

AKNOWLEDGEMENT

Members of the 2021 Presidential Visitation Panel to the University of Uyo wish to thank the President of the Federal Republic of Nigeria, Commander-in-Chief of the Armed Forces, Muhammadu Buhari GCFR, and the Honourable Minister of Education, Mallam Adamu Adamu, for the opportunity given to us to serve in this capacity. It was indeed, a great experience for all the members of the Panel.

We hope that our findings in the Report and the Recommendations contained therein will go a long way in assisting the Federal Government in the continued development of the University of Uyo.

We also thank the Vice-Chancellor, Principal Officers, Staff and Students of the University of Uyo and other stakeholders for their cooperation which made the exercise a success.

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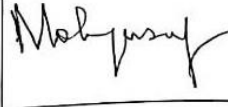




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EXECUTIVE SUMMARY OF RECOMMENDATIONS (2016 – 2020)

In accordance with Section 4, Sub-Section (i) of the National Universities Commission Act 1 of 1974, the President of the Federal Republic of Nigeria, Commander-in-Chief of the Armed Forces, Muhammadu Buhari, GCFR, as the Visitor to Federal Universities, appointed a Visitation Panel to the University of Uyo to undertake a comprehensive review of the activities of the University for the period 2016 – 2020. The Panel was inaugurated, along with others, on 13th April, 2021.

The Visitation Panel's Modus Operandi involved Call for Memoranda, Courtesy Visits, Meetings, Interactions with Stakeholders, Inspection of Facilities and Review of Documents and Records submitted by the Principal Officers.

The following are the Panel's Executive Summary for the Visitor's consideration and implementation.

CHAPTER FOUR

4.0 TERMS OF REFERENCE II

To look into the leadership quality of each university in terms of the roles of governing council, the vice chancellors and other principal officers.

4.2 Role of the Vice-Chancellor

4.2.2 Recommendations

- a. The Vice Chancellor should be commended for the remarkable achievements especially for maintaining peace, despite the various challenges faced.
- b. E-teaching and learning facilities should be developed for the benefits of staff and students.

4.3 Role of other Principal Officers

4.3.2 Recommendations

- a. The other Principal Officers should continue to cooperate with and support the Vice Chancellors for the smooth running of the affairs of the University.
- b. The management should ensure there is synergy between the Works Department and Directorate of Physical Planning.

CHAPTER FIVE

5.0 TERM OF REFERENCE III

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

5.2 Financial Procedures and Management Recommendations

- a. There is need for some **modifications in IPPIS platform** to accommodate the peculiar needs of the Universities, such as staff allowances, promotion arrears and hiring of contract staff and accommodation of staff on sabbatical as and when necessary. This may require a high-powered negotiation team comprising of staff from the Office of the Accountant General of the Federation and the University community. The Committee of Vice Chancellors appears to be in the best position to call for this negotiation, given its being the bridge between University staff and the Government.
- b. The entire accounting system should be fully computerized to increase productivity, enthrone transparency and reduce costs across board.

5.3.1 Internal Audit

5.3.2 Recommendations

- a. There is need for the Directorate to produce quarterly and annual Audit Reports as and when due for management information, to aid future decision and policy making.
- b. The practice of booking air ticket for individuals on private business should be discontinued. Individuals in need of travel tickets but have no money could seek for IOU from the University.
- c. Placing petty cash for air ticketing in personal accounts of Petty Cashiers is fraudulent and risky. It should therefore be discontinued.
- d. There is need for the provision of utility vehicles for price surveys and monitoring of projects.
- e. Full computerization of Directorate operations is highly recommended.

5.5 Resource Availability

5.5.1 Recommendations

- a. In an era of dwindling government resources, there is need for substantial increase in IGR to augment government resources. This can be done through full automation of revenue generating units in order to enhance efficiency and accountability. Also, Uniuyo Consult should be given powers to mobilize private capital to form a partnership that would manage the enterprises. Attraction of private capital and employment of professionals are very likely to improve management quality and operational efficiency.
- b. Government is requested to review overhead funding upwards, especially for electricity bill, diesel and payment for outsourced services.
- c. Conducting industry funded researches in collaboration with industries for the mutual benefit of the university and the industrial sector has become imperative.

CHAPTER SIX

6.0 TERM OF REFERENCE IV

Investigate the Application of funds, particularly special grants and loans meant for special projects in order to determine the status of such projects and their relevance for further funding.

6.2 Procurement Process

6.2.2 Recommendation

The Directorate needs a good number of utility vehicles necessary for procurement operations.

