, Bank Reconciliation Statements and, many more. To further augment information from the interactive meetings and the documents examination, the Panel developed and

administered a Data Gathering Template to scoop up information that is not directly available in the aforementioned documents. It is the candid belief of the panel that the methodology is capable of providing the required information needed by the panel to form an opinion and make a sound judgment.

4.3 Financial Procedures and Management

4.3.1 Annual Financial Statements

Observations and Findings on Annual Financial Statements

- i. The Panel established that the University Governing Council has prepared Annual Financial Statements and has obtained Audit Management Letters for all the years except Audit Management Letter for 2020. The panel equally observed that the Annual financial statements were prepared in compliance with provisions of the law (University of Abuja Act 106 of 1992) and relevant Statements of Accounting Standards issued by the Nigerian Accounting Standards Board.
- ii. The Panel equally observed that the Financial Statements show a true and fair view of the state of affairs of the University and Cash Flow for the respective years were properly prepared.
- iii. The Panel noted that the University has observed the culture of rotation of auditors where Ubada Aba & Co were appointed for 2016 and 2017 and Sada Idris & Co served as Auditors for 2018, 2019 and 2020 audit years. This culture increases independence and objectivity as well as enhances quality of audit work.

Recommendations on Annual Financial Statements

- i. Council should maintain the practice of preparing the annual financial statements of the University as well as the culture of rotation of Auditors.
- ii. Council should ensure that the Financial Statements of the University are circulated to the University community and the public at the end of each financial year.

4.3.2 Surplus/Deficit of Income Over Expenditure

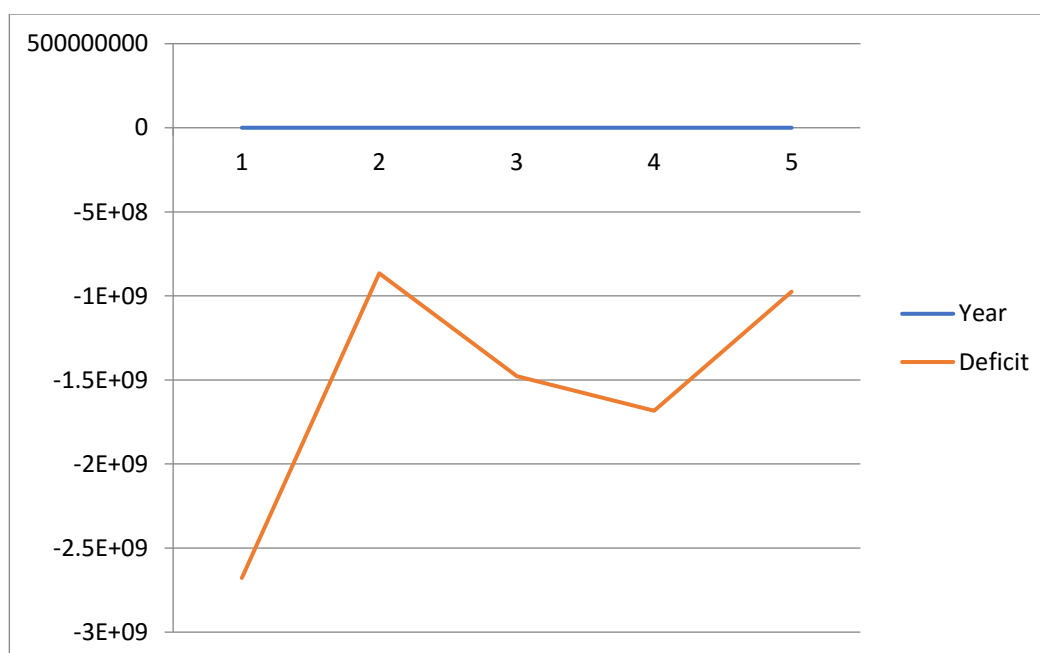
Observations and Findings on Surplus/Deficit of Income Over Expenditure

The Panel observed that the total expenditure for the University exceeded its revenue for each financial year in the period under review, thus resulting in deficit or excess of expenditure over income. The deficit was as high as N2.7bn in 2016. This is shown in Table 4.1 and Figure 4.1 below.

Table 4.1: Surplus/Deficit of Income Over Expenditure

Year	₦
2016	-2,677,927,816
2017	-865,680,637
2018	-1,477,711,843
2019	-1,683,483,024
2020	-974,521,289

Figure 4.1 Surplus/Deficit of Income over Expenditure



Recommendations on Surplus/Deficit of Income Over Expenditure

- i. The massive deficit of ₦2.7bn in 2016 should be investigated to establish its remote and immediate causes.

- ii. The University should endeavour to keep expenses within the approved estimates.

4.3.3 Sources of Funding

Observations and Findings on Sources of Funding

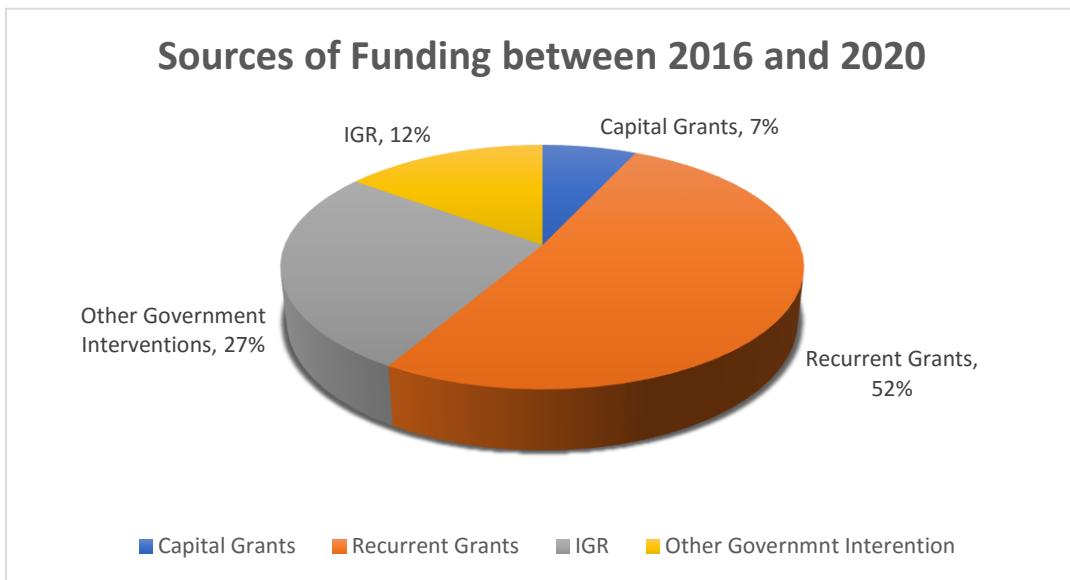
The Panel established that the University gets its funding from Capital Grants, Recurrent Subvention, Students' Fees, TETFund Grants, Consultancy & Services, Investment, Donations & Endowment and Other Income as shown in Table 4.2 & Data Gathering Template (Vol II, Appendix 50, Page 437).

Table 4.2: University Funding 2016 -2020

Year	Capital Grant	Recurrent Grant		Other Government Interventions			Internally Generated Revenue (N)					Total	
		Personnel	Overhead	TETFund Subvention	NEEDS Assessment	Earned Allowance	Other Income	UG Fees	PG Fees	Consultancy & Services	Investment		Donations & Endowments
	N'm	N'm	N'm	N'm	N'm	N'm	N'm	N'm	N'm	N'm	N'm	N'm	N'm
2016	260	3,825	55	136	-	-	50	1,121	247	8	10	12	5,723
2017	1,149	4,259	42	162	-	602	85	564	261	35	6	-	7,164
2018	155	5,234	45	4,030	2,040	-	325	1,162	172	22	2	-	13,187
2019	444	5,912	54	2,526	393	705	392	1,213	442	25	4	-	12,110
2020	1,345	5,887	56	2,425	-	-	426	658	72	23	1	-	10,892
Total	3,354	25,117	252	9,278	2,433	1,307	1,278	4,718	1,194	112	23	12	49,077
Total	7	51	1	19	5	3	3	10	2	0	0	0	100

- i. Total funding to the University from the identified sources amounted to ₦49.1bn, with Capital Grants contributing 3.3bn (7%), Recurrent Grants (both overhead and personnel) contributing 25.3bn (52%), IGR contributing 7.3bn (12%), while other government interventions (TETFund, NEEDS Assessment and Earned Allowance) yielded N13bn (27%). This is shown in Figure 4.2 below:

Figure 4.2: Sources of University Funding



- ii. The Panel found that contributions from investments were very negligible during the period (less than 1%). This is despite the existence of university printing press and Bookshop in the University.
- iii. The Panel established that the University lacked records of Donations and Endowment projects such as the CBN projects in the University.

Recommendations on Sources of Funding

- i. The University should endeavour to increase its revenue sources and reduce over reliance on Government Grants and Other Financial Interventions which jointly accounted for about 85% of total funding for the period.
- ii. The University should endeavour to keep records of all donations and contributions made to it by donor agencies or institutions.

- iii. The University should enhance its revenue generation drive from Students' fees (both UG and PG) as the current revenue left much to be desired due to the absence of comprehensive and acceptable student enrolment list maintained by the University.

4.3.4 Fixed Assets Register

Observations and Findings on Fixed Assets Register

- i. The Panel observed that fixed assets register exists but was not regularly updated. This will affect the ability of the University to maintain an up-to-date record of its properties and monitor changes in their values through additions, depreciations or disposals.
- ii. In addition, Office Inventory Log showing an inventory or list of assets in each office was not displayed in offices.

Recommendations on Fixed Assets Register

- i. The Council should ensure that Fixed Assets register is being updated on regular basis.
- ii. The Council should direct that an Office Inventory Log showing assets in each office be maintained and conspicuously kept in offices to allow for proper tracking of the University's assets.

4.3.5 Internal Audit System

Observations and Findings on Internal Audit System

- i. The Panel noted that the Audit Unit does not have an Audit Manual with which to operate and this implied that the internal audit operations may be done in an unorganised manner since there is no manual to guide the audit staff.
- ii. The Panel established that the Internal Audit Unit prepares report annually only and that monthly, quarterly or biannual reports were not prepared. The low frequency reporting would not allow corrective measures to be taken in time to forestall recurrence of an observed anomaly.

- iii. The Panel had equally observed the recycling of audit report contents from one financial year to another. For example, the contents of Internal Audit Report for 2017 Financial Year (dated 6th June 2018) were in most respect the same with the contents of Internal Audit Report for 2018 Financial Year (dated 5th May 2019).

Recommendations on Internal Audit System

- i. Council should ensure that, in order to provide guidance to the Internal Audit Staff and allow for proper coordination of the internal audit function, an audit manual should be developed with immediate effect.
- ii. Council should ensure that the frequency with which internal audit reports are prepared is increased henceforth. As a minimum, the audit unit should prepare reports on quarterly basis and at best on monthly basis. This will draw the attention of the vice-chancellor to possible breaches and have them rectified in a timely manner.
- iii. Though the Internal Audit Report is meant for the consumption of the vice-chancellor, the report should/may be copied to the Bursar for transparency and coherency in activities between the Internal Audit Unit and the Bursary.
- iv. The Internal Auditor should desist from circulating contents of reports across financial years and be more creative to breathe an air of quality into the reports. In this respect, Council should query the Chief Internal Auditor why disciplinary measures should not be taken against him for negligence of duty.
- v. Council should immediately initiate and actualise within the shortest time possible, the process of converting the Audit Unit into a Directorate. The Directorate should be headed by a Director Audit, appointed for a single non-renewable term of five years with a possibility of one year extension where necessary.

4.3.6 Advances

Observations and Findings on Advances

- i. The Panel observed that advances granted to staff were not normally retired on time and that the Bursary gives new advances to staff that have unretired advances against them. This exposes the funds of the University to unnecessary risks, may not guarantee the execution for the tasks for which the advances were granted and will make the retirement of such advances very difficult subsequently.

Recommendations on Advances

- i. The Bursary should ensure that advances are retired within the time frame allowed by law.
- ii. The Bursary should desist from granting further advances to staff with unretired advances against them.

4.3.7 Audit Management Reports

Observations and Findings on Audit Management Reports

- i. The Audit management reports sometimes lack an assessment of the extent of implementation with previous year recommendation which results in recurrence of earlier observations in subsequent years.
- ii. The Panel noted that several audit observations contained in the domestic audit report were not implemented in following years thus leading to their recurrence in subsequent years.

Recommendations on Audit Management Reports

- i. The attention of the External Auditors should be drawn to this lapse and the management must ensure that domestic audit reports always assess the level of implementation of previous audit recommendations.
- ii. Council should desist from failing to implement audit observations by the external auditors and the Visitor may wish to caution Council in this regard.

4.3.8 Accounting Systems

Observations and Findings on Accounting Systems

- i. The Panel observed that proper accounting records for some units in the University were not maintained. For example, the University farm lacks proper accounting records creating potential for an incomplete book keeping records for the University.
- ii. There was no valuation for some University assets such as residential buildings occupied by the Staff. This oversight may lead to under valuation of the assets of the University making the figures disclosed in the Financial Statements inaccurate.
- iii. Some receipts for expenditure incurred by the University were issued in the name of staff instead of the University. This creates the risk of converting University properties to personal use.
- iv. The Panel observed improper processing of Payment Vouchers. This includes non-stamping of paid vouchers making it possible for recycling of vouchers for another payment, and the use of photocopied vouchers for payment. In some cases, supporting documentations or attachments were not provided to support paid vouchers.
- v. The Panel observed, through the 2016 Domestic Audit Report payments for Journal Allowance, Special Duty Allowance, Part Time Allowance and Wardrobe Allowance & Others that were not contained in the Payroll Journal. This suggests the payments were not consistent with civil service rules and might not have been approved by the Salaries and Wages Commission.
- vi. The Panel noted inconsistencies between Payroll figures for some items and the Trial Balance entries for same. For example, in 2016 Financial Year, there was a variation between Payroll Journal and Trial Balance entries with respect to Basic Salary, ₦4.8m difference; Hazard Allowance, ₦11.8m difference; Official Responsibility Allowance, ₦1.6m difference and Physical Project Supervision, ₦0.3m difference. This suggests the presence of errors in the underlying records upon which the Financial Statements are based.

- vii. The Panel discovered that store record system in the Central Stores of the University is remarkable as most store record documents such as General Ledger, Bin Cards, Departmental Ledger, Stores Received Voucher, Stores Issue Voucher and Record for Annual Stocktaking were being maintained.
- viii. There was however absence of standard store recording system in the University medical store.
- ix. The Panel noted problem of understaffing particularly in the University Medical Store.
- x. The Panel however noted that the Central Stores is devoid of space and good cooling system as well as office accommodation.

Recommendations on Accounting Systems

- i. There should be a good accounting system for units in the University to facilitate proper accounting system for units such as university farm, book shop and printing press, etc. This is to allow for keeping correct and up-to-date accounting records with which Financial Statements are going to be prepared.
- ii. Council should cause to be valued all the assets of the University particularly residential areas and have such values correctly captured in the Assets register of the University. This will make the Financial Statements to reflect the true and fair value of the financial position of the University.
- iii. The university should task appropriate units to ensure that receipts are always issued in the name of the University rather than in the name of the staff making the purchase.
- iv. The Bursar should ensure that Payment Vouchers are correctly processed and that the use of photocopies of vouchers for making payments is discontinued. Proper supporting documentations should be provided always.
- v. Since Journal Allowance, Special Duty Allowance, Part Time Allowance and Wardrobe Allowance & Others are not contained in Payroll Journal, Council

- should investigate and establish the legality or otherwise of such allowances. Corrective measures should be taken accordingly.
- vi. Council should ensure that the operations of the Bursary are fully computerised to eliminate manual recording and processing of financial transactions which is the main culprit for errors and inconsistencies in accounting records. In the meantime, the Bursary Unit should ensure that accounting transactions are correctly captured and processed as erroneous accounting records undermines the integrity and reliability of financial statements. Adequate supervision of clerical officers must always be ensured.
 - vii. Council should upgrade the Central Stores both in size and in operational facilities and should ensure proper staffing and store recording system for the University Medical Store Unit.

4.3.9 International Public Sector Accounting Standards (IPSAS)

Observation and Findings on IPSAS

- i. The University's accounting system was not fully compliant with IPSAS contrary to the directives of the Federal Government of Nigeria and stipulations of the Financial Reporting Council of Nigeria.

Recommendations on IPSAS

- i. Council should implement FGN directives and comply with the requirements of Financial Reporting Council of Nigeria for the preparation of financial statements in conformity with IPSAS after the 2016 financial year.

4.3.10 Assets Exposure

Observations and Findings on Assets Exposure

- i. The Panel observed absence of inscription on the properties of the University which exposes them to risk of theft and other forms of abuse.

Recommendations on Assets

- i. The University should ensure that inscription is made on the properties of the University.

4.3.11 Vote Books

Observations and Findings on Vote Books

- i. The Panel discovered that the University maintains Vote Books for the purpose of expenditure control. The Panel however noted that the Vote Books are centrally kept and maintained by the Bursary Unit.

Recommendations on Vote Books

- i. The Bursar should discontinue centralization of Vote Books at the Bursary Unit but should deploy the Vote Books to the Departments as is the standard practice.

4.3.12 Computerisation of Bursary Operations

Observations and Findings on Computerisation of Bursary Operations

- i. The Computerisation of bursary operations are still at infancy stage as only payroll section is computerized but all other units of the Bursary are being operated manually. Manual accounting system is time consuming, prone to human error, lacks good back up in case of loss or damage to data or information, highly dependent on people with specialized knowledge to maintain, occupies space, labor intensive and costly.

Recommendations on Computerisation of Bursary Operations

- i. Council should double-up to attain full computerisation of the Bursary Unit such that less time would be spent on accounting processes, increase accuracy, save money and provide real time information.

4.3.13 Reports to Finance and General-Purpose Committee

Observations and Findings on Reports to F&GPC

- i. The Panel noted that the Bursary unit prepares reports for the consumption of the Council through the Finance and General Purpose Committee. The information content of the reports are good.

Recommendations on Reports to F&GPC

- i. The practice should be maintained.

4.4 University Budget and Expenditure Control

4.4.1 Budget Performance Analysis (Overheads)

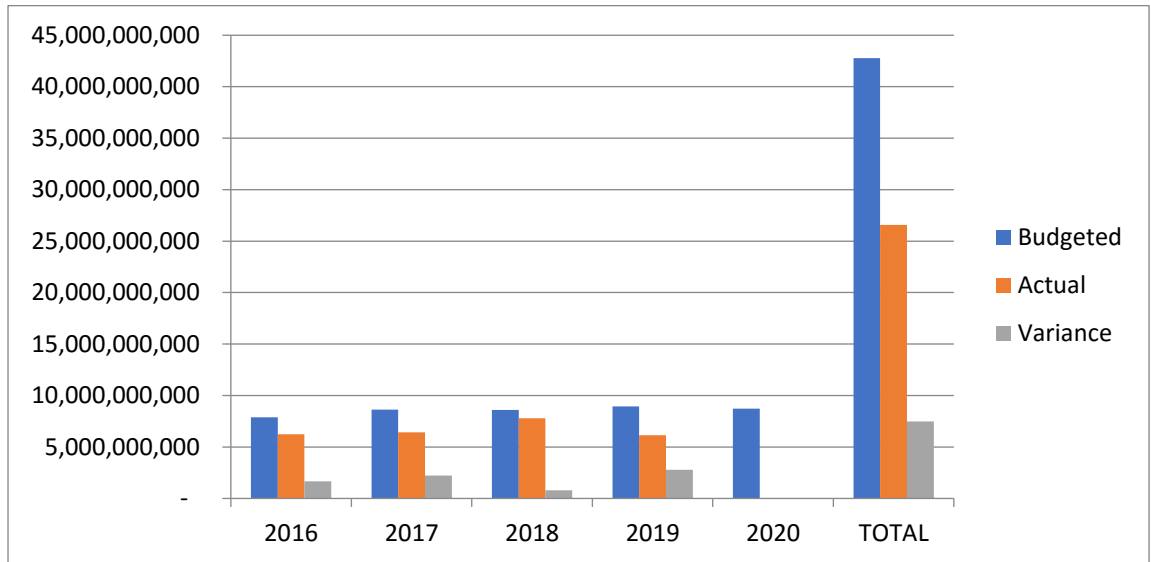
Observations and Findings on Budget Performance Analysis (Overheads)

- i. The budget performance analysis for Overheads during the period shows a favourable variance as the actual expenditure was always less than the budgeted figures. This means the University did not violate budgetary provisions for overheads. This is shown in Table 4.3 and Figure 4.3 below.

Table 4.3: Budgeted and Actual Overheads

Year	Total Overheads			
	Budgeted (₦)	Actual (₦)	Variance (₦)	Remarks
2016	7,881,440,033	6,221,610,803	1,659,829,230	+
2017	8,639,623,051	6,413,513,118	2,226,109,932	+
2018	8,589,353,561	7,787,632,160	801,721,401	+
2019	8,926,887,311	6,140,699,595	2,786,187,716	+
2020	8,725,787,243			
TOTAL	42,763,091,199	26,563,455,677	7,473,848,279	+

Figure 4.3: Budgeted and Actual Overheads



- ii. The Panel observed errors in the Approved Recurrent Budget Estimates for 2016, 2017 and 2018. The actual figure for IGR entries (page viii) of 2016 Approved Recurrent Budget Estimates were those of 2014 reproduced. The final figures for TOTAL EXPENDITURE on page (vi) of 2018 Recurrent Budget Estimates were undercasted and same or TOTAL INCOME on page (vi) of 2019 Approved Recurrent Budget Estimates.

Recommendations on Budget Performance Analysis (Overheads)

- i. The Council should encourage the University Management to maintain the good practice of keeping overhead expenditures within budgetary limits.
- ii. The Bursary should be more cautious and guard against printing errors in sensitive documents such as Budgets.

4.4.2 Budget Performance Analysis (Personnel)

Observations and Findings on Personnel Budget Performance

- i. The Panel observed that the University was able to maintain its personnel costs within the approved budget as shown in Table 4.4 & DGT (Vol II, Appendix 52, Page 439).

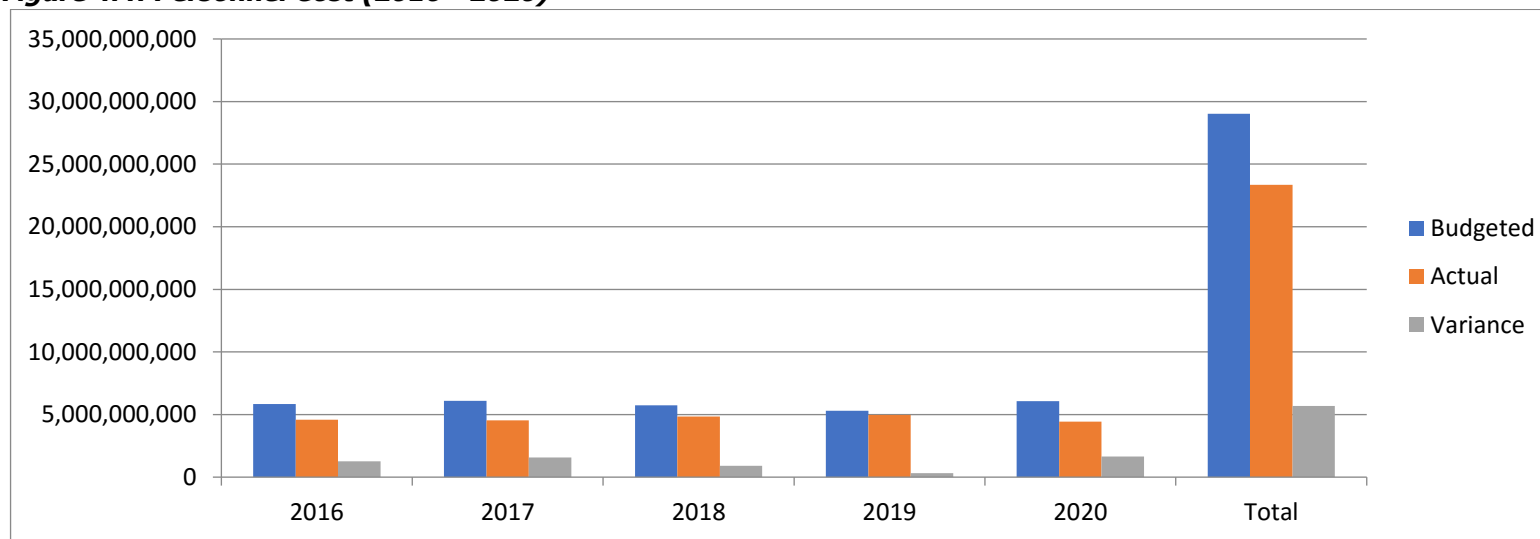
Recommendations on Personnel Budget Performance Analysis

- i. The Council should direct the management to continue with the good practice.

Table 4.4: Personnel Cost (2016 - 2020)

Year	Regular Staff (₦)	Casual Staff (₦)	Actual Personnel Cost		Budgeted (₦)	Variance (₦)	Remarks
			Data Template (₦)	Budget Document (₦)			
2016	4,495,519,557	81,487,107	4,577,006,664	4,830,046,439	5,827,233,079	1,250,226,415	+
2017	4,490,209,053	47,630,321	4,537,839,374	4,927,201,567	6,098,340,440	1,560,501,066	+
2018	4,772,872,185	66,102,177	4,838,974,362	4,968,622,885	5,738,690,805	899,716,443	+
2019	4,873,659,488	95,502,356	4,969,161,844	4,202,821,068	5,289,586,162	320,424,318	+
2020	4,421,390,999	4,668,920	4,426,059,919		6,073,123,964	1,647,064,045	+
Total	23,053,651,282	295,390,881	23,349,042,163	18,928,691,960	29,026,974,450	5,677,932,287	+

Figure 4.4: Personnel Cost (2016 - 2020)



4.4.3 Direct Teaching and Laboratory Costs (DTLC)

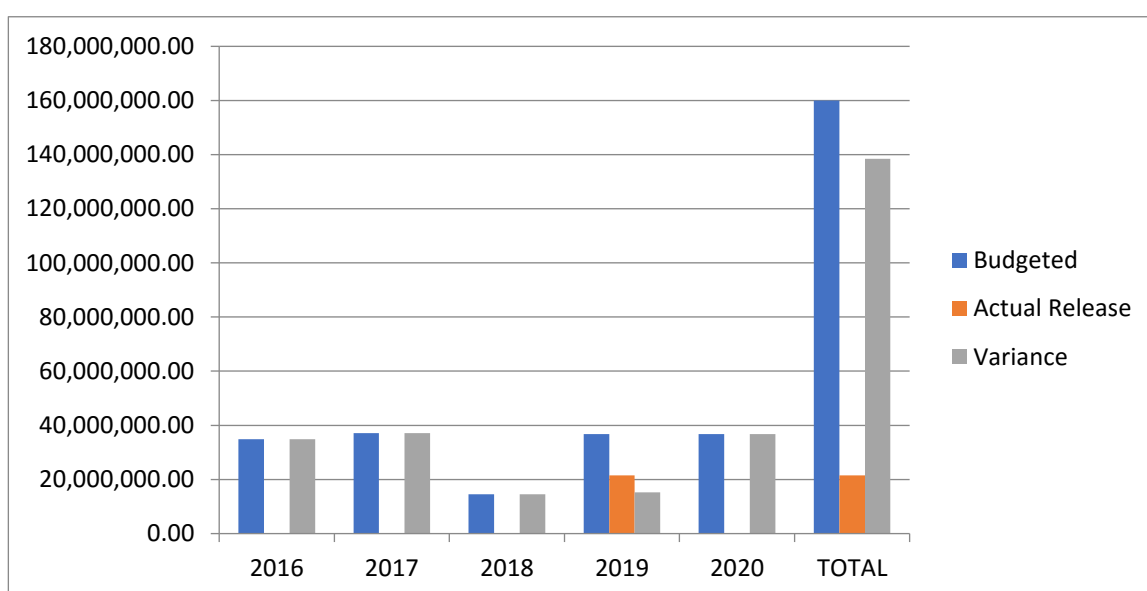
Observations and Findings on DTLC

- i. The Panel observed that the payment for Direct Teaching and Laboratory Costs has not been forthcoming as the University has been using the annual appropriation as the sole source to fund the DTLC but though it has been consistently budgeted for, but no actual release has been made except for 2019 in a five year period. This is shown in Table 4.5 and Figure 4.5 below:

Table 4.5: Direct Teaching and Laboratory Costs

Year	Budgeted (₦)	Actual Release (₦)
2016	34,835,630.80	-
2017	37,167,600.00	-
2018	14,478,575.37	-
2019	36,761,737.20	21,527,851.00
2020	36,761,737.20	-
	TOTAL	21,527,851.00

Figure 4.5: Direct Teaching and Laboratory Costs



- ii. Academic Units had been starved of funds throughout the period and were forced to survive on a monthly stipend of ₦20,000. This has greatly affected their ability to perform their primary responsibility of teaching and learning.

Recommendations on DTLC

- i. The Visitor may wish to direct that Government increase the DTLC allocation to the University as the current allocation of N36m is grossly inadequate.
- ii. The Visitor may wish to direct that cash backing be made available for the DTLC budgetary allocation to enable the Departments and Units to discharge their responsibilities.
- iii. Council should direct the University to use IGR as an alternative means of funding DTLC or to augment any shortfall from the annual appropriation.

4.5 Internally Generated Revenue (IGR)

Observations and Findings on IGR

- i. The Panel observed that the University drives its IGR basically from Students' Fees and Charges, Consultancy Services, Investment and Other Incomes as shown in Table 4.6 below.
- ii. The Students Fees and charges comprised of fees charged from Centre for Distant Learning, conventional students, post graduate students, remedial students, Institute of Education, Consultancy Students, CYP students and Gender/Security.
- iii. The Panel noted that the total earnings from students' fees and charges for the period amounted to ₦5.9bn (₦4.718bn + ₦1.194bn) or 80.7% of the IGR.
- iv. Revenue from 'Other Income' comprises of interest on Savings and Deposits, Rent Income, Sundry Income/scrap, Bookshop Net Profit, Contract Registration Fees, Medical Centre, Transport Shuttle Bus, International Secondary School, Nursery/ Primary School Fees, Income from Agric., Interest from staff housing/car loan and income from veterinary

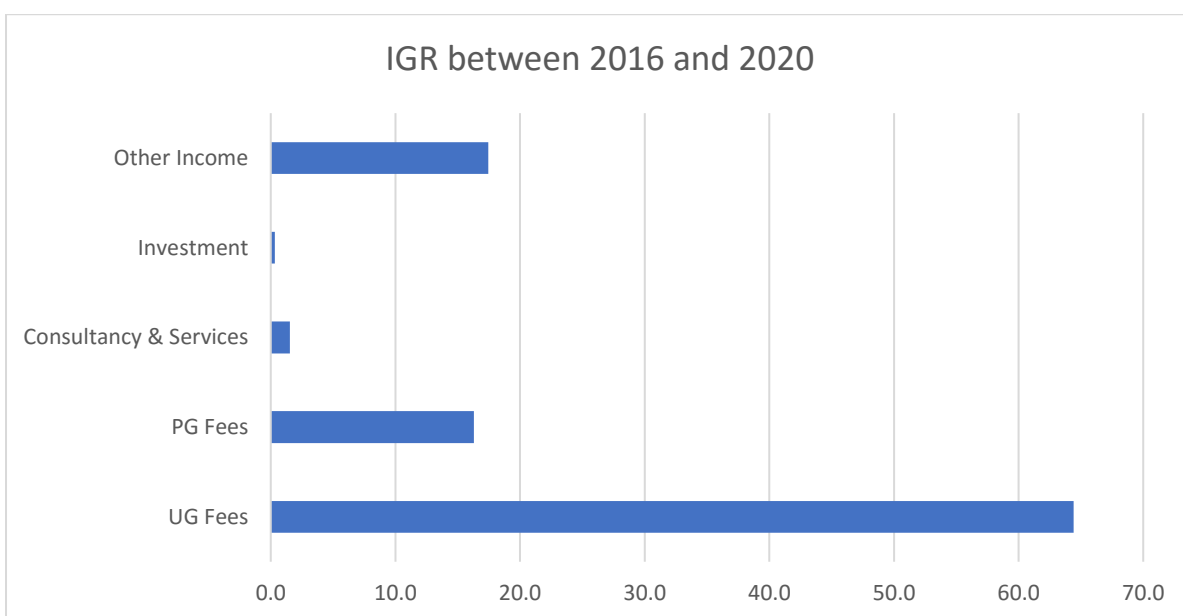
medical college of health. The University generated a total sum of ₦1.3bn (17.41%) for the period.

- v. Income from Consultancy & Services and Investments amounted to N112m and N23m representing 1.5% and 0.3% respectively.

Table 4.6: Internally Generated Revenue

Year	UG Fees	PG Fees	Consultancy & Services	Investment	Other Income	TOTAL
	N'm	N'm	N'm	N'm	N'm	N'm
2016	1,121	247	8	10	50	1,436
2017	564	261	35	6	85	951
2018	1,162	172	22	2	325	1,683
2019	1,213	442	25	4	392	2,076
2020	658	72	23	1	426	1,180
Total	4,718	1,194	112	23	1,278	7,325
%	64.4	16.3	1.5	0.3	17.4	100

Figure 4.6: Internally Generated Revenue (2016 – 2020)



- vi. Students Fees and Charges formed the bulk of University's IGR (about 81%). Recognising this fact, the Governing Council had taken policy steps

of boosting the IGR base of the University through upward review of student fees and blocking of leakages in payments. To this effect, the Council approved the engagement of Messrs Edutech Portal Solutions, at the cost ₦18,900,000; for the deployment of Student Fees Management Portal.

- vii. The Panel however took an analysis of the official student enrolment as a product of the average of approved student fees for 2019/2020 (Table 4.7). A projected income of ₦4,869,033,958 was deduced. This figure is grossly at variance with the registration fees of ₦ 1,654,896,918 declared by the Bursary in the Panel’s DGT as highlighted in Table 4.6. The University reported a much lower registration proceeds of ₦730m (₦658 for UG and ₦72m for PG) in 2020.

Table 4.7: Estimated Registration Fees for 2019/2020 Session Based on Students Enrolment

SN	Category	Number of Students	Average Fees (₦)	Total (₦)
1	Postgraduate Students	11,000	177,545.45	1,953,000,000
2	Institute of Education	19,000	59,500.00	1,130,500,000
3	Centre for Distance Learning	8,156	78,000.00	636,168,000
4	Undergraduate	22,893	50,206.00	1,149,365,958
Total				4,869,033,958

- viii. A comparison between the actual income generated from registration in Table 4.6 and estimated income in Table 4.7 shows that the actual registration fees (PG and UG) were about ₦ 1,654,896,918, while the estimated income was ₦4.9bn for the 2019/2020 Session. The Panel viewed a drop of about ₦3.3bn in revenue as alarming!!!

Recommendations on IGR

- i. The University should strive to increase its internally generated revenue by diversifying its revenue sources and reducing over reliance on just a single source (registration fees).
- ii. The income from Students' Fees and charges should be enhanced by developing an up-to-date record of students' enrolment and registration database which should be maintained by the ITMS Unit of the University. Use of Consultants in this regard is counter productive and should be discontinued with immediate effect.
- iii. The Visitor should direct investigation on the basis for the wide variation between the estimated registration fees (based on student enrolment and schedule of fees) and the actual registration fees reported by the university.

4.6 Council/Principal Officers Expenditure Patterns

Observations and Findings on Council/Principal Officers Expenditure Pattern

- i. The Panel noted that the University spent ₦611,706,461 (Table 4.8) on Council expenses comprising of Transport and Subsistence Allowance of ₦147,201,763, Sitting Allowance of ₦370,364,981, and Other Expenses of ₦94,139,717. Specifically, the Panel noted a seemingly over bloated expenditure with respect to Transport and Subsistence Allowance of ₦96,221,500 in 2017 alone; and further ₦354,544,836 of Sitting Allowance for 2016, 2018, 2019, and 2020 (Vol II, Appendix 45, Page 432). With an IGR of ₦7,719,220,000 for the period, the Council expenditure was about 8% of the IGR.
- ii. The Panel also noted that 89.7m was paid to the Principal Officers as Non-Serial Allowance with approval of the Governing Council (Table 4.8 & Vol II, Appendix 48, Page 435).
- iii. Clarifications sought on from the Bursary on 'Other Expenses' revealed that they comprised of expenses for Council Committee meetings, maintenance for University Guest House, lunch and refreshments for Council regular meetings, printing and stationaries, accommodation for University Council

members, Visa and flight tickets Vice-chancellor and Governing Council members' foreign training, etc.

- iv. Efforts by the Panel to obtain clarifications from the Bursary on Sitting Allowance of ₦ 370,364,981 and ₦96,221,500 Transport and Subsistence Allowance (for 2017) proved abortive.
- v. The Panel established that the Non-Serial Allowance paid to the Principal Officers was payment in respect of Housing (₦3.8m), Furniture Allowance (₦3m/5year tenure) and Official Car. The payments were approved by the Council (Vol II, Appendix 99, Page 665).

Table 4.8: Analysis of Payments to Members of Governing Council

Year	Governing Council			POs	
	Transport & Subsistence (₦)	Sitting Allowance (₦)	Other Expenses (₦)	Total (₦)	Non-Serial Allowance (₦)
2016	100,000	116,284,000	14,447,000	130,831,000	10,325,634
2017	96,221,500	15,820,145		112,041,645	23,494,500
2018		99,846,086	31,414,883	131,260,969	36,234,129
2019	32,915,548	95,055,400	26,495,150	154,466,098	3,768,000
2020	17,964,715	43,359,350	21,782,684	83,106,749	15,838,061
TOTAL	147,201,763	370,364,981	94,139,717	611,706,461	89,660,324

Recommendations on Council/Principal Officers Expenditure Pattern

- i. The Visitor should demand convincing explanation regarding the seemingly over bloated Council expenditure within the context of the Salaries and Wages Commission Circular Ref. No. SWC/5/04/S.310/105 of 10th June 2010. Any inappropriate payment should be refunded.
- ii. The Visitor should direct National Income Salaries and Wages Commission to establish the appropriateness of the Non-serial allowances paid to the Principal Officers, and whether the Council acted within its rightful limits in approving them. Any inappropriate payment should be refunded.

4.7 Tax Collection and Remittance

4.7.1 Personal Income Tax

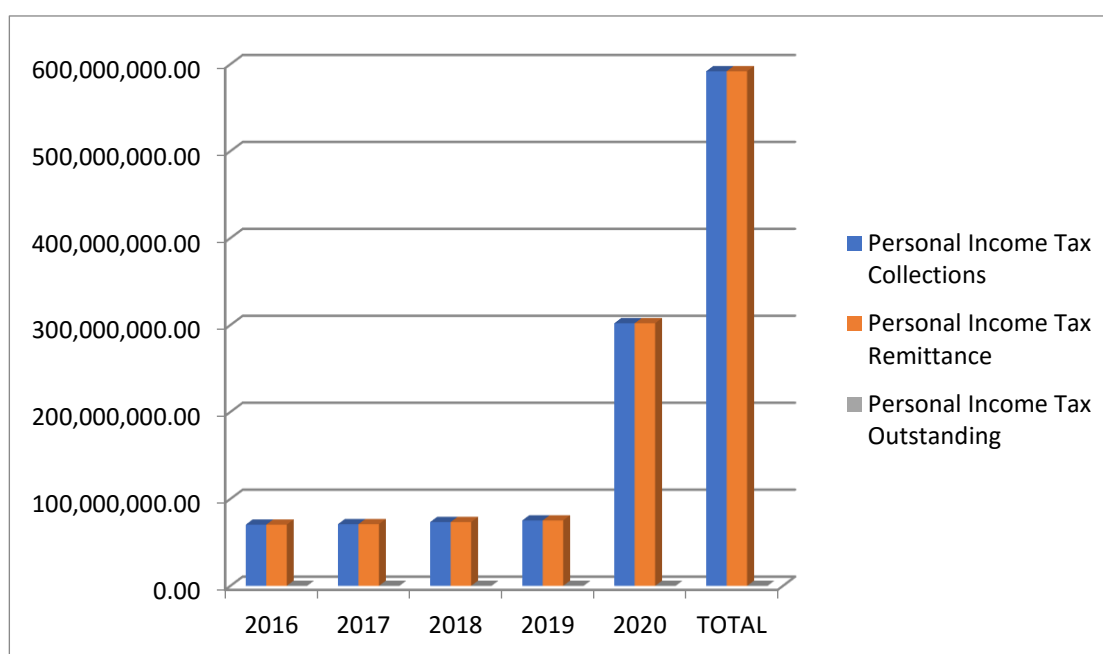
Observations and Findings on Personal Income Tax

- i. The panel observed that a total sum of ₦591.8m was deducted as tax and the whole amount was remitted leaving no outstanding amount for the period (Vol II, Appendix 47, Page 434). This is shown in Table 4.9 and Figure 4.7 below:

Table 4.9: Personal Income Tax Collections and Remittance

Year	Collections (₦)	Remittance (₦)	Outstanding (₦)
2016	70,418,302.00	70,418,302.00	-
2017	70,880,460.00	70,880,460.00	-
2018	73,354,529.00	73,354,529.00	-
2019	75,202,180.00	75,202,180.00	-
2020	302,016,443.80	302,016,443.80	-
TOTAL	591,871,914.80	591,871,914.80	-

Figure 4.7: PAYE Collections and Remittance



- ii. The Panel however noted that for the pre-IPPIS years, the PAYE liabilities were not determined in accordance with PITA provisions and so were lower than expected.

Recommendations on Personal Income Tax

- i. The Council should ensure that all personal income tax deducted are remitted timely.
- ii. For the years where the correct tax liability were not computed. The University should provide evidence of waiver a memorandum of understanding from the FCT-FIRS.

4.7.2 Withholding Tax Collected and Remitted

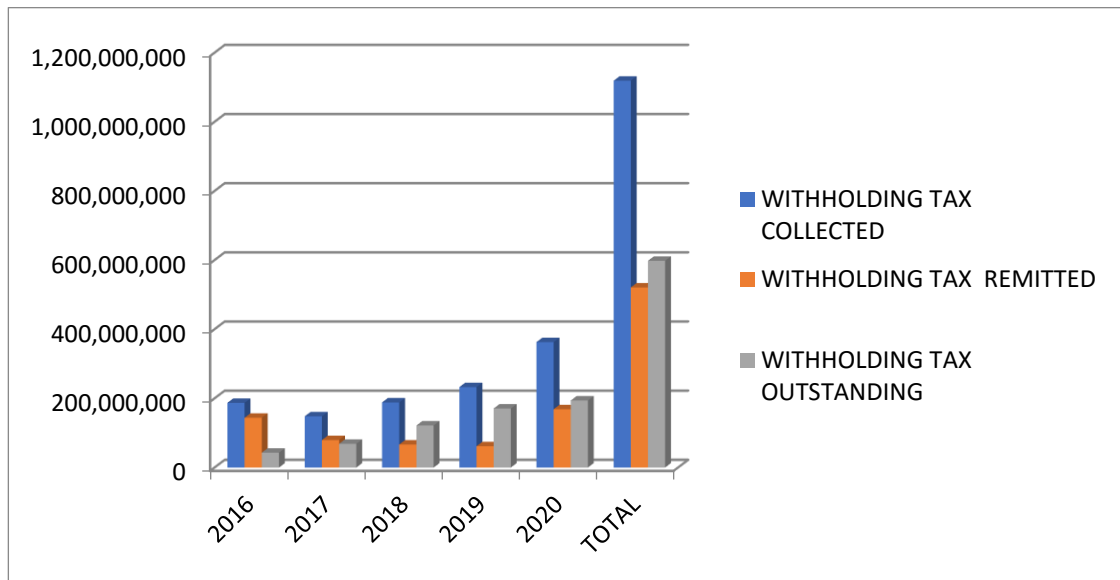
Observations and Findings on Withholding Tax Collected and Remitted

- i. For the period 2016 – 2020, the University deducted ₦1.1bn as Withholding Tax but remitted ₦520m only, leaving an outstanding balance of N598m (Vol II, Appendix 47, Page 434). This is shown in Table 4.10 and Figure 4.8 below:

Table 4.10: Withholding Tax Collected and Remitted

Year	Amount Deducted(₦)	Amount Remitted (₦)	Outstanding (₦)
2016	187,132,845	144,135,868	42,996,977
2017	148,093,283	79,592,995	68,500,288
2018	188,315,346	66,578,805	121,736,541
2019	232,661,417	61,843,257	170,818,160
2020	362,797,168	168,813,887	193,983,281
	1,119,000,058	520,964,811	598,035,247

Figure 4.8: Withholding Tax Collections and Remittance



Recommendations on Withholding Tax Collected and Remitted

- i. The University should always remit withholding tax collected to avoid paying of penalties and attracting back duty audit by the relevant tax authority.

4.7.3 Value Added Tax (VAT)

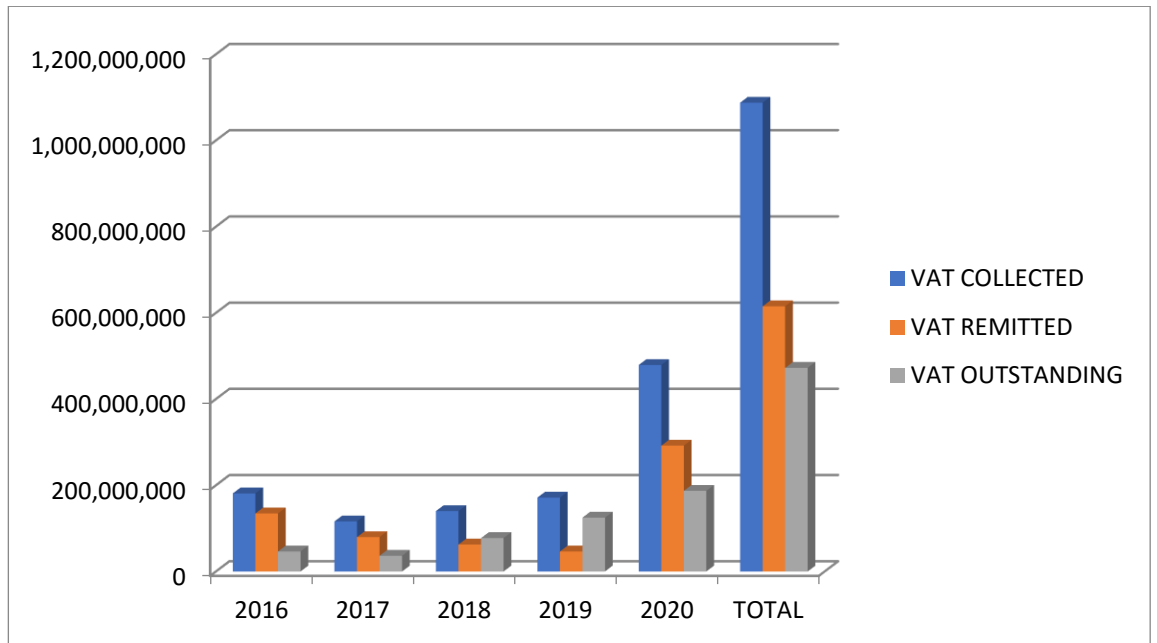
Observations and Findings on VAT

- i. The Panel observed that the University collected N1.087bn as Value Added Tax for the period but remitted N615m as to the relevant tax authority, leaving an outstanding liability of N472.3m (Vol II, Appendix 47, Page 434). This portends the danger of imposition of penalty on the University and attracting back duty audit from the relevant tax authority. The details of collection and remittance of VAT is shown in Table 4.11 and Figure 4.9 below:

Table 4.11: VAT Collection and Remittance

Year	Amount Deducted (₦)	Amount Remitted (₦)	Outstanding (₦)
2016	181,113,645	134,676,137	46,437,508
2017	116,079,056	79,674,631	36,404,425
2018	140,045,301	62,526,397	77,518,904
2019	171,306,507	46,391,120	124,915,387
2020	478,970,767	291,926,614	187,044,153
TOTAL	1,087,515,276	615,194,899	472,320,377

Figure 4.9: VAT Collection and Remittance



Recommendations on VAT

- i. Council should hasten remittance of the outstanding balance of ₦472m to avoid penalty charges from FCT-FIRS.

4.8 Conclusion

This Chapter considered financial management of University of Abuja for the period between 2016 and 2020 and highlighted areas that need attention. The internal revenue generation of the University was also considered by the Panel and the Panel concluded that more efforts are needed to improve it.

CHAPTER FIVE

5.0 TERM OF REFERENCE FOUR (TOR 4)

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

5.1 Introduction

Projects in universities are carried out to provide facilities such as lecture theatres, classrooms, laboratories, office accommodation for teaching and administrative staff, students' hostel, students recreational facilities, etc. Some of such projects are financed through different sources, both Governments and Non-Governmental. An examination of University of Abuja sources of financing physical facilities and research projects reveals sources such as NEEDS Assessment, TETFund Intervention, Capital Appropriation, Research Grants, and Endowment funds. This chapter investigated the application of such funds, their status and relevance for future funding.

5.2 Methodology

The Panel scrutinized documents on projects development and management. The Panel then held interactions with affected officers such as the University Vice-chancellor, the Bursar, the Registrar, Director PPU, Head of Procurement and Director of Works. The Panel also used Data Gathering Templates to obtain additional information on the projects.

The University was allocated second and third tranche of ₦2,039,000,000 and ₦392,954,545.39 during the period under visitation respectively. The University utilised the second tranche in funding 11 projects covering academic constructions, provision of sporting materials and Feed Mills for Faculty of Agriculture. Part of the fund was utilised in supporting higher degree training of academic staff. The University further utilised the third tranche to award

contracts for 12 projects covering furnishing of teaching and learning facilities as well as the provision of equipment. The panel found that the University had complied with Government directive in respect of utilisation of utilisation of third tranche. The panel noted that the University had unaccessed fund of N480,000,000 arising from the first tranche.

5.3 Sources of Projects Funds and Funds Application

5.3.1 NEEDS Assessment Grants

Observations and Findings on NEEDS Assessment Grants

- i. The University was allocated second and third tranche of N2,039,000,000 and N392,954,545.39 during the period under visitation respectively.
- ii. The University utilised the second tranche in funding 11 projects covering academic constructions, provision of sporting materials and Feed Mills for Faculty of Agriculture (Table 5.1). Part of the fund was utilised in supporting higher degree training of academic staff.
- iii. The University further utilised the third tranche to award contracts for 12 projects covering furnishing of teaching and learning facilities as well as the provision of equipment (Table 5.2). The panel found that the University had complied with Government directive in respect of utilisation of third tranche.
- iv. The panel noted that the University had unaccessed fund of N480,000,000 carried forward from the first tranche.

Table 5.1: NEEDS Assessment Second Batch Projects (2016-2020)

S/ N	List of Projects	Date of Commencement	Total Cost of the Project	Status of the Project	% Completion
1	Construction and Furnishing of Office Complex for the Faculty of Veterinary Medicine (Main Campus)	18/03/2019	161,700,000.00	Completed	100%
2	Provision of Sporting Facilities (Main Campus)	24/06/2019	91,350,000.00	Completed	100%

3	Provision of Feed Mills for Faculty of Agriculture (Main Campus)	30/05/2019	40,000,000.00	Completed	100%
4	Partitioning/Furnishing and Provision of Studio for CDL (Main Campus)	20/08/2019	67,917,150.00	Completed	100%
5	Provision and Installation of Air Conditioners and Fittings at the Central Library (Main Campus)	14/05/2019	118,734,210.00	Completed	100%
6	Construction and Furnishing of 250 Capacity Lecture Theatre for Faculty of Agriculture (Main Campus)	18/03/2019	223,867,805.00	On-going	90%
7	Construction and Furnishing of Two Blocks of Twin Classrooms (Main Campus)	15/07/2019	129,814,694.10	On-going	95%
8	Construction and Furnishing of 500 Capacity Lecture Theatre for Faculty of Social Sciences (Main Campus)	10/6/2019	352,178,891.25	On-going	90%
9	Completion of the construction and furnishing of Faculty of Social Sciences Phase I (Main Campus)	2/7/2019	302,078,480.55	On-going	95%
10	Completion of the Construction and Furnishing of Faculty of Arts Phase II (Main Campus)	30/05/2019	278,565,693.00	On-going	95%
11	Provision of New and maintenance of Services infrastructure, (Main Campus)	14/08/2019	111,968,586.00	On-going	75%
TOTAL			1,878,175,509.90		

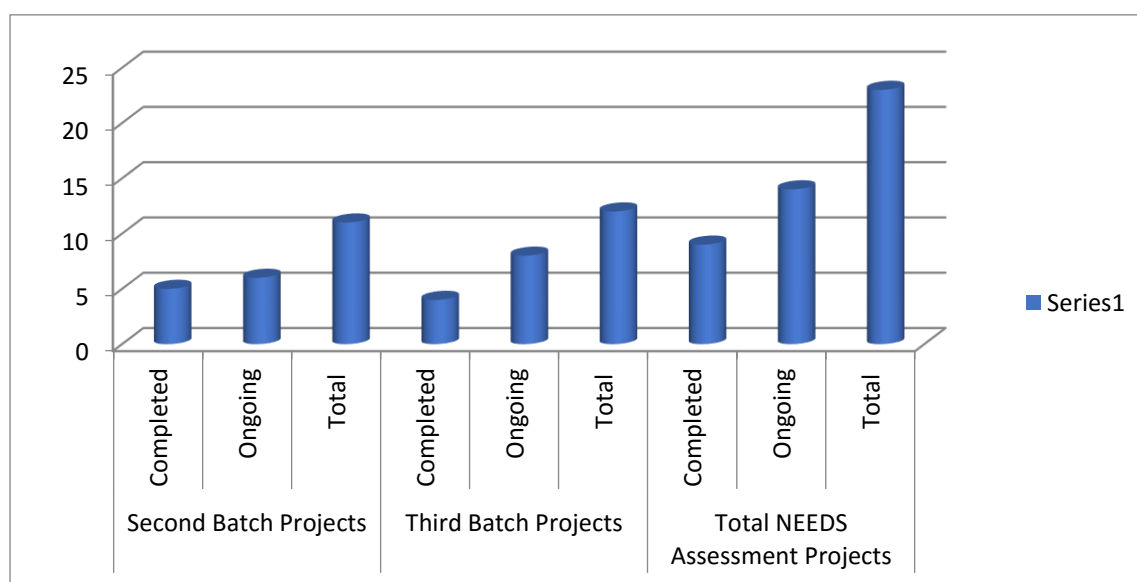
Table 5.2: NEEDS Assessment Third Batch Projects (2016 – 2020)

S/N	List of Project	Date of Project Commencement	Total Cost of the Project	Status of the Project	% Completion
1	Supply and Installation of Lecture Theatre Seats for Faculty of Management Science Lecture Theatre (Main Campus)	18/03/2020	39,345,000.00	Completed	100%
2	Supply of additional Lecture Seats for the Faculty of Management Science Lecture Theatre	24/11/2020	9,109,550.00	Completed	100%
3	Supply and Installation of Medical Equipment	23/09/2020	42,480,000.00	On-going	83%
4	Supply and Installation of Academic Support Facilities for Faculties	23/09/2020	44,854,395.00	On-going	70%

5	Supply and Installation of Staff Furniture for Faculties	23/09/2020	43,635,798.00	Completed	100%
6	Supply and Installation of Computers and Accessories	18/03/2020	48,787,886.00	Completed	100%
7	Supply and Installation of Teaching and Research Equipment for the College of Health Science	18/03/2020	48,940,000.00	On-going	77%
8	Supply and Installation of Teaching and Research Equipment for Veterinary Medicine	23/09/2020	15,048,844.00	On-going	90%
9	Supply and Installation of Teaching and Research Equipment for Faculty of Agriculture	23/09/2020	23,220,000.00	On-going	95%
10	Supply and Installation of Teaching and Research Equipment for Faculty of Science	23/09/2020	27,999,987.50	On-going	
11	Supply and Installation of Teaching and Research Equipment for Pharmaceutical Science	23/09/2020	16,303,724.13	On-going	
12	Supply and Installation of Teaching and Research Equipment for Engineering	23/09/2020	23,770,650.00	On-going	
Total			383,495,834.63		

Figure 5.1 is the status-summary of the projects executed with the NEEDS Assessment fund for 2016 – 2020:

Figure 5.1: Completion Status of NEEDS Assessment Project



Recommendations on NEEDS Assessment Grants

- i. The Council and University Management should be commended for utilising the NEEDS Assessment Intervention Fund in executing relevant projects. Council through the Budget Monitoring Committee should ensure timely completion of the ongoing projects.
- ii. Council should ensure that the University accesses the outstanding balance of NEEDS Assessment equivalent to ₦480,000,000 for effective utilisation forthwith. It is worth mentioning that left-over allocations sends a wrong signal that the university lack capacity to absorb such funds.

5.3.2 TETFund Interventions

Observations and Findings on TETFund Interventions

- i. The Panel found that University of Abuja had, during 2016 -2020 period received TETFund interventions comprising of Regular Intervention, High Impact Intervention, Zonal Intervention, National Research Fund, Book Development and Other Special Interventions as shown in Table 5.3.
- ii. The University was allocated TETFund Intervention of ₦8,886,749,000. It accessed ₦6,187,407,000 (representing 70% of the funds allocated) to fund 16 projects covering construction of academic buildings provision of ICT facilities to CDL&CE and provision of facilities to the Research Farm (Vol II. It is worth mentioning that these projects included construction of the Faculty of Environmental Sciences and Faculty of Education which were approved by the Federal Executive Council at the cost ₦918,509,000 and ₦915,762,000 respectively (Table 5.4).

Table 5.3: Tertiary Education Trust Fund Allocation (2016 -2020)

Year		Total Allocation (N)						Aggregate	% Released
		Regular	High Impact	Zonal Intervention	National Research Fund	Book Development	Other Special Interventions		
		N'000	N'000	N'000	N'000	N'000	N'000		
2016	Allocation	1,009,410	-	300,000	-	-	-	1,309,410	131
	Release	910,638	-	282,236	-	-	518,210	1,711,085	
2017	Allocation	539,150	3,000,000	120,000	-	-	-	3,659,150	0
	Release	-	-	-	-	-	-	-	
2018	Allocation	620,000	-	165,824	-	-	500,000	1,285,824	53
	Release	577,436	-	82,912	-	-	15,000	675,348	
2019	Allocation	690,600	-	136,084	45,000	-	255,681	1,127,366	154
	Release	392,448	1,347,396	-	-	-	-	1,739,844	
2020	Allocation	680,000	-	-	-	-	825,000	1,505,000	137
	Release	858,821	-	-	19,875	-	1,182,434	2,061,131	
Total	Allocation	3,539,160	3,000,000	721,908	45,000	-	1,580,681	8,886,749	70
	Release	2,739,344	1,347,396	365,148	19,875	-	1,715,645	6,187,407	
	Balance	799,816	1,652,604	356,760	25,125	-	-134,963	2,699,342	

- i. Regular Allocation had the highest funds with N3.5bn out of which N2.7bn was accessed, followed by High Impact Intervention with an allocation of N3bn out of which N1.4bn was, and Other Special Interventions with N1.5bn allocation and N1.8bn release. There was no allocation or release for Book Development much like nil access or release for all the categories of interventions in 2017. Year 2020 had the highest release of N2bn.
- ii. The Panel noted merged interventions in most of the years such as 2016, 2019 and 2020 due to access of 131%, 154% and 137% respectively.
- iii. The Panel found that out of the N8,886,749,000 TETFund allocation for 2016 - 2020, the University accessed N6,187,407,000 (leaving N2,699,342,000 unaccessed) and spent N5,513,465,000 leaving N673,942,000 unspent.
- iv. The Panel inspected the projects and found that 3 projects were completed, while the rest are at various levels of completion. All the projects are located at the Main Campus consistent with Visitor's directive.

Table 5.4: TETFund Intervention Projects 2016 - 2020

Year	Project Title	Intervention					Date of Commencement	Status of the Project
		Normal	High Impact	Special	Merged	Zonal		
		N'000	N'000	N'000	N'000	N'000		
2018	Construction and Furnishing of Lecture Theatre and Toilets for Institute of Education Phase II (Main Campus)	398,069					25/01/2018	On-going (Re-awarded)
	Construction of Entrepreneurship Centre (Main Campus)	99,038					10/9/2018	Completed
	Upgrade of ICT Infrastructure for Centre for Distance Learning (Main Campus)					299,140	9/7/2018	Completed
2019	Construction and Furnishing of Faculty of Management Science Phase II (Main Campus)		463,530				27/05/2019	Completed
	Construction and Furnishing of Academic Staff Office Blocks for Faculty of Social Science (Main Campus)		459,374				10/6/2017	On-going
	Construction and Furnishing of Faculty of Environmental Studies (Main Campus)		918,509				28/11/2019	On-going
	Construction and Furnishing of Faculty of Education (Main Campus)		915,762				28/11/2019	On-going

	Completion of the Construction and Furnishing of the Administrative Building and Gate House for Institute of Education (Main Campus)	42,657					11/9/2019	On-going
2020	Provision of Facilities at the University Research and Teaching Farm (Main Campus)			248,009			9/10/2020	On-going
	Construction of Departmental Building for the Faculty of Pharmaceutical Sciences (Main Campus)			239,894			5/11/2020	On-going
	Construction and Furnishing of 500 Capacity Lecture Theatre for Faculty of Law (Main Campus)				315,036		12/8/2020	On-going
	Construction and Furnishing of Academic Staff Office Complex for Faculty of Law (Main Campus)				209,709		12/8/2020	On-going
	Construction and Furnishing of Academic Staff Office Complex for Faculty of Agriculture (Main Campus)				160,202		10/7/2020	On-going
	Construction and Furnishing of 150 Capacity Lecture Theatre for Faculty of Veterinary Medicine (Main Campus)				88,994		22/07/2020	On-going

Construction and Furnishing of Staff Offices and Studio for Faculty of Environmental Sciences (Main Campus)				340,437		18/08/2020	On-going
Construction and Furnishing of Academic Offices for Faculty of Basic Clinical Science (Teaching Hospital)				315,104		19/11/2020	On-going
TOTAL	539,764	2,757,176	487,903	1,429,482	299,140		

Recommendations on TETFund Interventions

- i. Council and University Management should be commended for the utilisation of the TETFund allocations in relevant projects for the development of the university.
- ii. Council should ensure that the University Management access allocations and put them to use effectively.

5.3.3 Analysis of TETFund Regular Interventions

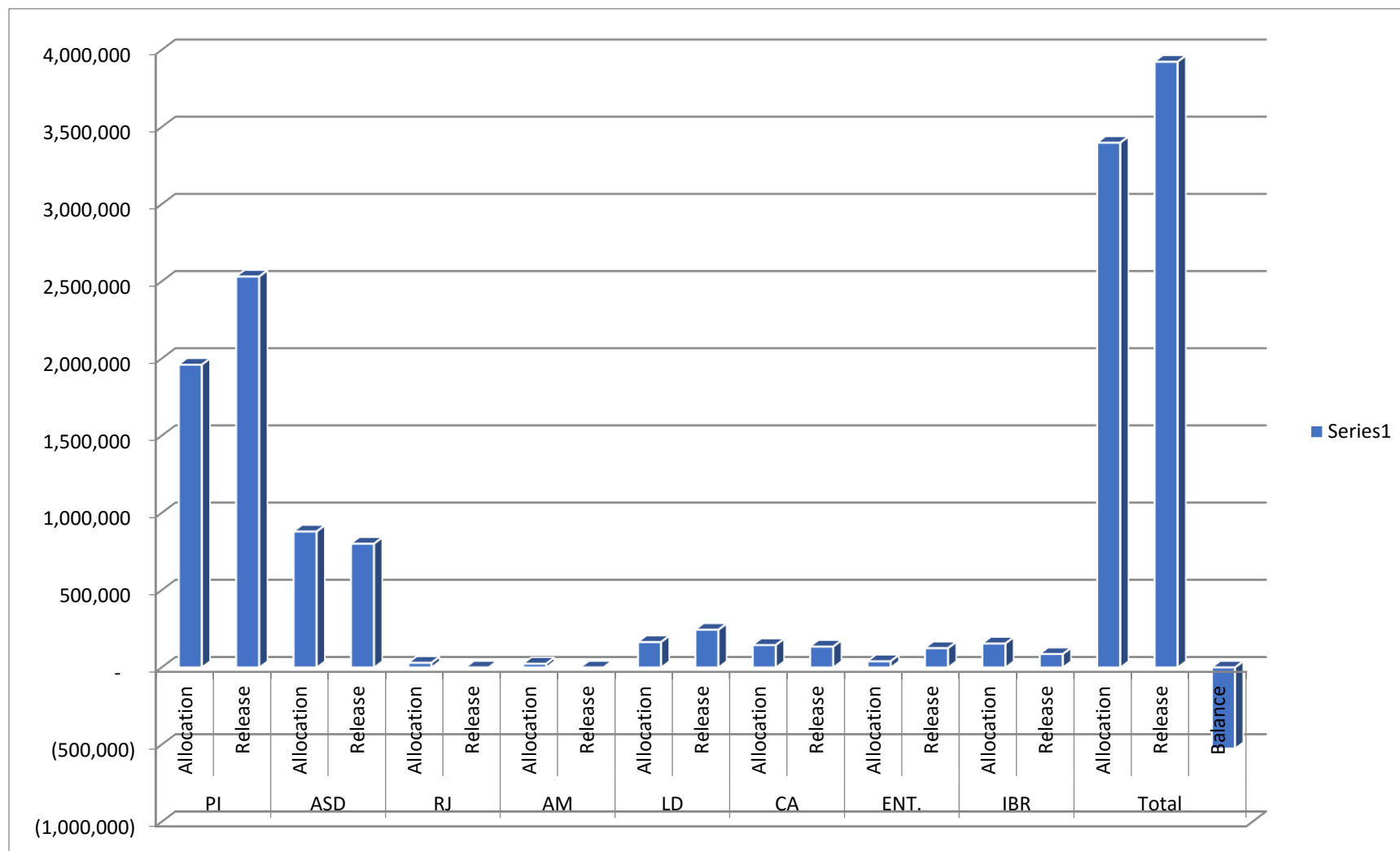
Observations and Findings on TETFund Regular Interventions

- i. The Panel further analysed the TETFund regular interventions, and the analysis revealed that it consists of Physical Infrastructure, Academic Staff Training & Development, Research Journal, Academic Manuscript, Library Development, Conference Attendance and Entrepreneurship Institution Based Research. The Regular Intervention is shown in Table 5.5 and Figure 5.2 below.

Table 5.5 Analysis of TETFund Regular Intervention

Intervention		2016	2017	2018	2019	2020	TOTAL
		N'000	N'000	N'000	N'000	N'000	N'000
Physical Infrastructure	Allocation	565,410	300,000	350,000	375,000	370,000	1,960,410
	Release	910,638		370,036	392,448	858,821	2,531,944
Academic Staff Training & Development	Allocation	300,000	120,000	160,000	150,000	150,000	880,000
	Release	47,450	128,029	159,902	382,591	83,232	801,204
Research Journal	Allocation	10,000	5,000	5,000	5,000	5,000	30,000
	Release	-	-	-	-	-	-
Academic Manuscript	Allocation	5,000	4,150	5,000	5,000	5,000	24,150
	Release	-	-	-	-	-	-
Library Development	Allocation	34,000	30,000	20,000	40,000	40,000	164,000
	Release	-	-	207,400	-	36,600	244,000
Conference Attendance	Allocation	30,000	30,000	20,000	45,000	20,000	145,000
	Release	1,293	27,010	25,568	80,869	-	134,741
Entrepreneurship	Allocation	10,000	5,000	5,000	10,000	10,000	40,000
	Release	-	-	72,500	-	52,500	125,000
Institution Based Research	Allocation	25,000	25,000	25,000	30,000	50,000	155,000
	Release	66,627	-	-	-	19,964	86,592
Total	Allocation	979,410	519,150	590,000	660,000	650,000	3,398,560
	Release	1,026,009	155,039	835,406	855,908	1,051,118	3,923,480
	% Released	105%	30%	142%	130%	162%	
	Balance	-46,599	364,111	-245,406	-195,908	-401,118	-524,920

Figure 5.2: Analysis of TETFUND Regular Intervention



- ii. The Panel found that the University had a total allocation of ₦3,398,560,000 and a total release of ₦3,923,480,000. Physical Infrastructure had the highest allocation of ₦1,960,410,000 but had ₦2,531,944,000 released, probably due to merged allocations.
- iii. The University had an allocation of ₦ 5,000,000 annually for Research Journal and Academic manuscript but did not access any amount for the five-year period. This is a serious bottleneck to teaching and research in the University as it shows low publication efforts by the staff of the University. To a lesser extent, similar scenario applies to Library Development, Entrepreneurship, and Institution Based Research (Vol II, Appendix 42, Page 426).

Recommendations on TETFund Regular Interventions

- i. Council should set up a committee that will liaise with University Management in developing strategy for access and full utilisation of all outstanding allocation with the TETFund. The University that failure to access Research, Manuscript, Research Journal and Library Development Interventions is an indication of poor research and academic culture and also poor academic leadership on the part of the Head of Management.

5.3.4 Appropriation Projects

Observations and Findings on Appropriation Projects

- i. The Panel found that the University had a budgetary allocation of ₦4,230,862,650 out of which ₦3,347,586,940 (representing 79.12%) was released. The University however awarded contracts amounting to the sum of ₦ 4,181,604,544 though there is no information on payments made and any outstanding liability thereon.
- ii. The Panel identified a total of 29 appropriation projects out of which 20 are ongoing projects and 9 are new, but none has been completed yet.

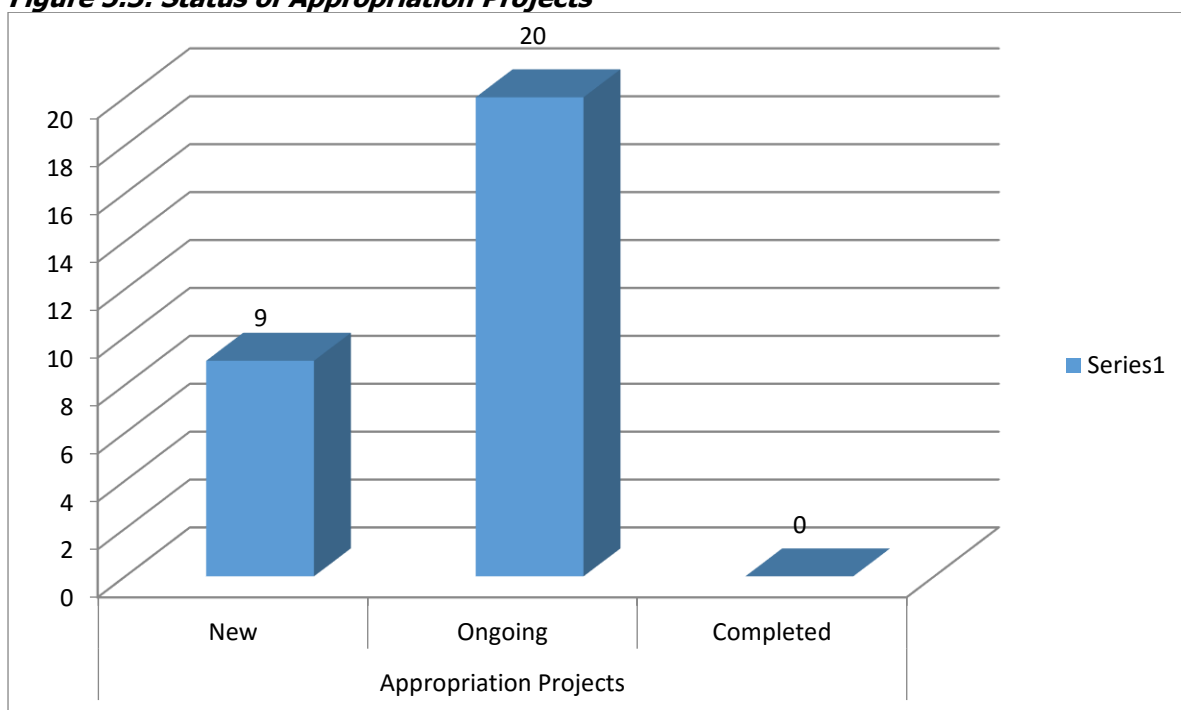
- iii. The annual appropriation, the actual releases, the projects, project costs and their completion status are shown in Table 5.6 and Figure 5.3 below:

Table 5.6: Appropriation Projects 2016 -2020

Year	Budgetary Allocation	Actual Releases	List of Approved Capital Projects	Project Cost	Status
2016	511,969,805	259,957,305	Provision of Infrastructure in Academic Zone	211,969,805	New
			Supply of Computers and Utility Vehicles	50,000,000	New
			Construction of Faculty of Clinical Science	250,000,000	New
2017	1,604,141,674	1,149,295,415	Construction of Faculty of Clinical Science	778,976,124	On-going
			Procurement of Computer Software, land	75,000,000	On-going
			Completion of Centre for Distance Learning	75,000,000	On-going
			Completion of Institute of Legislative Studies	75,000,000	On-going
			Provision of Infrastructure to Academic Core	356,080,667	On-going
			Establishments of Faculty of Pharmaceutical	244,084,883	On-going
2018	952,476,125	155,247,613	Construction of Faculty of Environmental Science	42,332,295	New
			Computerization and Networking of Bursary	10,395,642	On-going
			Completion of Central Library	16,621,945	On-going
			Construction of Faculty of Pharmaceutical Science	39,258,106	On-going
			Completion of Faculty of Education	43,464,798	New
			Purchase of Operational Vehicle	8,310,973	New
			Completion of Faculty of Arts	9,696,135	On-going
			Completion of Faculty of Management Science	15,777,432	On-going
			Completion of Central Admin. Block Phase II	57,255,362	On-going
			Completion of Principal Officers Quarters	15,105,331	On-going
			Provision of Infrastructure to Core Academic	250,000,000	On-going
			Provision of Access Road and Clearing of Farm	75,000,000	New

			Construction of Faculty of Clinical Science	320,000,000	New
2019	368,404,542	444,049,136	Institute of Education to Academic Core	138,404,542	New
			Computerization and Networking of Bursary	75,000,000	On-going
			Purchase of Operational Vehicle	70,000,000	On-going
			Completion of Central Library	85,000,000	On-going
2020	793,870,504	1,339,037,471	Provision of Access Road to Academic	115,000,000	On-going
			Institute of Education to Academic Core	385,000,000	On-going
			Wall Fencing of Main Campus	293,870,504	On-going
TOTAL	4,230,862,650	3,347,586,940		4,181,604,544	

Figure 5.3: Status of Appropriation Projects



Recommendations on Appropriation Projects

- i. Council should take concrete steps to complete the ongoing projects to avoid structural degradation due to long completion period.

- ii. Council should desist from initiating new projects while there are several ongoing projects awaiting completion but rather should channel any available funds to actualise the already existing projects.

5.3.5 IGR Funded Projects

Observations and Findings on IGR Funded Projects

- i. In addition to TETFund Intervention, NEEDS Assessment and Appropriation, the Panel found that the University used its IGR to fund some projects details of which is provided in Table 5.7 below.

Table 5.7: Projects Funded through University IGR

Year	Projects	Cost of Project (₦)
2016	Supply and installation of Network Equipment for CDL&CE	13,164,900.00
	Deployment of Internet Bandwidth for DCDL&CE	33,285,530.00
	Procurement of Academic Gowns	40,456,500.00
	Procurement of Cleaning Services Firms	48,602,152.02
	Repairs of Defective Works in the Faculty of Sciences Lecture Theatre	14,045,167.50
2017	Supply and Installation of FM Radio Equipment	40,223,006.25
2018	Deployment of a Portal and Learning Management system for the Center for Distance Learning and Continuing Education	25,200,000.00
	Supply and Installation of FM Radio Equipment	14,498,287.17
2019	Deployment of Student Fee Management Portal for The University	18,900,000.00
TOTAL		248,375,542.94

- ii. The Panel noted that the University did not use its IGR towards completing any of the ongoing or abandoned projects of the University in the period under review.

Recommendations on IGR Funded Projects

- i. The University should consider using part of the IGR to complete unfunded ongoing and abandoned projects.

5.3.6 Abandoned Projects

Observations and Findings on Abandoned Projects

- i. The Panel discovered that the University has 9 abandoned projects with an initial contract value of ₦1,533,609,000 and had so far committed the sum of ₦408,889,000 and has an outstanding balance of ₦1,124,719,000. However due to time overrun and cost overrun, the Projects, as of 2019, needed the sum of ₦2,327,963,000 to complete instead of ₦1,124,719,000.
- ii. The Panel noted that among the abandoned projects is the Vice-chancellor's lodge on which the Visitor has issued a white paper directive in 2010 visitation for the project to be completed but the Council has failed to implement this directive.
- iii. The abandoned projects also include the residences of the Bursar, the Registrar and the Librarian whose incompleteness is the basis on which Council approved payment of an annual rent of up to ₦3.8 million to each of the University Principal Officers (Vol II, Appendix 99, Page 665).

The detailed analysis of the abandoned projects is shown in Table 5.8

Table 5.8 Abandoned Projects

SN	Project Title	Date		Project Value N'000	Payment To Date N'000	Balance N'000	Cost to Completion N'000	Year Last Funded	% Of Completion	Project Status	Remarks
		Start	End								
1	Faculty of Science Project Phase 2	Feb '06	Dec. '06	607,995	203,235	404,760	729,319	2009	35.5%	Abandoned	Inadequate Appropriation Funding
2	Central Admin Building Phase 2	Oct '08	Jul '09	375,805	114,740	261,064	624,500	2012	45%	Abandoned	Inadequate Appropriation Funding
3	M & E Services Central Admin. Building	Oct '08	Jul '09	90,102	9,930	80,173	104,232	2012	25%	Abandoned	Inadequate Appropriation Funding
4	VC's Lodge	Oct '08	Jul '09	48,769	22,049	26,719	110,250	2009	40%	Abandoned	Inadequate Appropriation Funding
5	Bursar's Residence	Oct '08	Jun '09	25,280	10,934	14,346	52,000	2009	35%	Abandoned	Inadequate Appropriation Funding

6	Registrar's Residence	Oct '08	Jun '09	25,280	10,934	14,346	76,000	2009	12%	Abandoned	Inadequate Appropriation Funding
7	Librarian's Residence	Oct '08	Jun '09	25,280	12,771	12,509	45,750	2009	40%	Abandoned	Inadequate Appropriation Funding
8	Students' Centre Phase I	Aug '07	Mar '08	25,699	16,203	9,497	65,352	2009	65%	Abandoned	Inadequate Appropriation Funding
9	Central Lecture Theatre Phase III	Sep '10	Dec '13	309,398	8,092	301,306	520,560	2013	3%	Abandoned	Inadequate Appropriation Funding
TOTAL				1,533,609	408,889	1,124,719	2,327,963				

Recommendations on Abandoned Projects

- i. The Visitor should support the University with special funds to enable it complete all abandoned projects.
- ii. Council should as a matter of urgency form a Council Committee on abandoned projects that would be charged with the responsibility of developing a strategy for the completion of all abandoned projects. Reports from this Committee shall be made to be an item on the agenda of all future Council meetings.
- iii. The Visitor should direct the Minister of Education to ensure that Governing Council implements the earlier white paper directives on the completion of the Vice-Chancellors lodge within 6 months and report as appropriate.
- iv. The Visitor may wish to direct that the University should no longer initiate any new appropriation project henceforth until the existing abandoned projects are completed.

5.3.7 Project Development and Management

Observations and Findings on Project Development and Management

- i. The development and management of physical infrastructure in the University is handled by the Department of Physical Planning and Development (PPD) which it does through pre-contract and post-contract management.
- ii. The pre-contract management involves conceiving the project, planning, production and processing of contract documents. The department advises on the projects to undertake and consultants are engaged to produce the contract documents.
- iii. The post-contract management involves monitoring and evaluation of contracts from award up to completion and handover.