6.5 Outstanding Financial Commitments

6.5.1 Recommendations

- a. The funding of the Universities should cease to be ad-hoc. It should be planned and programmed continuously over a long period in order to achieve predictable capital project funding, reduce cost overrun and ensure efficient project implementation.
- b. The Presidential NEEDS Assessment in the Universities should be done every five years to give time and space for planning, programming and project execution.
- c. There is need to design immediate and long term policies and programmes tailored at funding the Universities. This would ensure that projects are completed at specified time as per contract agreement.
- d. Government should make haste to release funds to settle outstanding debts owed to contractors.
- e. Government is requested to make funds available for the completion of ongoing projects.
- f. There is need for the University to cultivate the friendship of industries operating in the State with a view to attracting project funding from them, especially the oil exploration companies that have corporate social responsibility as one of their mandates.
- g. The University could appeal to the Akwa Ibom State Government to contribute financially to infrastructural development in the permanent site.
- h. More professional staff need to be recruited for the three Departments in order to reduce stress within the units.

6.7 Stock of Moveable Items

6.7.1 Recommendations

- a. Individuals and agencies that have donated or executed facilities for the University should be commended.
- b. The University should be commended for its rare wonderful maintenance culture in respect of vehicles.

- c. Unserviceable vehicles and generating plants should be boarded in accordance with applicable regulations without further delay. Boarding them would reduce further deterioration and eliminate storage costs.

CHAPTER SEVEN

7.0 TERMS OF REFERENCE V

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

7.2 Adequacy of Staff

7.2.2 Recommendations

- a) Management should ensure that student enrolment does not outweigh the carrying capacity of the institution in terms of staff strength and available facilities.
- b) To remedy the gap in the staff strength, government should review the policy in the Integrated Payroll Personnel Information System (IPPIS) platform that makes it difficult for the University to engage the services of academic staff in dire situations and provide funds through budgetary allocation for the implementation.

7.3 Quality of Staff

7.3.2 Recommendations

- a) The University should provide training support through improved funding for a good number of Lecturers I and below to obtain their Terminal Degrees (Ph.D).
- b) Management should reduce the delay and remove the bottlenecks associated with staff promotions so that eligible and deserving staff can move to the next cadre for proper placement.

7.4 Research

7.4.2 Recommendations:

- a. While the Panel applauded the research efforts of the University, for its vibrancy, additional funds should be provided by Government in order to engage in research areas geared towards finding solutions to the problems of our immediate environment and the world at large.
- b. In order to encourage more persons (staff) to participate in Research work, its results should be given adequate publicity and the researcher handsomely rewarded by the University authority and Government.

7.5 Staff Development

7.5.2 Recommendations

- a) The staff training and development programs of the University are quite commendable and should be sustained in view of the dynamism of our

world today. However, care should be taken in order that the release of staff for some training or development will not undermine teaching and research activities in view of staff shortage recorded in some faculties.

- b) Management should continue to explore more opportunities for training and development of staff as a means to boost staff morale while improving their skills and competencies especially for the non-Academic staff.
- c) In view of the lean resources of the institution, government should inject more funds into training and development to keep staff abreast of development in the academic world.

CHAPTER EIGHT

8.0 TERM OF REFERENCE VI

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

8.2.1 Recommendations

- a) In general, the Panel is satisfied that the relationship between the University and the various bodies it interacted with, in the period under review, was good. It hopes therefore that the status quo be maintained and always improved upon as and when necessary.
- b) The Panel recommends further that adequate communication channels be opened to ensure continued interaction and knowledge of one another, as appropriate from time to time.

CHAPTER NINE

9.0 TERM OF REFERENCE VII

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

9.1.4 Recommendations

- a) Admission of Students into the University: Section 11 (1) (c) seems to suggest that admission into the University can also be made by bodies other than the University. Since this provision is capable of bringing about conflict between the University and such other bodies, we recommend that the law should explicitly state that Universities should be solely responsible for the admission of students. There is need to amend section 11 (1) of the University Act by deleting the words "where it is done by the University" as contained in the section.