- iv. The PPD has 12 staff made up of 3 Architects, 1 Quantity Surveyor, 1 Mechanical Engineer, 1 Urban and Regional Planner, 2 Electrical Engineers, 2 Civil/Structural Engineers, 1 Estate Officer and 1 Builder. The Department does not have a Land Surveyor. The staffing of the Unit is not adequate to develop the 11,800 Hectares occupied by the University.
- v. The Department in the course of project management often experiences delay in completion of contracts (Time Overrun) due to loss of interest (caused by inflation) due to engagement of incompetent contractors. It also experiences fluctuation (Cost Overrun) due to inflation which poses serious problems particularly with NEEDS and TETFund funded projects since TETFund doesn't entertain fluctuations.
- vi. Though most of the contractors were able to execute their contracts to a reasonable satisfaction in terms of quality within acceptable time despite time overrun, there were instances when some contracts were terminated

Recommendations on Project Development and Management

- i. Council should address the problem of understaffing of the Unit to enhance effective functioning of the PPD considering the massive developmental challenges facing the University.
- ii. The University should exercise caution and expertise in its tendering process to avoid selection of incompetent contractors whose contracts may eventually have to be terminated.
- iii. The Visitor may wish to direct TETFund through the Federal Ministry of Education to consider a review of its policy on non-acceptance of fluctuations due to the present day realities the country is engulfed in.

5.3.8 Project Maintenance

Observations and Findings on Project Maintenance

- i. The Panel observed that the University has a Department of Works and Services (DWS) which handles maintenance, renovation, rehabilitation of buildings and maintenance of grounds. It is also responsible for the provision of services such as electricity, water and communications.
- ii. The DWS currently has a total of 93 staff comprising of 4 professionals, 13 Technicians, 50 Artisans and 26 Gardeners. Since 2009, the department has not recruited new staff and has two vehicles to operate.
- iii. The Panel found that from 2016 to 2020, the Department has carried out 213 repair, maintenance and rehabilitation works valued at ₦767,658,113.33 as shown in Table 5.9 and Figures 5.4 & 5.5 below

Table 5.9: Projects Executed by Department of Works and Services

Year	No of Projects	Value
2016	53	139,696,863.30
2017	12	37,562,853.00
2018	45	205,460,830.40
2019	64	206,964,036.93
2020	39	177,973,529.70
TOTAL	213	767,658,113.33

Figure 5.4: Value of Projects Executed by Department of Works and Services

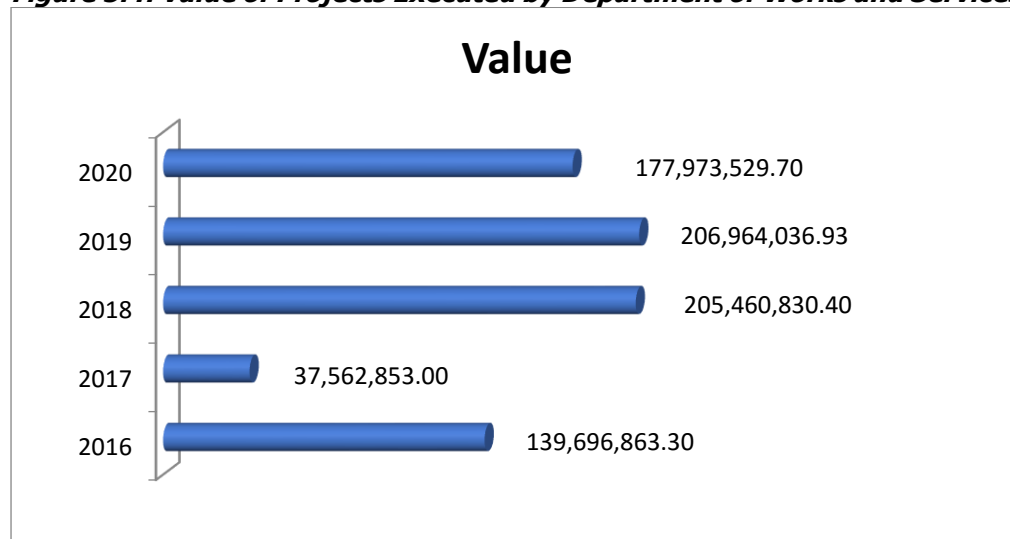
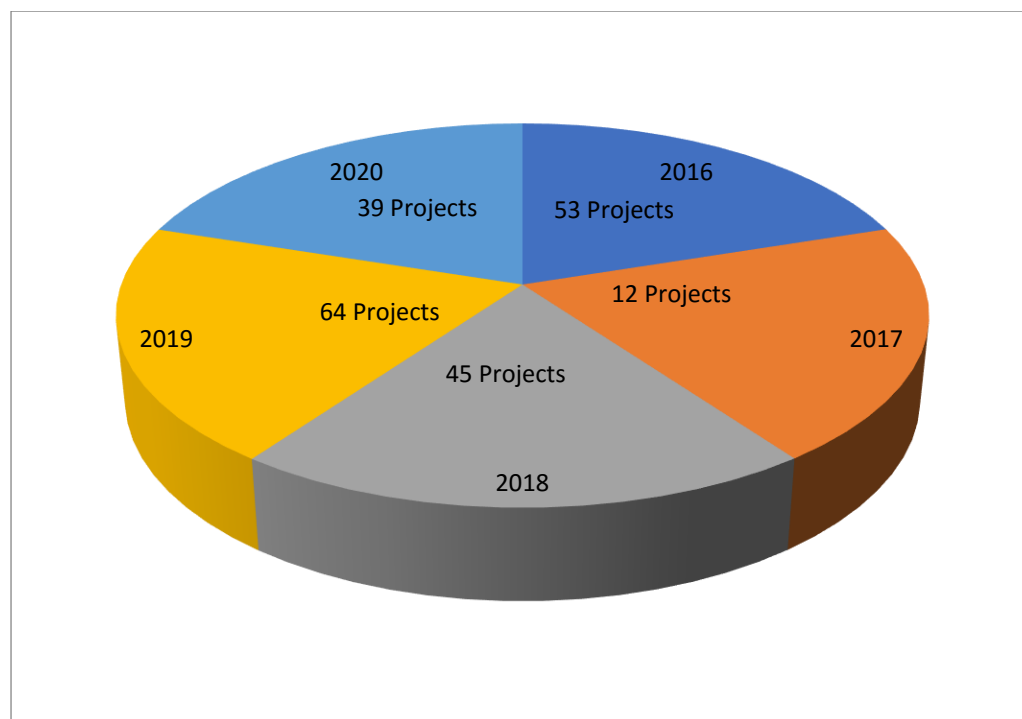


Figure 5.5: Number of Projects Executed by Department of Works and Services



Recommendations on Project Maintenance

- i. Council should look into the problem of understaffing in the Works and Services Department since the University has large number of dilapidated structures and good number of new structures that need to be maintained. Council should as a matter of urgency recruit a suitable number of staff to handle the responsibilities of the Department.
- ii. The University should provide additional vehicles to the Unit to enable the Unit carry out its duty diligently across all the campuses of the University.

5.3.9 Compliance to Due Process & Procurement Stress Test

Findings on Compliance to Due Process & Procurement Stress Test

- i. The Panel observed that the procurement system of the University was designed in conformity with the provisions of the Public Procurement Act

(2007). The University has a Procurement Unit it set up in 2016 and has a properly constituted University Tenders Board and a functional Procurement Planning Committee.

- ii. The University follows the current approval thresholds as issued by Bureau for Public Procurement (BPP) which is shown below:

Table 5.10: Approval Thresholds

SN	APPROVING AUTHORITY	THRESHOLD		
		WORKS	GOODS	NON-CONSULTING SERVICES
1	Vice-chancellor	Less than ₦5m	Less than ₦2.5m	Less than ₦2.5m
2	University Tenders Board	More than ₦5m but Less than ₦250m	More than ₦5m but Less than ₦50m	More than ₦2.5m but less than ₦50m
3	Ministerial Tenders Board	More than ₦250m but Less than ₦500m	More than ₦50m but Less than ₦100m	More than ₦50m but Less than ₦100m
4	Federal Executive Council	₦500m and above	₦100m and above	₦100m and above

- iii. In the case of special procurements, the University performs the required processes then submit to the relevant Tenders Board or Federal Executive Council for approval before contract award.
- iv. For the Panel to assess the extent of compliance with due process in public procurement as stipulated in Public Procurement Act (2007), the Panel conducted a Procurement Stress Test on some sampled project undertaken by the University.

Recommendations on Compliance to Due Process & Procurement Stress Test

- i. The University should continue to adhere to due process requirements of the Public Procurement Act.
- ii. The University should ensure that the staff involved in procurement services are trained on regular basis.

5.3.10 Private Sector Funded Research Grants

Observations and Findings on Private Sector Funded Research Grants

- i. The Panel found that the University has obtained funding from the private to undertake researches in various fields from several companies and institutions the world over which includes Sparco, Sickle Gen Africa, Wellcome Trust Uk, GlaxoSmith Kline, Open Lab, Northwestern University Chicago, USA, Open University, UK and University of Sussex.
- ii. The Panel observed that for the period between 2016 and 2020, the University obtained Research Grants consisting of Seven Hundred and Forty Seven Thousand Pounds (£747,000), Five Thousand Euro (€5,000), Seven Hundred and Twenty-One Thousand US dollars F\$721,000) and Sixty Six Million, Nine Hundred and Thirty Nine Thousand Naira (N66,939,000).
- iii. The detailed analysis of the research grants is shown in Table 5.11 below

Table 5.11: Research Grants (2016 – 2020)

Year	SPARCO		SICKLE GEN AFRICA		WELLCOME TRUST, UK		GLAXOSMITH KLINE OPEN LAB		NORTH WESTERN UNIVERSITY CHICAGO		OPEN UNIVERSITY UK		UNIVERSITY OF SUSSEX		TOTAL	
	\$	₦	\$	€	₦	£	₦	\$	£	\$	£	€	\$	₦		
	000	000	000	000	000	000	000	000	000	000	000	000	000	000	000	000
2016	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2017	-	-	-	-	9,930	468	22,510	-	-	-	-	468	-	-	-	32,440
2018	103	-	30	5	8,673	190	7,468	-	-	-	-	190	5	133	16,141	
2019	131	-	104	-	-	86	-	95	-	-	-	86	-	330	-	
2020	187	18,358	-	-	-	-	-	66	2	6	2	-	258	18,358		
TOTAL	421	18,358	134	5	18,604	744	29,978	160	-	6	747	5	721	66,939		

Recommendations on Private Sector Funded Research Grants

- i. The University should strive to source more research funds.
- ii. The University authority should submit quarterly report of the utilisation of private sector funded research grants to Council.

5.4 Conclusion

This Chapter examined projects of University of Abuja for the period 2016 – 2020. The Panel observed that the University lags in completing appropriation projects with some of such projects ongoing for over a decade. The Panel gave recommendations with respect to the projects and hopes that Government would look into the recommendations given in all respects.

CHAPTER SIX

6.0 TERM OF REFERENCE FIVE (TOR 5)

To examine the adequacy of staff and staff development programmes of each university.

6.1 Introduction

The underlying intent and purpose of a university is to engage in human capital development and knowledge production through research and innovation. The strategy of achieving this is through codified instructional academic programmes which are largely dependent on staff strength in quality and quantity. Noting the centrality of the foregoing, the Visitor dedicated a specific term of reference on this subject.

In this section, the Panel examined the academic organisational structure, academic pattern, staff and student distribution, learning environment as well as learning resources and gauge them against the University Law, Academic Brief and the National Universities Commission Benchmark Minimum Academic Standard (NUC-BMAS). The Panel took a scrutiny of the availability or otherwise of a University policy that guarantees staff training, retraining and replenishment.

6.2 University Staff Strength and Composition

6.2.1 Observations and Findings on University Staff Strength and Composition

- i. Analysis of data on staff nominal roll (as submitted by the University) for the period under review indicated that the university had a cumulative establishment of 2,243 staff, as of December 2016. This figure changed marginally to 2,213 in 2019, suggesting a decline of 1.34%. This is shown in Figure 6.1 below.

- ii. Academic staff headcount was 607 as at December 2016 and rose to 622 in 2019. On average basis, academic staff constituted 27.45% of the staff strength of the University.
- iii. Further analysis of staff strength based on establishment categorisation indicated the relative proportion of 27.18% Academic Staff, 3.10% Senior Technical Staff, 26.59% Senior Administrative and Professional Staff and 43.13% Junior Staff as shown in Figure 6.2. This translates to a simplified ratio of 9:1:9:14.

Figure 6.1: University of Abuja Staff Headcount

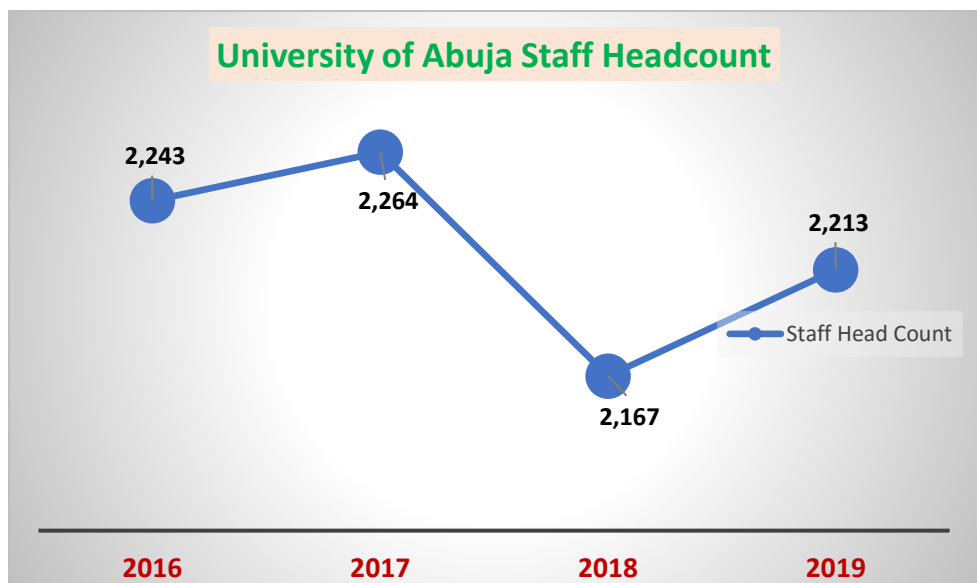
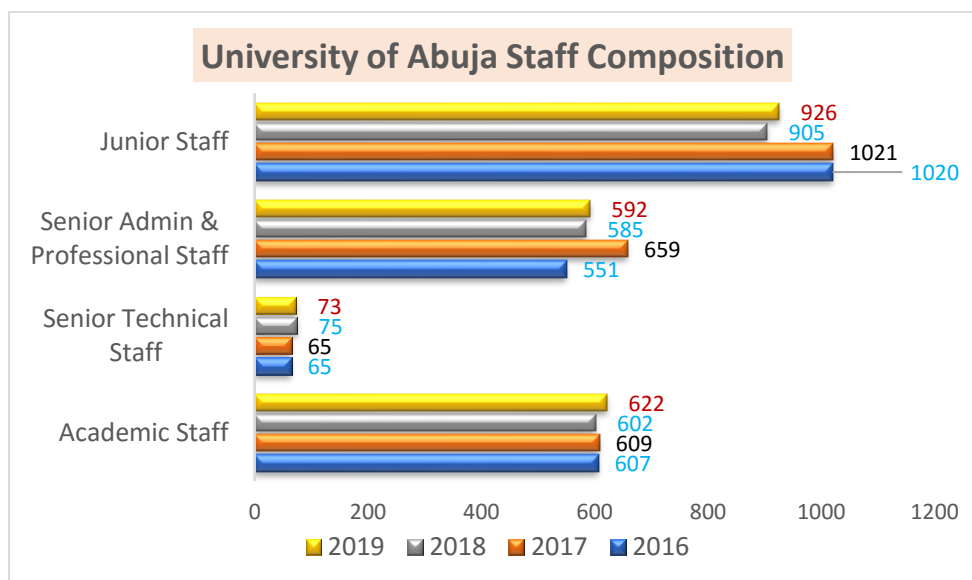


Figure 6.2: University of Abuja Staff Composition



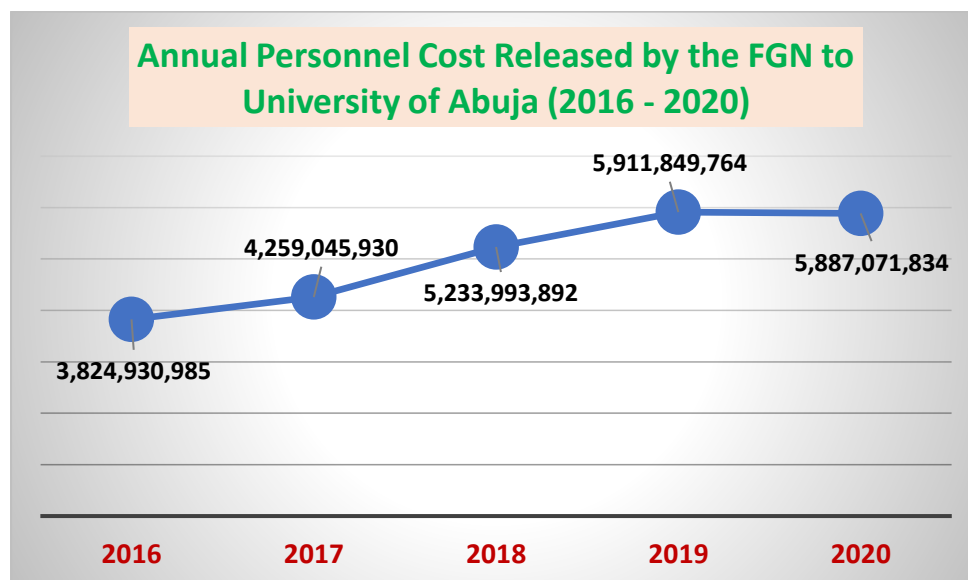
- iv. The Panel found that the proportion of staff composition in the University as shown in Table 6.1 was grossly at variance with provisions of the NUC-BMAS. The University had a disproportionate load of non-teaching staff (with particular reference to Senior Administrative & Professional Staff and Junior Staff) relative to Academic Staff, which implied negative impact on quality assurance and risk of accreditation failure.

Table 6.1: University of Abuja Staff Composition

Staff Category	NUC Approved Staff Ratio	University of Abuja Staff Ratio (2015)
Senior Technical Staff to Academic Staff	1:10	1:9
Senior Admin Staff to Academic Staff	1:10	1:1
Junior Staff to Academic Staff	1:10	1.6:1

- v. The Panel found from the record of Bursary unit that the actual personnel cost released by the FGN to the University for 2016 stood at N3,824,930,985 (Vol II, Appendix 50, Page 437). The personnel costs released by the FGN over the period under review indicated an epileptic trend. On the overall however, the personnel fund releases increased by N2,062,140,849 which translated to 54%.
- vi. The Panel was perplexed with the foregoing data. While the personnel cost released to the University increased by 54% the staff strength marginally decreased over the period under review.

Figure 6.3: Annual Personnel Cost Released by FGN to University of Abuja (2016-2020)



- vii. The Panel noted that despite the increase in the FGN personnel budgetary release to the University, the pattern of the relative ratio among the various categories of the University workforce remained unchanged.
- viii. Based on the foregoing analysis, the Panel found that the University Council and the Management lacked a focused agenda on addressing the staff imbalance, despite its potential harm to the University.
- ix. The Academic Brief of the University projected an academic staff strength of 712 by 2013/2014, with ultimate projection of 1,059. The non-teaching staff strength on the other hand, was projected at 1,240 for the same period, with ultimate figure of 1,362. This data further suggested that the University Authorities lost track of the provisions of the Academic Brief in this regard.
- x. The Panel wish to state that Personnel Cost released by FGN to Universities constituted the major proportion of the cumulative statutory, intervention and IGR, Donation & Endowment funding sources of universities. Records from the Funding Analytics Data Template submitted to the Panel by University of Abuja (Vol II,

Appendix 50, Page 437), the personnel cost constitutes over 50% of the total funding that accrued to the University.

- xi. The implication of the staff imbalance on the Government Funding was that significant proportion of the FGN injections goes into funding sectors that do not improve the quality of teaching and learning as well as the accreditation profile of the universities. This issue, in the Panel's understanding, was one of the root causes of funding crisis of Federal Universities with attendant industrial disharmony.

6.2.1 Recommendation on University Staff Strength and Composition

- i. The University authority should develop a dedicated policy and clear strategies of addressing the paucity of academic staff and in particular the lopsidedness in the staff composition.
- ii. The Panel proposes, as means of a rapid narrowing of the gap in staff composition, a policy that will enable identification and selection of suitably qualified and trainable non-academic staff for placement as academic staff. This should be backed by a dedicated staff development strategy that will ensure higher degree and other capacity building training of the converted staff. The Panel strongly believes that this approach, which is essentially an internal staff realignment, will bring about speedy upgrade in the university academic staff strength at a minimal financial cost to the Government.
- iii. The University offer sabbatical and adjunct positions to senior academics from within and outside the country in order to support the existing academic programmes as well as staff development programme.

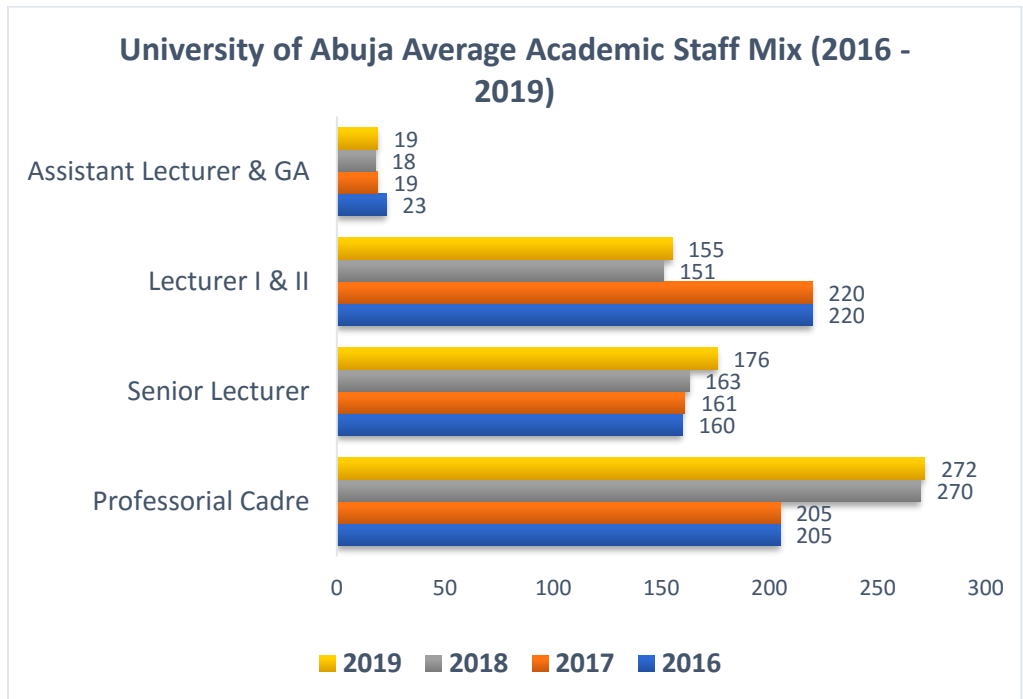
6.3 Academic Staff Strength and Composition

6.3.1 Observations and Findings on Academic Staff Strength and Composition

- i. The Academic Staff strength of the University stood at a cumulative figure of 607 for all cadre. The staff headcount increased to 622 by 2019.
- ii. Analysis of the average composition of staff by rank for the period under review (2016 – 2019) indicated: 39% Professors & Readers; 27% Senior Lecturers; 31% Lecturer I & II; 3% Assistant Lecturer and Graduate Assistants.
- iii. The Academic Staff composition based on the foregoing data was grossly at variance with the NUC approved staff mix and provisions of the University Academic Brief of 20% Professorial Cadre, 35% Senior Lecturers and 45% Lecturer I and below.
- iv. The situation of the Academic Staff mix indicated a top-heavy university (see Figure 6.4), with overall negative impact on service delivery, since each category had a specific role in the instructional delivery. This was also a manifestation of a prolonged non-recruitment of lower ranking academic staff, while the existing staff were attaining carrier progression.
- v. The Panel further noticed that the distorted staff mix signifies a lack of a dedicated policy on staff replenishment on the part of the University. If this trend continues, the staff strength will start declining with retirement of senior academics.
- vi. The Panel noticed that academic staff strength of the University is not commensurate to the size and diversity of its academic programmes. The situation was further exacerbated by the rapid expansion currently happening in the University.
- vii. The Panel was informed that the University had consistently been pursuing clearance from the Office of the Head of Service of the Federation to conduct recruitment of staff but failed. This was despite

the fact that the University had available budgetary provision for such employment.

Figure 6.4: University of Abuja Staff Mix by Rank (2016-2020)



6.3.2 Recommendation on Academic Staff Strength and Composition

- i. The FGN should approve budgetary allocation that will enable the University to employ academic staff especially in critical areas of staff shortage and rare skills.
- ii. Future recruitment of academic staff should place emphasis on lower cadre of academic positions.
- iii. The University should reactivate its policy of retaining best graduating students as academic staff.

6.4 Staff Development

6.4.1 Observations and Findings on Staff Development

- i. The Panel identified support for access to higher academic degree training, capacity building colloquiums, participation in professional conferences and research as the cardinal pillars of a university-level staff development policy.

- ii. Based on interaction with principal officers of the University and assessment of available records, the Panel observed that the university does not have a coherent and documented policy on staff development.
- iii. The drive for the staff development activities of the University solely depended on TETFund and NEEDs Assessment interventions. The University does not fund such activities from the IGR it accrued.

6.4.2 Recommendation on Staff Development

- i. The Governing Council should define a clear policy on general staff development, retention and replenishment.
- ii. The Governing Council should ensure that the staff development policy of the University encompasses allocation of a realistic proportion of annual IGR of the university for the purpose of high-level manpower training and continuous professional development of the workforce.
- iii. The University Management should be commended for accessing and disbursing about 90% of its TETFund allocation on staff training for the period under review.

6.5 Academic Staff Development

6.5.1 Observations and Findings on Academic Staff Development

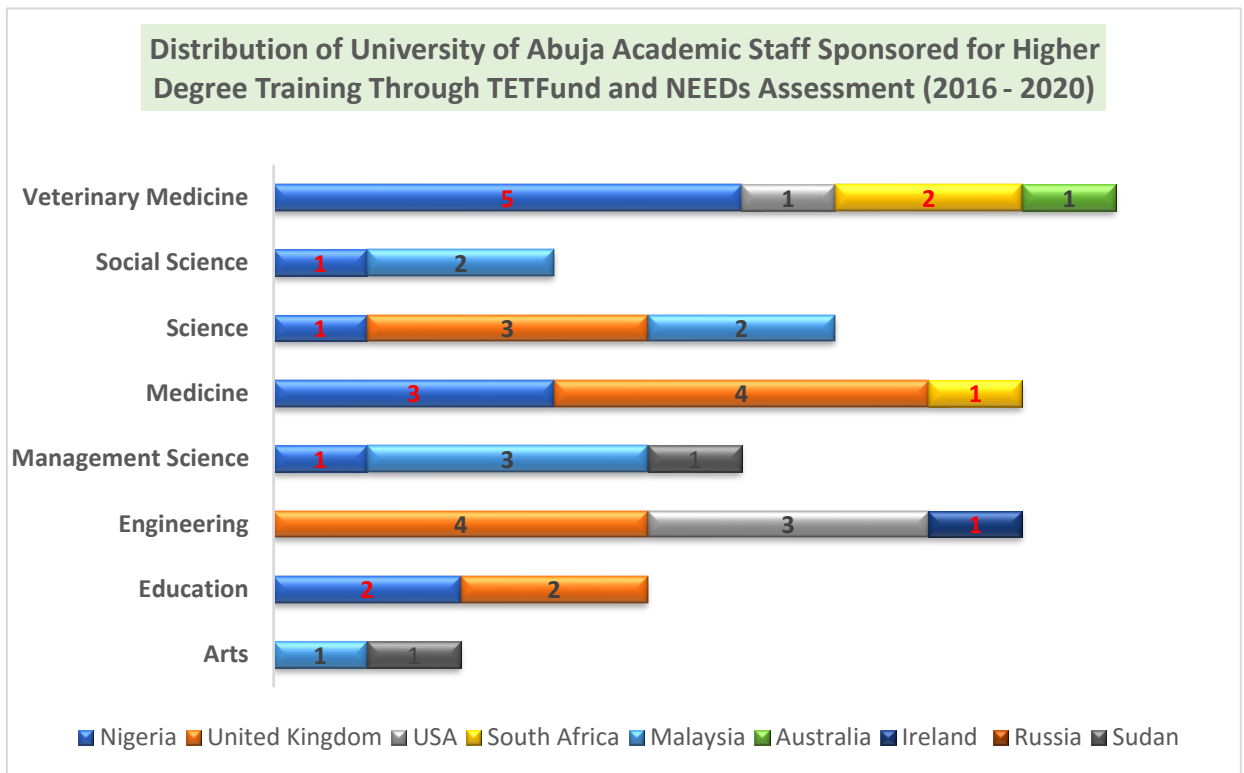
- i. The Panel found that the University had utilised the sum of N166,540,336 from the NEEDs assessment intervention to fund the PhD studies of 14 academic staff from various units of the University, within the period under review. The Panel noted that 10 of these staff were pursuing PhD studies in Science related disciplines covering Physics, Veterinary Medicine and Engineering (Vol II, Appendix 54, Pages 441 - 442).
- ii. The Panel had established that 11 out of the 14 NEEDs Assessment sponsored scholars were trained in foreign universities including

Australia, United Kingdom (UK), United States of America (USA), Malaysia, Sudan and South Africa.

- iii. The Panel observed that 9 of the scholars have completed the studies returned, 4 are currently on the studies, while 1 staff had exhausted his approved fellowship and failed to return.
- iv. The Panel observed that TETFund had allocated N880,000,000 for Academic Staff Training and Development during the period under review.
- v. The Panel found that the University had utilised the sum of N650,887,055.65 from the TETFund Academic Staff Training Allocation to sponsor higher degree studies of 31 academic staff in various disciplines (Vol II, Appendix 55, Pages 443 – 450). This comprised of 29 PhD and 2 Master studies. Twenty of the trainees were sent to UK, USA, Ireland, Malaysia, South Africa and Sudan, the remaining were trained locally in Nigerian Universities. The Panel noted that twenty-two of the scholars were pursuing studies in science related specialities (see Figure 6.5 below).
- vi. The Panel particularly noticed that the University spent N375,593,020 equivalent to 57.70% of the accessed TETFund money (see iv above) to sponsor PhD training of 6 staff in the UK. The Panel viewed this as disproportionate.
- vii. The Panel received a formal complaint from the University Registry on the list of 19 scholars that failed to return after completion of their studies and exhausted their fellowship. The Vice-Chancellor had directed stoppage of their salary.
- viii. Based on the foregoing, the Panel identified 3 scholars that have exhausted their approved fellowships and refused to return to the services of the University.
- ix. The Panel observed that TETFund allocated N145,000,000 for Staff Conference Attendance, and the University had accessed N134,740,730 for the period under review.

- x. The Panel found that the University had sponsored 23 academics for conference attendance; 17 of which attended international conference in different parts of the world.

Figure 6.5: Distribution of staff sponsored for staff development through NEEDS and TETFund Interventions (2016-2020)



6.5.2 Recommendations on Academic Staff Development

- i. The University should intensify efforts at establishing collaboration and linkages with other universities and international organisations across the globe in order to facilitate staff exchange, collaborative research aimed at enhancing staff capacity, research and development. In the same vein, the University should pursue national and internationally competitive research grants and endowment.
- ii. The University should create special funds for a competitive PhD scholarship that will attract the best graduating students across the country for in-house higher degree training on condition that the trainees will serve the University for agreed years of service.

- iii. The University should ensure that all fellows sponsored for higher degree training must sign a legally binding bond on specific terms as determined by Council.
- iv. The University Management should trace those runaway scholars to get them to refund public funds including the salaries they received during their fellowship.
- v. The University Management should be commended for utilising the sum ~~₦~~650,887,055.65 out of the ~~₦~~880,000,000 TETFund Academic Staff Training Allocation, likewise for accessing ~~₦~~134,740,730 for conference attendance, during the period under review. Additionally, the Panel acknowledged the effort of the University Management in building the capacity of academic staff in areas with rare skills towards bridging the Science-Art ratio.
- vi. The University should access it's remaining TETFund Academic Staff Training Allocation and Conference Attendance to support more high-level manpower training.
- vii. The University should be considerate when awarding scholarship in those universities with comparatively very high tuition fees in favour of more affordable universities of similar standard.

6.6. Non-Academic Staff Development

6.6.1 Observations and Findings on Non-Academic Staff Development

- i. The Panel found that the University lacks a clear policy on training and retraining of non-academic staff.
- ii. The Panel further found that 30% of the TETFund annual conference attendance allocation was meant for non-academic staff.
- iii. The University had sponsored 53 non-teaching staff for conference attendance. 22 of the staff were sponsored for international conference in various parts of the world.

- iv. The Panel gathered that the University allowed non-teaching staff to pursue higher qualification mostly on self-sponsorship, and such are recognised for promotion and advancement.
- v. The Panel learnt that Information Technology Management Services (ITMS) Unit of the University provides computing and IT based short courses for staff.
- vi. The Panel also realised that many non-teaching staff took advantage of the part-time academic programmes within the University to obtain higher qualification.
- vii. The Panel learnt of a pervasive complaint from non-teaching staff. This pertained to the University's refusal to upgrade them after obtaining additional qualification. The University's position was that only approved studies were recognised for promotion subject to vacancy and budgetary provisions.

6.6.2 Recommendations on Non-Academic Staff Development

- i. The University should dedicate resources targeted at a continuous capacity building and professional development of non-teaching staff.
- ii. Council should review aspect of non-teaching staff condition of service to provide clarity and ease of granting study fellowships.
- iii. Special in-house centres such as ITMS should be empowered to provide training services to staff.

6.7 University Research Policy

6.7.1 Observations and Findings on University Research Policy

- i. Research capacity is the cardinal indicator of staff development and intellectual productivity of a university.
- ii. Contrary to the provisions of the University Academic Brief, the Panel found that the University does not have a documented policy on research, innovation, patent and intellectual property right, as well as global reputation and visibility.

- iii. The University does not have a central laboratory that could enable interdisciplinary cutting age research, effective collaboration and linkages, high impact publications and qualitative higher degree training.
- iv. The University does not have facilities that can support research and development in emerging technologies like, biotechnology, nanotechnology, and material science.
- v. The Panel found evidence of the existence of Research Grant Committee, and Committee on Journal and Manuscript Publication from the proceedings of 143rd Senate. However, these committees had not been active.
- vi. Records submitted to the Panel by the University Bursary, through the data gathering template, indicated that the University was allocated the sum of N155,000,000 for TETFund Institution Based Research for the period under review. The University was able to access N86,591,743, while the remaining allocation equivalent to N68,408,257 remained unaccessed.
- vii. The Panel was presented a document by the Registrar of the University indicating disbursement of 60% TETFund Institution Based Research Grant to 36 Academic Staff equivalent to N32,274,703.20. This fund was apparently released from the amount accessed by the University. The Panel was however not presented the utilisation of the remaining funds.
- viii. Records submitted to the Panel by the University Bursary, through the data gathering template, indicated that the University failed to access its TETFund allocation for Journal Publication and Manuscript Development throughout the 5 years period under review, equivalent to N54,150,000. Similarly, the University failed to access its accrued TETFund Library Development Allocation of N288,000,000 for the same period.

- ix. During interactive session with the Panel, the current Vice-Chancellor, Professor Na'Allah informed the Panel that he had formed a University Research Council headed by a senior professor. The Research Council would navigate the research trajectory of the University including development of research policy of the University. Additionally, a new Centre for Sponsored Projects was created to serve as the secretariat of the Research Council. The Centre would also provide services by advancing research in the University through supporting applications for research grants and transparent management of grants among others.
- x. The Panel found that the University Management had established a Centre for Undergraduate Research with broad objective of supporting and promoting critical thinking that will enhance originality of undergraduate students' research productivity through mentorship.

6.7.2 Recommendations on University Research Policy

- i. The University should develop a coherent research policy consistent with global best practice that will ensure university's international competitiveness. The policy should also cover emergence of research groups (in specific areas of competencies and priorities), strategies for accessing research grants, staff research capacity enhancement and grant proposal writing among others.
- ii. The University Academic Brief provided that, the University Research findings as well as the University's expertise should be made available to both private and public sectors, in order to win the confidence of the public in research capabilities of the University, so that they would bring their problems for solution through research by means of consultancy services or otherwise.
- iii. Specifically, 5% of the University Recurrent Expenditure should be dedicated as research funding as provided in the University Academic Brief.

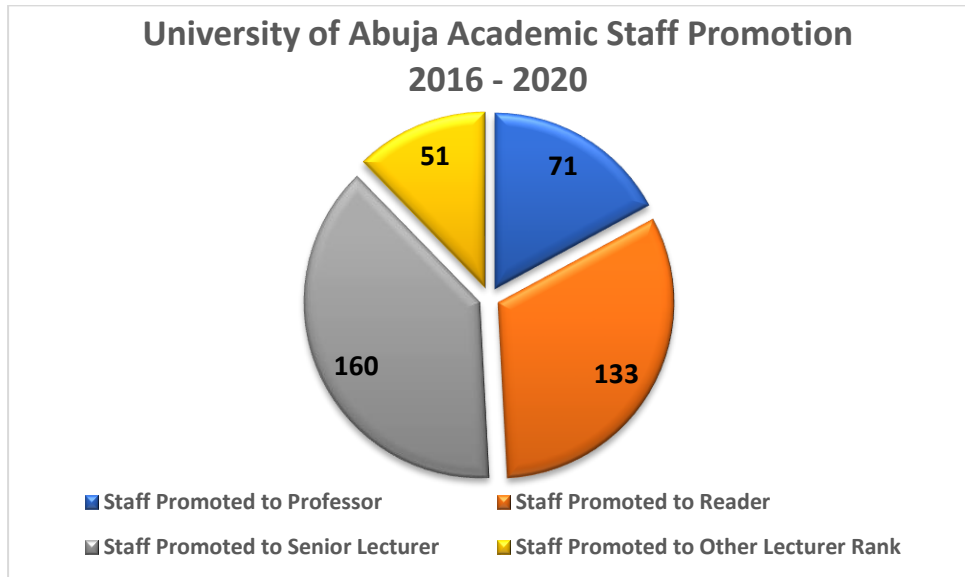
- iv. The University Governing Council should dedicate resources from statutory allocations, intervention funds as well as IGR towards establishment of a befitting Central Laboratory that will be an international centre of excellence.
- v. The University should establish research centres related to biotechnology, nanotechnology and material science.
- vi. The Governing Council should ensure that the University Management has accessed all its TETFund allocation and put them to use forthwith.
- vii. The University Management should reactivate all research related committees and ensure that research grants released to lecturers were appropriately utilised.
- viii. The Management should be commended for constituting University Research Council, and the Centre for Undergraduate Research. The Panel further recommend that the Council should provide necessary financial and administrative support to enable the Centre achieve its objectives. The Council should ensure that the University research community is carried along.

6.8 Staff Promotion

6.8.1 Observations and Findings on Staff Promotion

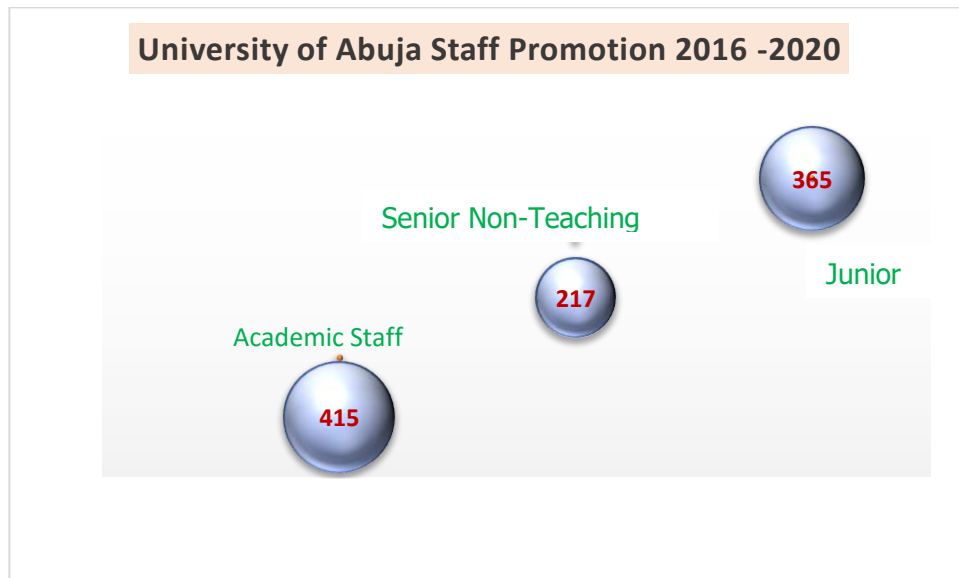
- i. The University Registry present a tally on staff promotion to the Panel. The Panel observed that the data was deficient at certain entries. The Panel analysed the data based on the available information as presented. Specifically, there was no entry for promotion to Professorial and Associate Professorial rank for the year 2020. Similar omissions were observed in the entries for promotion of Senior Non-teaching staff for the year 2018.
- ii. The University had promoted a total 415 academic staff comprising of 71 Professors, 133 Readers, 160 Senior Lecturers and 51 other lecturer rank as shown in Figure 6.6.

Figure 6.6: University of Abuja Academic Staff Promotion (2016 - 2020)



- iii. A total of 217 Senior Non-teaching Staff and 365 Junior Staff were promoted during the period under review as shown in Figure 6.7.

Figure 6.7: University of Abuja Staff Promotion (2016 – 2020)



- iv. The Panel learnt of unusually longer delays on the return of external assessment affecting 28 academic staff recommended Readers and Professors. The Panel gathered that the University Management was

planning to dispatch fresh assessment request to different external assessors.

- v. The Panel did not receive a formal complaint from any staff related to the promotion exercise during the period under review.

6.8.2 Recommendations on Staff Promotion

- i. The Council and the University Management should be commended for conducting a hitch free promotion exercise over the period of five years.

6.9 University Academic Pattern

6.9.1 Observations and Findings on the University Academic Pattern

- i. The Law, Academic Brief and Masterplan of University provided for a conventional university with dual mode system. This entailed instruction of regular academic programmes as well as distance learning and part time courses in order to cater for the interest of the working class and those who could not benefit directly in full-time university education.
- ii. The Panel found that the foregoing documents provided for collegiate system with group of cognate departments forming a faculty, and the faculties are aggregated under a College.
- iii. The Panel learnt that based on the observations of the 1999 Visitation Panel on the need to optimise the use of personnel and facilities, the University Senate reverted to faculty system in 1999. This was with exception of the College of Medical Sciences.
- iv. Currently, the University operates a faculty system with a lone College of Medical Sciences. This system grouped cognate academic departments under a faculty; while a group of three medical faculties formed the College of Medical Sciences.
- v. The Panel observed that the faculty system operates well in the university and had achieved the goal of optimising resource

utilisation, at least in respect of professional and administrative personnel.

6.9.1 Recommendations on the University Academic Pattern

- i. The University should deploy robust monitoring and evaluation mechanism that will ensure optimal resource utilisation and invest any savings thereof towards enhancement of efficiency and productivity.
- ii. The University should eschew creation of unnecessary bureaucratic structures.

6.10 Deans of Faculties and Heads of Departments

6.10.1 Observations and Findings on Deans of Faculties and Heads of Departments

- i. The University Law provided that Dean of a Faculty shall be a Professor elected by the Faculty Board. The Dean shall hold office for a term of two years and be eligible for re-election for another term of two years after which he may not be elected again until two years have elapsed.
- ii. The Dean shall be the Chairman of the faculty board. He shall exercise general superintendence over the academic and administrative affairs of the faculty (as well as academic departments) and; it shall be his function to present to convocation for the conferment of degrees.
- iii. He shall be a member of Senate and Committee of Deans.
- iv. The Panel observed from records that a department is the basic administrative unit of the university, where academic programmes are domiciled. Departments are administered by a Head of Department (HoD) with responsibility of ensuring that students are taught and examined in accordance with the approved curricula.

- v. The HoD is the Chairman of Departmental Board, member of the Faculty Board and sits on the departmental Chair in the University Senate.
- vi. The Panel observed from the proceedings of the Senate Meetings during the period under review, that more than 50% of the Heads of Academic Departments were serving on acting capacity.
- vii. The Panel received petition from ASUU UniAbuja branch that the current Vice-Chancellor Professor AbdulRashid Na'Allah had unilaterally appointed Acting Deans for the 8 Faculties covering Law, Arts, Science, Social Science, Veterinary Medicine, Management Science, and Basic Clinical Sciences for a term of two years.
- viii. The Panel found that Faculty and Departmental Boards are meeting regularly according to the provisions of law.

6.10.2 Recommendations on Deans of Faculties and Heads of Departments

- i. The Chairman of Senate, Principal Officers, and other heads of units should eschew abuse of office and affront to the laws and regulations of the University. Senate as a body of intellectuals comprising Professors and Heads of Academic Units should be bold to raise point of correction where a breach of law is involved.

6.11 Academic Faculties in the University of Abuja

6.11.1 Observations and Findings on Faculty of Agriculture

- i. The Panel visited the Faculty and interacted with Faculty Principal Officers and Heads of Departments, and also inspected teaching and learning facilities. The Panel submitted Data Gathering Template to the Dean for completion and submission.
- ii. The Panel found that the Faculty was established in 2005/2006 academic session with Senate approval for ten departments, but six were operational *viz*: Agronomy, Animal Science, Agricultural

Economics, Agricultural Extension and Rural Sociology, Crop Science, Soil Science and Land Resources Management.

- iii. The Faculty offers a single degree programme leading to award of Bachelor's degree in Agriculture.
- iv. Based on the completed Data Gathering Template submitted by the Faculty (Vol II, Appendix 69, Pages 532-533), the Panel found that the Faculty had a teacher student ratio of 1:76, as at 2019/2020 session, which was much higher than the NUC prescribed standard of 1:15.
- v. The Panel was informed that the Faculty had a 250-capacity lecture theatre which was not enough to accommodate the current enrolment.
- vi. The Panel also inspected an ongoing block construction meant to expand staff office accommodation in the Faculty.
- vii. The Panel learnt that the University no longer disbursed Direct Teaching and Laboratory Cost (DTLC) to the Faculty and its Departments. The Dean's office and departments receive impress of N30,000 and N20,000 respectively to run the corresponding units. The Officers indicated that the impress was gravely inadequate, and Departments had to rely on a share from fees charged by student professional organisations and a top up from their personal income.
- viii. All teaching and learning requirements are partially met by the University. Requests are normally written centrally to the Vice-Chancellor and such request had to be approved and then passed through bureaucratic processes before procurement and delivery. The Panel learnt that this system undermined the efficiency of service delivery as critical requirements are provided belatedly.
- ix. Convocation data indicated that the Faculty graduated 60 undergraduates and 22 postgraduates during the 24th Convocation held in February, 2020. The record further revealed that the Faculty was unable to present candidates for graduation during 23rd

Convocation; while only 6 first-degree graduands were presented by the Faculty during the 22nd Convocation which took place on 24th February, 2018.

- x. The Faculty earned full accreditation status during the NUC visitation in 2018.
- xi. The Faculty was aspiring to set up research centres and establish a commercial farm by utilising the vast land available to the University for R&D and IGR generation.

6.11.2 Recommendations on Faculty of Agriculture

- i. The University Management should as a matter of urgency employ additional academic staff in order to improve the alarming teacher student ratio.
- ii. The University Management should expedite action towards completing the ongoing office complex for the Faculty in order to ease the paucity of staff office space in the Faculty.
- iii. The University Management should consider reintroduction of DTLC from the IGR it generates in order to improve the level of funding reaching academic units and avoid the embarrassing situation in which departments rely on student professional union's support or funding the units from personal income.
- iv. The Governing Council should consider a review of bureaucracy involved in the procurement of required teaching and learning consumables with a view to enhancing efficiency of delivery. The Council may wish to consider approving a bulk purchase of regular items which could easily be supplied from University Central Store.
- v. The monthly impress of N20,000 and N30,000 which were respectively given to departments and Faculties should be increased.
- vi. The Faculty of Agriculture should be supported with funding and Agricultural implements in order to cultivate large expanse of land available to the University. This would have advantage of generating

IGR, enhance security and assist the University in putting part of its undisputed land to use.

6.11.3 Observations and Findings on Faculty of Arts

- i. The Panel visited the Faculty and interacted with Faculty Principal Officers and Heads of Departments, and also inspected teaching and learning facilities. The Panel submitted Data Gathering Template to the Dean for completion and submission.
- ii. The Panel found that the Faculty was established during the 1990/91 academic session. The Faculty has seven departments viz: English Language, Islamic Studies, Christian Studies and Religious Communications, Theatre Arts, History & Diplomatic Studies, Linguistics & African Languages and Philosophy.
- iii. The Faculty offers eight-degree programmes leading to award of Bachelor of Arts degree in English Language, Theatre Arts, History & Diplomatic Studies, Linguistics, Christian Religious Studies, Islamic Religious Studies, Arabic Studies, and Philosophy.
- iv. Based on the completed Data Gathering Template submitted by the Faculty (Vol II, Appendix 59, Pages 461 – 466), the Panel found that the Faculty had a teacher student ratio of 1:49, as at 2019/2020 session, which was much higher than the NUC prescribed standard of 1:30.
- v. All the Departments in the faculty urgently required academic staff. Some Departments do not even meet up with the minimum NUC staff requirement for commencement. B.A Arabic had a total number of just 4 tenured lecturers out of which one was on sabbatical during the period of the visitation. Department of Philosophy had a bloated enrolment of 1,000 students with only six fulltime staff.
- vi. The Faculty officers informed the Panel that the Faculty did not have a committee room for board of examiners and other meetings. There was no functional language laboratory in the entire faculty; no studio

for Theatre Art practical and the open-air theatre for students' rehearsals was located in Gwagwalada.

- vii. The Panel learnt that the University no longer disbursed Direct Teaching and Laboratory Cost (DTLC) to the Faculty and its Departments. The Dean's office and departments receive monthly impress of N30,000 and N20,000 respectively to run the corresponding units. The Officers indicated that the impress was gravely inadequate, and Departments had to rely on a share from fees charged by student professional organisations and a top up from their personal income.
- viii. All teaching and learning requirements are partially met by the University. Request are normally written centrally to the Vice-Chancellor and such request had to be approved and then passed through bureaucratic processes before procurement and delivery. The Panel learnt that this system undermined the efficiency of service delivery as critical requirements are provided belatedly.
- ix. The Faculty expressed displeasure due to their non-involvement in plans for construction projects related to offices and laboratories in the Faculty.
- x. The Faculty had presented graduands during 22nd, 23rd and 24th convocation ceremonies that took place during the period under review. And had cumulatively graduated 1,626 undergraduates and 132 postgraduates.
- xi. The Faculty earned full NUC accreditation for all its programmes in 2016.

6.11.4 Recommendation on Faculty of Arts

- i. The University Management should as a matter of urgency review the critical situation of the department of Arabic and Department of Philosophy in order to arrest imminent collapse of academic standard.

- ii. The University Management should expedite action towards completing the ongoing expansion project for the Faculty in order to ease paucity of staff office space and provision of committee room in the Faculty.
- iii. The Governing Council should vote resources towards establishing befitting language laboratory for the Faculty and establish a standard studio for the department of Theatre Arts
- iv. The University Management should consider reintroduction of DTLC from the IGR it generated in order to improve the level of funding reaching academic units and avoid the embarrassing situation in which departments rely on student professional unions for support or funding the units from personal income.
- vii. The Governing Council should consider a review of bureaucracy involved in the procurement of required teaching and learning consumables with a view to enhancing efficiency of delivery. The Council may wish to consider approving a bulk purchase of regular items which could easily be supplied from University Central Store.
- v. The monthly impress of N20,000 and N30,000 which were respectively given to departments and Faculties should be increased.

6.11.5 Observations and Findings on Faculty of Education

- i. The Panel visited the Faculty and interacted with Faculty Principal Officers and Heads of Departments, and also inspected teaching and learning facilities. The Panel submitted Data Gathering Template to the Dean for completion and submission.
- ii. The Faculty was established during the 1990/91 academic session with six departments viz: Counselling & Educational Psychology, Educational Management, Arts Education & Social Science Education, Educational Foundations, Science & Environmental Education.
- iii. The Faculty offers 18 Bachelor's degree programmes as follows: B. ED. Guidance and Counselling; B. ED. Education Administration & Planning; B. A. (ED.) English; B. A. (ED.) English; B. A. (ED.) I.R.S.;

B. A. (ED.) C.R.S.; B. A. (ED.) Arabic Studies; B. Sc. (ED.) Economics; B. Sc. (ED.) Geography; B.ED. Primary Education Studies; B. (ED.) Social Studies; B. Sc. (ED) Biology; B. Sc. (ED) Mathematics; B. Sc. (ED) Chemistry; B. Sc. (ED) Physics; B. Sc. (ED) Integrated Science; B. Sc. (ED) Agric. Education; and B. Sc. (ED) Environmental Education.

- iv. The Faculty is still located in the Mini Campus at Gwagwalada and students under the Science and Technical Education had to shuttle in between the two campuses for lecture and practical classes.
- v. Based on the completed Data Gathering Template submitted by the Faculty, the Panel found that the faculty had a teacher student ratio of 1:78, as at 2019/2020 session, which was much higher than the NUC prescribed standard of 1:30 (Vol II, Appendix 62, Pages 479 - 487).
- vi. The Data Gathering Template (Vol II, Appendix 62, Pages 479 – 487) further indicated that the Department of Library and Information had only 3 academic staff; while Department of Arts & Social Science Education had an outrageously bloated enrolment of 2,500 students with only 8 academic staff (Vol II, Appendix 62, Page 483).
- vii. The faculty had presented graduands during 22nd, 23rd and 24th convocation ceremonies that took place during the period under review. And had cumulatively graduated 3,733 undergraduates and 343 postgraduates.
- viii. The Panel learnt that the University no longer disbursed Direct Teaching and Laboratory Cost (DTLC) to the Faculty and its Departments. The Dean's office and departments receive monthly impress of N30,000 and N20,000 respectively to run the corresponding units. The Officers indicated that the impress was gravely inadequate, and Departments had to rely on a share from fees charged by student professional organisations and a top up from their personal income.

- ix. All teaching and learning requirements are partially met by the University. Requests are normally written centrally to the Vice-Chancellor and such request had to be approved and then passed through bureaucratic processes before procurement and delivery. The Panel learnt that this system undermined the efficiency of service delivery as critical requirements are provided belatedly.
- x. The faculty was visited for NUC accreditation for a number of its programmes during the period under review. The result of the accreditation exercises indicated that Educational Administration and Planning, Primary Education, and Physics Education earned interim accreditation status; while all the remaining programmes had full accreditation status.

6.11.6 Recommendations on Faculty of Education

- i. Considering the fact that Faculty of Education has one of the biggest enrolments and is the most diversified in courses that necessitates the faculty to rely on other faculties, the University should prioritise movement of the faculty to the permanent site of the University. This would provide the urgently needed teaching and learning environment and ease the problem of intercampus shuttle among its students.
- ii. The University Management should urgently provide additional Academic Staff in view of the alarming Teacher/Student Ratio of the Faculty.
- iii. The University Management should as a matter of urgency review the dire situation of the Department of Library Science & Arts and Social Science Education in order to arrest the imminent collapse of academic standards.
- iv. The University Management should consider the reintroduction of DTLC from the IGR it generates in order to improve the level of funding reaching academic units and avoid the embarrassing

situation in which departments rely on student professional unions for support or funding the units from personal income.

- v. The Governing Council should consider a review of bureaucracy involved in the procurement of required teaching and learning consumables with a view to enhancing efficiency of delivery. The Council may wish to consider approving a bulk purchase of regular items which could easily be supplied from University Central Store.
- vi. The monthly impress of N20,000 and N30,000 which were respectively given to departments and Faculties should be increased.

6.11.7 Observations and Findings on Faculty of Engineering

- i. The Panel visited the faculty and interacted with Faculty Principal Officers and Heads of Departments, and also inspected teaching and learning facilities. The Panel submitted Data Gathering Template to the Dean for completion and submission.
- ii. The faculty was established during the 2005/2006 academic session with four departments viz: Chemical Engineering, Civil Engineering, Electrical/Electronic Engineering and Mechanical Engineering.
- iii. The faculty offers 4 Bachelor's degree programmes as follows: B. Engineering (Chemical Engineering), B. Engineering (Civil Engineering), B. Engineering (Electrical Engineering), and B. Engineering (Mechanical Engineering).
- iv. The Panel received report that this Faculty was among those closed down by the Federal Government in 2012, as a result of failure of the programmes to get accredited by the National Universities Commission and Council for the Regulation of Engineering in Nigeria. This led to the transfer of the students of the faculty to other Federal universities including FUT Minna, FUT Akure, Abubakar Tafawa Balewa University, Bauchi and University of Ilorin.
- v. Based on the completed Data Gathering Template submitted by the faculty (Vol II, Appendix 67, Pages 513 – 530), the Panel found that the faculty had a teacher student ratio of 1:27, as at 2019/2020

session, which was much higher than the NUC prescribed standard of 1:15. The Faculty had a postgraduate enrolment of 232.

- vi. The Panel learnt that based on the NUC and COREN accreditation the faculty was allocated admission quota of 50 undergraduates per programme. The Faculty however, exceeded this quota due to pressure of admission request.
- vii. The Panel particularly noticed that Department of Civil Engineering had the least academic staff strength with 4 lecturers; and yet had the highest enrolment of 250 and 90 undergraduates and postgraduates respectively.
- viii. The Panel also learnt of acute shortage of other teaching and learning facilities in the faculty; and yet had Senate approval to commence Railway Engineering, Agricultural Engineering, Computer Engineering and Nuclear Engineering.
- ix. The Panel was informed that the entire Faculty laboratories and workshops were taken over by the proposed Railway Engineering programme which will be anchored with the help of Chinese Government. The faculty workshop was moved to a makeshift structure pending the completion of the CBN funded engineering building.
- x. The Panel learnt that the University no longer disbursed Direct Teaching and Laboratory Cost (DTLC) to the Faculty and its Departments. The Dean's office and departments receive monthly impress of N30,000 and N20,000 respectively to run the corresponding units. The Officers indicated that the impress was gravely inadequate, and Departments had to rely on a share from fees charged by student professional organisations and a top up from their personal income.
- xi. All teaching and learning requirements are partially met by the University. Requests are normally written centrally to the Vice-Chancellor and such request had to be approved and then passed

through bureaucratic processes before procurement and delivery. The Panel learnt that this system undermined the efficiency of service delivery as critical requirements are provided belatedly.

- xii. Based on the records available, the Panel found that the faculty could not graduate students during the 22nd and 23rd Convocations combined Convocation which covered (2016 – 2017), and graduated only 3 undergraduates during the 24th Convocation of February 2020.
- xiii. The Panel learnt that; all degree programmes of the Faculty earned full accreditation status during the NUC visitation in 2017.

6.11.8 Recommendations on Faculty of Engineering

- i. The University Management should consider the reintroduction of DTLC from the IGR it generates in order to improve the level of funding reaching academic units and avoid the embarrassing situation in which departments rely on student professional unions for support or funding the units from personal income.
- ii. The University Management should respect the approved admission quota prescribed by NUC and COREN in order to preserve the quality and standard. The Faculty should be allowed to utilise all facilities meant for teaching and learning.
- iii. The Management should address the paucity of staff in the Faculty with particular reference to Civil Engineering.
- iv. The University Management should provide resources to enable the Faculty accommodate additional degree programmes.
- v. The Governing Council should consider a review of bureaucracy involved in the procurement of required teaching and learning consumables with a view to enhancing efficiency of delivery. The Council may wish to consider approving a bulk purchase of regular items which could easily be supplied from University Central Store.
- vi. The monthly impress of N20,000 and N30,000 which were respectively given to departments and Faculties should be increased.

- vii. The University Management should consider the reintroduction of DTLC from the IGR it generates in order to improve the level of funding reaching academic units and avoid the embarrassing situation in which departments rely on student professional unions for support or funding the units from personal income.

6.11.9 Observations and Findings on Faculty of Law

- i. The Panel visited the Faculty and interacted with Faculty Principal Officers and Heads of Departments, and also inspected teaching and learning facilities. The Panel submitted Data Gathering Template to the Dean for completion and submission.
- ii. The faculty was established during the 1990/1991 session with four departments viz: Islamic Law, International Law & Jurisprudence; and Private & Property Law as well as Public Law.
- iii. The faculty offers Bachelor's Degree leading to LLB Common Law and planned to commence LLB Common Law and Shari'a during the subsequent session.
- iv. Based on the completed Data Gathering Template submitted by the faculty (Vol II, Appendix 67, Pages 531 – 533), the Panel found that the Faculty had a teacher student ratio of 1:12 as at 2019/2020 session, lower than the NUC prescribed standard of 1:30. This was indicative of lower enrolment relative to the capacity of the available teaching staff. The Faculty had 230 postgraduate students during the same session.
- v. The Dean informed the Panel that the faculty was given admission quota of 100 by both NUC and Council for Legal Education; but due to pressure of admission request, the Faculty exceeded the ceiling. The programme lost accreditation in 2014 due to over admission.
- vi. The faculty had presented graduands during 22nd, 23rd and 24th convocation ceremonies that took place during the period under

review. And had cumulatively graduated 720 undergraduates and 81 postgraduates.

- vii. The Panel noted that the faculty was accommodated in a befitting building that accommodate staff offices, conference hall and other teaching and learning physical facilities. However, the Faculty was coping with inadequate number of classrooms, as it had only 2 classrooms; while each level in the Law programme was expected to have a dedicated classroom according to NUC and CLE requirements.
- viii. The Faculty moot court was situated on the Mini Campus and therefore required staff and student shuttling.
- ix. The Panel learnt that the University no longer disbursed Direct Teaching and Laboratory Cost (DTLC) to the Faculty and its Departments. The Dean's office and departments receive monthly impress of N30,000 and N20,000 respectively to run the corresponding units.
- x. All teaching and learning requirements are partially met by the University. Requests are normally written centrally to the Vice-Chancellor and such request had to be approved and then passed through bureaucratic processes before procurement and delivery. The Panel learnt that this system undermined the efficiency of service delivery as critical requirements are provided belatedly.
- xi. The Faculty earned full accreditation status during the NUC accreditation exercise of 2019.

6.11.10 Recommendations on Faculty of Law

- i. The University should respect the admission quota prescribed by NUC and the Council for Legal Education.
- ii. The University should resolve the issue of Moot Court by building a new facility at the Main Campus in order to alleviate the suffering of staff and students in commuting between campuses.

- iii. The monthly impress of N20,000 and N30,000 which were respectively given to departments and Faculties should be increased
- iv. The University Management should consider the reintroduction of DTLC from the IGR it generates in order to improve the level of funding reaching academic units and avoid the embarrassing situation in which departments rely on student professional unions for support or funding the units from personal income.

6.11.11 Observations and Findings on Faculty of Management Science

- i. The Panel visited the faculty, interacted with Faculty Principal Officers and Heads of Departments and also inspected teaching and learning facilities. The Panel submitted Data Gathering Template to the Dean for completion and submission.
- ii. The faculty was established during the 1990/1991 session with four departments viz: Accounting, Business Administration, Public Administration, Banking and Finance.
- iii. The faculty offers 4 Bachelor's degree programmes as follows: B.Sc. Accounting, B.Sc. Public Admin, B.Sc. Business Admin, B.Sc. Banking & Finance.
- iv. Based on the data provided by ITMS and interaction with the Faculty, Panel found that the faculty had a teacher student ratio of 1:64 as at 2019/2020 session, which was higher than the NUC prescribed standard of 1:30.
- v. The Panel particularly learnt of acute shortage of academic staff in the Department of Banking and Finance as only 3 tenured staff were in place.
- vi. The Panel observed structural defects in the faculty building, which the Panel was informed were visible even before the building was handed over to the University by the contractor.

- vii. The Panel was also informed of inadequate lecture rooms to accommodate the increasing enrolment in the faculty.
- viii. The Panel inspected an ongoing construction of a building intended to be an extension for the faculty. This will hopefully address to a greater extent, the shortage of physical facilities for teaching and learning.
- ix. The Panel learnt that the University no longer disbursed Direct Teaching and Laboratory Cost (DTLC) to the Faculty and its Departments. The Dean's office and departments receive monthly impress of N30,000 and N20,000 respectively to run the corresponding units. The Officers indicated that the impress was gravely inadequate, and Departments had to rely on a share from fees charged by student professional organisations and a top up from their personal income.
- x. All teaching and learning requirements are partially met by the University. Requests are normally written centrally to the Vice-Chancellor and such request had to be approved and then passed through bureaucratic processes before procurement and delivery. The Panel learnt that this system undermined the efficiency of service delivery as critical requirements are provided belatedly.
- v. Based on the convocation data, the faculty had presented graduands during 22nd, 23rd and 24th convocation ceremonies that took place during the period under review and had cumulatively graduated 2,879 undergraduates and 219 postgraduates.
- vi. The faculty was visited for NUC accreditation for a number of its programmes during the period under review. The result of the accreditation exercises indicated that Banking and Finance had interim accreditation status while the remaining three programmes of the faculty earned full accreditation status.

6.11.12 Recommendations on the Faculty of Management Sciences

- i. The University should as matter of urgency address the critical situation of paucity of teaching staff in the Department of Banking and Finance. It should address the alarming teacher student ratio of the Faculty by either reducing Admission quota or employing more staff.
- ii. The University Management should expedite action in completing the annex building for the Faculty. The Maintenance department should ensure structural cracks do not pose danger to health and safety and rectify the issue as appropriate.
- iii. The monthly impress of N20,000 and N30,000 which were respectively given to departments and Faculties should be increased.
- iv. The University Management should consider the reintroduction of DTLC from the IGR it generates in order to improve the level of funding reaching academic units and avoid the embarrassing situation in which departments rely on student professional unions for support or funding the units from personal income.

6.11.13 Observations and Findings on Faculty of Science

- i. The Panel visited the faculty and interacted with Faculty Principal Officers and Heads of Departments (Vol II, Appendix 120, Pages 769 – 770), and also inspected teaching and learning facilities. The Panel submitted Data Gathering Template to the Dean for completion and submission.
- ii. The Panel found that the faculty was established in 1990. It has 7 departments as follows: Biological Sciences, Chemistry, Computer Science, Mathematics, Microbiology, Physics and Statistics.
- iii. The faculty offers 7 Bachelor's degree programmes as follows: B.Sc. Biology, B.Sc. Chemistry, B.Sc. Computer Science, B.Sc. Mathematics, B.Sc. Microbiology, B.Sc. Physics, and B.Sc. Statistics.

- iv. Based on the completed Data Gathering Template submitted by the Faculty, the Panel found that the faculty had a teacher student ratio of 1:77, as at 2019/2020 session, which was much higher than the NUC prescribed standard of 1:20.
- v. The Panel learnt that Department of Microbiology was the worst hit by the paucity of teaching staff. The Department had 6 academic staff with enrolment of 1,496 students. The Department received a large number of withdrawn students from the Faculties of Medicine and Veterinary Medicine on readmission at 200 Level. This had added pressure on the department. The Department had only 1 laboratory for its teaming undergraduate and postgraduate students (Vol. II, Appendix 87, Pages 612 – 613).
- vi. The Panel found that department of Physics had Scanning Electron Microscope, an advanced multidisciplinary equipment provided by Petroleum Technology Development Fund (PTDF). This expensive equipment however remained uninstalled for over a decade.
- vii. The Panel learnt that the Department of Chemistry was still at Gwagwalada Mini-Campus as the building intended to house the department was part of the abandoned CBN projects. This put additional burden of shuttling on both staff and students
- viii. The Panel was informed that current Faculty of Science building at the Main Campus was initially meant for the Department of Chemistry only. The University spent considerable resources changing the layout of the laboratories to accommodate Microbiology and Biology laboratories. There was no running water at the top floor of the building. Toilets were improvised in the building after it was occupied and are dysfunctional as soakaway was not provided.
- ix. Panel was informed that Department of Computer Science with 736 had only 20 computer units.
- x. The Panel learnt that the University no longer disbursed Direct Teaching and Laboratory Cost (DTLC) to the Faculty and its

Departments. The Dean's office and departments receive monthly impress of N30,000 and N20,000 respectively to run the corresponding units. The Officers indicated that the impress was gravely inadequate, and Departments had to rely on a share from fees charged by student professional organisations and a top up from their personal income.

- xi. All teaching and learning requirements are partially met by the University. Requests are normally written centrally to the Vice-Chancellor and such request had to be approved and then passed through bureaucratic processes before procurement and delivery. The Panel learnt that this system undermined the efficiency of service delivery as critical requirements are provided belatedly.
- xii. The faculty had presented graduands during 22nd, 23rd and 24th convocation ceremonies that took place during the period under review and had cumulatively graduated 1,652 undergraduates and 87 postgraduates.
- xiii. The faculty was visited for NUC accreditation for a number of its programmes during the period under review. The result of the accreditation exercises indicated that Computer Science had denied accreditation status while the remaining three programmes of the faculty earned full accreditation status.

6.11.14 Recommendations on Faculty of Science

- i. The University should as matter of urgency address the dire issue of Computer Science Programme and Microbiology.
- ii. The Teacher/Student Ratio in this Faculty is alarming and should be addressed to prevent total collapse of academic standard.
- iii. The University should prioritise completion of the abandoned Chemistry Department building. This is to avoid the current situation of a split Faculty with Chemistry at the Mini Campus, with attendant discomfort of intercampus shuttle.

- iv. The advanced equipment supplied to Department of Physics should be installed and put to use.
- v. The University Management should consider the reintroduction of DTLC from the IGR it generates in order to improve the level of funding reaching academic units and avoid the embarrassing situation in which departments rely on student professional unions for support or funding the units from personal income.
- vi. The impress of N20,000 and N30,000 which were respectively given to departments and Faculties should be increased.

6.11.15 Observations and Findings on Faculty of Social Science

- i. The Panel visited the faculty and interacted with Faculty Principal Officers and Heads of Departments, and also inspected teaching and learning facilities. The Panel submitted Data Gathering Template to the Dean for completion and submission.
- ii. The faculty was established in 1994 with four departments Viz: Economics, Sociology, Political Science & International Relations; as well as Geography & Environmental Science. It operates from the Mini-Campus Gwagwalada.
- iii. The Faculty offers 4 Bachelor's degree programmes as follows: B.Sc. Political Science, B.Sc. Geography, B.Sc. Economics, and B.Sc. Sociology.
- iv. Based on the completed Data Gathering Template submitted by the faculty (Vol II, Appendix 66, Pages 506 – 512), the Panel found that the faculty had a teacher student ratio of 1:64, as at 2019/2020 session, which was much higher than the NUC prescribed standard of 1:30. It had postgraduate enrolment of 837.
- v. Based on the convocation data, the faculty had presented graduands during 22nd, 23rd and 24th convocation ceremonies that took place during the period under review. And had cumulatively graduated 3,712 undergraduates and 936 postgraduates.

- vi. The faculty was visited for NUC accreditation for a number of its programmes during the period under review. The result of the accreditation exercises indicated that Geography, Political Science and Economics earned a full accreditation status, while assessed with Sociology interim accreditation status.
- vii. The Panel learnt that the University no longer disburses Direct Teaching and Laboratory Cost (DTLC) to the Faculty and its Departments. The Dean's office and departments receive monthly impress of N30,000 and N20,000 respectively to run the corresponding units.
- viii. All teaching and learning requirements are partially met by the University. Requests are normally written centrally to the Vice-Chancellor and such request had to be approved and then passed through bureaucratic processes before procurement and delivery. The Panel learnt that this system undermined the efficiency of service delivery as critical requirements are provided belatedly.

6.11.16 Recommendations on Faculty of Social Science

- i. The University should address the alarming Teacher/Student ration of the Faculty and facilitate its migration to Main Campus.
- ii. The University Management should consider the reintroduction of DTLC from the IGR it generates in order to improve the level of funding reaching academic units and avoid the embarrassing situation in which departments rely on student professional unions for support or funding the units from personal income.
- iii. The monthly impress of N20,000 and N30,000 which were respectively given to departments and Faculties should be increased.

6.11.17 Observations and Findings on Faculty of Veterinary Medicine

- i. The Panel visited the faculty and interacted with Faculty Principal Officers and Heads of Departments, and also inspected teaching and

learning facilities. The Panel submitted Data Gathering Template to the Dean for completion and submission.

- ii. The faculty was established in 2005/2006 academic session with ten service departments that collectively award a DVM degree. These departments include: Veterinary Anatomy, Veterinary Animal Health and Production, Veterinary Microbiology, Veterinary Parasitology and Entomology, Veterinary Pathology, Veterinary Physiology and Biochemistry, Veterinary Medicine, Veterinary Public Health, Veterinary Surgery, Theriogenology, Veterinary Pharmacology and Toxicology.
- iii. Based on the completed Data Gathering Template submitted by the faculty (Vol II, Appendix 63, Pages 488 – 499), the Panel found that the Faculty had a teacher student ratio of 1:3, as at 2019/2020 session, which was much lower than the NUC prescribed standard of 1:10. This was indicative of lower enrolment relative to the capacity of the available teaching staff.
- iv. The Panel inspected the building complex of the faculty and found a fundamental structural crack at multiple sites with potentials of posing danger to health and safety (Vol III, Plate 25d – 25e, Pages 30 – 31).
- v. The Panel learnt that the University no longer disburses Direct Teaching and Laboratory Cost (DTLC) to the Faculty and its Departments. The Dean's office and departments receive monthly impress of N30,000 and N20,000 respectively to run the corresponding units. The Officers indicated that the impress was gravely inadequate, and Departments had to rely on a share from fees charged by student professional organisations and a top up from their personal income.
- vi. All teaching and learning requirements are partially met by the University. Requests are normally written centrally to the Vice-Chancellor and such request had to be approved and then passed

through bureaucratic processes before procurement and delivery. The Panel learnt that this system undermined the efficiency of service delivery as critical requirements are provided belatedly.

- vii. The faculty had presented graduands during 22nd and 23rd convocation ceremonies and had cumulatively graduated 14 first-degree candidates. The Panel found that the faculty did not present graduands during the 24th convocation.
- viii. The Panel found that during the 2014 NUC accreditation exercise, the lone programme offered by the faculty got full accreditation status.

6.11.18 Recommendations on Faculty of Veterinary Medicine

- i. The University should provide matching learning resources to enable more intake by the faculty in light of its low Teacher-Student Ratio.
- ii. The University maintenance department should review the structural deformities observed in the building complex of the Faculty to guarantee health and safety are not at risk. Immediate repair should be executed as appropriate.
- iii. The monthly impress of N20,000 and N30,000 which were respectively given to departments and Faculties should be increased.
- iv. The University Management should consider the reintroduction of DTLC from the IGR it generates in order to improve the level of funding reaching academic units and avoid the embarrassing situation in which departments rely on student professional unions for support or funding the units from personal income.

6.11.19 Observations and Findings on College of Health Sciences

- i. The Panel visited the College and interacted with its Principal Officers and Heads of Departments, and also inspected teaching and learning facilities. The Panel submitted Data Gathering Template to the Deans for completion and submission.
- ii. The College was established in 2005/2006 session with three faculties including Faculty of Basic Medical Science, Faculty of Clinical

Science, and Faculty of Basic Clinical Science. These faculties administer a plethora of service departments that collectively award MBBS degree.

- iii. The Panel found that the Faculties of Clinical Science and Basic Clinical Science were located in the University Teaching Hospital, Gwagwalada; while the Faculty of Basic Medical Sciences was based at the Main Campus.
- iv. The Panel found that the College statute meant to enable it to function as a semi-autonomous unit was yet to be signed into law.
- v. Based on the Data Gathering Template, the Panel found that the College had a teacher student ratio of 1:1 as at 2019/2020, much lower than the NUC prescribed standard of 1:10. This was indicative of lower enrolment relative to the capacity of the available teaching staff.
- vi. The Panel had established that clinical student accommodation had been a major challenge. Clinical students were presently accommodated in a rented building outside the teaching hospital. The Panel inspected an abandoned clinical students' hostel located within the Teaching Hospital. This building was part of the CBN intervention projects. The College Principal officers informed the Panel that lack of sufficient clinical students' accommodation was the major reason for the abridged admission quota of 50 students as approved by NUC and M&DCN.
- vii. The Panel observed that laboratories in the Faculty of Clinical Sciences were not well equipped, and adequate safety measures were not provided as exemplified by lack of Biosafety Cabinet in the Medical Microbiology Laboratory.
- viii. The entire buildings of Faculties of Clinical Science and Basic Clinical Science were located in the University Teaching Hospital were run on generators. This problem was caused by the inability to install a transformer due specification discrepancy and apparent lack of

cooperation on electric power sharing between the University and Management of the Teaching Hospital.

- ix. The Panel was informed that the University did not have classrooms for clinical students. Seminar rooms belonging to the Teaching Hospital were used instead.
- x. The Panel inspected an ongoing TETFund project intended to provide additional teaching and learning space for the two faculties.
- xi. The faculty graduated 35 undergraduate students during the 21st Convocation in 2015.
- xii. The MBBS programme earned interim accreditation from the NUC and full accreditation from M&DCN.
- xiii. The College had presented graduands during 23rd and 24th convocation ceremonies and had cumulatively graduated 75 candidates. The Panel found that the Faculty did not present graduands during the 22nd convocation.

6.11.20 Recommendations on College of Health Sciences

- i. Council and University Management should prioritize the provision of medical student accommodation with expanded capacity within the premises of the Teaching Hospital. This is necessary in order to attain increased admission quota and avoid continued wastage of Government Investment.
- ii. The University Management should consider the reintroduction of DTLC from the IGR it generates in order to improve the level of funding reaching academic units and avoid the embarrassing situation in which departments rely on student professional unions for support or funding the units from personal income.
- iii. The monthly impress of N20,000 and N30,000 which were respectively given to departments and Faculties should be increased.

6.12 Academic Staff Strength and Programme Quality Assurance

6.12.1 Observations and Findings on Academic Staff Strength and Programme Quality Assurance

- i. The Panel established that of the 49 undergraduate programmes visited for NUC accreditation during the period under review, 42 earned full accreditation, 6 had interim accreditation, while 1 programme was rated with denied accreditation status.
- ii. Analysis of teacher student ratio among the academic units revealed an erratic pattern across the University. Faculties of Agriculture, Arts, Education, Engineering, Management Sciences, Science and Social Science had a higher enrolment relative to the optimal teaching staff strength, with teacher student ratio ranging from 1:27 for Engineering to 1:78 for Education. The Faculties of Law, Veterinary Medicine and College of Health Sciences had lower enrolment relative to the teaching staff strength. The Panel particularly noticed an abysmally low ratio in the College of Health Sciences and Faculty of Veterinary Medicine. The latter had a ratio of 2 students per lecturer, while in the former the number of lecturers equalled that of the students as against the NUC standard of 10 students per lecturer. Hence all the faculties in the University do not operate within the NUC ratio.
- iii. The Panel established that the University was facing an alarming paucity of Academic Staff. This situation was more serious in a number of departments as highlighted in section 6.11.
- iv. The Panel found that the University had evaluated the gap in academic staff requirement based on the Fulltime Equivalence (FTE) to be 440. The University had been making several efforts to secure permission to conduct recruitment from the Head of service of the Federation but failed due to an existing FGN embargo on employment.

- v. Based on the completed Data Gathering Template as provided by the faculties, **19** Departments indicated that the year of last employment of a fulltime Academic Staff was (2005 – 2009); **12** indicated (2013 – 2015), **5** indicated (2018 – 2020); while the remaining did not respond.
- vi. The Panel learnt that due to the shortage of Academic Staff, the University Management was compelled to engage in hiring visiting lecturer's ("Adjuncts") to support teaching and learning.
- vii. The Panel observed that these adjuncts were academics from other universities, professional non-teaching staff within the University, Colleges of Education, Research Institutes, Teaching Hospitals, Diplomatic Missions, Non-Governmental Organisations, and Organised Private Sector.
- viii. The Panel learnt that the Adjunct lecturers were employed on a monthly remuneration equivalent to 1/3 of salary of academic rank offered to the adjunct. The University used IGR to settle the remuneration of adjunct, but planned to contact IPPIS for FGN to take over the payments.
- ix. The Panel found that the University employed 131 adjuncts between 2019 – 2021. This translated to 21% of the existing academic staff strength. The Panel was however concerned about indiscriminate employment of resource persons that were not legally bound to accountability as examiners.
- x. The Panel had observed a more worrying trend in respect of academic staff workload in this University. This pertained to the engagement of the existing established lecturers into the running of a plethora of Part-time, Distance Learning, Sandwich, as well as regular academic higher degree programmes domiciled in several Centres and Extra-departmental Units of the University. This situation was further exacerbated by the continued proliferation of more part-time, postgraduate and even sub-degree academic programmes,

which were inevitably driven by the lean and strained academic human resource of the University.