- b) Appointment of Vice Chancellor: The process of the appointment of Vice Chancellor appears to have sidelined the larger university community. In order to make the process more transparent and participatory the University Act should be amended to require all aspiring candidates for the office of the Vice Chancellor to participate in a town hall debate/forum where they will present their programmes and policies before members of the university community.
- c) Additional number of Deputy Vice Chancellors: Considering the size of the University and the fact that it has grown quite large in the last few decades, there may be need for more hands to assist the Vice Chancellor in the day to day administration of the University. The Council may take advantage of section (4) (1) of the First Schedule to the University Act and consider creating the office of a third additional Deputy Vice Chancellor (DVC Research and Innovation).
- d) Section 8 of the University of Uyo Act relating to the functions of the Senate should be applied in order to curtail interference from outside bodies on the way the University is being run. At the moment it seems regulatory agencies and professional bodies are taking over most of the powers and functions of the Senate. JAMB should restrict itself to conducting the Unified Tertiary Matriculation Examination and prescribing admission guidelines for universities and abstain from imposing its views on universities. The same thing applies to the various professional bodies that are insisting on accrediting courses and programmes in the Universities.
- e) The provisions of the Universities (Miscellaneous Provisions) (Amendment) Act, 2012 relating to the retirement age for academic staff in the professorial cadre and non-academic staff should be incorporated into the University of Uyo Act, 2014.
- f) The provisions of section 9 (2) (3) of the Universities (Miscellaneous Provisions) (Amendment) Act, 2012 relating to the pension of professors should be amended to allow persons who have risen to the rank of professors and have served for a period of fifteen years in that capacity to retire with their salaries.
- g) Based on the panel's observation and findings, the Panel recommends that the Director of Works should be allowed to carry out his functions and responsibilities as spelt out in the University Act.
- h) Section 11 of the University of Uyo Act should be amended to insert a new subsection (2A) to read thus: "The University shall provide a framework for the creation, ownership and protection of intellectual property products and services."

- i) The University of Uyo Act should be amended to make pre-action notice.

9.2 The Mandate of the University

9.2.2 Recommendations:

- a) The University is commended for diligently executing its mandate of advancing learning and research.
- b) The University is urged to intensify efforts aimed at providing instruction materials and other facilities that promote teaching and learning to both staff and students.
- c) The Council is urged to keep an eye on the growth and development of the University so as not to overshoot the NUC guidelines on the carrying capacities of universities.

CHAPTER TEN

10.0 TERM OF REFERENCE VIII

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

10.7 Recommendations:

- a. **Underfunding:** The Panel has established that over the years there has been continuous underfunding of the University occasioned by short fall in budgetary allocations and release of funds for research activities. However, this shortage of funds is not peculiar to the University alone. Paucity of funds cuts across the entire system, and some recommendations have been offered on this matter under the section of "University Funding" in this Report for the consideration of the Visitor.
- b. **Take-Off Grant:** The Panel has established and is satisfied that the University has a legitimate claim for the "take-off" grant that has not been remitted to it since the take-over of the institution by the Federal Government in 1991. It therefore recommends strongly that the Visitor cause this to be accordingly.
- c. **Shortage of Staff:** The University is in dire need of additional staff, especially teaching staff. However, it has found that it is almost impossible to recruit new staff in view of the current Integrated Personnel and Payroll Information System (IPPIS) and the necessity to maintain full accreditation of academic programs. The Panel recommend therefore that Government should consider accommodating deserving University input on this, to enable it recruit **contract** and **adjunct** staff accordingly.
- d. **Encroachment on University Land:** This issue has been discussed elsewhere in this Report. In this regard, the Panel recommends as follows:
 - i. The Federal Government should wade in and settle this matter firmly and fairly to enable the University regain the portion of the land already lost to trespassers.

- ii The Federal Government should provide special funds to the University to enable it secure the perimeter of the land to avoid any further dispute with the local community around it.

CHAPTER ELEVEN

11.0 TERM OF REFERENCE IX

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

11.1.3 Recommendations

- a) Perimeter fencing of the campuses and erosion control are urgently needed to forestall encroachment, especially on the main campus where 30% of the university land has been encroached upon.
- b) Provision of more patrol vehicles, communication gadgets, surveillance cameras and security equipment is paramount.
- c) The use of Nigerian Legion may be explored to tackle the issue of inadequate personnel.
- d) Liaison with the State Security Service, Nigerian Police and recognized local vigilante groups should be enhanced.
- e) There's need for regular updates for the University community on security situation in form of Town Hall Meetings.
- f) The students are to be encouraged to continue to cooperate with the security network. More recreational facilities may help.
- g) There is need for a fire fighting unit and vehicle for the use of the expanding university facilities.
- h) There's need for injection of fund to meet up with all the above important measures.
- i) With the presence of an experienced CSO, the University should explore the possibility of floating a security company which can also serve the public and be another source of IGR.

CHAPTER TWELVE

12.0 TERM OF REFERENCE X

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

12.3 Recommendations

- a) The University should be commended for placing more emphasis on preventive measures rather than on punishment.