- xi. Taken together, the foregoing situation in the Panel's view indicated a serious crisis that challenged the authority of the University Senate as provided in the law, undermined the overall standard and quality of service delivery in the University. Academic standard is heading for a total collapse if the University continued along this trajectory.

6.12.2 Recommendations on Academic Staff Strength and Programmes Quality Assurance

- i. All recommendations proffered under section 6.3.2 apply.
- ii. The FGN should specifically lift employment embargo on this University to enable recruitment of academic staff within available budgetary provisions.
- iii. All applicants for the adjunct positions should be securitized and approved by the University Senate.
- iv. All employed adjuncts should be required to sign a legally binding undertaking of responsibility of examiner status, and their conduct would be within the confines of law and regulations of the University.
- v. Units of the University responsible for quality assurance should ensure monitoring and evaluation of the activities of the Adjuncts.
- vi. The University should comply with the NUC guideline on adjunct lecturers which provided that: adjuncts must not exceed 4 per programme; cannot supervise dissertation or head a unit.
- vii. The University should consult with the NUC on suitability of offering adjunct positions to resource persons outside the University system.
- viii. NUC should have special visitation to this University in order to evaluate the existing programmes in relation to the available resources and close down all programmes that fall short of required standard and those programmes mounted without approval.
- ix. The University Management should ensure Senate and NUC approval of all new programmes as required by the University Law.

6.13 Teaching and Learning Resources

6.13.1 Observations and Findings on Teaching and Learning Resources

- i. During the course of visitation to faculties and units, the Panel inspected physical facilities for teaching and learning as well as other learning resources.
- ii. The Panel found a serious inadequacy of staff offices both in quantity and quality. Most of the offices inclusive of those of Dean/HOD were below the standard of the NUC-BMAS.
- iii. The Panel observed that a number of existing offices were carved out by means of plywood partition to create additional offices for staff, in some departments HOD offices were partitioned to accommodate Departmental Secretaries.
- iv. The Panel also discovered that several staff including Professors share office spaces to the extent that an office was shared by 3 staff in some departments as shown in Figure 6.8

Figure 6.8: Professor sharing office in the Faculty of Science



- v. Based on the Data Gathering Template as completed and submitted by Faculties, the Panel found that, of the 206 staff offices reported, 58.80% of the offices were occupied by single staff, 30% of the

offices were shared by 2 staff, while 11.6% were shared by 3 staff. 48 of these offices were created by plywood partition. The Panel also found that 104 staff do not have offices.

- vi. The Panel noted with serious concern that a University that could not provide office accommodation to the existing staff was seeking to employ 440 Staff based on FTE.
- vii. The Panel observed cases of serious inadequacy of lecture rooms and laboratory spaces such as the concurrent delivery of lecture of different courses by different lecturers in a single theatre in the Faculty of Arts; lack of a functional language laboratory; lack of studio for Theatre Arts, a single laboratory for Department of Microbiology with cumulative undergraduate and postgraduate enrolment of 1,496; the inter campus shuttling of Science Education students for laboratory practical and Law students for Moot Court among others.
- viii. The Panel observed that there were ongoing expansion plans for some faculties such as Agriculture and Arts intended to address crisis of space for teaching and learning.
- ix. The Panel also noted the existence of expansion projects for teaching and learning facilities targeted at some faculties but were abandoned for several years.
- x. Panel's Data Gathering Templates on a general assessment of the condition of physical facilities for teaching learning indicated fair and bad conditions by majority of responding departments and units.
- xi. The Panel noticed that the University is facing maintenance challenges of alarming magnitude in respect of physical facilities for teaching and learning.
- xii. The Panel's inspection tour and the completed Data Gathering Template, indicated that most departments do not have projectors, multimedia systems, and interactive learning boards. All responding units indicated total lack of intranet and internet connectivity and

serious paucity of computing facilities. There was no video conferencing facility in the University.

- xiii. Panel observed serious dearth of laboratory equipment, apparatus and instruments far below the requirements of the NUC BMAS in most cases. Several of the existing equipment were obsolete, while some were new but not installed for many years. The student/equipment ratio for the functional equipment were abysmally low. Shortage of electricity undermined conduct of practical classes. During interaction with Officers of the Faculty of Veterinary Medicine, the Panel members were informed that there was no PCR equipment in the University.
- xiv. The Panel learnt that sciences students largely rely on laboratories belonging to neighbouring Federal Government Research Institutes such as National Biotechnology Centre and SHEDA Science & Technology Complex.
- xv. The Panel noted that the foregoing challenges are clear indices that would lead to widespread collapse of academic standard across the University. The Panel ascribed this situation to prolonged neglect of investment into core learning resources in favour of more construction projects targeted at expansion or creation of new programmes with few or nothing of core learning resources.
- xvi. The Panel wondered how these serious gaps escaped the sight of accreditation panels from NUC and other professional regulatory bodies.
- xvii. The Panel wish to put it in perspective, that the foregoing indices as highlighted in (ii – v, vii, xi-xiv) are happening while the University had earned income of N49,077,332,022, during the period under visitation - a clear of demonstration of governance failure.
- xviii. The Panel learnt during interaction with outgoing Council that the University had secured Government funding of 5 Billion Naira for the construction of new Senate building. Panel was perplexed with this

decision as part of the existing Senate building was still uncompleted and was classified as abandoned project (Vol III, Plate 2b, Page 2). This in Panel's view was a misplaced priority given the indices of academic facilities in this University.

6.13.2 Recommendations on Teaching and Learning Resources

- i. Governing Council should examine the extent of the gap on existing resources relative to the standard and put forward a dedicated policy that will ensure objective allocation of resources towards bridging the gap in teaching and research facilities and preventing imminent collapse of academic standard in this University.
- ii. Governing Council should ensure a balance between the desire of University to create additional academic programmes and maintaining the quality of existing programmes.
- iii. The University should seek approval from government on reprioritising the utilisation of the approved 5Bn such that the Senate building of lower scale could be established and allocating the savings towards provision of teaching and research facilities as well as completion and remodelling of the existing senate building to be utilised in easing the pressure of academic spaces.
- iv. The FGN should provide a special grant that will assist the University in upgrading and expansion of its facilities to meet the growing demand for access from FCT and the nation in general.
- v. The Council should ensure that the IGR generated by the University is used effectively in complementing shortfall in Government Funding.

6.14 Establishment of New Faculties

6.14.1 Observations and Findings on Establishment of New Faculties

- i. The Panel was formally informed by the University Management of the Plan to establish Faculties of Communication, Environmental Sciences and Pharmacy.
- ii. The Panel had inspected the ongoing construction projects (at near completion) meant to house the new Faculties.
- iii. The Panel found that the University Management had written to the Executive Secretary seeking for approval for the establishment of the Faculties and employment of staff.
- iv. Records provided by the University Management indicated that the establishment of the three Faculties was informed by the maturity of the University phase of development as provided in the University Academic Brief.
- v. The Panel however noted the current Academic Brief provided that Faculty of Environmental Sciences was to be in the Fourth Phase (2020/2021 – 2024/2025); Faculty of Pharmacy was to be in Fifth Phase (2025/2026 – 2029/2030); while the Faculty of Communication was not captured in the Academic Brief. The Panel further noted that Mass Communication (as a programme under the Faculty of Social Sciences) was to commence 2015/2016 session. Hence, the University did not follow the provisions of the Academic Brief in this regard.
- vi. The Panel learnt that the implication of the creation of the 3 faculties on the student fulltime equivalence (FTE) would require 178 academic staff and 162 non-teaching staff.

6.14.2 Recommendations on Establishment of New Faculties

- i. The University Management should secure approval from the NUC for review of the University Academic Brief to adjust the development phasing in order to accommodate the new programmes.

- ii. The University Management should ensure that all requisite resources and approval are obtained before commencing the programmes in order to prevent previous mistakes that plunged the University into crisis.
- iii. While the creation of new programmes represent development in programme diversity and expansion of access, the Panel recommend that the University Authority should balance between the desire for the creation of new programmes and maintaining standard of the existing programmes amidst scarce resources.

6.15 Centre for Distance Learning and Continuing Education

6.15.1 Observations and Findings on Centre for Distance Learning and Continuing Education

- i. The Centre for Distance Learning and Continuing Education (CDL& CE) was the second arm of the dual mode structure of the University established in 1988 under the [University of Abuja Act-No 106 (1992) cap U2 LFN].
- ii. The Centre was headed by a Director and its operational base had been at the complex used as administrative block by the defunct National Open University, Garki, Area 3 Abuja.
- iii. The Panel learnt that prior to the year 2010, the Centre was conducting face-to-face weekend instructional programmes in 23 programmes drawn from Faculties of Arts, Education, and Social & Management Sciences. It graduated over 40,000 students from inception.
- iv. The Panel also learnt that the standard and quality of the programmes degenerated which drew attention of the NUC.
- v. Consequently, the NUC conducted a re-validation assessment visit to the Centre in 2012 during which the Centre performed very poorly and earned FAIL RE-VALIDATION Status. This led to the suspension of admission into all programmes of the Centre.

- vi. The Panel learnt that the moratorium on admission was later lifted provisionally to enable the Centre admit students into the 5 approved programmes viz: B.Sc. Business Administration, B.Sc. Public Administration, B.Sc. Economics, B.Sc. Political Science, and B.Sc. Sociology.
- vii. Subsequently, the NUC conducted Post-revalidation assessment visit in September 2015, which recommended sustenance of the provisional lifting of moratorium on admission to enable the Centre remedy all the observed deficiencies.
- viii. The NUC conducted quality assurance assessment visitation to the Centre in 2019, the result of which the Centre earned NOT VIABLE status, which implied the existing moratorium which confined the Centre to 5 programmes would remain. The Centre was however allowed to remedy all observed deficiencies preparatory to subsequent visitation.
- ix. The Panel observed that all the academic programmes run by the Centre share the accreditation status of the parent programmes, and draw most of its teaching staff resource from those departments anchoring the parent programmes.
- x. The Panel found that the Centre had an enrolment of 8,156 during the 2019/2020 session.
- xi. The Panel was informed of a regulation in which only candidates from the age of 26 and above were eligible for admission in to the CDL&CE programmes.
- xii. The Panel found that the age limit regulation was being flouted, as applicants below recommended age limit (especially those that could not secure admission into the regular programmes of the University) were being admitted into the CDL&CE programmes. The Panel is concerned that competition of access with regular undergraduates into the Distance Learning programmes would undermine the principle and the essence of the Distance Learning programme.

- xiii. The Panel also noted lack of clarity regarding the relevance of Joint Admission and Matriculation Board (JAMB) on the control of the admission of students into the Centre.
- xiv. The Panel found that the University Management in response to the NUC "NOT VIABLE status", made several efforts at addressing the observed gaps. These included but not limited to the completion and accommodation of the new fully equipped TETFund funded building complex, provision of functional multimedia equipment, E-Tutors Station, CBT Centres with 731 Computer Units, Electronic Smart Board and Functional Learning Management System.
- xv. The Centre was taking measures to address cases of unethical conduct by facilitators in order to boost image and reputation.
- xvi. The Panel learnt that the Centre was working for enhanced access and planning to introduce part-time programmes in all the disciplines enjoying NUC full accreditation status from Faculties of Arts, Management Sciences and Social Science.
- xvii. The Panel learnt that the Centre was given a semi-autonomy by the Council, but operation modalities were yet to be put in place.

6.15.1 Recommendations on Centre for Distance Learning and Continuing Education

- i. The University Management should be commended for responding positively towards addressing the deficiencies of the Centre as observed by the NUC Team.
- ii. The University Management should ensure all NUC regulatory requirements on open Distance and E-Learning are met before additional programmes are introduced. The University Senate should ensure compliance before approval, in order to prevent a repeat of previous actions by NUC.
- iii. The JAMB needs to be involved in regulating admission of the Centre in order to avoid uncontrolled access and check undue competition

from the unsuccessful candidate for admission into programmes in order to preserve quality and standard.

- iv. The Quality Assurance Unit of the University in collaboration with Academic Planning should be presenting quarterly report to the University Senate regarding the observance of quality assurance by the Centre.
- v. The Panel is concerned regarding the recycling of resources of the established academic programmes in running the Centre, and therefore recommended deployment of resources by the Council towards making the Centre to be independent in terms of staff and facilities. This is necessary since the Centre represents the second arm of the dual mode academic pattern of the University as recognised by law.
- vi. Council should ensure accountability in the IGR generated from the Centre in order to be reinvested into the development of the Centre and the University in general.
- vii. The FGN should provide special grant to upgrade and expand capacity of the Centre.
- viii. The University Management should expedite action towards actualising the semi-autonomy granted to the Centre by the Council in order to enhance efficiency and quality service delivery.

6.16 Institute of Education

6.16.1 Observations and Findings on the Institute of Education

- i. The Institute of Education was established in 2005 and it took off with an enrolment of 500.
- ii. The Panel found that the Institute was headed by a Director and operate by providing sandwich programmes targeted at teachers of primary and secondary schools. Teaching and learning took place during the end of session break.

- iii. The Centre admit students with NCE, Diploma and HND towards earning a Bachelor's Degree in 18 education-based programmes. It also offered Postgraduate Diploma in Education.
- iv. The Institute had a total enrolment of 19,000 during the 2019/2020 session as indicated in the Panel's Data Gathering Template (Vol II, Appendix 65, Pages 501 – 505).
- v. The Panel learnt that the Institute drew its academic personnel resources largely from the parent university departments that participated in the programmes offered by the Institute. It also shared their accreditation status.
- vi. The Panel was informed that the Institute recruited additional visiting lecturers from the Federal College of Education, Zuba, National Education Research and Development Council as well as Federal Ministry of Education.
- vii. The Panel inspected the newly constructed building complex for the Institute and learnt that it was equipped with advanced facilities for teaching and learning. The Institute had since occupied the building.
- viii. The Director of the Institute informed the Panel that the current Vice-Chancellor had granted the Institute approval to commence part-time degree programmes. The Institute was also planning to start Master Degree programme.
- ix. The Panel learnt that the IGR generated by the Institute was being shared following a formula of 10% Institute, 10% Staff and 80% University. The Institute receive a monthly impress of N600,000 monthly which was being deducted from the Institute's share.
- x. The Institute informed the Panel of challenges related to student accommodation on campus.
- xi. The Panel was deeply concerned regarding the recycling of resources of the established academic programmes in running the Institute. And the negative impact of the over bloated enrolment of 19,000 on quality assurance and stress exerted on existing facilities. It worth

noting that the enrolment of this Institute was nearly equivalent to the total regular undergraduate enrolment of the University. The Panel was of the conviction that these programmes were not covered by the NUC and JAMB regulatory circumference, and wondered the logic behind the academic leadership that allowed such practices.

16.16.2 Recommendations on the Institute of Education

- i. In view of the over bloated enrolment of the Institute, the National Universities Commission should be mandated by the Visitor to review its activities and provide all necessary framework and guidelines for running these type of sandwich programmes in order to preserve quality and standard.
- ii. The University should ensure that the admission into the programmes of the Institute were sanctioned by JAMB, and must be strictly for employed teachers. The Panel feared a serious leakage of admitting regular undergraduates that could not secure admission into the conventional degree programmes.
- iii. Based on the enrolment and the registration fees charged by the University, the Institute had the propensity of generating IGR in billions of Naira. Council should ensure accountability and proper utilisation of the funds.
- iv. Substantial part of the revenue generated by the Institute should be reinvested towards making the centre independent in terms of staff, learning resources and quality assurance.

6.17 Postgraduate School

6.17.1 Observations and Findings on Postgraduate School

- i. The Postgraduate School (PG School) was established in 1992/1993 academic session. It commenced activities with Faculties of Education and Social Sciences during 1993/1994 academic session.

- ii. The school was headed by a Dean, with a Deputy Dean and a fulltime Secretary. The School Board was chaired by the Dean with Deans of Faculties as members.
- iii. The Dean informed the Panel that the school had enrolment of 11,000; with an intake of 2,000 during the 2019/2020. The Dean further informed the Panel that the School managed about 400-degree programmes in conjunction with 29 departments and five Centres/Institutes. However, the Panel extracted a total of 436 higher degree programmes from the University website and records provided by the School Secretary.
- iv. The Panel took analysis of the nature and type of the higher degree programmes offered by the school, based on the data provided and the University website, and found 46 postgraduate diploma, 300 MPhil/Master, and 90 doctorate degree programmes.
- v. The Panel found conflicting report from the data provided by the ITMS and that of the PG School in respect of student enrolment for the period under review. The Panel doubt the authenticity of the data in either case. The Dean of the School informed the Panel of plans to conduct postgraduate student audit.
- vi. The Panel took into account the undergraduate teacher student ratio, teaching and supervision burden from extra-departmental units, and doubt the capacity of the University resources-wise to support 436 postgraduate programmes.
- vii. The Panel learnt that the PG School was not autonomous as expected of a normal Postgraduate School, but served as an appendage of the Vice-Chancellor's Office. Additionally, the school lacked a dedicated physical facility for its operation and is coping with paucity of staff and other facilities. The Panel found the neglect of the PG School by the University Authorities as absurd considering the age of its establishment and its responsibilities.

- viii. Based on the completed data gathering template submitted to the Panel, the PG School could not provide information on the NUC approval for the existing higher degree programmes.
- ix. Records available to the Panel indicated that the School presented graduands during the 22nd, 23rd and 24th convocation ceremonies and had cumulatively graduated 1,801 candidates.

6.17.2 Recommendations on Postgraduate School

- i. The Postgraduate School and the University Senate should ensure availability of required resources as required by NUC before mounting any postgraduate programme.
- ii. The Postgraduate School should be supported by the University Management to conduct a transparent and detailed audit of the postgraduate enrolment in order to account for the status of each registered postgraduate student and associated academic records. The report of the exercise should be made available to the University Senate, Council and the NUC for further evaluation and policy direction.
- iii. The University Management should ensure that proper resource verification and necessary approvals from NUC were obtained before mounting a new postgraduate programme. The University Senate should ensure all required approval document are presented before approving new programme.
- iv. The Panel noticed a gap in the NUC regulatory and enforcement responsibilities such that the commission activities were largely driven by accreditation but relies on the institutions to invite it for other services like resource verification. The Panel recommends that the NUC should sharpen its regulatory and enforcement powers to cover oversight visitations and intelligence gathering in order to check excesses of the University Administrations and statutory bodies of universities that are potentially capable of destroying the universities.

- v. Council should vote resources for the provision of a befitting and functional facility for the operations of the PG School.
- vi. Council should grant semi autonomy to the PG School as it did in the case Centre for Distance Learning & Continuing Education in order to enhance its efficiency and ensure transparency.
- vii. The PG School should be commended for its ability to manage the graduation of 1,801 student during the period under review given the circumstances of its operation.

6.18 Other Academic Centres and Institutes

6.18.1 Observations and Findings on Other Academic Centres and Institutes

- i. The Panel found that the University had established several specialised centres at different stages of the University development. The Centres had core mandate of conducting research and development through higher degree instruction. These included: Centre for Gender Security and Youth Advancement; Sultan Maccido Institute for Peace, Leadership and Development Studies; Institute for Peace and Social Rehabilitation and Institute for Legislative Studies and University of Abuja Business School.
- ii. The Panel observed that all the Centres/Institutes were headed by Directors and each had a dedicated office building.
- iii. The Panel found that Centre for Gender Security and Youth Advancement offered Master of Arts programme in Gender Studies and Postgraduate Diploma in Gender Studies;
- iv. Sultan Maccido Institute for Peace, Leadership and Development Studies offer the following professional higher degree programmes: Masters in Peace and Security Studies, Masters in Society and Development Studies, Postgraduate Diploma in Leadership and Discipline Studies, Postgraduate Diploma in Peace and Security Studies and Postgraduate Diploma in Society and Development Studies.

- v. Institute for Peace Studies and Social Rehabilitation offer the following higher degree programmes: Masters in Anti-corruption Studies, Masters in Criminology and Security Studies, Masters in Leadership and Discipline Studies, Masters in NGO and Management Studies, Masters in Peace and Security Studies, Masters in Social Rehabilitation Studies, Masters in Society and Development Studies, Postgraduate Diploma in Anti-corruption Studies, Postgraduate Diploma in Criminology and Security Studies, Postgraduate Diploma in Leadership and Discipline Studies, Postgraduate Diploma in NGO and Management Studies, Postgraduate Diploma in Peace and Security Studies, Postgraduate Diploma in Social Rehabilitation Studies, and Postgraduate Diploma in Society and Development Studies.
- vi. The Institute for Legislative Studies offer the following higher degree programmes: Masters in Legislative Studies, Masters in Legislative Drafting, Masters in Parliamentary Administration and Postgraduate Diploma in Legislative Studies.
- vii. University of Abuja Business School offer the following higher degree programmes: Masters in Business Administration, "Executive Masters in Business Administration" and Masters in Entrepreneurship. The Panel learnt that this school offers a plethora of 15 different certificate courses. The Panel could not discern the relevance of certificate courses in a specialised higher degree instruction centre as the NUC benchmark did not recognise them.
- viii. The Panel interacted with Directors of the Development Office and Centre for Asian Studies.
- ix. The Panel learnt that the Development office was focused on establishing linkages, organising Alumni and promoting the advancement of the University. The Director informed the Panel that the Centre was working with the support of the Vice-Chancellor on getting the CBN to complete all abandoned works.

- x. The Centre for Asian Studies was focused on establishing knowledge driven cross-cultural relationship between the University and Asian Countries. The Centre had established linkages with diplomatic missions of several Asian countries in Nigeria and had yielded several dividends for the University. The Panel understood that the University was making an effort to align with global development trends.
- xi. The Panel found that the University Management had established six additional specialised centres in the year 2020. These included: Centre for Sustainable Development, Centre for Undergraduate Research, Centre for Student Industrial Work Experience Scheme, Institute of Advanced Medical Research and Training (IAMRAT), Centre for Environmental Studies, Centre for Community Development.
- xii. The Panel learnt that all the Centres were headed by Directors, appointed by the Vice-Chancellor, and had interacted with these Directors on their mandate and activities.
- xiii. The Panel observed that a number of these new Centres were struggling to take off as some do not have a dedicated office.
- xiv. The Director (IAMRAT) made elaborate presentation to the Panel and provided that the Centre was intended to be a centre of excellence on interdisciplinary medical research and skills enhancement. The Director informed the Panel that proposal for the establishment of the (IAMRAT) was earlier captured in the University of Abuja Statue No. 3. The Panel was informed that the Centre had 5 ongoing research and training activities as well as 8 approved grants and pending applications.
- xv. The Director of Centre for Environmental Studies informed the Panel that the Directorate was focused on research and development on Environmental Health through higher degree instruction.
- xvi. The Centre for undergraduate Research and Centre for Student Industrial Work Experience Scheme were service units focused on

- nurturing undergraduate innovative talents and provision of student work experience and campus employment opportunities respectively.
- xvii. The Panel noted that the University had established 6 Centres, Institutes and Academic support units that could not interact with the Panel. These included: Veterinary Teaching Hospital, Centre for Entrepreneurship Studies, General Studies Unit, International Centre, Centre for Paramedics & Emergency Health Services, and Centre for Sickle Cell Disease, Research and Training.
 - xviii. The Panel found that all degree-awarding Centres and Institutes draw their academic manpower needs from various departments resident in cognate faculties of the University.
 - xix. While the Panel recognised the desire of the University in creating units that would propagate interdisciplinarity and a direct response to some topical national challenges, it believed that the creation of some of these units were unplanned and impulsive. The Panel was particularly concerned that excessive proliferation of such units would increase administrative cost of the University with attendant requirement for office space and other facilities.
 - xx. The Panel is particularly concerned about the increasing burden of teaching and supervision responsibilities on the already overburdened academic staff of the University. It is worth mentioning that majority of the faculties with cognate relationship to these centres had excessively high undergraduate teacher/student ratio.
 - xxi. The Panel received a petition from ASUU UniAbuja branch on the creation of the foregoing six Centres by the Vice-Chancellor without Senate approval.
 - xxii. The Vice-Chancellor acknowledged and defended his action (while interacting with the Panel) that the decision was taken while ASUU Strike and Covid-19 lockdown were ongoing and Senate meeting wasn't possible.

xxiii. The Panel viewed the action of the Vice-Chancellor as unnecessary. Decision of committing the University to creation of six academic units all headed by Directors was worth waiting for Senate deliberation and approval. The Panel considered this action was contrary to the provisions of Law. Section 3(1)(a) of University Abuja Act on the Powers of University and their Exercise stated that: *"University shall have power to establish such campuses, colleges, faculties, institutes, schools, extra-mural departments and other teaching and research units within the University as may, from time to time, be deemed necessary or desirable subject to the approval of the National Universities Commission"*

Section 7(1)(a) of the University of Abuja Act on the Functions of Senate stated that: *"the establishment, organisation, and control of campuses, colleges, schools, institutes and other teaching and research units of the University and the allocation of responsibility for different branches of learning"*

Section 7(3) of the University of Abuja Act further stated that: *"The Senate shall not establish any new campus, college, faculty, school, department, institute, or other teaching and research units of the University or any hall of residence or similar institution at the University, without the approval of the Council"*

16.18.2 Recommendations on Other Academic Centres and Institutes

- i. The Vice-Chancellor should ensure that all decisions taken were within the confines of law and eschew unplanned policy commitment capable of undermining quality and standard.
- ii. Governing Council should consider downsizing the number of the existing centres, institutes and other extra-departmental units by merging those with cognate philosophy and objectives, as well as academic base, in order to generate strengthened, fortified and

sustainable institutions and reduce the overall cost of governance of the University.

- iii. The University should upgrade these units through provision of learning resources and recruitment of academic staff in order to lessen reliance on faculty resources.
- iv. Governing Council should put a moratorium on the proliferation of such units pending the satisfactory take off of the existing ones.
- v. The University should ensure that the establishment of the Units and all the higher degree programmes offered by them were fully approved by the NUC.

6.19 Proliferation of New Academic Programmes

6.19.1 Observations and Findings on Proliferation of New Academic Programmes

- i. Attention of the Panel was drawn to a public advertisement by the Management of the University of Abuja on the introduction of a new degree programme for holders of HND, Third Class and Pass Degree. The advert was inviting the prospective candidates for the purchase of application form for 2020/2021 session (Vol II, Appendix 91, Page 635).
- ii. The Panel had formally received a copy of the document from the University Registrar and found that 44 Bachelor's degree programmes across 6 faculties (Agriculture, Education, Engineering, Management Sciences, Arts, Social Sciences) were introduced under the scheme.
- iii. The Panel understood the scheme as essentially rebranding an already awarded degree which was bizarre and undiscernible from the perspective of the laws guiding the award of University Degrees, and the established entry qualifications for Bachelor's degree and NUC BMAS.

- iv. The Panel raised this issue with the Vice-Chancellor during an interactive session and found that the programmes were not sanctioned by Senate, and the NUC as required by law.
- v. The Panel also learnt of another public advertisement by the Management of the University of Abuja on the introduction of Part-time Degree Programmes by Distance Learning. The advert was inviting the prospective candidates for the purchase of application forms for 2020/2021 session.
- vi. Panel studied the advert and found that the University was introducing 15 Bachelor's degree programmes across 5 Faculties.
- vii. The Panel could not confirm that the scheme was passed through approval process as required by law.
- viii. The Panel was aware that CDL& CE had the NUC approval to run 5-degree programmes via ODL mode only. The approval however, did not cover the running of part-time degree programmes. This action therefore was at variance with the current mandate of the Centre. By this action, the University was following similar trajectory that led to the closure of CDL&CE by NUC in 2012.
- ix. The Panel once more expressed deep level worry about these actions. Considering the existing over bloated undergraduate teacher/student ratio of the University, the burden of the conventional higher degree programmes and those from other Centres and Institutes coupled with the crisis of teaching and learning facilities in the University and chronic paucity of Academic Staff, the Panel concluded that the University Management did not care about academic standards or quality assurance, and had prioritised money generation as an index of progress and development.
- x. The Panel was convinced that the continued impunity and flagrant violation of laid down rules and regulation and even basic university norms, at the level of University governance, was reminiscent of the

crisis that engulfed the University in 2012 that led to a Special Visitation Panel for which the White Paper was yet to be released, let alone holding those behind the infractions to account.

6.19.2 Recommendations on the Proliferation of New Academic Programmes

- i. The Visitor should direct NUC, JAMB and other relevant statutory bodies to review all the unconventional programmes offered by the University and determine the suitability or otherwise of their continuation by the University.
- ii. Council should investigate cases of infractions of undermining academic standard and hold those responsible to account.
- iii. The FGN should release the White Paper on the Special Visitation Panel of 2012 for implementation.

6.20 Student Admissions

6.20.1 Observations and Findings on Student Admissions

- i. The Panel learnt from interaction with various officers of the University that admission was guided by the National Admission Policy, accreditation status and to certain degree Science: Art ratio.
- ii. The Panel also learnt that the University Central Admission Committee (UCADC), chaired by the Deputy Vice-Chancellor Academic, sets entry requirements for various programmes during each admission season. The Panel further found that ideally, the admission process emanated from departments through the faculty and terminates at the (UCADC).
- iii. The Panel found from the Data Gathering Template on admission completed by the University that in 2016 and 2017 there was no Central Admission Committee and yet admissions were conducted in which 5,799 and 5,585 were respectively admitted.
- iv. The Panel further found that for 2018, 2019 the UCAC was constituted and admissions were conducted, in which 5, 700 and

4,350 were respectively admitted. The 2020 admission exercise was currently ongoing under the Chairmanship of the DVC Academic. The University Management nonetheless, was unable to present minutes of the UCAC meetings to the Panel when requested.

- v. The Panel received a pervasive complaint in the course of its interaction with various stakeholders of the University of widespread and entrenched culture of impunity and racketeering of admissions in the University. Panel understood that this act was being perpetrated by all level of staff across the University.
- vi. The Panel learnt from its interaction with Deans of Faculties and Heads of Departments of various units that they were not wholly carried along in the admission process. All have corroborated the fact that they were only presented with a JAMB printout to conduct merit admission, which in their understanding was a predetermined issue, as the number of merit candidates follow chronology of the list. The University Management at all times, solely conducted the catchment and educationally less developed states admission which constituted 55% of the candidates to be absorbed.
- vii. The Panel observed that the University Management did not present report of admission exercise to the University Senate throughout the period under review. This was despite the fact that the University Law vested the power of control of admission into the hands of the Senate.
- viii. The Panel particularly received consistent complaints of denial of staff admission request by the University Management. The Panel viewed this issue as purely internal matter and each admission case should meet the set criteria.
- ix. The Panel's Data Gathering Template on postgraduate admission as completed by the University Management indicated that there was no Central Committee responsible for coordinating postgraduate admission and no record was provided.

- x. The foregoing findings indicated that the admission process during the period under review was opaquely executed by the University Management. This further laid credence to the allegations put forward by the several stakeholders of the University, including a formal petition by the Academic Staff Union of Universities, ASUU UniAbuja Branch. The Panel further believed that this issue had contributed in damaging the reputation of the University in the court of public opinion.
- xi. The failure to conduct admissions according to the provisions of the law and laid down procedures further reflected the crisis of governance that bedevilled this institution during the period under review.

6.20.2 Recommendations on Students Admission

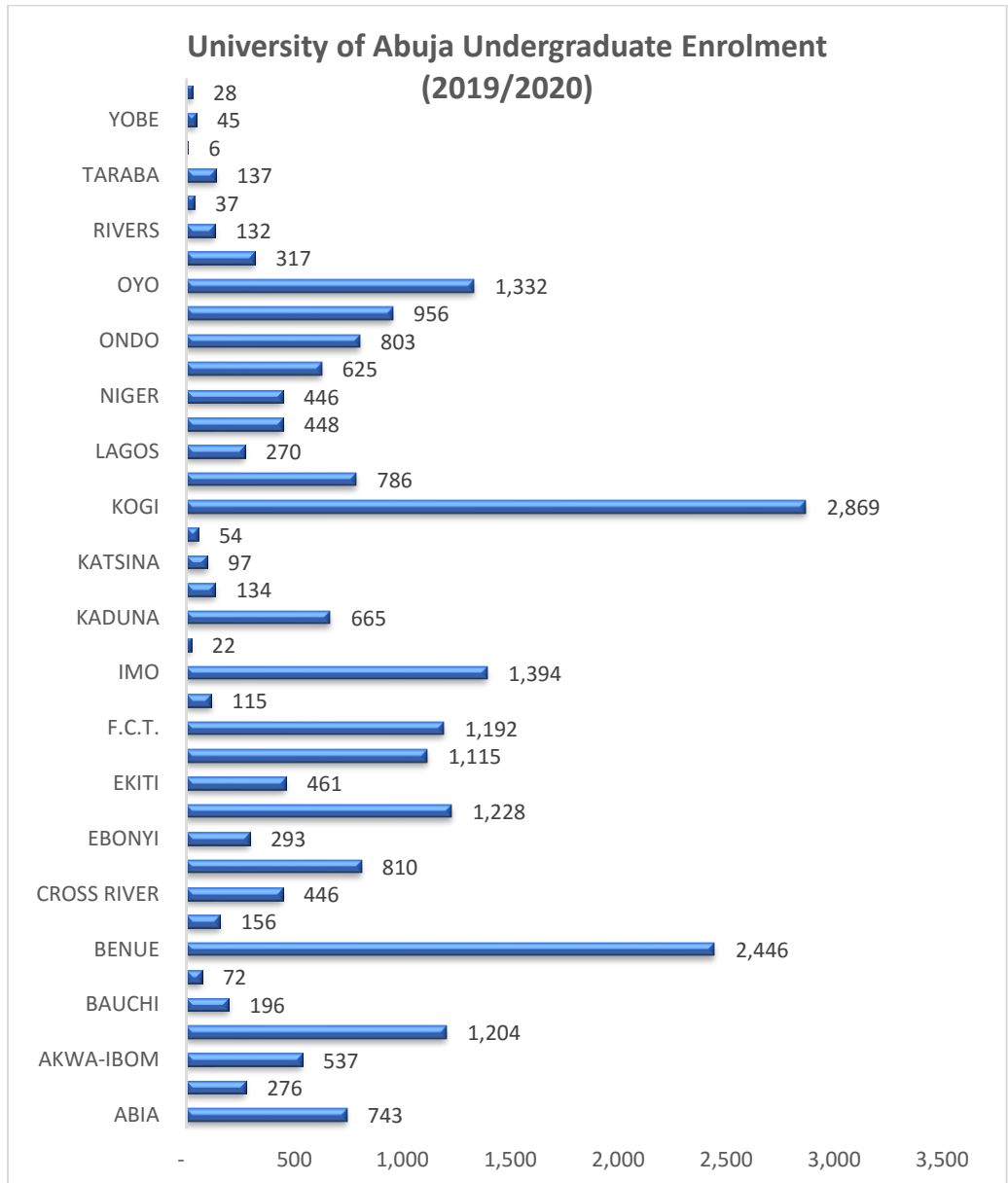
- i. The University Management should restore the committee system in its admission process at all levels of the University and conduct transparent process. Specifically, departmental and faculty admission committees should be reactivated and be involved in the admission process as provided by the National Admission Policy.
- ii. The University Senate should review the admission process of the University in order to ensure transparency, justice and adherence to the laid down procedure. Part of the review should include a mandatory report on the admission exercise for the review and consideration of Senate.
- iii. Governing Council should investigate all reported cases of infractions related to admission and treat all perpetrators accordingly.
- iv. The Joint Admission and Matriculation Board should be conducting periodic checks on the University enrolment to ensure that unsuitable candidates were not admitted through dubious means.

6.21 Undergraduate Student Enrolment

6.21.1 Observations and Findings on Undergraduate Student Enrolment

- i. The Panel observed that the University was struggling to present accurate data on the undergraduate students' enrolment for the period under review, as conflicting figures were provided by different units.
- ii. The Panel viewed the gap on the ability of the University to present accurate data of a serious matter, since the survival of the system largely hinged on accurate records at all times. Specifically, the Panel found that the University was facing challenges of issuance of Academic Transcripts and certificates to the past students. These problems could potentially dent the reputation of the University and plunge it into legal crisis.
- iii. The Panel was informed by the University Registrar of the ongoing project by the University on transcript automation and computerisation of Academic Office and Registry Department.
- iv. The Panel found that ITMS was in process of extracting the required data from departmental records and thus considered this data to be more as it also contained required information such as state of origin as shown in Figure 6.9.

Figure 6.9: Undergraduate Student Enrolment by State of Origin

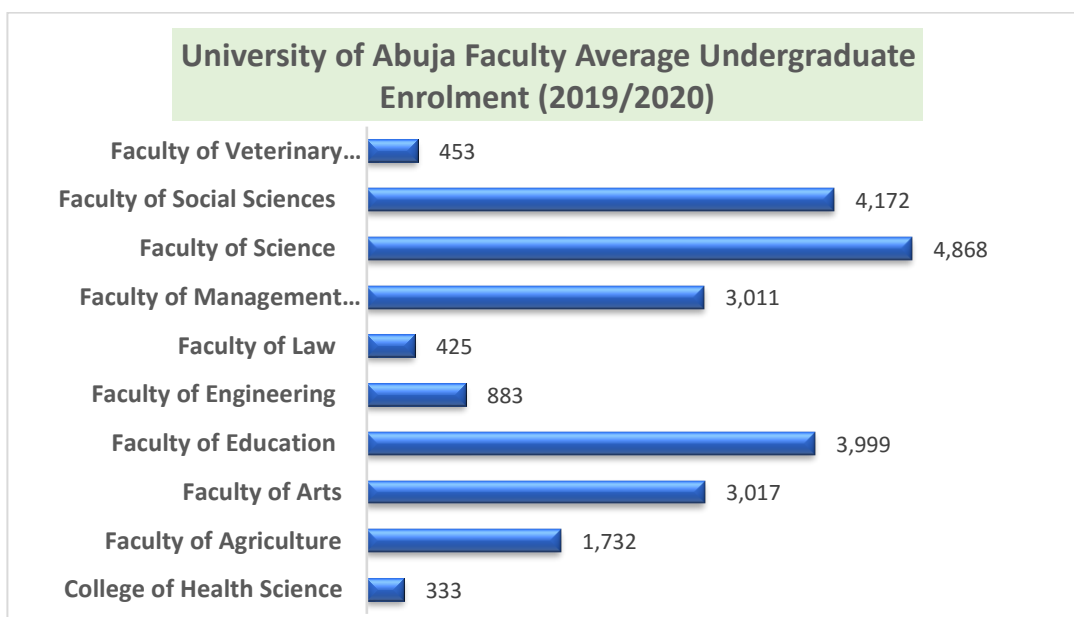


- v. The Panel found the undergraduate enrolment of the University to be 22,893 as at 2019/2020 session as shown in Figure 6.9 above.
- vi. Panel further found that all students from all States of the Federation including the FCT were admitted into the University.
- vii. The distribution of students according to states indicated that Kogi State had the highest enrolment of 2,869; equivalent to 12.5%; while Jigawa State had the least enrolment of 22 students; equivalent to 0.1%. The Panel also found that 81.7% of the enrolment came from

16 states of the Federation viz: Abia, Anambra, Akwa Ibom, Benue, Delta, Edo, Enugu, FCT, Imo, Kogi, Kwara, Ogun, Ondo, Oyo and Osun. This data implied that the admission process of the University was not consistent with National Admission Policy.

- viii. The Panel noticed that the distribution of students based on Faculty showed Faculty of Science had the highest enrolment of 4,868; while College of Health Science had the least enrolment of 333. About 83% of the enrolment came from Faculties of Arts, Education, Science, Management Science and Social Science as shown in Figure 6.10 below.

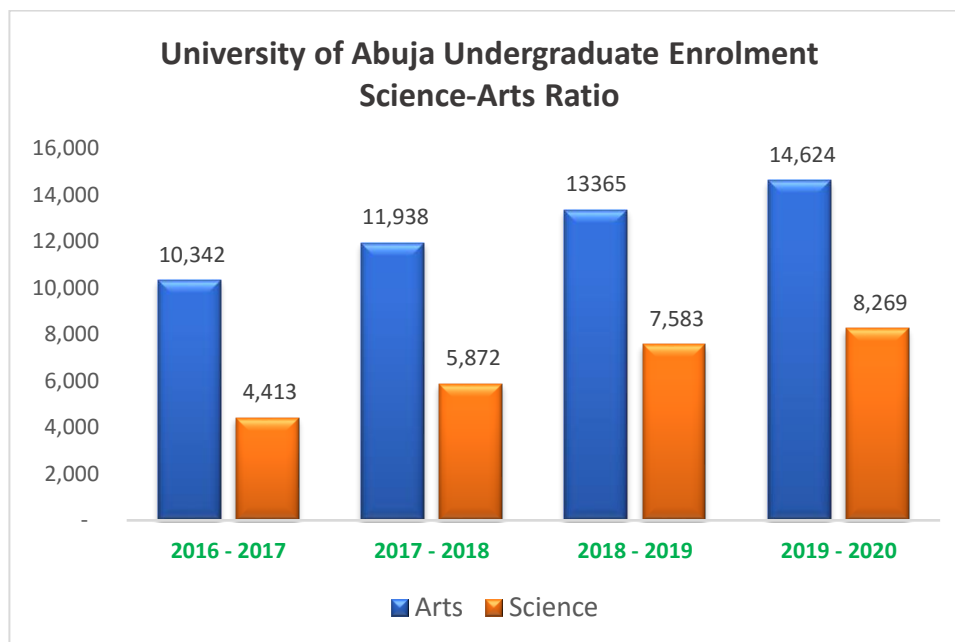
Figure 6.10: Average Undergraduate Enrolment by Faculty



- ix. The Panel noticed that the enrolment of the College of Health Sciences and Faculty Veterinary Medicine coupled with corresponding abysmal teacher student ratio as particularly worrying. The Government investment on these College and others alike, was definitely not commensurate to their productivity.
- x. The Panel found significant lopsidedness in the student enrolment with respect to Science/Art ratio. The current University enrolment deviated from the National Education Policy of 60:40 Science/Art

ratio with much higher proportion of Arts enrolment over Science for the years under review (see Figure 6.11 below).

Figure 6.11: Undergraduate Enrolment (Science - Arts Ratio)



6.21.2 Recommendations on Undergraduate Student Enrolment

- i. The University Council should vote resources and direct Management to raise a special taskforce comprising ITMS, Academic Planning, Academic Office to interface with Faculties, Departments and Units in order to comb the past and current student records and develop a robust database that would be updated regularly.
- ii. The University should recalibrate its admission process with respect to catchment and ELDS quota to facilitate enhanced access to students from other States of the Federation with low enrolment in order to ensure some relative balance.
- iii. The University Authorities should develop a dedicated policy of enhancing access into science-based programmes. Council should vote more resources along the proposed policy direction.

- xi. The University Management should be commended for the ongoing project on transcript automation and computerisation of Academic Office and Registry Department.

6.22 University Library

6.22.1 Observations and Findings on University Library

- i. The Samuel Ogbemudia Library (named after the deceased 7th Pro-chancellor) is Main Library of the University of Abuja. The Library has a seating capacity of 2,500.
- ii. There are three major operational libraries in the university as follows: Main Library, Mini Campus Library and Law Library. The University has a number of satellite faculty libraries across the Campus.
- iii. The Library has a total stock holding of 8,432 and 4,924 volumes of books and Journals Titles respectively. The Library has 150,000 E-books and E-Journal resources.
- iv. The Panel interacted with the newly appointed Librarian, Prof. Ebele N. Anyaoku and other library staff and learnt as follows: the University had subscribed to electronic databases covering, EBCOHOST and HINARI but does not subscribe to free access databases; the Library receives request for books and other resources from departments and lecturers, and is currently compiling requests preparatory to the 2021 NUC accreditation visitation.
- v. The Panel observed that despite the indispensability of Library in academic development and accreditation status, the University does not have coherent policy on library development as understood from the interaction.
- vi. The Panel found a serious case of neglect of the library by the University as follows: (a) Failure of the University to access allocation for Library development fund, Journal Publication, Manuscript Development that accrued over years; (b) Funding neglect due to unbalanced resource allocation and institutional priorities. Despite

over ₦11 Billion earned by the University through TETFund and NEEDS Assessment Allocations, the University expended only 118 Million Naira for the provision of Air Conditions to the Library; (c) The University had a total of 452 Million Naira intervention fund for Library Development at the TETFund; it accessed, 244 Million Naira, while the 208 Million remained unutilised. The Panel could not trace from records, how the accessed library fund was utilised. Additionally, ₦129,150,000 accumulated intervention fund for Research Journal and Manuscript remained utilised at the TETFund. (d) Given the current enrolment the library space is grossly inadequate; (e) The Library is struggling with paucity of staff. It has staff strength of 78, comprising 12 academic librarians, 30 para-professionals and other senior supporting staff and 33 junior staff. The Panel was informed that a number of library staff are involved as internal adjunct lending support to the Library Science Programme.

- vii. The Library is facing challenges with internet access.
- viii. The Panel noted while interacting with Vice Chancellor, an elaborate design of establishing modern library facility for the University.

6.22.2 Recommendations on Library

- i. Council and the University Management should recalibrate the University priorities and balance resource allocation with special emphasis on investing significant resources in the provision of library facility, consistent with global best practice.
- ii. Council should direct the University, as a matter of urgency, to put forward modalities, for accessing all utilised money at the TETFund and put them to use effectively. The University should charge the Librarian to produce a blue print for utilisation of the fund towards a value-for-money and impactful project.

- iii. The Visitor should demand accountability on the utilisation of the 244 Million Naira TETFund Library Development Intervention accessed by the University.
- iv. The Visitor should assist the University in constructing a befitting Library as presented by the Vice Chancellor.
- v. The Council should enlist library as one of the areas of priority for staff recruitment.

6.23 Information Technology Management Services (ITMS)

6.23.1 Observations and Findings on Information Technology Management Services

- i. The Information Technology Management Service (ITMS) is the service unit of the University charged with the broad responsibility of servicing the information technology needs of the University.
- ii. The Panel interacted with the Director (Professor (Owolabi Olumide) together with support staff of the Unit with a view to understanding their role, challenges and the existence of University's Information and Computing Technology Policy.
- iii. The Panel was informed that the Unit had articulated a proposed ICT policy for the University and formally submitted to the Vice Chancellor for consideration.
- iv. The Panel learnt that the Unit provides a multitude of services to the University Community as follows: (a) continuous professional training for all category of staff, (b) management of University website and development of e-learning system, (c) receives requests for specialised software from academic units for procurement, installation and training, (d) provides support to CDL&CE by uploading the recorded lecture on to the University e-learning system, (e) maintenance of all University computer systems and accessories.

- v. During the period under visitation, the unit earned the following score card: (a) maintenance work and bandwidth management on the wireless network, (b) development of an in-house student portal system with functions that included Admissions, Registration, Fee payment and Hostel allocation. The portal was used by the University between 2016 and 2018, (b) development of in-house Result Processing Software, Centre Soft, for use by all departments in the University (c) development of in-house functional Virtual Classroom System using Open Source Moodle LMS for the University, (www.elearning.uniabuja.edu.ng), (d) Creation of official email groups staff and students.
- vi. The panel further noted that during the period under visitation, the Units conducted a series of training as follows: Diploma in Computer Studies (320 Students), Training of Academic and Non-Academic staff on Computer Productivity Tools (433), Training of Academic Staff on SPSS (237), Training of Academic Staff on the University of Abuja Integrated Portal (51), Training of Academic Staff on University of Abuja Virtual Classroom (564), and Advanced Digital Appreciation Programme for tertiary Institution (120).
- vii. Despite the foregoing effort, the Unit is facing acute shortage of staff. Currently, the Centre has 21 fulltime staff and 5 temporary staff that offer services 12 faculties, 50 departments, administration, centres and institutes of the University.
- viii. The Centre is also facing funding shortages. The Panel learnt that the University had accessed its combined TETFund ICT allocation in 2019. But the fund was only used in for ICT staff training and website upgrade, as per the TETFund guideline. The staff complained of denial sponsorship for training, citing that the trainer was not an academic institution.

6.23.2 Recommendations on Information Technology

Management Systems

- i. ITMS staff should be commended for the actions outlined in (iii - vi) above.
- ii. Council should vote funding for the Unit to enable equipping, employment of more staff and staff capacity enhancement for the Unit. Considering the potentials of the Unit, it should be strategically developed to support the University for all ICT needs instead of relying on 3rd party service providers.
- iii. The University should improve the capacity of the ITMS to maintain the University portal rather than engaging external organisations to handle sensitive records of the University.
- iv. Staff of the Unit should subscribe for training opportunities consistent with conditions of the funding agency.

6.23.3 Observations and Findings on Petition by Academic Staff

Union of Universities UniAbuja Branch on Integrated Portal

- i. ASUU UniAbuja had put forward on ICT related issues as follows:
 - (a) *"The Union craves the indulgence of the Visitation Panel to investigate the contract awards to INTEGRATED PORTAL handling the portal services in University of Abuja. The contract sum is N48,557,750:00. The contract was not taken to Council for approval in view of the amount involved which is above the threshold of the University Administration"*.
 - (b) That the Vice Chancellor, Professor AbdulRasheed Na'Allah had unilaterally change the name of University Information and Computing Technology Centre (ICT) to Information Technology Management Service (ITMS) without Senate approval.
- ii. The Panel investigated the issue raised in (i a) and found as follows:

(a) That the Bureau for Public Procurement (BPP) had issued a NO OBJECTION for Selective Tendering on procurement process that guided the procurement process.

(b) That due process of procurement was followed as approved by BPP, leading to the award of contract to INTEGRATED PORTAL during the 55th Regular Meeting of the University Tenders Board, held on Friday, 28th February 2020.

(c) That the recommendation of the 55th Tenders Board with respect to the award of contract for INTEGRATED PORTAL was approved during the 87th Regular Meeting of Council held on 15th & 16th September, 2020.

6.23.4 Recommendation on Petition by Academic Staff Union of Universities UniAbuja Branch on Integrated Portal

- i. The Union as an important stakeholder of the University should make enquiries on all aspects of Management decisions and corroborate facts before committing itself to writing formal petitions that may cause undue embarrassment. Issues related to procurement and functions of Senate should be reviewed by the Union.
- ii. The University should improve the capacity of the ITMS to maintain the University portal rather than engaging external organisations to handle sensitive records of the University.

CHAPTER SEVEN

7.0 TERM OF REFERENCE SIX (TOR 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, NUC, and the Federal Ministry of Education (FME)).

7.1 Introduction

The law established each university as an integral legal entity. The law provided the essence and objectives of the institution, governance structure, statutory bodies as well as clear definition of their powers and interrelationships. It also provided transparent guidelines on how powers of the internal structures should be exercised towards evolution of an autonomous body with well calibrated internal self-checking mechanisms.

The autonomy of the Universities in perspective entails enabling them to operate within their laws without external interference capable of pushing them to act against the law. The autonomous university system however, has to conform with overriding national laws (such as procurement laws) and overall national higher education policy and objectives. The foregoing covered but not limited to uniform quality assurance, uniform opportunity for access, and specific national manpower productivity direction. Hence, external statutory bodies such as the Visitor, FME, NUC, JAMB were put in place to ensure compliance. Importantly, the extant laws of the universities recognise the regulatory role of such external statutory bodies.

The Panel took an examination into how the University of Abuja relates with external statutory bodies and the extent of compliance with their regulatory boundaries.

7.2 The Visitor

7.2.1 Observations and Findings on the Visitor

- i. The Panel found that the Visitor did not personally visit the University during the period under review. The Visitor however sent various representations during the 20th – 24th Convocation that took place during the period under review. During the 21st and the 24th Convocation, the Visitor was represented by the Executive Secretary of NUC, Professor Abubakar Adamu Rasheed. The Deputy Executive Secretary, NUC, Professor Chiedu Mafiana represented the Visitor at the 22nd Convocation; while the Permanent Secretary, Federal Ministry of Education, Arc Sonny Echonu attended the 23rd Convocation on behalf of the Visitor.
- ii. The Panel was unable to access the speeches delivered by the Visitor during the series of the convocations ceremonies; and hence could not conclude on either promises or policy statements made by the Visitor.
- iii. The Panel found that the Vice-chancellor, Professor Abdul-Rasheed Na'Allah had directly written to the Visitor soliciting intervention regarding the crises on the University land at the permanent site. The Vice-chancellor specifically requested Visitor's intervention on the resettlement and compensation for indigenes occupying the University Land (Vol. II, Appendix 94, Pages 644 – 646).
- iv. The Panel established that the University had to a reasonable degree implemented Visitor's directive as stated in the white paper of 2010. The Panel noted however that the University Council and Management failed to implement Visitor's directive with respect to provision of campus-wide internet connectivity and construction of the residence of Principal Officers on Campus.

7.2.2 Recommendations on the Visitor

- i. The Visitor should provide special intervention (both monetary and regulatory) to the University in order to enable it overcome its myriad

challenges and upgrade it to the expected standard of the status of a University in the Nigeria's Capital.

- ii. The Governing Council should ensure that the University Management complied with all directives issued by the Visitor in the 2010 White paper.

7.3 Federal Ministry of Education

7.3.1 Observations and Findings on the Federal Ministry of Education

- i. The Panel found that the Federal Ministry of Education (FME) had been active in discharging general supervisory role and implementation of Government policies on the University.
- ii. The FME was involved in recommending external members of Governing Council, inclusive its representative to the Visitor for appointment. The FME kept track of Council proceedings through the representative.
- iii. The Panel observed that the Council conducted the process of selection and appointment of Vice-chancellor that produced the current Vice-chancellor and the Council reported to the Visitor through the FME as required by law.
- iv. The Panel found that the FME sent approval of allocation of the FGN Funding for Revitalisation of Public Universities (under the NEEDs Assessment Scheme) together with guidelines of utilising the fund.
- v. The Panel established that the University had severally received NEEDs Assessment Visitation Team (under the general coordination of the FME) that supervised compliance with Ministry's guidelines on utilising the NEEDs Assessment fund. Record available indicated that the University's compliance was reasonably satisfactory evident from its ability to access allocated fund regularly.
- vi. The Panel observed that the University had complied with the provision of the Public Procurement Act related to approval limit. The University sought the approval of Federal Executive Council through the FME for the construction and furnishing of Faculty of Education

and also Faculty of Environmental Sciences which costed N915,762,339.18 and N918,509,422.43 respectively. The FME communicated the approval of FEC to the University accordingly.

- vii. The Panel also found that the University sought approval of the FME Ministerial Tenders Board for several projects that exceeded its approval limit and appropriate approvals were obtained.
- viii. The Panel was presented a letter written by the Vice-chancellor, Prof. Na’Allah to the Hon. Minister of Finance through the Hon. Minister of Education requesting 2.5 Billion Naira intervention for establishment of beacons and construction of security fencing at the University Main Campus. The letter was dated 5th February, 2020 (Vol. II, Appendix 95, Pages 647 – 648).
- ix. The Panel was informed during interaction with outgoing Council that the Hon. Minister of Education had secured 5 billion Naira for the construction of new Senate building for the University.
- x. Taken together, the Panel found that the relationship between the University and the FME had been largely compliant with respect to extant rules with a good channel of communication.

7.3.2 Recommendations on Federal Ministry of Education

- i. The University Management should be commended for adhering to the extant rules and establishing good channels with FME.
- ii. The Hon. Minister of Education should be commended for securing the 5 billion Naira funding to the University. The Panel however recommends that in the light of myriad challenges faced by this University (which undermined quality and standard at an alarming proportion) the scale of the proposed Senate building be reduced, and the savings be invested in addressing other critical issues.

7.4 National Universities Commission

7.4.1 Observations and Findings on National Universities Commission

- i. Based on the available records, the Panel established that the NUC regulatory activities related to resource verification, accreditation and other quality assurance had been taking place in the University during the period under review.
- ii. The Panel found that during the period under review the NUC had undertaken 57 accreditation visitations for undergraduate programmes in the university. 42 of the existing undergraduate programmes earned full accreditation, 6 had interim accreditation, while 1 programme was rated with denied accreditation status.
- iii. The Panel realised that the NUC had conducted Quality Assurance Visitation to the CDL&CE and assessed 5 of its running programmes in 2019.
- iv. The Panel further established that the NUC had similarly conducted accreditation visitations for 3 higher degree programmes in the Faculty of Management Science only.
- v. The Panel found that the University had complied with NUC requirements for establishment of General Studies and Entrepreneurship Units that offered mandatory courses to undergraduates.
- vi. The Panel gathered that the NUC had conducted resource verification exercise on a single undergraduate programme in Library & information Science, and another lone MBA Postgraduate degree in the Business school.
- vii. The Panel found that the University offered 436 postgraduate programmes but could not produce evidence of NUC approval for any of the programmes.
- viii. The Panel noted with concern that certain degree programmes offered by some extra-departmental units such as Institute of Education, with outrageously high enrolment, were not covered in

the NUC regulatory circumference. This unit relied on the accreditation resources of degree programmes of the core academic departments. The Panel also found a public advert by the University for a new and strange degree programmes that purported to rebrand bachelor's degree for those with lower classes of degree without NUC approval (Vol II, Appendix 91, Page 635).

- ix. On a general note, and based on available records, the Panel found that the University Management had been compliant with NUC regulatory standards with respect to undergraduate programmes but failed on postgraduate programmes and quasi departmental degree programmes.

7.4.2 Recommendations on National Universities Commission

- i. NUC should send a special visitation to review all programmes without approval and take appropriate action. This should include newly created academic units without approval since Section 3(1)(a) of University Abuja Act on the Powers of University and their Exercise indicated that creation of academic units is subject to NUC approval.
- ii. The Panel noticed a gap in the NUC regulatory and enforcement responsibilities such that the commission activities were largely driven by accreditation, but relies on the institutions to invite it for other services like resource verification. The Panel recommend that the NUC should sharpen its regulatory and enforcement powers to cover oversight visitations and intelligence gathering in order to check excesses of the University Administrations and statutory bodies of universities that are potentially capable of destroying the universities.

7.5 Other Regulatory Agencies

7.5.1 Observations and Finding on Other Regulatory Agencies

- i. The Panel observed that other legally constituted professional bodies paid visitation to the University to accredit specific programmes

within their mandate. These bodies include: Council on Regulation of Engineering in Nigeria (COREN), Veterinary Council of Nigeria (VCN), Medical and Dental Council of Nigeria (MDCN), Council of Legal Education (CLE), Institute of Chartered Accountants of Nigeria (ICAN), and Teachers Registration Council of Nigeria (TRCN).

- ii. The Panel observed cases of multiple visitations by different regulatory bodies on a single programme and at different durations. Such agencies often have variegated resource and standard requirements on a single programme. The Universities painstakingly commit expenditure to enable the visitation by each of such bodies.

7.5.2 Recommendations on Other Regulatory Agencies

- i. The Panel recommends streamlining the visitations and programme quality standards and requirements of all regulatory bodies under the leadership of NUC. This is to prevent multiple visitations and conflicting approvals or denials of accreditation or resource verification. The Panel specifically noted that MBBS programme of University of Abuja had full accreditation by NUC in 2013, but due to failure to meet M&DCN requirements, the programme remained closed. The Panel is of the firm conviction that the foregoing recommendation should be backed by law in the interest of harmonised standard for national manpower and economic development.

7.6 Joint Admissions and Matriculation Board (JAMB)

7.6.1 Observation and Findings on Joint Admissions and Matriculation Board

- i. Based on available records, the Panel established that there was an active line of communication with Joint Admissions and Matriculation Board on conventional undergraduate admission.

- ii. The Panel found that undergraduate admission was strictly for JAMB registered candidates and was determined based on performance in O-Level, JAMB-UTME and Post-UTME examinations.
- iii. The Central Admission Committee (when available) set entry requirements per programme during each admission session.
- iv. The Panel found from the analysis of the University undergraduate students enrolment based on state of origin that all states were represented in the University. However, the University did not uphold the principle of National Admission Policy especially with respect to Educationally Less Developed States.
- v. The Panel also found from the analysis of the University student enrolment based on type of degree programme that the University enrolment was skewed against the National Higher Education Policy of 60/40, Science/Art Ratio.
- vi. The Panel had established that admissions into CDL&CE as well as Institute of Education was not sanctioned by JAMB.

7.6.2 Recommendations on Joint Admissions and Matriculation Board

- i. The University Management should calibrate its admission policy to conform with provisions of National Admission Policy and National Policy on Science/Art ratio.
- ii. JAMB should regulate admissions of CDL&CE and Institute of Education.

7.7 National Youth Service Corp (NYSC)

7.7.1 Observations and Findings on National Youth Service Corp

- i. The Panel found that the University had a dedicated unit under the Student Affairs Division that interacts with NYSC and coordinate student mobilisation. The Panel did not receive complaint from any student regarding failure of the University to mobilise him/her.

- ii. The Panel also learnt that the JAMB and NYSC databases were aligned such that any student not registered with JAMB would not be mobilised for NYSC after graduation.

7.7.2 Recommendation on NYSC

- i. The University should be commended for establishing a dedicated Unit responsible for dealing with NYSC and graduand mobilisation.

7.8 Tertiary Education Trust Fund (TETFund)

7.8.1 Observations and Findings on Tertiary Education Trust Fund

- i. The Panel found that the Tertiary Education Trust Fund had been consistent in the provision of Regular and Special Interventions to the University.
- ii. Based on the Panel's Data Gathering Template as completed by the University Bursary, the TETFund had allocated a total sum of N15,074,156,446.97 to the University, during the period under review (Vol II, Appendix 42, Page 426).
- iii. The Panel found that the University had utilised N5,513,465,431.54 to establish 16 different academic development construction projects (Vol II, Appendix 43, Pages 427 - 429). Similarly, the Fund allocated the sum of N880,000,000 for Academic Staff Training and Development during the period under review; and the University had utilised the sum of N650,887,055.65 to sponsor higher degree studies of 31 academic staff in various disciplines (Vol II, Appendix 55, Pages 443 - 450).
- iv. The Panel found that the University failed to access its TETFund allocation for Journal Publication, Manuscript, ICT and some part of Library Development Fund during the period under review.

7.8.2 Recommendations on Tertiary Education Trust Fund

- i. The TETFund should be commended for the funding that supported the University in all spares of its life.

- ii. Considering the impact of TETFund on Higher Education in Nigeria, the FGN should consider increasing the education tax in order to accommodate expanding demands of Nigerian Public Universities.
- iii. The University Council should ensure that all unaccessed funds for the university that accrued in the TETFund are utilised appropriately.

CHAPTER EIGHT

8.0 TERM OF REFERENCE SEVEN (TOR 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 modifications to the law.

8.1 Introduction

The law established the university as an integral legal entity. University system by nature is complex and cannot function properly without binding guidelines codified as the law. Hence, the law provided essence and objectives of the institution, governance structure, statutory bodies as well as clear definition of their powers and interrelationships. It also provided transparent guidelines on how powers of the internal structures should be exercised.

This chapter provides an appraisal regarding the evolution of the University laws and the operational mechanisms of its key organs and bodies. It examines application and extent of compliance of the law by the responsible bodies in the context of university governance.

8.2 The University Law

8.2.1 Observations and Findings on the University Laws

- i. The Law establishing the University is referred to as the University of Abuja Act No. 106, 1992. This law conferred uniqueness to the University by mandating the University to run dual mode system, combining conventional instruction with distance learning. This law also empowered the University to promulgate statutes.

- ii. Subsequent Federal laws were enacted in the course of the evolution of the University and had provided some fundamental amendments the existing University of Abuja Act.
- iii. The University (Miscellaneous Provision) Act of 1993 had provided changes in the composition of some organs of the University such as Council and Senate.
- iv. The University (Miscellaneous Provision) (Amendment) Act of 2003 further altered the composition of some organs and granted autonomy to the Universities. Specifically, the law defined new composition of Council with majority in favour of internal members. It also empowered Council the right to appoint Vice-chancellor of university for a single term of 5 years.
- v. The University (Miscellaneous Provision) (Amendment) Act No.11 of 2012 provided new retirement age of Professor to be 70 years and 65 years for other University Staff.

8.2.2 Recommendations on the University Laws

- i. The Visitor and all stakeholders should continue the process of evolution of the University laws to be consistent with global dynamics and national interest.

8.3 The Governing Bodies

8.3.1 Observations and Findings on the Governing Bodies

- i. University of Abuja Act recognised statutory governing bodies and explicitly provided their composition, functions, boundaries of power and interrelationships. It also provided their leadership and manner in which they regulate their affairs. The principal governing bodies cover: (a) Council, (b) Senate, (c) Congregation and (d) Convocation.
- ii. The law also provided the responsibility of leadership for these organs as follows:
 - (a) Chancellor as the Chairman of Convocation
 - (b) Pro-chancellor as the Chairman of Council

- (c) Vice-chancellor as the Chairman of Senate
- (d) Vice-chancellor as the Chairman of Congregation
- iii. The functions, powers and job description of Chairpersons of Statutory bodies is provided in the law.

8.3.2 Observations and Findings on Governing Council

- i. The Panel found that during the period under review (2016 – 2020), the University was governed by two set of Councils (7th and 8th) all constituted according to the provisions of law.
- ii. The Panel observed that section 5(e) of the University of Abuja Act, stipulated the Visitor to appoint 9 external members of Council. The Panel however observed that this provision was superseded by section 2(I)(d)(e) of the Universities (Miscellaneous Provision) (Amendment Act 2003), which provided for the appointment of 5 External Members inclusive of the representative of the FME.
- iii. Statutory Committees of Council including Finance and General Purposes Committee (F&GPC), Disciplinary Committee, Budget Monitoring Committee and Appointment and Promotion Committee were duly constituted.
- iv. The Panel established that the 7th conducted 4 regular meetings (73rd – 76th) and additional 8 extraordinary meetings (38th – 45th) during part of the period under review (2016 – 2020) alongside other Statutory Committee Meetings. The 8th Council held 12 regular meetings (77th – 88th) and additional 11 extraordinary meetings (40th – 56th) during part of the period under review, alongside other Statutory Committee Meetings. The Panel established that the two Councils had met the requirement of the law in respect of minimum of 3 meetings in a year.
- v. Finance and General Purposes Committee under the Chairmanship of the Pro-chancellor regularly meet and present financial issues related to the University budget, budget performance, Tenders Board report were regularly discussed and presented to Council for approval.

- iv. During the tenure of the two Councils, Audited Financial Reports of the University was prepared and presented according to the provisions of law.
- v. During the tenure of the two Councils, series of lapses were raised in the External Auditor's Report to the Council intended for implementation of corrective measures. These issues continued to reappear in different Audited Account Reports and by different External Auditors, suggesting that the Council did not enforce remedial measures.
- vi. The Panel observed that during the tenure of the 7th Council, PPP policy was enacted and Infrastructure Concessionary Regulatory Commission (ICRC) participated during the inauguration of the University PPP Committee as required by law. The Council referred all PPP projects beyond its approval limit of 100 Million Naira and above to ICRC as required by law.
- vii. The Panel observed that during the tenure of the 8th Council, processes leading to the appointment of Vice-chancellor, DVCs, Registrar, and Bursar were consistent with provisions of law.
- viii. The 8th Council reviewed service condition of all categories of University staff which resulted in the enactment of 4 Statutes. All approvals for the award of contract were consistent with provisions of the Public Procurement Act. 2007. The Council incorporated 4 Limited Liability Companies for the University in compliance with Visitor's directive.

8.3.3 Observations and Findings on the Vice-chancellors

- i. The Panel found that during the period under visitation, the University was governed by two Vice-chancellors viz: Professor Michael Adikwu and Professor AbdulRasheed Na'Allah.
- ii. The Panel found that Professor Michael Adikwu upheld the law as follows:
 - (a) Convening regular Senate meeting
 - (b) Composed and enabled Examination Misconduct Committee.
 - (c) Enabling election of Deans

- (d) Conducted several Convocation Ceremonies
- (e) Governed the University through committee system
- iii. The Panel found with respect to the tenure of Professor Michael Adikwu, the following legal infractions:
 - (a) Failure to convene regular Congregation meeting
 - (b) Improper composition of Senate in which Deputy Directors and Deputy Deans were part of the Senate.
 - (c) Failure to constitute Student Welfare Committee
 - (d) Failure to present report of the admission exercise to Senate
- iv. Additional findings are provided in (Chapter 3, 6, 9, 11)
- v. The Panel found that Professor AbdulRasheed Na'Allah upheld the law as follows:
 - (a) Convening regular Senate meeting
 - (b) Enabled proper composition of Senate
 - (c) Composed and enabled Examination Misconduct Committee.
 - (d) Composed and activate Student Disciplinary Committee
 - (e) Conducted Convocation Ceremony
 - (f) Governed the University through committee system
- vi. The Panel found with respect to the tenure of Professor AbdulRasheed Na'Allah, the following legal infractions:
 - (a) Creation of Directorates and Units without Senate and NUC approval.
 - (b) Introduction of new academic programmes without Senate and NUC approval
 - (c) Failure to present report of the admission exercise to Senate
- vii. Additional findings are provided in (Chapter 3, 6, 9, 11)

8.3.4 Recommendations on the Governing Bodies

- i. Councils and Vice-chancellors should be commended for respecting law.
- ii. The Council should ensure that all legal infractions are corrected.

- iii. The Council should be more vigilant in its responsibilities as provided in the law, by ensuring that all queries and lapses raised by the External Auditors are addressed.
- iv. Statutory bodies such as Council, Senate and Congregation and other internal check mechanisms of the system must be vigilant to ensure respect for law and order. Early warning and demand for accountability of action should be made in a situation where clear violation of law was observed.
- v. All legal infractions committed by Vice-chancellors should be corrected
- vi. Additional recommendations are provided in (Chapter 3, 6, 9, 11)

8.4 Proposed Amendments to the University Law

8.4.1 Observations and Findings on Proposed Amendment to University Law

- i. The Panel received a memorandum on proposed amendment to the University of Abuja Act from the University Management with respect to composition of Senate and restriction of on disposal of land by University.
- ii. The current composition of Senate is unsustainable in terms of space, materials production and efficiency of deliberations. The composition of Senate is *ad-infinitum* as more staff are promoted to the rank of Professors.
- iii. The conferment of power of disposal of university land by the **"President"** to be replaced by the **"Minister of the Federal Capital Territory."** This is in consideration of the fact that the President had delegated authority over land in all States in Nigeria to State Governors, and in the case of FCT to the Minister, it is therefore good to replace President with Minister as proposed.

8.3.2 Recommendations on Proposed Amendment of the University Law

- i. **Section 7 (A)** Composition of the Senate should be amended as follows:
 - a) Vice-Chancellor as the Chairman
 - b) Deputy Vice-Chancellor

- c) **3 Professors representing each Faculty to be elected by the Faculty Board** (as against member of all Professors currently obtained)
 - d) University Librarian
 - e) Deans
 - f) Directors
 - g) Heads of Academic Departments and
 - h) Registrar as the Secretary.
- ii. **SECTION 22 – Restriction on Disposal of Land by University:**
“Without prejudice to the provisions of the Land Use Act, the University shall not dispose of or charge any land or an interest (including any land transferred to the University by this Act) except either with the prior written consent, either general or special, of the President”: **Proposed amendment** The last word **“President”** should be replaced with the **“Minister of the Federal Capital Territory.”**
- iii. The Panel recommends streamlining the visitations and programme quality standards and requirements of all regulatory bodies under the leadership of NUC. This is to prevent multiple visitations and conflicting approvals or denials of accreditation or resource verification. The Panel specifically notes that MBBS programme of University of Abuja had full accreditation by NUC in 2013 but due to failure to meet M&DCN requirements, the programme remained closed. The Panel is of the firm conviction that the foregoing recommendation should be backed by law in the interest of harmonised standard for national manpower and economic development.

CHAPTER NINE

9.0 TERM OF REFERENCE EIGHT (TOR 8)

To trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction.

9.1 Introduction

History is an intellectual capital, the benefits of which are often incorporeal. Yet, the universal truth remains, that no individual, human group, organisation, or nation can survive and grow in a chosen mode and direction without any sense of history. Thus, the University of Abuja must be guided by the knowledge, sense, and lessons especially of its own history in the pursuit for excellence and world class status.

The historical evolution of the University was done from the perspective of the leadership of the various vice-chancellors and their style of administration and direction, culminating in the net achievement and problems of the University. Although limited in details, this chapter should be useful especially as a manual for those who are entrusted with the responsibility of running and growing the University of Abuja.

9.2 Historical Evolution of the University of Abuja

Thoughts for the establishment of a University in Abuja were first expressed in 1978, when provision was made for a University in the master plan of the Federal Capital Territory. Five years later, in 1983, a planning committee was set up by the federal government to examine the possibility of building a university in Abuja. Headed by Professor Oladipo Olajumi Akinkungbe, the committee recommended a “conventional, non-residential” university for Abuja. It further recommended that the University should be focused on postgraduate programmes and should be a centre of excellence and a model in the country.

The need to further interrogate, ascertain, and corroborate a conceptual foundation for the university actuated the setting up of another committee in 1987 by the National Universities Commission. The committee, which was headed by Professor James Okoye Chukuka Ezeilo, recommended the setting up of a conventional but dual mode University of Abuja; meaning that the proposed university could run courses for regular campus-based students as well as for non-residential students, who would be its distance-learning component.

The Federal Government accepted these recommendations and, without procrastination, proceeded to establish the University of Abuja in January 1988. Professor Isa B. Mohammed was appointed as the University's substantive and pioneer vice-chancellor. Isa Mohammed, with his initial miniscule team of newly appointed key officers of the institution, started the University in an "improvised" location in Wuse in the centre of the Federal Capital Territory. For two years, from 1988 to 1989, the University was run from this location until January 1990, when Mohammed moved with his team into three blocks of buildings originally erected for a primary school in Gwagwalada. This location, which was used as the university's take-off site, eventually acquired the name, "Mini Campus".

Professor Mohammed administered the University up to 1998. The historiography of the University presents the pristine of the University administration under him as a period of crisis, which had a nexus with Mohammed's style of leadership. Ab initio, he was associated with, and excoriated for, his high-handedness and militaristic posture, which climaxed in a tempestuous crisis on 28th February 1994. Despite this, the University recorded the following achievements under him:

- i. The critical and contentious issue of where the university would be permanently located was resolved under Professor Mohammed. He rejected the former choice of a permanent site along Kubwa-Suleja

Road for the University and went for its present permanent location along the Airport- Gwagwalada- Lokoja Road.

- ii. Prof Isa Muhammed used his personal links and influence in government circles to attract things at little or no cost to the University. For example, he influenced the Federal Capital Development Authority (FCDA) to donate institutional buildings and residential houses for the vice-chancellor and registrar. A number of buildings in Garki, Wuse and Maitama were acquired for the university staff residential accommodation. The buildings were allocated for the Vice-Chancellor's house, guest house, liaison office, chancellor's lodge, and residential and office accommodation for the director of the centre for distance learning.
- iii. The whole of Giri Housing Estate was handed over to the University by the FCDA for residential accommodation for staff via his influence.
- iv. It was during Mohammed's tenure that the basic academic and administrative structures were put in place. These included the classrooms, faculty, and departmental offices as well as the library, bookshop, computer centre, and the students' hostels. These were complemented by the preparation of academic brief, master plan, and academic programmes.
- v. The Centre for Distance Learning and Continuing Education (CDL&CE) was also established along with the constitution of the senate and other university organs.
- vi. Professor Mohammed thus laid a good and solid foundation for the take-off of the University.

In 1998, following the termination of Mohammed's tenure, Professor A. T. Suleiman took over as acting vice-chancellor. He had a short reign of about one year, which he focused on the restoration of peace, normalcy, and stability in the University. To this effect he reconstituted the senate of the University to accommodate heads of departments as members. He also made the office of

the dean elective in compliance with the law establishing the University of Abuja. He further constituted the relevant standing committees for the smooth running of the University. Indeed, Suleiman is associated with the running of an open administration that was committed to the ideals of a peaceful and progressive university.

A propitious stage was thus set for Dr. (afterwards Professor) Mrs. Gambo Laraba Abdullahi to come in as the substantive vice-chancellor from 1999 to 2004. She came under Bello's council as well as the Mrs. Gbolahan Abisogun-Alo led council. Apart from ensuring the continuity of the peace she inherited from Suleiman, Abdullahi refocused the University on the path of scholarship. She took measures which gave a fillip to sustainable college and departmental seminars and sponsored the hosting of internal and national conferences by the university. Under her leadership sabbatical leave for staff was regularly approved and staff development and training became the hallmarks of the university. She endeavoured as much as possible to right the anomalies of the university as highlighted in the 1998 Visitation Report. Accordingly, she democratized the University admission process and accorded departmental academic staff greater involvement in the choice of their heads. J. A. Ohiare and A. Hussein (2001:19) mirror Abdullahi's tenure as follows:

"Indeed, her administration ushered in a period of peace and the various measures adopted right from its onset effectively stabilised the system and created a favourable academic environment usually associated with universities the world over".

Abdullahi was succeeded by Professor Nuhu O. Yaqub in 2004. Yaqub's tenure which ended in 2009 spanned under two governing councils. There is a dearth of information on the details of his administration. However, a visitation panel which met with him at the beginning of his tenure, said this of Yaqub:

"He appeared before the Visitation Panel and at the end of our discussion with him, he left no one in doubt that at last, a real academic with a very wide

background in University administration has been given the responsibility to run the university of Abuja” (Visitation Panel to the University of Abuja, 2004).

A key officer of the University told the panel, that Yaqub did well as a University administrator, noting that he made remarkable progress in infrastructure and academic development as well as in discipline and compliance with due process in students’ admission. He convened regular meetings of the senate monthly. Under Yaqub, the University became a beehive of academic activities with the hosting of local, national, and international conferences, public lectures, and symposia, which necessarily charged the students, staff, and the academic community. With these events the University was beginning to stabilise as an archetype of academic excellence it was created to be. Before the end of his tenure, Yaqub was able to obtain for the University license for the operation of its FM Excellence Radio Station, installed with a grant of \$70,000.

Prof. J. S. A. Adelabu is associated with a languid attitude towards the growth of the academic culture and tradition of scholarship bequeathed him by his predecessors. His tenure recorded a cessation of conferences, seminars, workshops, symposia, and inaugural and public lectures that had animated the University. His inexplicable inability or refusal to hold any convocation ceremony in the entire period of his tenure smacks of Adelabu’s indifference to the central issue of scholarship. Records suggest that Adelabu continually subverted the University senate, management, and the committee system and arrogated their powers to himself against repeated council directives to reverse the anomaly. Delay and accumulated arrears of promotion and discrimination in the approval and sponsorship of sabbatical leave and conference attendance became the tapestry of his administration. This and the deceptive way he handled the location of the Centre for Distance Learning and Continuing Education in his private school at Ogboro, Oyo State, sponsored public perception of his administration as corrupt. Infrastructural development was at its ebb during Adelabu’s tenure, as the council that worked with him paid only about twenty percent attention to the physical development of the University.

The university under Adelabu was both inadequately governed and misgoverned.

Professor M. U. Adikwu succeeded Adelabu as Vice-Chancellor of the University in 2014 and served up to 2019. He executed his tenure under the Dr. Samuel Ogbemudia-led council (May 2013 – April 2017) and the Alhaji Sani Maikudi-led council (April 2017-May 2019). The University system was in a mess and sorry state when Adikwu took it over. Thus, he took restorative measures to clean the Augean Stable. He restored the tradition of hosting local, national, and international conferences, symposia, seminars, workshops, and public lectures. He resumed the holding of monthly regular meetings of the senate and continued the university's inaugural lecture series. He brought back the convocation ceremony, which held yearly in the five years of his tenure. In his first convocation ceremony, he recompensed for the absence of convocation in the past five years by clearing the buildup of all the students awaiting convocation. He also cleared the backlog of promotions that were not effected by the previous administration. However, his loss of grip on insubordination within the University system and his usurpation of the powers of senate over students' admissions and welfare made the motes in his administration.