- b) The Panel commends the University for adopting rules and regulations that promote rule of law and guarantee fairness in the University disciplinary processes and procedures.
- c) The University is commended for adhering to the rules and regulations laid down to handle disciplinary cases.
- d) The Panel commends the University for following due process and adhering to the rule of law in all the disciplinary cases handled by the Students Disciplinary Committee. All the decisions were arrived at based on the strict application of laid down rules and regulations.
- e) The University is urged to resuscitate, expand and strengthen the Students Welfare Scheme called the Hope Scheme which was set up by the University to cater for indigent and physically challenged students.
- f) The University should provide additional funds to the Students Welfare Scheme so that more students can benefit from the scheme.
- g) The University management should popularize the scheme with Uyo town so that well to do individuals can contribute in funding the scheme.
- h) The Counseling Services Unit of the University should be upgraded to a directorate level.
- i) The University of Uyo Students' Information Handbook should be regularly updated
- j) The University should be commended for always being proactive. In particular, the Panel commends the Dean of Students and the Director of Security for meeting with the leadership of the Students Union and the hostel representatives in order to review the security situation on campus and to agree on measures to be put in place to address the security situation on campus bearing in mind the general security in the country.

CHAPTER ONE

1.0 INTRODUCTION

1.4 Preamble

1.1.1 The President of the Federal Republic of Nigeria, Commander-in-Chief of the Armed Forces, Muhammadu Buhari, GCFR, represented by the Honourable Minister of Education, Mallam Adamu Adamu, on Tuesday 13th April, 2021, inaugurated Presidential Visitation Panels to 38 Federal Universities and 4 Inter-University Centres, among them, the University of Uyo which was held at the Auditorium of the National Universities Commission, Abuja.

In attendance were the representative of the Minister for Education, Mallam Adamu Adamu, Arch. Sonny T. Echono the Permanent Secretary, Federal Ministry of Education, Executive Secretaries of the National Universities Commission (NUC), National Board for Technical Education (NBTE), National Commission for Colleges of Education (NCCE) and other top officials of the Ministry and its parastatals.

1.1.2 In his speech, the Minister of Education Mallam Adamu Adamu said the main objectives of the Visitation, are to appraise the performance of the institutions, in terms of the leadership qualities of the Vice Chancellors, Principal Officers and the Governing Councils in order to ascertain the extent to which they have fulfilled their mandate for public good during the period under review. This explains why the exercise also looks closely into the financial management, the structure of

administration and the overall conditions for teaching, learning and research in the affected institutions.

1.1.3 He explained that the laws setting up all Federal universities in the country, provided for visitations to be conducted every five years. The last of such exercise was carried out in early 2000, covering the period 2004 – 2010. In effect, the current exercise will cover a 10 year period, i.e. 2011 – 2020 and all Panels are expected to present two separate five-year reports; 2011 – 2015 and 2016 – 2020.

1.1.4 The Honourable Minister also announced that the nominations of Chairmen and Members of the various Panels were done in a rigorous and painstaking manner. Only credible, knowledgeable and serious individuals were selected for the exercise. He emphasized that Government has total faith and confidence in their ability to conduct the exercise in the most competent, transparent and professional manner in line with their reputations as good and reliable citizens of this great country.

1.2 **Composition of the Panel**

1.2.1 The appointment of the Presidential Visitation Panel was conveyed to members via a letter from the Honourable Minister of Education, Ref: FME/PS/606/C.1/111/183 dated 29th March, 2021.

The composition of the Panel to the University of Uyo was as follows:

- | | | |
|---------------------------------------|---|----------|
| i) Dr. Danjuma Sulai, OON | - | Chairman |
| ii) Mallam Mairiga Mani | - | Member |
| iii) Prof. Yusuf Mohammad Yusuf | - | Member |
| iv) HRM Oba (Dr.) Bayo Windapo | - | Member |
| v) Chief Cajetan Mahakwe Anyanwu | - | Member |
| vi) Dr. (Mrs.) Chioma Jennifer Nwadei | - | Member |

vii) Mr. Musa Zamuna

- Secretary

1.3 Terms of Reference

The Terms of Reference of the Panel are to:

- i) Inquire into the level of implementation of the white paper on the last visitation report;
- ii) Look into the leadership quality of each University in terms of the roles of Governing Council, the Vice Chancellors and other principal officers;
- iii) Look into the financial management of each institution including statutory allocations and internally generated revenue over the recommended period and determine whether it was in compliance with appropriate regulations;
- iv) Investigate the application of funds, particularly the special grants and loans meant for specific projects in order to determine the status of such projects and their relevance for further funding;
- v) Examine the adequacy of the staff and staff development programs of each university;
- vi) 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));
- vii) Examine the law establishing the university including the relationship between the various internal organs, units, and offices and indicate the ways the law has been observed by the competent authorities and also suggest any modifications to the law;

- viii) Trace the historical evolution of the university and take stock of its net achievement and problems as well as its style and direction;
- ix) Examine the general security in the University and how the University has dealt with it and recommend appropriate measures; and
- x) Examine the processes and structures of discipline of students in each university in line with due process of the rule of law.