Professor AbdulRasheed Na'Allah became the Vice-Chancellor in July 2019 following the end of Adikwu's tenure. He was found to have started his tenure well with his continuity and sustenance of the university's academic culture and scholarly tradition by means of inaugural lecture series and convocation ceremonies. However, there was the budding fear that his tenure could be a reenactment of those of Professors Isa Mohammed and J.S.A. Adelabu. Na'Allah's apparent inclination to use extra-ordinary meetings of senate and the University management to carry out the work of regular senate and his delay in handling promotions were the source of this fear.

The fear was found to have no veritable foundation, as Na'Allah explained during his interaction with the panel, that the use of extra-ordinary meetings

of the Senate and University Management were merely adopted as a temporary and suitable modus operandi in a Covid-19 and ASUU strike dispensation.

9.3 Academic Development of the University

The first academic programmes of the University began in the Mini Campus in 1990 under the faculties of education, social sciences, and law. From three faculties at inception, the University has grown into an institution that currently runs a postgraduate school and nice faculties as hereunder listed:

- i. Faculty of Education (1990)
- ii. Faculty of Arts and Social Sciences (1990)
- iii. Faculty of Law (1990)
- iv. Faculty of Management Sciences (1990)
- v. Faculty of Science (1990)
- vi. Faculty of Social Science (1994)
- vii. Faculty of Agriculture (2005)
- viii. Faculty of Veterinary Medicine (2005)
- ix. Faculty of Engineering (2005)
- x. College of Health Science (2005)
 - Faculty of Basic Clinical Science (2005)
 - Faculty of Basic Medical Science (2005)
 - Faculty of Clinical Science (2005)
- xi. Postgraduate School (1992/1993 academic session).

The University also runs the following directorates, centres, institutes and units:

- i. Center for Distance Learning & Continuing Education (CDL&CE)
- ii. Academic Planning Unit (APU)
- iii. Institute of Education (IoE), 2005
- iv. School of Basic & Remedial Studies (SBRS)
- v. Uniabuja International Business School (UIBS)
- vi. Information Technology Management Services (ITMS)
- vii. Centre for Entrepreneurship Development Studies (CEDs), 2008
- viii. Department of Physical Planning & Development (DPPD)

- ix. SERVICOM Unit (SU)
- x. Development Office (DO)
- xi. Center for Gender Security Studies & Youth Advancement (CGSSYA)
- xii. Centre of Excellence for Sickle Cell Disease Research & Training (CESTRA), 2015
- xiii. General Studies Division (GSD), 1990
- xiv. Diaspora Centre (DC)
- xv. Centre for Risk Management (CRM)
- xvi. Sultan Maccido Institute for Peace, Leadership and Development Studies (2008)
- xvii. Veterinary Teaching Hospital (VTH) - 2008
- xviii. Centre for Asian Studies (CAS)
- xix. Centre for Legislative Studies (CLS)
- xx. Centre for SIWES, Student Monitoring and Employment (CSSME), 1992
- xxi. Counselling Centre (CC)
- xxii. Centre for Corruption Studies (CCS)
- xxiii. UniAbuja Medical Centre (UMC), 1999
- xxiv. Procurement Unit (PU)
- xxv. Works & Service (W&S)
- xxvi. UniAbuja Safety Unit (USU)
- xxvii. Internal Audit Unit (IAU)
- xxviii. Centre for International Peace & Conflict Resolution (CIPCR)
- xxix. Centre for Spanish Language Studies (CSLS)
- xxx. University Workshop (UW)
- xxxi. Advancement Office (AO)
- xxxii. Consultancy Services Unit (CSU)
- xxxiii. Veterinary Teaching Hospital.

9.4 Physical Development of the University

The physical development of the University evolved from the upgrading of three blocks of buildings acquired in Gwagwalada in January 1990 by the pioneer vice-chancellor, Prof. Isa Mohammed for the take-off of the University. The buildings were originally erected for a primary school. The development of the take-off site took a gradual process and metamorphosed into what is popularly known today as the Mini Campus of the University. The mini campus has since expanded beyond the confines of the initial site to an area of 33 hectares out of which 25 hectares have been fully developed. This development was paralleled by the allocation of 11,800 hectares of land to the university for its permanent site, known as Main Campus, along the Abuja Airport Road. Since 1990, the Main Campus has been developing gradually, leading to its use alongside with the Mini Campus.

Despite the dwindling nature of funding, the University was able carry out the physical development of its campuses, giving birth to such prominent structures as the main gate, senate building, university library, college and faculty complexes, students residential halls, buildings hosting directorates, centres and institutes. The facilities have helped the university substantially in meeting its administrative and academic needs over the years. They have also, significantly enhanced the character and appearance of the University.

9.5 Staff Strength of the University

The staff nominal roll for the period under review indicated that the University had a cumulative establishment of 2,243 staff, as at December 2016. This figure changed marginally to 2,213 in 2019, suggesting a decline of 1.34%. The academic staff headcount was 607 as at December 2016 and rose to 622 in 2019. On the average, academic staff constituted 27.45% of the staff strength of the University. The number of senior administrative and professional staff rose from 551 in 2016 to 659 in 2017 and dropped to 592 in 2019 constituting 26.59% of the staff strength of the University.

9.6 Student Enrolment of the University

Enrolment of undergraduate students which started slowly from the beginning grew to a yearly average of 14,230 in 2015. This average rose to 22,193 in the period under review.

9.7 Net Achievements of the University

The university has been able to establish itself at the permanent site. It has been able to concentrate its physical development efforts on the permanent site and deemphasize on further investment on capital projects at the mini campus.

9.8 Problems of the University

- i. The university has passed through intermittent problem of leadership, which has introduced spasms into its journey for sustained academic excellence and world class status.
- ii. The university has serious academic deficit.

9.9 Direction of the University

Deficient in sustained competent leadership, infrastructure, and facilities, the University is yet to go far in its avowed direction of a world class university. The institution is however determined to reposition itself as a citadel of academic excellence and a symbol of national unity.

9.10 Summary of Observations and Findings on Historical Evolution

- i. The historiography of the University presents a picture of the university administration under pioneer Vice-Chancellor, Prof. Isa B. Mohammed, as a period of crisis, which had a nexus with his style of leadership of high-handedness and militaristic posture. He was however able to lay a good and solid foundation for the take-off of the University.
- ii. In 1998, following the termination of Prof. Mohammed's tenure, Prof. A. T. Suleiman who took over as Acting Vice-Chancellor for a period of one

- year, was associated with the running of an open administration that was committed to the ideals of a peaceful and progressive university.
- iii. Prof. (Mrs.) Gambo Laraba Abdullahi came in as the substantive Vice-Chancellor from 1999 to 2004 under Bello's council as well as Mrs. Gbolahan Abisogun-Alo led council. The Panel observed that aside from ensuring the continuity of the peace she inherited from Prof. Suleiman, she refocused the university on the path of scholarship.
 - iv. Panel noted that Professor Nuhu O. Yaqub who succeeded Prof. Abdullahi in 2004 was credited for making remarkable progress in infrastructure and academic development as well as in discipline and compliance with due process in students' admission.
 - v. The University has been both under governed and misgoverned particularly, under the leadership of Prof. J. S. A. Adelabu as Vice-Chancellor from 2009 to 2014. He was associated with a languid attitude towards the growth of the academic culture and tradition of scholarship bequeathed him by his predecessors.
 - vi. Professor M. U. Adikwu succeeded Adelabu as Vice-chancellor of the University in 2014 and served up to 2019. The University system was in a mess and sorry state when Adikwu took it over but was able to restore the tradition of hosting local, national, and international conferences, symposia, seminars, workshops, and public lectures. He resumed the holding of monthly regular meetings of the senate and continued the University's inaugural lecture series. He brought back the convocation ceremony, which held yearly in the five years of his tenure.
 - vii. The Panel however, observed that Prof. Adikwu's loss of grip on insubordination within the University and his usurpation of the powers of senate over students' admissions and welfare made the notes in his administration.
 - viii. Professor AbdulRasheed Na'Allah became the Vice-Chancellor in July 2019 following the end of Adikwu's tenure. His tenure is going on well but there was the budding fear that his tenure could be a reenactment

of those of Professors Isa Mohammed and J.S.A. Adelabu. Professor Na'Allah's apparent inclination to use extra-ordinary meetings of Senate and the University management to carry out the work of regular Senate and his delay in handling promotions were the source of this fear.

- ix. The Panel, however, learnt in the course of its assignment that the use of extraordinary meetings of the Senate and University Management were merely adopted as a temporary and suitable strategy in a Covid-19 and ASUU strike dispensation.
- x. The Panel observed that the University has had a chequered history of evolution due poor leadership.

9.3 Recommendations on the Historical Evolution of the University

- i. The leadership of the University of Abuja should learn from the chequered history of the institution and be guided by it in the discharge of its responsibilities.
- ii. The leadership of the University should not again allow the University to reenact the inglorious and obscurantic dispensation of the Professors Adelabu and Iya Abubakar vintage, which nearly ruined the University.
- iii. Council and management should work together to return the university and surpass the profile it assumed under Professors Suleiman, Abdullahi, and Yaqub.
- iv. The University Governing Council and Management should reverse the inverse academic and non-academic staff ratio.

CHAPTER TEN

10.0 TERM OF REFERENCE NINE (TOR 9)

To examine the general security in the university and how the university has dealt with it and recommended appropriate measures.

10.1 Introduction

This section examines the general security atmosphere of the aggregate university communities involving sources of the security challenges, and the emerging threats in the context of broader national security problems. It also provided an appraisal of the structures and overall capacity of the university security outfit at ensuring observance of law and order as well as the provision of atmosphere of tranquillity for teaching, learning and extracurricular activities. In addressing this Term of Reference, the panel interacted with leadership of neighbouring communities around the main campus, the Chief Security Officer, Principal Officers, campus-based trade unions as well as the student union. This was in addition to reviewing available records.

10.2 Vulnerabilities of the University to Security Challenges

10.2.1 Observations and Findings on the Vulnerabilities of the University to Security Challenges

- i. The Panel has identified factors that inherently make the university community vulnerable to security challenges.
- ii. The University operates a multi-campus system and has within the orbit of its security responsibility the Main Campus along the Abuja Airport Road, Mini Campus in Gwagwalada, staff quarters at Giri, College of Health Science behind the University Teaching Hospital in Gwagwalada, Business School in Kado, Centre for Distance Learning

and Continuing Education in Garki, Area 3; and the University Community Clinic in Dobi, Gwagwalada.

- iii. The university is progressively expanding in terms of physical facilities, enrolment, and staff recruitment, but without matching fund for addressing the attendant security implications.
- iv. The main campus is located on a porous and topographically mountainous land covering an area of 11,800 hectares which houses a number of inhabitant communities.
- v. The preponderance of abandoned construction projects has provided a nest for criminals and miscreants that perpetrate security breaches on campus.
- vi. The failure of the successive University Governing Councils together with University Administrations at ensuring that principal officers are accommodated on campus in flagrant violation of the Visitor's directive (Section 5.23 (b) of 2011 White Paper) had severely undermined the commitment and political will of the university leadership at prioritising security issues on campuses. It is worth noting that other senior officials related to student administration and welfare such as Dean, Student Affairs and Medical Director of the University Clinic also do not live on campus. It is therefore obvious that the university leadership does not share the security atmosphere of the campus.
- vii. The panel discovered that the principal officers were paid allowance *in lieu* of campus accommodation on the authority of the Governing Council (Vol. II, Appendix 99, Page 665). This might have impeded their desire to live on campus.
- viii. The Panel found that the university was in neighbourhood of shanty settlements (especially those on the side of Lokoja Road) which harbour criminals.

- ix. Electric power shortage coupled with failure to provide surrounding lightening and walkways has undermined effective security vigilance and provided cover for hoodlums to perpetrate security breaches.
- x. The panel in the course of its assignment was informed of the fire incident that occurred on 22nd May, 2021 in the university library which burnt down the radio room, its equipment and the university's legal unit with all legal documents therein (Vol. III, Plate 36b, Page 48).
- xi. It took the intervention of the university's fire service personnel and equipment stationed at the Mini campus in Gwagwalada to eventually put out the fire.
- xii. There is no fire service station at the main campus of the university to intervene promptly in event of a fire outbreak.
- xiii. A committee was set up by the vice-chancellor to investigate into the cause of the fire.

10.2.2 Recommendations on the Vulnerabilities of the University to Security Challenges

- i. Government should provide special fund to the university in order to facilitate rapid development of the main campus and migration of satellite campuses to enable the university concentrate resources on securing the main campus.
- ii. University masterplan and other development plans especially those related to physical facilities should consider funds for security implications as an integral part of financing such projects.
- iii. Securing 11,800 hectares of land requires a concerted effort with other security agencies, host communities and deployment of advanced security equipment. The panel recommends that the University authorities should intensify effort in taking a lead at coordinating stakeholder interfaces, mobilise part of the required resources while the Government should provide counterpart funding.

- iv. The University Council should as a matter of policy commit part of the Internally Generated Revenue of the University for the purpose of completing abandoned projects after due diligence. Council should also ensure that the University Management fulfilled all requirements for accessing funding for TETFund supported projects.
- v. The University Authority should intensify effort at making more investment on campus power supply and provision of landscaping infrastructure.
- vi. The university as a matter of urgency should establish a fire service station at the main campus in view of the huge capital investment therein.
- vii. A comprehensive report on the inferno should be forwarded to the Federal Ministry of Education and National Universities Commission on the outcome of the investigation by the Committee.

10.3 The University Security Structure and Security Challenges

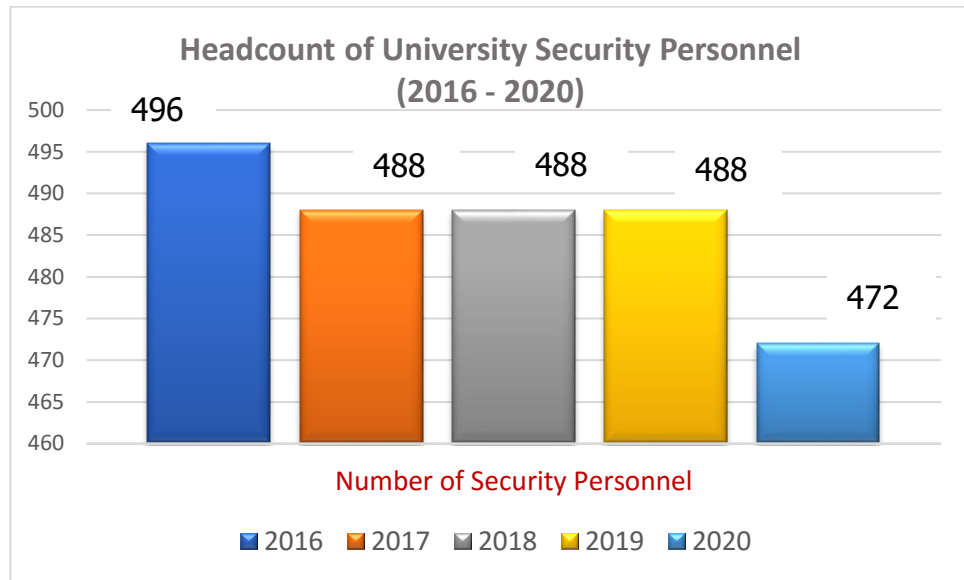
10.3.1 Observations and Findings on the University Security Structure and Security Challenges

- i. The University has a well-established security department with responsibility of securing the main campus and satellite campuses.
- ii. The security department is headed by a Chief Security Officer (CSO). The unit has a number of sections with each having specific task. These cover: Intelligence Section, Crime Section, General Duty Section, Emergency Response Section, Fire Section, General Administration Section, Land Encroachment and Border Patrol Section.
- iii. The University also has a security committee that meets periodically to appraise the security situation of the campuses and devise strategies for addressing challenges. The committee is chaired by the Deputy Vice-chancellor Academic and involves Registrar, CSO, representatives of Department of Security Services, Police Force, Civil

Defence, Nigeria Drug Law Enforcement Agency and Road Safety as members.

- iv. The Security Division also collaborate with the host indigenes including the Herders community living in villages situated within the University land on intelligence gathering and general effort at securing the main campus. Specifically, local herdsman assist the university in preventing intrusion into the university land by non-indigenous nomads.
- v. The Security Division had a positive collaborative relationship with neighbouring military institution. They provided invaluable intelligence as well as other forms of support to the University.
- vi. Based on the available records from the Security Division (Vol II, Appendix 75, Pages 567 - 569), the University is facing serious dearth of security personnel. By December 2016, the total strength of the University security unit was 496, compared to the 596 that it was in 2011, when the security burden of the University was not as heavy as it was in 2016. From 2016, the unit underwent further attrition leading to its recording 472 personnel in 2020. The trend of security personnel headcount indicated a declining and dwindling number while the University was growing with attendant increase in the demand for security services as shown in Figure 10.1.

Figure 10.1: Headcount of University Security Personnel (2016-2020)



- vii. The University resorted to employing vigilantes and local hunters in order to partly complement the shortage of the security personnel.
- viii. The Panel found that for the major part of the period under review security division was also facing serious shortages of equipment and facilities. Specifically, the unit was in need of additional rapid response vehicles, modern communication gadgets, advanced panic alarm system, additional IVR-PTZ equipment, a camera facility to flag vehicles on CCTV.
- ix. The Panel also learnt that the current University Administration with the support of Governing Council has made effort in providing limited number of modern security recording gadgets, security surveillance cameras, motor cycles and other working accessories. However, the Unit was in dire need of mobility (patrol vans), walkie- talkie, firefighting trucks, alarm system.
- x. The panel observed that for the first half of the period under review governance incompetence evident from lack of political will on the part of the University leadership at punishing staff and students involved in security breaches which led to the culture of impunity that

metamorphosed into a monstrous security problem against the University.

- xi. The Panel also observed that the current University Administration with backing of Governing Council has reactivated various committees which are currently investigating a number of security breaches committed by staff and students. Specifically, the Council had recently approved the sacking of two professors found guilty of sexual harassment and pecuniary extortion of students.
- xii. The University was grappling with student cultism, syndicated crimes, thievery and sexual harassment among others.
- xiii. During the period under review, the Panel learnt that the Security Division had treated a total of 205 reported cases most of which bordered on extortion, cultism, examination related offences, theft and sexual harassment (Vol. II, Appendix 75, Pages 567-569).
- xiv. The Panel was informed that Gwagwalada, Iddo and Gwako villages all in the neighbourhood of the University were notorious bases for cultists (most of them jobless graduates who live on petty crimes) and serve as recruiters of the University students.
- xv. The Panel gathered that the antecedents of cultism started manifesting in 2004 and was completely suppressed by 2007 (due to resoluteness of the then university leadership). This menace had ferociously returned in full force in 2010 and almost overwhelmed all efforts of the University to curtail it.
- xvi. More disturbing was the fact that cult members and other criminal elements when arrested by Police were released without charge.

10.3.2 Recommendations on the University Security Structure and Security Challenges

- i. The University Authorities should be encouraged to intensify effort and commit more resources in order to consolidate the current security structure based on the framework of consultation and

reaching out to various stakeholders in the interest of achieving sustainable security atmosphere.

- ii. There is the need for the university to conduct a thorough need assessment of its security requirements in order to determine the short, medium- and long-term resource requirements and strategies of achieving them.
- iii. The current University Administration should be commended and encouraged to do more in its effort at restoring order and sanity on campus.
- iv. The Federal Government and the National Assembly should support the University by enhancing its budgetary allocation in order to employ more security personnel and procure equipment as required.
- v. The University Governing Council should ensure that leadership of the university at all levels is held accountable for any security breach resulting from laxity or incompetence. All internal structures responsible for ensuring law and order such as staff and student disciplinary committees must be activated and be allowed to report their activities to the responsible authority as defined in the University law.
- vi. The University Management in consultation with security agencies and other stakeholders should come up with a bold strategy of ridding the university and its surroundings of miscreants and hoodlums in order to curve the frequency of security breaches.
- vii. Government should provide training and resources that will anchor effective community policing in the University.
- viii. The Governing Council should work towards expanding student on-campus accommodation by exploring public-private partnership opportunities in addition to Government funding. This is important in preventing most students from living in the neighbouring settlement with attendant risk of being recruited into gangster activities.

- ix. The University Authority should come up with policy of encouraging students to engage in extracurricular activities that will improve their mental and emotional state, thereby preventing them from indulging into narcotics and other deviant behaviours associated with youthful exuberance. The guidance and counselling department should be funded to discharge its duties and present periodic report to the Council through the Management.
- x. The Panel observed that the current curriculum is coursework laden with relatively shorter semester periods. This does not give students enough spare time for extracurricular activities. NUC and the University Senate should consider this in future curriculum reviews.

10.4 Major Security Infractions

10.4.1 Observations and Findings on the Major Security Infractions

- i. The Panel found that in the period under review, crime was increasing and becoming more complex and sophisticated. This is evident from major escalation of security infractions related to murder, robbery, kidnapping and cultism recorded.
- ii. The Panel found that on 7th July, 2017, a group of cult members, the Black Axe, conducted a procession with their full regalia in the broad daylight at mini campus during which they confiscated students' valuables.
- iii. The Panel also learnt that, on 31st October 2017, unknown gunmen invaded the main campus and attacked the United Bank of Africa ATM Machine and made away with undisclosed sum of money.
- iv. It was also reported that, on 3rd November, 2017 two female students were kidnapped at the Main Campus.
- v. The Panel was informed that, on 27th August, 2018 a student named Japhet Nampo Amos was murdered by unknown gunmen in his hostel at about 11am.

- vi. The panel also discovered that, on 11th September, 2018, an armed young man invaded the office of Professor P.I. Ozo-Eson of the Department of Sociology in an attempt to murder her.
- vii. The Panel was informed that, on 28th November, 2019 unknown gunmen attacked the UBA ATM Machine for the second time and made away with undisclosed amount of money.
- viii. The Panel was informed by the University CSO that in the year 2020, the Inspector General of Police had approved for the University Security Division to be using limited fire arms in their operations.
- ix. The Panel was further briefed on the recent armed rustling of about 500 cows belonging to the Faculty of Agriculture and the Faculty of Veterinary Medicine which were yet to be traced.
- x. The Panel is of the conviction that the grave security infractions facing the University is beyond the capacity of the University Security Division.

10.4.2 Recommendations on the Major Security Infractions

- i. Government should direct the Commissioner of Police FCT through the Inspector General of Police to establish a permanent police presence in the University as a matter of urgency.
- ii. Federal Government should commit more security resources on intelligence gathering and joint patrol of security taskforce.
- iii. The University Management should ensure effective coordination of the joint security taskforce.
- iv. Nigeria Police Force should ensure prosecution and punishment of perpetrators of security breaches irrespective of their status in the university, in order to send strong signal and also serve as deterrence.
- v. Considering the fact that security is central to the survival of these institutions coupled with the fact that provision of security is a capital-intensive issue, the FGN should authorize the TETFund to create a new line of normal intervention on security. The Fund should

come up with clear means of accessing the fund that will ensure effective utilisation.

10.5 Encroachment of the University Land

10.5.1 Observations and Findings on the Encroachment of the University Land

- i. The University had maintained a cordial relationship with indigenous communities occupying the University land. These communities include Giri, Garkwo, Angwa Dodo, Iddo Sarki, Iddo Maji, and Guji among others.
- ii. The Panel was informed that the University is still processing issuance of Certificate of Occupancy of its 11,800 hectares of land from the Ministry of Federal Capital Territory. The University is only in possession of Title Deed of land ownership.
- iii. The Panel learnt that indigenous communities are laying claim to the land they occupy for both residential and farming purposes as the Government was yet to settle them compensation. Based on this, they embarked on selling portion of the land for various kind of development, while the University was helplessly watching due to lack of capacity to stop it.
- iv. These developments represent a potential source of conflict between the University and the settlement communities. The Panel was informed earlier of an attempt by the University to put an end to development projects were resisted by the communities including threat of attack by the communities.
- v. The FGN provided One Billion Naira to the University through budgetary allocation for the construction of wall fencing. This project was however stalled due to the resistance from the communities.
- vi. The Panel was informed that in October 2020, the University Management reached out to the Hon. Minister of Federal Capital Territory and sought his intervention in the land dispute. The Minister set up a committee which is yet to start work.

- vii. The University Management expressed serious worry to the Panel on its fears regarding a possible plan of curving out a significant portion of the University land for other purposes, by Federal Capital Development Authority (FCDA). The University Management presented a formal letter of complaint on the issue to the Visitor (Vol II, Appendix 94, Pages 644 - 645).
- viii. The University Land was also encroached by Local Government Authority by building a primary school for the neighbouring communities.
- ix. Encroachment has taken approximately 20% of the university land.
- x. The panel in the course of its work visited the Aguma of Gwagwalalda and raised these issues relating to the illegal encroachment into the University land.

10.5.2 Recommendations on the Encroachment of the University Land

- i. The FGN should come to the aid of the University by paying compensation and resettling the indigenous communities occupying the University land.
- ii. The FCDA should remove all illegal structures within the space of the University land.
- iii. The FGN should provide security and protection to the contractor and his staff in order for the wall fencing project to proceed.
- iv. The Panel is of the conviction that while the issue of settling land dispute is an ongoing process, the University Authorities should as a matter of urgency develop and implement a strategy of claiming the available undisputed land. This is necessary in order to preclude further encroachment.
- v. The University should actively pursue the issuance of Certificate of Occupancy for the University land and collaborate with the Federal Capital Development Agency on removing the illegal settlers on the University Land.

- vi. The university leadership should continue with the on-going interaction and maintain the cordial relationship with the communities.

CHAPTER ELEVEN

11.0 TERM OF REFERENCE TEN (TOR 10)

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

11.1 Introduction

The universal convention for the award of university degrees is based on “character and learning”. This convention places equal weight between the learning resources and student intellectual capacity on one hand, to his character and conduct on the other hand. The underlying philosophy of this convention was that the universities were recognised as the nests for the generation of skilled manpower and future leaders as well as knowledge production, all of which could not be attained without truth and good character. Since character is a lifelong trait, this convention presupposes that, an awarded degree or certificate could be withdrawn, post-graduation, on account of dishonourable and scandalous character by the awardee. Graduands were considered ambassadors of the graduating university and their conduct could dent the image of the institution, as image and reputation were the major assets of each academic institution.

In developing this section, the Panel took an examination of the provisions of the University Law, statutes and mechanisms put in place by the University for ensuring students’ discipline, moral uprightness and compliance with regulations and guidelines. The Panel also assessed the mechanisms that protect students’ rights and protection from unjust treatment by the staff, other students and the university as a system. Vulnerabilities that could lead to students’ disobedience were scrutinised.

11.2 University Structures of Student's Discipline

11.2.1 Observations and Findings on the University Structures of Students' Discipline

- i. The Panel found that the University Law has recognised the issue of Students discipline and had defined responsibility for institution responsible.
- ii. The University Law vested the power of regulating student discipline and welfare on the University Senate. Specifically, **Section 7(2)(f)** of the University of Abuja Act on functions of Senate stated that: *"the supervision of the welfare of students at the University and the regulation of their conduct"*. **Section 7(2)(h)** stated that: *"determining what description of dress shall be academic dress for the purposes of the university, and regulating the use of academic dress"*. **Section 6** provided that: *" Subject to a right of appeal to the Council from a decision of Senate under this subsection, the Senate may deprive any person of any degree, diploma, or other award of the University which has been conferred upon him if after due enquiry he is shown to have been guilty of dishonourable character or scandalous conduct in gaining admission into the University or obtaining that award."*
- iii. The Panel found that the University had established Student Misconduct Committee, Student Examination Misconduct Committee, Committee on Student Dress Code and Sexual Harassment in compliance with the provisions of the Law.
- iv. The Panel learnt from the Dean Student Affairs (during interaction) that the Student Welfare Committee had been comatose but was activated by the current vice-chancellor in 2019, as envisaged in the University Law.
- v. The Panel noted that the University had a Staff Disciplinary Committee which among others functioned on dealing with

disciplinary measures against any University staff found guilty of committing injustice against students.

- vi. The Panel also found that the University had a well-established Division of Student Affairs headed by a Dean. This Unit regulated all student matters and formed an interface between the students and the University.
- vii. The Panel observed on a general note that lack of campus accommodation, compressed semester period, poor learning environment, unjustified massive failure, poor municipal services, lack of outlet for extracurricular activities are vulnerabilities leading students to unrest and engagement in deviant behaviour and disobedience.

11.2.2 Recommendations on the University Structures of Students' Discipline

- i. The University Management should be commended for complying with the Law in respect of structures for Student Discipline and Welfare.
- ii. Since the Law of the University also enabled Senate with the power of award of scholarship, University Management through the Senate should establish Indigent Student Scholarship and Merit Award Committee as part of student welfare package. Council should approve resources for the conduct of this committee.
- iii. Policies dealing with students should factor the vulnerabilities indicated in (vii) above.

11.3 Student Affairs Division

11.3.1 Observations and Findings on Student Affairs Division

- i. The Panel found that the University had a functional Student Affairs Division as a unit under the office of the vice-chancellor.
- ii. The Division had a broad-spectrum of functions that virtually covered all aspect of students' life

- iii. The Division was headed by a Dean, assisted by a Deputy Dean; and the Unit was governed through six major sections viz: Hostels/Students` Accommodation, Welfare, Sport, Discipline, NYSC Mobilisation, as well as Clubs and Associations.
- iv. Each section had its management staff and standing committee comprising teaching and non-teaching staff of the University that collectively executed its mandate.
- v. The Panel found that the Division had published the Student Handbook and ensured each registered student owned a copy.
- vi. The Panel had studied the latest version of the handbook published in 2018/2019 and found it to be rich in information covering all aspect of the University`s existence. It contained information regarding governance structure, statutory bodies, academic pattern, registration guidelines, university committees, student club and societies, among others.
- vii. The Panel found that the handbook provided an excellent treatise on the university byelaws on dress code, examination conduct, general conduct, student publication, student rallies, associations & clubs etc. with defined sanctions for transgressing each byelaw. The book also provided definition for common punishment terms such as suspension, rustication, expulsion and loss of privilege.
- viii. The Panel also found that the book provided clarity regarding authority to discipline and right of appeal, as well as channels of communication for students to express their views.
- ix. The Panel learnt that the Dean`s office was given impress of N110,000 monthly. There was no emergency fund, all other requirements had to be written to the University and bureaucratic processes normally delay fund release.

11.3.2 Recommendation on the Student Affairs Division

- i. The University Management led by Professor Michael U. Adikwu should be commended for publishing an informative and rich student handbook.
- ii. The University Management led by Professor Na'Allah should be commended for reactivating the Student Welfare Committee and ensuring that all other student-based committees contained in the law were active.

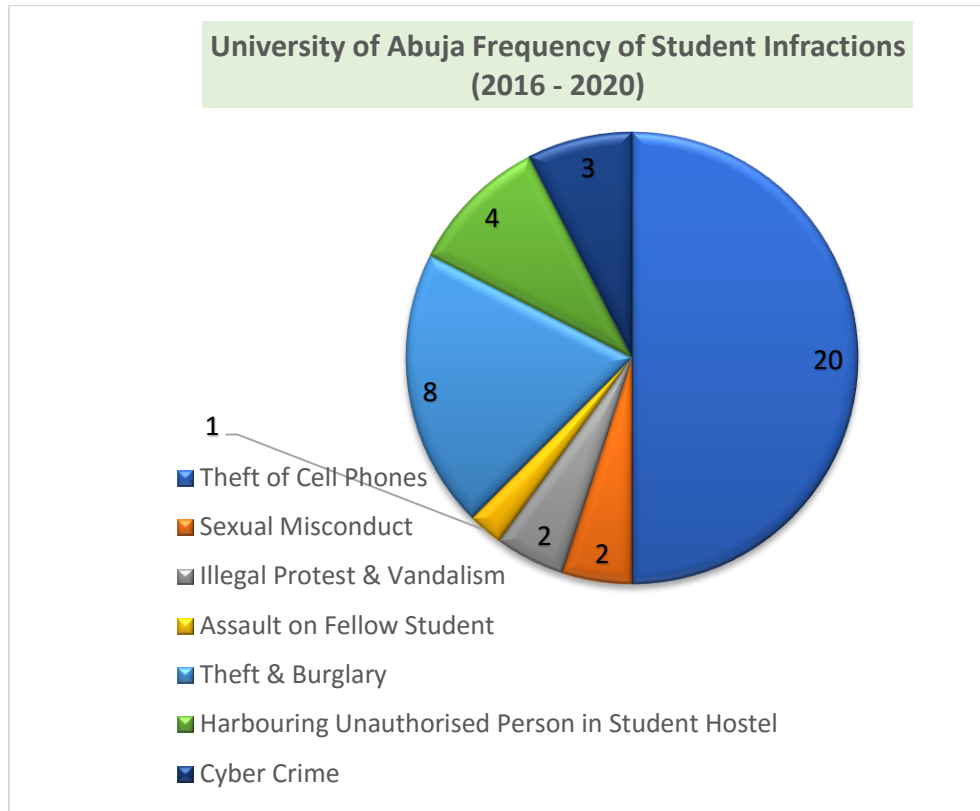
11.4 Processes and Activities of Student Disciplinary Committee

11.4.1 Observations and Findings on Processes and Activities of Student Disciplinary Committee

- i. The Panel found that during the period under review, the University faced an increased wave of serious crimes related to murder, robbery, kidnapping and cultism of which students were involved.
- ii. The Panel found that the Student Disciplinary Committee was constituted and held meetings to attend to the cases involving students. Cases were normally documented and affected students were invited to appear before the committee to defend their cases.
- iii. The Panel noted that invited students were required to sign attendance register and proceedings of the Committee were transparent and upheld principle of fair hearing. Evidence was used and the Security Division often assisted with intelligence.
- iv. Findings and recommendations of the Committee were directly sent to the University Senate for deliberations and approval.
- v. The Panel painstakingly reviewed the proceedings of all meetings of the Student Disciplinary Committee presented by the University Registry. The Panel further traced the submissions of the Committee to the University Senate and its outcome.

- vi. The Panel found that Student Disciplinary Committee made submissions to 166th, 169th, and 171st Senate meetings during the period under review.
- vii. The Panel found that a cumulative of 44 student cases were presented with appropriate recommendations by the Student Disciplinary Committee to Senate. The Senate decision resulted in the following sanctions: 38 expulsions, 4 warnings, 1 suspension, and 1 acquittal.
- viii. The Panel observed that the infractions committed were related to theft of cell phones, sexual misconduct, illegal protest & vandalism, cybercrime, assault on fellow student, theft & burglary, and harbouring unauthorised persons in student hostel (Figure 11.1). The Panel further observed that theft of cell phones had the highest frequency.
- ix. Panel found that the processes and procedures put in place were consistent with the provisions of the law and upheld the principle of fair hearing.
- x. The Panel also noticed that there were no legal cases instituted against the University for the disciplinary actions.
- xi. The Panel surprisingly observed that despite reported cases of serious crimes like cultism, murder, and robbery; no student was punished over those crimes. This laid credence to the claim that some vice-chancellors were complacent on handling such grave crimes. Additionally, there were no cases of violations of dress code.

Figure 11.1: Frequency of Student Infractions between 2016 and 2020



- xii. The Panel was however informed by the Dean, Student Affairs that the regular Senate meeting chaired by the current vice-chancellor, Professor Na’Allah held on May 17, 2021, approved the recommendations of the Students Disciplinary Committee for the expulsion of 46 students, mainly for cult-related offences, robbery and theft.
- xiii. The Panel was aware that Council had recently approved the sacking of two professors found guilty of sexual harassment and pecuniary extortion of students.
- xiv. The Panel found from the record of the proceedings of the student misconduct, a gap in the byelaws related to clear definition of sanctions on refusal of an accused student to appear before Student Disciplinary Committee.

- xv. The Panel noticed that the University was actively promoting dress code appearance as approved by Senate. The Panel found sign posts with clear description of the acceptable dress code and violations at the main entrance to the University.

11.4.2 Recommendations on Processes and Activities Student Disciplinary Committee

- i. The Council, the University Management and in particular the Vice-chancellor, Professor Na’Allah should be commended for the courage in upholding the core values and principles of “character & learning” and for ensuring justice.
- ii. Based on the courage and vigour exhibited by the current vice-chancellor, the University Management should revisit all cases of major infractions that were allowed due to complacency of previous leadership, in order to ensure that such crimes were not allowed to escape justice. The Panel believes this would go a long way in sending signals to the perpetrators of such crimes.
- iii. The University should intensify efforts at mobilisation campaigns and other persuasive mechanisms that would dissuade students from engaging into miscreant activities. Intelligence gathering by security division and neighbouring security agencies should be stepped up to enable early warnings and pre-emptive action.

11.5 Processes and Activities of Examination Misconduct Committee

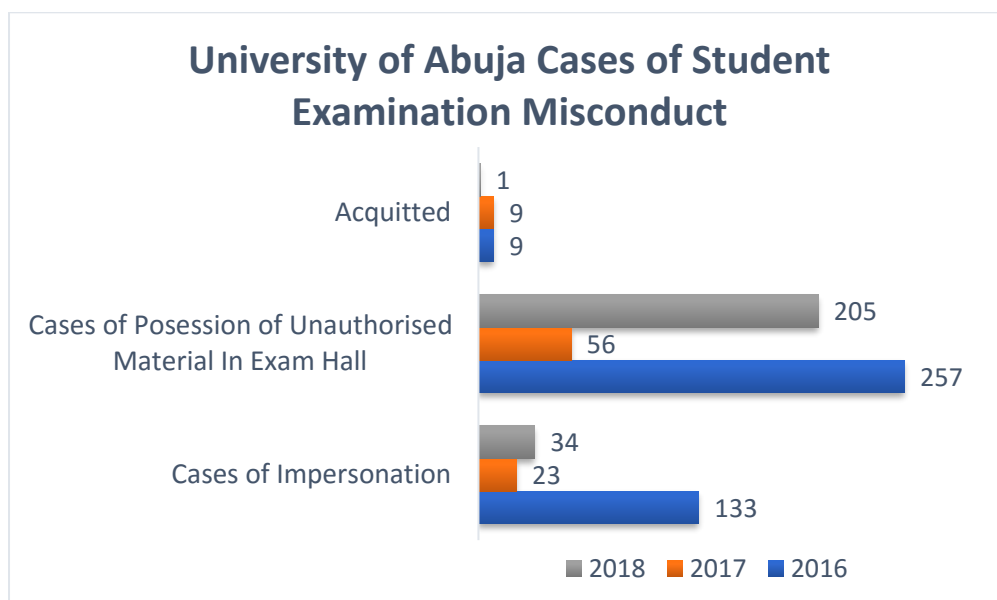
11.5.1 Observations and Findings on Processes and Activities of Examination Misconduct Committee

- i. The Panel found that the Central Examination Misconduct Committee was a committee of Senate which comprised of Provosts, Deans and Directors of the University and chaired by the DVC Academic.
- ii. The Panel found that the University had a dual step system in dealing with Examination Misconduct processes which provided students

with added fair hearing opportunities. The first step in the process would be treated by the Faculty Examination Misconduct Committee headed by the Dean with Deputy Dean and HoDs as members. The verdict of the Faculty Committee was then passed to the Central Examination Misconduct Committee chaired by the DVC Academic with Deans as members. The proceedings of the two Committees involved investigations and invitation of affected students to interact with the committee to defend their cases.

- iii. The Panel found that the two committees hold meetings regularly to dispense cases.
- iv. The Panel learnt that report and recommendations of the Committee were normally passed directly to Senate for deliberations and final decision.
- v. The Panel meticulously studied the proceedings of all the Student Disciplinary Committee presented by the University Registry. The Panel further traced the submissions of the Committee to the University Senate and its outcome.
- vi. The Panel established that Central Examination Misconduct Committee made submissions to 153rd through 174th Senate meeting during the period under review.
- vii. The Panel found that a cumulative of 727 student cases were presented with appropriate recommendations by the Committee to Senate. The Senate decision resulted in the following sanctions: 403 Expulsions, 86 Rustications, 229 Suspensions, and 9 acquittals.
- viii. The Panel observed that the infractions committed were broadly related to Impersonation (26%) and Possession of Unauthorised Material in Examination Hall (71%) while the remaining were acquitted cases (Figure 11.2).
- ix. Panel found that the processes and procedures put in place were consistent with the provisions of the law and upheld the principle of fair hearing.