CHAPTER TWO

2.0 METHODOLOGY

2.1 Preamble

The Visitation Panel to the University of Uyo adopted the following methodology in carrying out her assignment.

Immediately after the inauguration on Tuesday 13th April, 2021, the panel members swung into action by going to the Federal Ministry of Education (FME) to receive the file containing all the materials required for the exercise. On arrival at the University of Uyo, the panel members met and marshalled out plans on how to carry out this assignment. Courtesy calls, call for memoranda from the University and Host Communities as well as facility tour of the University were undertaken.

2.2 Courtesy Calls

The first visit was made to the Vice Chancellor and Principal Officers of the University of Uyo – Prof. Nyaudoh U. Ndaeyo VC, Prof. Enomfon Usoro DVC (Administration), Prof. Anthony P. Udoh DVC (Academic), the Registrar Mr. Aniediabasi Udofia, the Bursar Mr. Imoh Markson and the University Librarian Prof. Ahioma Ibegwam. The Panel had the privilege of meeting and interacting with the Senate in Session. Courtesy calls were also paid to the Provost, College of Health

Sciences, the Chief Medical Director, University of Uyo Teaching Hospital, UUTH. The Chairman seized the opportunity to explain the mission of the Panel to the University Management and asked for their cooperation. He also intimated the management of the need to forward its views on the terms of reference.

The panel also paid courtesy calls on His Excellency, the Executive Governor of Akwa Ibom State, Mr. Udom Emmanuel, The Chairman of the Traditional Rulers Council in Akwa Ibom state, Revered Patriarch of the Ibibio, Nteyin Solomon Etuk and Paramount Ruler Nsit Ubium Local Government and his Council, the Commissioner of Police, CP Andrew Amiengheme and the State Director of Department of State Security (DSS).

The Chairman sought advice and information from the Executive Governor and the Government that will enable the panel carry out its assignment effectively. In the same vein, the panel sought the blessings, advice and cooperation of the members of the Traditional Council. Discussions with these groups were focused on some challenges being faced by the University in the areas of funding, land encroachment, perimeter fencing and general security. Details of these challenges are fully explained in the Report.

2.3 Call for Memoranda from the University and Host Communities

In addition to the Federal Ministry of Education publications in the newspapers and the reproduction of the terms of reference in the University bulletin and notice boards, call notices for written and oral submissions were made to the following:

- 1) General University Community
- 2) University Governing Council
- 3) University Management
- 4) University based Unions, i.e., ASUU, SSANU, NAAT, NASU and SUG.

They were asked to make submission on the Terms Reference and also be prepared to meet with the Panel while elasticity in the timing of submission of memoranda was stretched to the limit.

The call notice was also sent to the local media houses in Uyo for the general public's attention and possible submission of memoranda.

2.4 **Interactions**

The Panel also interacted with various officers of the University. Those interacted with included: the Chairman of Council Prof Austin Awujo (just after his last Committee meeting), the Vice Chancellor, Former Vice Chancellor (Prof. Enefiok Essien, SAN), Deans, Heads of Department, Leadership of Unions, Director of Security, the Chairman Committee of Deans, University Librarian, Director ICT, Director Staff Training, Legal Adviser, Director of Physical Planning, Director of Works and Maintenance, Provost College of Health Science, Director of Health Services, ASUU, SSANU, NASU, NAAT, etc.

The Panel was privileged to address the Senate in session, explained fully the mission of the Panel and appreciated those of them that had made donations to

the University. Members of Senate cooperation was sought, and requested to write memos as individuals, or Faculty or Department.

2.5 **Facility Tour of the University**

The Panel visited the four (4) campuses and inspected among other facilities, the following: Faculty of Medicine, College of Health Sciences, Education, Pharmacy, Law, Agriculture, Business Administration, Engineering, Sciences, Arts and Social Sciences, Library and Students hostels.

In addition, the Panel inspected lecture theatres and halls, laboratories, studios, workshops, hostels, electricity power stations and generator houses, Mini Water Works and construction projects (completed, ongoing and abandoned) at the various campuses.

2.6 **Synthesis**

The memoranda, both written and oral received from the various organs of the University including the Pro-Chancellor and Chairman of the Governing Council, the Management, Deans of Faculties, Heads of Department, Directors of Centres, Dean of Students Affairs, Director Academic Planning, Director Physical Planning, Director of Works, Director ICT, Chairman Board of Directors Uniuyo Consult, In-house Union Leaders, the Director of Security, Director of staff Training, Director Internal Audit, Minutes of meetings (of Governing Council, Finance and General Purposes Committee, etc, some of which are found in the annexures/appendixes); documents from the University; the results of interactions and observations from the facility tour were synthesized and analyzed, giving rise to the Panel's findings, observations and recommendations.

CHAPTER THREE

3.0 TERMS OF REFERENCE I

To enquire into the level of implementation of the White Paper on the last visitation report (2004 – 2010).

3.1 Preamble and Comment

The report 2011 – 2015 covers this Term of Reference, and there was no other visit preceding 2016 – 2020 period.

The Panel therefore established that the 2016 – 2020 period experienced further consolidation of the progress made.

New initiatives introduced were in tandem with the earlier achievements.

Details of these are in the report 2016 – 2020.

CHAPTER FOUR

4.0 TERMS OF REFERENCE II

To look into the leadership quality of each university in terms of the roles of Governing Council, the Vice Chancellors and Other Principal Officers.

4.1 Preamble

The leadership of any establishment is the driving force for the administration of the establishment. The quality of the Leadership will go a long way to determine the smooth running or otherwise of the establishment. It will also determine how far the establishment can go in the attainment of its set objectives and strategic plan.

In a complex establishment like a University, quality leadership is an essential ingredient of its administration. The quality of leadership provided by the various levels of authorities will determine the cohesiveness and the relationship of one level with the other. The success or otherwise of an administration is a reflection of the quality of leadership which has brought harmonious or otherwise relationship among the various levels.

4.1.1 Role of the Governing Council

Observations:

1. The period under-review was covered by one Governing Council in the main. There was no Council in 2016. The Council came on board in May 2017 and was dissolved May, 2021.
2. The Council was chaired by Professor Austin Awujo, a distinguished academic, renowned economist and management expert described as approachable and had listening ear for all. He brought his wealth of experience to bear in heading the Council. The external members of the Council were reputable and eminent Nigerians in various fields of human endeavour.
3. The Council met quarterly as statutorily required except during the Covid-19 lockdown. The council also revived regular meeting of Appointment and Promotion Committee (A&PC) which was hitherto meeting yearly.
4. The internal members were reputable members of the university community.
5. The council provided effective leadership and needed support for the University. It collaborated with the management in consolidating on the growth of the university. More structures have been put in place, a lot more are at various stages of construction. The council has been instrumental in moving more faculties to the permanent site.
6. It has attracted more funds to the university from individuals, corporate organizations and governments for such uses as infrastructural development as well as staff development and training.
7. The council paid particular attention to staff welfare matters and maintained good relationship with the management.

8. Non-teaching staff who had improved themselves by acquiring additional higher qualification had the opportunity of being converted to appropriate higher ranks and designation.
9. The council tenure witnessed unprecedented promotion to professorial cadre to the tune of 240, thereby reducing backlog.
10. Another major achievement of the council was the dual carriage access road to the main campus.

4.1.2 **Recommendations:**

- (a) The council should be commended for providing quality leadership and cooperation with the management.
- (b) The council should also be commended for its support that brought about donation of funds, equipment and landmark projects to the university.
- (c) The council should always ensure regular meetings of A&PC for staff promotion to be given adequate attention.

4.2 **Role of the Vice-Chancellors**

4.2.1 **Observations:**

1. Professor Enefiok E. Essien, SAN served as the Vice Chancellor during the period under review. The tenure faced unprecedented challenges and yet witnessed landmark achievements in terms of growth, development staff and students' welfare in the University. The Treasury Single Account was introduced; followed by the adoption of the Integrated Personnel Payroll

- Information System, IPPIS with attendant protracted ASUU strike and the general discontent in the University community.
2. The tenure also witnessed the unfortunate global lockdown associated with COVID-19 pandemic.
 3. Despite the above challenges, the Vice Chancellor worked assiduously with the management to achieve the following in keeping with the strategic plan and philosophy of the university:-
 - a. Completion of many inherited projects notable among which was the University of Uyo Mini Water Project.
 - b. A good number of TETFund Projects were executed as well as notable privately funded projects, details of which are in TOR4.
 - c. A remarkable private initiative is the Art Gallery, Professor Stella Idiong Art Gallery acclaimed as the first of its kind in Africa, built by the wife of the State Governor, Her Excellency Martha Udom Emmanuel, in honour of her late mother, Prof. Stella Idiong and donated to the University.
 - d. Another remarkable project is the NDDC funded dual carriage way with Solar lighting, access road to the main campus and the gate house built by Zenith Bank Plc.
 - e. **Accreditation of Courses:** By 2020 the University had 75 of her 94 programmes fully Accredited, 7 Interim and 1 Denied.