Figure 11.2: Cases of Student Examination Misconduct (2016-2020)



- x. The Panel also noticed that there were no legal cases instituted against the University for the disciplinary actions.
- xi. The Panel viewed the magnitude and rate of examination misconduct cases as alarmingly worrying.
- xii. The Panel found important issues from the record of the recommendations of the Central examination Misconduct Committee to the 166th regular meeting of Senate as follows: *“(a) The Committee has observed that some of the cases of Examination Misconduct that occur within faculties are swept under the carpet by those who are able to lobby and plead on behalf of the students who are known or associated with them. While those who have nobody to stand for them are forwarded for necessary actions to be taken. This is a fact that was established during interactions the committee had with lecturers. (b)The Committee wishes to recommend the need for the university to ensure that the standard procedure with regards to the invigilation of students during examinations is strictly adhered to by all invigilators. A coordination meeting should be held with all would-be invigilators one week before the commencement of all*

examinations and attendance must be compulsory and mandatory for all. (c) The Committee observed that some of the cases forwarded from the various faculties involved final year students. For example, a 500 Level student from the Faculty of Law was expelled because she was found with her phone which was switched off in the examination hall. The committee therefore, recommends with emphasis that for final students, the Senate reviews the penalties that would not be a permanent damage particularly for first offenders such as Rustication for One Academic Session. (d) The Committee recommends that Faculties, who have cases of Examination Misconduct, must ensure that detailed information is provided in its submission to the committee on those who appeared and failed to appear before the Faculty Examination Misconduct Committee. The Committee observed that students who did not appear before the Faculty Examination Misconduct Committee were not captured properly before submission was made the Central Examination Misconduct Committee. (e) The Committee recommends that at Faculty and Departmental Meetings, the Deans of Faculties and Heads of Departments should caution invigilators on the way they handle students alleged to be involved in examination misconduct. The Committee therefore, recommends that invigilators should avoid any form of physical confrontation with students for their safety. Rather security personnel should be called in to handle the situation. This implies that security personnel should be deployed to examination venues with large number of students”.

- xiii. The Panel further found additional important issues from the record of the recommendations of the Central Examination Misconduct Committee to the 174th regular meeting of Senate as follows: "(a) *The committee observed the terrible delays in disposing of Examination Misconduct cases. For example, an offence allegedly committed in 100 Level is being concluded when the candidate is*

already in 300L. Where is the justice? (b) The Committee observed during its interaction with a Postgraduate student that a particular lecturer's name came up as collecting money from students to assist in resolving their examination misconduct matters. Evidence was provided by one candidate of a series of transfers of money to the particular lecturer in question. The Committee is recommending that this lecturer faces a panel of investigation. (c) The Committee recommends that all Examination Misconduct cases be resolved within three months from the date of that examination. (d) The Committee recommends that at Faculty and Department meetings, the Deans of Faculties and Heads of Departments should caution invigilators on the way they handle students alleged to be involved in examination misconduct."

11.5.2 Recommendations on Processes and Activities of Student Examination Misconduct Committee

- i. Due to the frequency and magnitude of Students' involvement in Examination Misconduct and the consequential disciplinary measures, the Panel recommends that the University Management should device a means of curbing the problem through innovative awareness campaign, thorough checking of student identity before entering examination hall, clear definition of unauthorised material in examination hall, checking of suspicious students carrying such unauthorised items before sitting for the examination.
- ii. The University should update the aspect of student handbook dealing with Examination Misconduct in order to capture the dynamics in computing technology and access to advanced cell phones which were identified as a means by which students develop new tactics of cheating in academic trainings.
- iii. The University should update the student handbook to address all gaps observed.

- iv. The University Management should respond and implement all recommendations of the Central Examinations Misconduct Committee such as those indicated in (ix & x above).
- v. The University should continue to provide facilities that will encourage student to engage in extracurricular activities.

11.6 Students Welfare

11.6.1 Observations and Findings on Students Welfare

- i. The Panel learnt during interaction with the Dean of Student Affairs that the reconstituted Student Welfare Committee with the support of the Student Affairs Division held a Town Hall meeting in October 2019. In attendance were the entire officials of the Students` Union Government, all presidents of departmental, states, social, faith-based and other registered students` organizations.
- ii. The Panel learnt that the outcome of the Town Hall meeting gave rise to a 20-Point Agenda on Students Welfare submitted to and subsequently approved by the University Management. This led to a number of measures taken covering: spate of renovation work (at the hostels and classes), setting up of committees on sexual harassment and on campaign against social vices and unhygienic behaviour, reorganization of the Transport Unit etc. Alternative electricity supply was extended to 2am (from 7pm) at the hostels and classrooms areas.
- iii. The Dean informed the Panel that the most pressing welfare issue was water scarcity, particularly at the Main Campus. The main source of water supply was the FCT Water Board, which could not supply enough water to the campuses.
- iv. The Panel found the existence of Guidance and Counselling Unit under the Student Affairs. The Unit had professional staff that offered all forms of support to students.

- v. The Panel also noted that the current University Management had established a Centre for Student Research which promoted and nurtured innovation among students through research capacity and counselling services.
- vi. The Panel similarly found that the current University Management had upgraded the Students Industrial Work Experience Scheme unit to a Directorate with broadened mandate of providing campus employment to eligible students based on set criteria.
- vii. The Panel learnt that the University provided bus services to support student inter-campus shuttling at a subsidised rate of N100, but services were below the demand, as only two vehicles were available. Student resort to commercial vehicles which costed N200 – N300.

11.6.2 Recommendation on Students Welfare

- i. The Governing Council and Management should consider the issue of water provision as a major priority and should approve resources that will address the problem in the short run. The University should consider the feasibility of constructing a dam as a long-term measure
- ii. The Deanery of Student Affairs and the Student Welfare Committee should be commended for the initiative on organising the Town Hall meeting and carrying along the University community in running the Division through committee system.
- iii. The Panel noted with commendation the initiative of creating additional directorates targeted at student welfare and development. The Panel however cautioned on the excessive creation of units with duplicity of functions. The Panel further recommend caution on the student-campus employment scheme such that the student do not have access to sensitive documents.
- iv. The University should provide more bus services to ease the student suffering from inter-campus shuttling. It is worth mentioning that several students reside in the Mini campus hostel and attend lectures

at the Main Campus. Conversely, several students have split lecture and practical session which require shuttling among the two campuses.

11.7 Students Campus Accommodation

11.7.1 Observations and Findings on Students Campus Accommodation

- i. The Panel inspected all the student hostels in both Mini and Main Campuses of the University and interacted with hall wardens, student occupants and the Dean Student Affairs. The inspection was done in company of the Director of Physical Planning (Vol III, Plates 31 a - f, pages 39-41, Plates 37 c & d, page 50, Plates 39 a – f, pages 58 – 60).
- ii. The Panel found that the University had nine (9) hostels, four each at the Mini and Main Campuses and a Medical Students Hostel situated behind the University Teaching Hospital, Paso-Gwagwalada.
- iii. The Panel found that the hostels at the Mini Campus (two each for Male and Female students) were constructed 33 years ago, except some few blocks built by the then Education Tax Fund, 25 years back.
- iv. Based on the inspection exercise on the hostels at the Mini Campus, the Panel found that the hostels were derelict and ramshackle and really unfit for student habitation (Vol III, Plates 39 a – f, pages 58 – 60). While the Panel was inspecting the hostels, a group of students gathered and yelled about lack of water and electricity. The Panel however found that some of the male hostels' blocks were fairly renovated by the current University Management following the Town Hall Meeting.
- v. The Panel found that two of the hostels at the Main Campus were built in 2002/2003, while the other two were NEEDS Assessment projects completed in 2006/2007 (Vol III, Plates 31 a - f, pages 39 – 41). The Panel observed that the former bear clear signs of wear and tear, arising from overuse and misuse, while the latter suffer from

fundamental design and construction defects (particularly as pertaining to sewage and plumbing systems), resulting in endless blockages and pipe bursts.

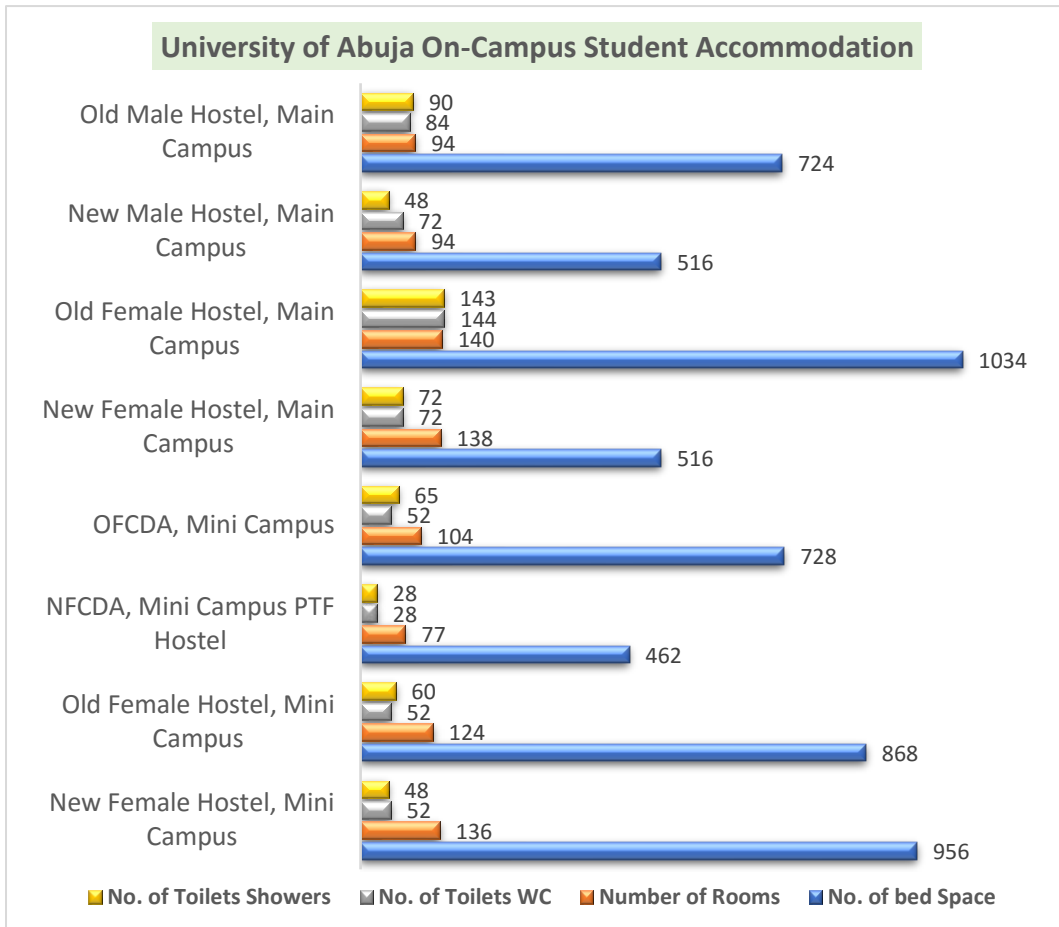
- vi. The Panel learnt that the Medical Hostels were actually blocks of rented apartments. The University spent Eighteen Million Naira annually as rent but recovered less than Five Million Naira as accommodation fees. The Panel further learnt that the subsidy was necessary to meet up with the accreditation requirements of the Medical and Dental Council of Nigeria.
- vii. The Panel inspected the abandoned CBN sponsored construction project of Medical Students Hostel (Vol III, Plate 10e, page 11). The Panel was informed that non-completion of the project was responsible for the University's low admission quota for MBBS degree programme sanctioned by the Medical and Dental Council.
- viii. The Panel was informed that the University charged hostels fees ranging from N10,000 to N25,000 per bed space.
- ix. The Panel discovered that the University did not have postgraduate hostel, despite the high postgraduate enrolment; but was informed that the construction of postgraduate hostel was part of the abandoned CBN projects.
- x. Based on the data gathering template, the Panel found that the University had 5,897 bed spaces (Figure 11.3) while the undergraduate student enrolment was 22,893 as at 2019.
- xi. The Panel sadly noted that the University had not put provision of hotel as part of its priorities over the period of its existence as highlighted in (iii) and (v) above.

11.7.2 Recommendations on Student Campus Accommodation

- i. The Governing Council should seek special intervention from the FGN on construction of more Student Hostels.

- ii. The FGN should intervene and get the CBN to complete all the abandoned projects as soon as possible.

Figure 11.3: Student Campus Accommodation (2016 – 2020)



- iii. The University Management should request for a concession and special intervention from TETFund to support the construction of additional hostels for the University.
- iv. The University should charge more realistic hostel fees that will be sufficient to maintain the existing hostels and create a serene learning environment.
- v. The Panel recommends that the University should continue to pursue hostel provision under the PPP arrangement.

- vi. The University should activate endowment drive to a secure construction of additional buildings and other key support to the University.

11.8 Students Union

11.8.1 Observations and Findings on Students Union

- i. The Panel interacted with the representatives of the Student Union Government (SUG) in addition to the Dean of Students Affairs.
- ii. The Panel found that the Student Union activities and other student professional, and religious societies among others had thrived without interference of the University Management within the period under review.
- iii. The Panel learnt that the 2019 Student Union election was unique in the sense that it was conducted via electronic voting system.
- iv. The Panel was informed that Management of the Student Union finance was regulated by the Dean of Student Affairs in order to prevent excesses.
- v. The Panel observed that the relationship between students and Management had been peaceful and devoid of disruptive and violent protests.
- vi. The Panel found that in 2017, students protested the killing of a female student by a hit-and-run car across the Main Campus gate along the Giri-Airport Road. The issue was resolved when the University accepted the students' demand and built a barricade dividing the road which now compelled pedestrians to use the over-head bridge nearby.
- vii. The Panel understood that during the period under review, Student Union was represented in a number of Statutory Committees such as Disciplinary Committee, NEEDs Assessment Committee and Budget Monitoring Committee.
- viii. The Student Union representatives during interaction with Panel expressed satisfaction with the current University Administration in

its effort of providing infrastructural development to the University (Vol II, Appendix 108, Pages 707 – 709).

- ix. The SUG representatives however highlighted a number of challenges being faced by students and requested the Panel to make appropriate recommendations to the Visitor.
- x. The issue raised by the SUG included the following: (a) chronic shortage of hostel accommodation and overcrowding in the existing hostels; (b) reliance of majority of students on private rented rooms in Gwagwalada which costed N150,000 – N200,000 per room, with the attendant necessity for intercampus shuttling coupled with few University buses; (c) poorly furnished, crowded and unventilated lecture venues as well as shortage of exam halls; compressed sessional calendar with little or no inter-semester break. Specifically, teaching in the previous semester which was compressed to six weeks only and the subsequent semester commenced without a break; (d) lack of SUG secretariat at the main campus of the University.
- xi. The Panel presented its custom Data Gathering Template and requested the SUG to submit the completed template to the Panel's Secretariat for inclusion into the Panel's report to the Visitor. The SUG regrettably failed to submit the required template upon repeated follow up.
- xii. The Panel viewed with concern the issue of compressing semester duration as counterproductive and undermines quality and standard as required by the NUC-BMAS. The Panel noted that lack of acceptably reasonable break in the teaching and learning process deprived students of free time to engage in extracurricular activities necessary for fitness, mental and emotional wellbeing as well as prevention against engaging in miscreant activities.

11.8.2 Recommendations on Student Union

- i. The Panel recommends that the University should continue to establish good relationship with the Student Union and should transparently carry students along on issues that directly affect them.
- ii. The University should engage the Student Union on student mobilisation against miscreant activities, and examination misconduct.
- iii. The University Management should continue to improve on the student welfare related to provision of municipal services, and establishment of functional refectory as well as befitting student Union secretariat.
- iv. The University Senate should ensure that all sessional calendars are consistent with NUC BMAS guidelines and appropriate brakes are considered.

CHAPTER TWELVE

Advice on any and all other aspects of the institution that you may consider should be of interest to both the Visitor and the public; and to the attainment of the objectives for which the institution was set up.

The Panel in the course of conducting its assignment received memorandum from stakeholders and petitions from individuals which may be of interest to the Visitor. The Panel analysed all the issues presented and sieved those with merit for consideration. Specifically, this section deals with issues presented by ASUU, NAAT, NASU, Student Union Government, Disengaged Staff of the University of Abuja Staff School and Mrs. Elizabeth Mallo. The Panel found that SSANU was in crisis and had split into factions.

It is noteworthy that most issues addressed were referenced to other chapters where the issues were sufficiently addressed. The findings and recommendations on issues addressed to the Panel are presented in the table below:

	Issue Raised	Observations and Findings	Recommendations
	ASUU		
1	6 th Council employed Director PPD on a tenure of 5 years. After a year of assumption of duty, Council reversed it position and converted his appointment to permanent and pensionable.	<ul style="list-style-type: none"> i. 25th Extraordinary meeting of Council approved the appointment of Arc. Shuaib Otu Sadiq as Director PPD for a 5-year tenure, after due diligence. ii. During the 67th Regular meeting of Council, the Vice Chancellor made an appeal to Council for letter of appointment of Arc. Shuaib be update to include provision for renewal of his tenure. iii. Council noted the Vice Chancellor's submission and agreed on the need to verify the information that led to earlier decision on the matter. iv. 68th Meeting of Council directed the Management to treat the administratively. 	<ul style="list-style-type: none"> i. Decision on the tenure of Director PPD is legally within the prerogative of Council. Council should therefore deliberate on this issue and take informed decision in the interest of the University. ii. Panel recommend approval of employee's prayer evident from his excellent performance in project management and institutional memory.
2	ASUU expects that given our past, NUC should do its due diligence in the establishment of the new programmes of Pharmacy, Environmental Science and Communication so that we do not repeat the past experience.	Findings on this issue was treated in the observations and findings on the relationship with statutory bodies: NUC in the Term of reference No.6 of the Panel's Report	Recommendations on this issue were treated in the relationship with statutory bodies: NUC in the Term of reference No.6 of the Panel's Report
3	ASUU observed in the period under review; the known admission guideline of 30% Merit, 45% Catchment Area and 25% Educationally Less Developed states is hardly applied. Less than 20% admissions are done by the Departments. The Vice-Chancellor, do the admission without Senate approval. JAMB	Findings on this issue was treated in the observations and findings on admission in the term of reference No.5 of the Panel's Report	Recommendations on this issue were treated in the admission in the term of reference No.5 of the Panel's Report

	Issue Raised	Observations and Findings	Recommendations
	does not subject the admission list to the scrutiny required to verify if the admission guidelines are adhered to.		
4	Given the composition of the University Governing Council, ASUU had expected a much better delivery and performance. The poor state of infrastructural development and image of the University is attributed largely to the leadership role played by the various Councils.	Findings on this issue was treated in the observations and findings on Term of reference (No.2: Council) of the Panel's Report	Recommendations on this issue were treated in the Term of reference No.2: Council of the Panel's Report
5	"Generally speaking, it has become very glaring that once the appointments of a Vice-Chancellor and other principal officers are irregularly executed, such appointees are compromised. The appointees are thus tied to the apron strings of such a Council and are immediately hamstrung in discharging in a transparent, productive and all-inclusive manner the onerous responsibilities of their high offices. The stage is thus often set for abuses and a lack lustre tenure of the Vice-Chancellor and principal officers".	Panel has no comment on this, as the issue raised was not substantive enough, and no evidence was provided.	Panel has no comment on this, as the issue raised was not substantive enough, and no evidence was provided.
6	i.) Lack of will to implement some directives and recommendations of the government white papers on previous visitations as enumerated in our submission (Term of Reference 9).	Findings on this issue was treated in the implementation of previous visitation whitepaper in Term of Reference No.1 of the Panel's Report	Recommendations on this issue were treated in the previous visitation whitepaper in Term of Reference No.1 of the Panel's Report

	Issue Raised	Observations and Findings	Recommendations
	ii.) Lack of will to enforce its decisions. (see Ejembi Council Committee Report, 2012)		
7	Council set a dangerous precedence of conversion of appointment of Principal Officers from fixed tenure terms to pensionable employees on transfer of service before expiration of their fixed tenure. The Public Service rule expects the officer to end his tenure, then apply to be employed and transfer his records. Examples are the cases of former University Librarians and the former Bursar	i. Decisions on appointments and promotion are legally within the prerogative of Council. ii. The University system is not strictly guided by Civil Service Rules	i. Council should ensure that all decisions are taken in the best interest of the University.
8	The Council has not ensured that annual reports of University account are published by the University together with certified copies of the said accounts as audited in accordance with section 6 of the University Act.	Findings on this issue was treated in the observations and findings on applications of funds in the term of reference No.3 of the Panel's Report	Recommendations on this issue were treated in the applications of funds in the term of reference No.3 of the Panel's Report
9	Professor M. U. Adikwu's gentility and lack of firmness was abused to some extent by staff and students. Some staff and students bypassed official channels of authority or communication and went directly to the Vice Chancellor. Insubordination and lack of respect for superior officers was not dealt with. Some disciplinary cases were not treated with dispatch. He abdicated some of his responsibilities to the Council. He never stood	i. Panel has no comment on this, as the issues raised are allegations not substantiated by evidence. ii. The Panel has provided a summary finding on tenure activities of Prof. Adikwu in the Term of Reference No.2	i. Panel has no comment on this, as the issues raised are allegations not substantiated by evidence. ii. The Panel has provided a summary of recommendations on tenure activities of Prof. Adikwu in term of reference No.2

	Issue Raised	Observations and Findings	Recommendations
	his ground and allowed Council to over control him.		
10	<p>(i) Major academic decisions are taken by University Management and only brought to Senate for ratification.</p> <p>(ii) Academic Centres and programmes were established and later reported to Senate.</p> <p>(iii) The contentious issue of introduction of foreign languages (Arabic and Spanish) as general study course for all students was not discussed and approved in Senate. This matter is a time bomb waiting to explode.</p>	<p>(i) No example on this issue was provided to enable the Panel's observations and findings.</p> <p>(ii) The issue was treated in the Panel's Report tenure performance of Professor Na'Allah in Term of reference No.2</p> <p>(iii) The Panel had established that the Vice Chancellor had presented this issue and was approved during the 174th Regular Senate Meeting as part of General Studies Courses.</p> <p>(iv) The Panel finds the use of language -"time bomb waiting to explode" as unacceptable.</p>	<p>i. ASUU UniAbuja Branch is hereby admonished to be cautious with use of aggressive language.</p>
11	Delay in promotion to Professorial cadre. There is outstanding promotion of staff in 2018/2019, 2019/2020 and 2020/2021. Payment of arrears of salaries will be another consequent issue.	Findings on this issue was treated in the <i>observation and findings on staff promotion</i> in term of reference No.5 of the Panel's Report	Recommendations on this issue were treated in the staff promotion in term of reference No.5
12	We draw the attention of the Panel that the incumbent Vice Chancellor, Professor AbdulRasheed Na'Allah is bringing back Professor Adelabu's days. He has appointed acting Deans for the Faculties of Law, Arts, Science, Social Science, Veterinary Medicine, Management Science and Basic Clinical Sciences for a term of two years. This is contrary to the University Act. ASUU has	<p>(i) Findings on this issue was treated in the <i>observations and findings on Deans of Faculties and Heads of Departments</i> in Term of reference No. 5 of the Panel's Report</p> <p>(ii) The Panel wishes to reiterate that unilateral appointment of Dean's constitutes an act of impunity as per University of Abuja Act.</p>	<p>(i) Recommendations on this issue were treated in <i>Deans of Faculties and Heads of Departments</i> in Term of reference No. 5 of the Panel's Report.</p> <p>(ii) The Vice Chancellor should eschew violation of University Act in order to set a good example of leadership.</p>

	Issue Raised	Observations and Findings	Recommendations
	drawn his attention to this anomaly (see ASUU Resolution and letter to the Vice Chancellor attached – Appendix 4).		
13	<p>Within the period under review, Senate is never in control of admission of students. The Vice Chancellors set up undergraduate admission committees that report to them. Even the postgraduate admission that is done by the departments and postgraduate school hardly report their activities to the Senate. Senate do not even set guidelines and admission quota for postgraduate admission</p> <p>(i) Apart from disciplinary cases of students' examination misconduct, other matters concerning students are not deliberated in Senate. This contravenes Senate function on students' welfare as enshrined in the University of Abuja Act.</p>	Findings on this issue was treated in the observations and findings on <i>student admission</i> on Term of reference No.5 of the Panel's Report	Recommendations on this issue were treated in the No.5 of the Panel's Report
14	<p>(i) There is poor academic record keeping in the registry. To our dismay, graduates are sent back to Departments to prepare or complete transcripts of academic records, in some cases, for them.</p> <p>(ii) Government Circulars are not released on time and at times never released.</p>	<p>(i) Findings on this issue were treated in the <i>observations and findings on Term of reference No.2: (Registrar)</i> of the Panel's Report</p> <p>(ii) Items (ii) and (iv) were not backed by specific case to enable findings.</p> <p>(iii) Panel does not agree with issue raised in item (v) as the University has</p>	<p>(i) Findings on this issue were treated in the <i>Term of reference No.2: Registrar</i> of the Panel's Report.</p> <p>(ii) Items (ii) and (iv) were not backed by specific case to enable recommendations.</p> <p>(iii)</p>

	Issue Raised	Observations and Findings	Recommendations
	<p>Sometimes when they are sent, they are belated.</p> <p>(iii) There is a penchant for ambushing Departments and individuals with circulars without giving them adequate notice and time to attend or respond to such circulars.</p> <p>(iv) There is poor supervision of registry staff posted to the Departments. Some of the Secretaries/caretakers do not do their work. They come to work when they like and leave at their convenience.</p> <p>(v) Inadequate Confidential Secretaries to serve the various departments. In some cases, a confidential secretary serves two departments.</p>	<p>disproportionate load of non-teaching staff (see chapter 6).</p>	
15	<p>(i) Congregation meetings are not regular and poorly attended. It appears they are most times convened to elect its representatives to Council.</p> <p>(ii) There is no standing order to regulate its meetings. The list of members and number of members of congregation is unknown.</p> <p>(iii) Almost always, notice of congregation meetings are short.</p>	<p>Findings on this issue was treated in the <i>relationship of Prof. Na'Allah, Governing bodies and major committee in Term of Reference No 2</i> of the Panel's Report</p>	<p>Recommendations on this issue were treated in the <i>relationship of Prof. Na'Allah, Governing bodies and major committee in Term of Reference No 2</i> of the Panel's Report</p>

	Issue Raised	Observations and Findings	Recommendations
	(iv) Only one congregation meeting since July, 2019.		
	The University finances has been one area shrouded in secrecy and abuse of processes though at different degrees by successive administration within the period under review. ASUU requests this panel to direct the Vice Chancellor and other relevant officers to produce the documents that will assist it to uncover the financial infractions.	Findings on this issue were treated in the application of fund in Term of reference no 3 & 4 of the Panel's Report	Recommendations on this issue were treated in the application of fund in term of reference No 3 of the Panel's Report
16	Infractions as contained in: i. The White Paper Report of 2011	Findings on this issue were treated in the term of reference no 1 of the Panel's Report	Recommendations on this issue were treated in the term of reference no 1 of the Panel's Report
17	The Union craved the indulgence of the Visitation Panel to investigate the contract awards to INTEGRATED PORTAL handling the portal services in University of Abuja. The contract sum is N48,557,750:00. The contract was not taken to Council for approval in view of the amount involved which is above the threshold of the University Administration.	Findings on this issue was treated in (Chapter 6) of the Panel's Report.	Recommendations on this issue were treated in the ASUU petition on Integrated Portal of the Panel's Report of the Panel's Report
18	Within the period under review, the three (3) Vice Chancellors did not implement the recommendations of the previous Visitations of the following financial management issues	Findings on this issue was treated in the Term of reference No.1 on the implementation of previous visitation whitepaper of the Panel's Report	Recommendations on this issue were treated in the Term of reference No.1 on the implementation of previous visitation whitepaper of the Panel's Report

	Issue Raised	Observations and Findings	Recommendations
	which are important to the Union for the smooth running of the system.		
19	It is only the Visitation Panel that can have access to the information of application of funds for special projects and do justice to the subject for the interest of system.	Findings on this issue was treated in the Term of reference No 4 on the <i>application of fund</i> of the Panel's Report.	Recommendations on this issue were treated in the Term of reference No 4 on the application of fund of the Panel's Report
21	It is commendable that most programmes of the University are now accredited. However, there is acute shortage of academic staff in almost all departments and staff are overloaded with courses leading to stress on lecturers and sometimes their inability to adequately cover the course contents.	Findings on this issue was treated on the <i>University staff strength and composition</i> in the Term of reference No.5 of the Panel's Report	Recommendations on this issue were treated on University staff strength and composition in the Term of reference No.5 of the Panel's Report
22	It is a well-known fact that the criteria for assessing the quality of staff in Nigeria Universities according to the National Universities Commission Basic Minimum Academic Standards are i. The staff/student ratio ii. The staff mix by rank iii. The competence of teaching staff and iv. The qualifications of the teaching staff. Using the above stated criteria, most departments fall short of staff/student ratio. The staff mix by rank is expected to be 20:35:45 for Professors/Readers: Senior Lecturers: Lecturer I and below respectively. If not for NUC amended accreditation criteria	Findings on this issue was treated on the <i>University staff strength and composition</i> in the Term of reference No.5 of the Panel's Report	Recommendations on this issue were treated on University staff strength and composition in the Term of reference No.5 of the Panel's Report

	Issue Raised	Observations and Findings	Recommendations
	<p>of not penalizing departments that are top heavy most departments in our University would have failed in this item. A review of most departments in the University show that the staff structure is not consistent with NUC guideline in all three categories. Some departments deviated from NUC guidelines by virtue of high proportion (over 20%) of Professors which is a plus earning maximum score for the accreditation exercise.</p> <p>The challenge of being top heavy is that the few junior academics are over worked and it affects their development especially for those undertaking higher degrees in the departments.</p> <p>The qualification of the teaching staff especially those with PhD has improved tremendously in recent years. The competence of teaching staff is not in doubt though not ruling out a few recalcitrant ones.</p>		
23	<p>We are witnessing a disturbing trend in the suspension of approval of sabbatical leave for staff since the current Vice Chancellor, Professor AbdulRasheed Na'Allah took over. The Union has communicated its objection to this embargo through it.</p>	<p>Panel found out that the suspension of sabbatical leave was as a result of gross shortage of Academic Staff in the University.</p>	<p>i. The Vice Chancellor should seek the approval of Council in implementing such decisions because it involves staff condition of service.</p> <p>ii. The Vice Chancellor should engage ASUU UniAbuja Branch for negotiation before the decision is implemented</p>

	Issue Raised	Observations and Findings	Recommendations
24	Less than 10% of the total admission for a session was done by the departments in what is called the <i>First List</i> .	Findings on this issue was treated on the observations and findings on student admission in the Term of reference No.5 of the Panel's Report	Recommendations on this issue were in the student admission in the Term of reference No.5 of the Panel's Report
25	Many academic staff including very senior ones do not have functional and/or conducive offices. In some cases, about two to three senior academic staff are cramped into one tiny office. This situation simply makes it difficult if not impossible for such lecturers to discharge their responsibilities creditably and optimally.	Findings on this issue was treated in the availability of Teaching and learning resources in Term of Reference No.5 of the Panel's Report	Recommendations on this issue were treated in the availability of Teaching and learning resources in Term of Reference No.5 of the Panel's Report.
26	The thorny issue of delayed promotions for academic staff especially to the professorial ranks which was decisively dealt with by the immediate past administration in the University have crept back into the system	Findings on this issue was treated in the observations and findings on Staff Promotion in the Term of Reference No.5 of the Panel's Report	Recommendations on this issue were treated in the Staff Promotion in the Term of Reference No.5 of the Panel's Report
27	We are very concerned that the number of hostels in the University is grossly inadequate and the problem will be exacerbated when Faculty of Social Science and Law relocate to the Main Campus next session.	Findings on this issue was treated in the observations and findings on Student Campus Accommodation in Term of Reference No.10 of the Panel's Report	Recommendations on this issue were treated in the Student Campus Accommodation in Term of Reference No.10 of the Panel's Report
28	There is need for the prompt handling of students' disciplinary cases. A situation whereby a student in his or her first year commits an offence and the matter drags and is finally dispensed in his or her third year leading to the student's expulsion from the	Findings on this issue were treated in the observations and findings on the processes of student disciplinary committee in Term of Reference No. 10 of the Panel's Report.	Recommendations on this issue were treated in the processes of student disciplinary committee in Term of Reference No. 10 of the Panel's Report.

	Issue Raised	Observations and Findings	Recommendations
	University. This is not a very good practice at all.		
29	<p>Instead of the Governing Council to comply with 5.28 (c) and complete the VC lodge and houses of Principal Officers, they rented a mansion in Asokoro for the former Vice Chancellor (Professor M.U. Adikwu). The current Vice Chancellor has also been provided his accommodation in the city.</p> <p>ASUU shudders to think that a responsible Governing Council, in the setting of the University of Abuja could go ahead and consider such outrageous and economically unviable idea and expenditure for a Vice-Chancellor. This is most unfortunate. With regards to the University of Abuja, there is need for us to have a Staff Quarters at the Main Campus. The University of Abuja is the only Federal University, without its own conventional Staff Quarters and recreational facilities due to misconception/mismanagement and lack of vision. There is urgent need for this to be rectified by the Federal Government. We are therefore of the considered opinion that the Federal Government should revisit our peculiar case, through the Federal Ministry of Works and Housing by providing residential</p>	The issues raised were treated in the Panel's Report in Chapter 2 & 3 (ToR, 1 & 2).	See Recommendations on level of implementation of previous visitation whitepaper in ToR 1

	Issue Raised	Observations and Findings	Recommendations
	accommodation on Campus for all cadre of staff as has been the practice in all other Federal Universities.		
30	Deplorable state of Giri Staff Quaters	<ul style="list-style-type: none"> i. The University has a total of 242 staff housing units comprising of 7 units of 4-bedroom detached; 21 units of 3-bedroom detached; 147 units 2-bedroom flats and 67 units of single bedroom. ii. The University charges monthly rent of ₦3,500, ₦2,961, ₦1,260 and ₦420 for the 4-bedrooms through the single bed respectively. iii. The Panel noted that the rent charges are unrealistic and ridiculously meagre and hence the basis for their neglect by the University. It is worth mentioning that the University charges ₦10,000 to ₦25,000 per bed space for undergraduate students. 	<ul style="list-style-type: none"> i. The University should engage stakeholders occupying the University housing for an upward review of the rent to a subsidized but realistic value. The rent collected should be topped up and reinvested into the repair and maintenance of the flats. ii. All occupants should be required to pay utilities like electricity and water commensurate to their consumption. iii. The University should encourage staff to form housing associations to enable them access mortgage facilities that will allow staff to own a house.
Submission from NASU			
31	Disciplinary issues were left unattended to by management. NASU requested the panel to direct management to address staff and students' disciplinary issues promptly to stop other infractions from occurring.	Item was not backed by specific case to enable findings.	Item was not backed by specific case to enable findings

	Issue Raised	Observations and Findings	Recommendations
32	Some NASU members were on suspension without recourse to the Disciplinary committee, others have had their salaries stopped, contrary to the laid down procedures.	The Union was requested <i>provide a specific list of these victimised members and details of their specific cases to enable the panel to make informed recommendations</i>	As the Union failed to provide details, the Panel was unable to make appropriate recommendations on this.
33	The university is urgently in need of an effective modern information storage system. Modern information data bank in all units, department and faculties would greatly enhance information retrieval and ensure better filling systems.	Findings on this issue was treated in the observations and findings on Term of reference No 2: Registrar of the Panel's Report	Recommendations on this issue were treated in the Term of reference No 2: Registrar
Submission from NAAT			
34	Inadequate physical facilities: NAAT members complained of inadequately equipped laboratories, workshops, and studios across most Faculties and Departments. Many technologists including those on CONUSS 14 and 15 do not have offices assigned to them, forcing them to use laboratories as office space.	Findings on this issue was treated in the observations and findings on Teaching and learning resources in term of reference No 5 of the Panel's Report	Recommendations on this issue were treated in the findings on Teaching and learning resources in term of reference No 5
35	Training and re-training of Technologists: NAAT complained of being denied access to TETFund sponsorship. The members insisted that there is no aspect of the TETFund Act that excludes Technologists from being beneficiaries of the Fund.	TETFund provides support for conference and other related trainings for Teaching and Non-teaching staff. 30% of the fund is dedicated to Non-academic Staff including member of NAAT.	<ul style="list-style-type: none"> i. The University should ensure that members of NAAT are allowed to benefit from this funding. ii. University Council should vote additional resources from IGR for staff training.

	Issue Raised	Observations and Findings	Recommendations
36	Conversion of Academic Technologists with Higher Degree's and PhD's: NAAT objected to the refusal of the university management to consider the conversion of members of the union with higher qualifications (Masters and PhD) to academic staff.	Panel has treated this issue in Chapter 6	Panel has treated this issue in Chapter 6
37	Procurement of Laboratory Equipment and Consumables: The union demands that " <i>the most senior technologist in the Department be solely responsible officer for expending Direct Teaching and Laboratory Costs (DTLC) or requisitions, funding releases and procurement of routine laboratories, workshops, and studio consumables</i> ".	Panel found out that by law, the Head of Department is the Chief Accounting Officer of any Department in charge of the administration of funds from DTLC	Panel recommends for a NAAT representation on the university's Needs Assessment Committee to ensure that the laboratory and equipment needs of all programmes are acquired.
Student Union Government			
38	The University, according to SUG, is only able to provide hostel accommodation for 27% of its student population. The existing hostels are overcrowded, not well maintained with poor water supply	See Observation and findings on Student campus accommodation in ToR 10	See Recommendation on Student campus accommodation in ToR 10
39	Most students reside in Gwagwalada and need to travel to and from the permanent site. University shuttle busses are few and grossly inadequate for the number of students.	See Observation and findings on Student campus accommodation in ToR 10	See Recommendation on Student campus accommodation in ToR 10
40	There is no SUG secretariat at the Permanent site. The SUG secretariat is located at the Mini Campus and all Faculties will be relocating to	See observations and findings on student union in Tor 10	The Panel recommends that the University should continue to establish good relationship with the Student Union and should transparently carry students along

	Issue Raised	Observations and Findings	Recommendations
	the permanent site from the next academic session.		on issues that directly affect them. See Recommendation on Student Union in ToR 10
41	The Panel received petition from disengaged Staff of University of Abuja Junior Secondary Staff School, on the need for the University Authority to reengage them into the University service.	<ul style="list-style-type: none"> i. Based on agreement between FGN and University Unions, the FGN was to fund Staff Primary Schools only. ii. University Secondary Schools are not funded by the FGN. iii. The Panel understood that some of the University staff in primary schools were posted to serve in the Staff Junior Secondary School. iv. Sometime within the period under review, the FGN directed stoppage of funding for University Staff Primary Schools. v. The University therefore had to disengage all the staff, inclusive of the staff in Junior Secondary School. vi. Based on the Court Injunction and subsequent agreement between the FGN and the Unions, the earlier FGN position was reversed, and the staff of primary schools were reabsorbed. vii. The University Staff in the Junior Secondary School were selectively not reabsorbed. 	Council should review the case of these staff and treat the issue in the context of Industrial Arbitration Panel's Injunction and the agreement reached between FGN and SSANU.

	Issue Raised	Observations and Findings	Recommendations
42	Mrs. Elizabeth Mallo made a presentation requesting for the Panel's intervention on the Disciplinary action taken against her with resulted in the termination of her appointment.	<ul style="list-style-type: none"> i. Panel observed that Mrs Elizabeth Mallo is Nurse with University Clinic. ii. The Panel reviewed the case of Mrs. Mallo by examining records of the Council Disciplinary Committee and the subsequent Council decision as contained. The case of Mrs Mallo followed due process of law. iii. Mrs Mallo was found to have committed an act of gross misconduct punishable in line with <i>the University of Abuja Senior Staff Condition of Service Section 7, Subsection 1b (iv)</i>. iv. 45th Extra-Ordinary Meeting of Council held on 6th April, 2017 ratified the recommendation of the Disciplinary Committee. 	Mrs. Mallo may wish to contest this decision in a competent court of law, if she feels her fundamental right was breached.