- f. Staff welfare and promotion issues received adequate attention. More Professorial promotions and announcements were made more than ever before.
- g. As a result of introduction of e-voting, students' union election is now orderly without Management interference which is a boost for peace in the campus.
- h. Students and staff won a lot of laurels and recognitions to attest to the quality of teaching and staff development.
- i. As child of necessity, e-senate and Governing Council meetings were introduced in 2020, taking advantage of the ICT advances in the University. Thus, there was considerable savings in time, money and space. Hopefully, this should be extended to virtual teaching and learning.
- j. The tenure also witnessed a lot of inaugural and public lectures, workshops, as well as collaboration with institutions within and outside the country.
- k. The Vice Chancellor diligently cooperated with and carried out the directives of the Governing Council.

4.2.2 **Recommendation**

- a. The Vice Chancellor should be commended for the remarkable achievements especially for maintaining peace, despite the various challenges faced.
- b. e-teaching and learning facilities should be developed for the benefits of staff and students.

4.3 **Role of other Principal Officers**

4.3.1 **Observations:**

- (a) The other Principal Officers of the university are the Deputy Vice Chancellors, the Registrar, the Bursar and the University Librarian.
- (b) All the Principal Officers are experienced administrators with relevant professional and academic qualifications as the case may be.
- (c) All the Principal Officers played their roles efficiently and harmoniously, cooperating with the Vice Chancellors with no reports of disaffection among the ranks.
- (d) There's lack of synergy between the Department of Works and Directorate of Physical Planning which is much needed in a rapidly developing campus with large number of projects. In handing over or taking over a completed project, there's need for "as built" drawings to be produced requiring the cooperation of the two arms.

4.3.2 **Recommendation:**

1. The other principal officers should continue to cooperate with and support the Vice Chancellors for the smooth running of the affairs of the University.
2. The management should ensure there is synergy between the Works Department and Directorate of Physical Planning.

CHAPTER FIVE

5.0 TERM OF REFERENCE III

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

5.1 PREAMBLE

In order to address this Term of Reference for the period 2016-2020, the Panel reviewed the University's sources of funds, collection of funds and records of disbursement to determine whether or not the operations were in compliance with appropriate regulations.

Thus, the Panel examined the following documents: Federal University of Uyo Establishment Act, 2014; Accrual Accounting Manual for Public Sector Entities in Nigeria, 2015; A Manual of Uniform Internal Audit System for Nigerian Universities; University of Uyo Procurement Process; Audited Annual Reports 2016 and 2020; Management letters on audited Financial Statements; Memoranda submitted by the Bursar, Procurement Directorate, Audit Department and other stakeholders. The Panel also reviewed the measures the University had taken to address Government's directives on the Recommendations of the last Visitation Report as it affects her financial operations.

Observations/Findings

5.2 Financial Procedures and Management

General Observation

The financial management and operations of the University were amply guided by the provisions of the Accrual Accounting Manual for Public Entities in Nigeria, A Manual of Uniform Internal Audit System for Nigerian Universities and the University of Uyo Procurement Process of the Directorate of Procurement.

5.2.1 Budget Process and Banking

Observations/ Findings

- a. The bursar kick started the budget process by sending the call circular to the Heads of Department and other cost centers who in turn sent their proposals to the Budget Committee. The Committee collated and analysed the proposals, made recommendations to the Finance and General Purpose Committee (FGPC) which reviewed and consolidated the proposal and forwarded same to the Governing Council for approval. The Council then sent the approved proposal to relevant government authorities.
- b. The Financial Year of the University was changed to January- December in 2013, thus synchronizing with that of the Government.
- c. **Bank Accounts:** Like every other government institution in Nigeria, the University began to operate the Treasury Single Account (TSA) in 2015. The TSA is domiciled in the Central Bank of Nigeria.

- d. It has six domestic and two domiciliary accounts, all linked to University of Uyo TSA.
- e. Revenue generating units maintained independent records of the revenue they generated in TSA.
- f. Reconciliation of Accounts: with the introduction of TSA, all revenues are paid into the TSA and all expenses are made from it. Reconciliation of accounts is therefore automatically done by the system.
- g. Automation of University Accounting System: Only revenue collection, payment for expenditures and final accounts processes have been fully computerized. Budget control, stores management and other related financial processes are still done manually as a result of paucity of funds.
- h. The staff of the University complained bitterly about some negative impacts of IPPIS component on their finances, including reduction in staff allowances, lack of provision for promotion arrears estimated at N676,380,608 million by the end of 2020, **inability to hire part time lecturers and accommodate staff on sabbatical in line with global best practices.**
- i. The Department has serious office shortage, as many staff squeeze themselves into very small offices. Many critical offices are located in town campuses, far away from the Bursar, making supervision and movement of mails difficult.
- j. There is gross insufficiency in funding for overheads such as electricity bills, diesel for plants and outsourced staff (security personnel and casual workers).

5.2.2 Recommendations

- a. There is need for some modifications in IPPIS platform to accommodate the peculiar needs of the Universities, such as staff allowances, promotion arrears and hiring of contract staff and accommodation of staff on sabbatical as and when necessary. This may require a high powered negotiation team comprising of staff from the Office of the Accountant General of the Federation and the University community. The Committee of Vice Chancellors appears to be in the best position to call for this negotiation, given its being the bridge between University staff and the Government.
- b. The entire accounting system should be fully computerized to increase productivity, enthrone transparency and reduce costs across board.

5.3.1 Internal Audit

Observations/ Findings

- a. The operations of the Internal Audit Directorate is guided by the provisions of *a Manual Uniform Internal Audit System for Nigerian Universities, 2007*.
- b. The Directorate carries out extensive independent audit of the activities of the University covering five broad areas, namely: Internal Control Systems; all books of accounts; funds, stores, equipment, properties and facilities; supplies by universities suppliers, and expenditure control via 100% of pre-payment audit of payment vouchers and payrolls. It issues Reports on its observations, findings and recommendations after the audit exercise, in line with regulations, policies and procedures. It produces Quarterly and annual reports to the Governing Council as

an instrument of control and management of resources. The Directorate reports to the Office of the Vice Chancellor.

- c. The Directorate has twenty nine (29) audit staff, including nine Chartered Accountants.
- d. The challenges include inadequate technical staff and accommodation, lack of vehicles for price monitoring and projects verification, non- computerization of operation.
- e. The scope of work of the Directorate is extensive and adequate.
- f. Although it has a good number of technical staff, it still needs more, given rapid expansion of operations in the University.
- g. There was no regular quarterly and annual Audit Reports
- h. The 2017 Annual Audit Report revealed that:
 - The Petty Cashier booked air ticket for individuals on private business with the hope of getting refunds from them on their return. The refund at times were not timely.
 - Petty cash for air ticketing was placed in the personal account of the Petty Cashier.

5.3.2 **Recommendations**

- a. There is need for the Directorate to produce quarterly and annual Audit Reports as and when due for management information, to aid future decision and policy making.

- b. The practice of booking air ticket for individuals on private business should be discontinued. Individuals in need of travel tickets but have no money could seek for IOU from the University.

Placing petty cash for air ticketing in personal accounts of Petty Cashiers is fraudulent and risky. It should therefore be discontinued.

- c. There is need for the provision of utility vehicles for price surveys and monitoring of projects.
- d. Full computerization of Directorate operations is highly recommended.

5.4 **Stores and Stock Control**

Observations/ Findings

- a. The Stores Division is in the Directorate of Finance and Accounts of the Bursary. It controls all stores and stock items received and issued to departments, faculties and other user units.
- b. The Division ensures that Goods Received note and Goods Issued note are appropriately recorded in ledger cards.
- c. Pre-audit and periodic checks are carried out jointly by the Division and Internal Audit Department on receipt of supplies to the Stores. There is also end of financial year stocktaking and reconciliation of records.
- d. Stores operations are done manually with all associated stress. No fund is available for computerization. Stores operations should be fully computerized.

5.5 **Resource Availability**

Observations/ Findings

- a. The major sources of revenue during the period included: Statutory Allocations and Grants from the Office of the Accountant General of the Federation; Tertiary Education Trust Fund; NEEDS Assessment Funds; Internally Generated Revenue (with quarterly remittance to Consolidated Revenue Fund); Aids and Grants from other sources **(Annex 5.4a, 2015 – 2016; 2016 – 2020)**.
- b. The major expenditure items included: Personnel Costs, Overhead and Capital Projects. With the introduction of the Integrated Payroll and Personnel Information System in February 2020, personnel cost were no longer remitted to the University, but directly paid into individual bank accounts. No wonder the personnel expenditure recorded by the University fell from the N8.82 billion in 2019 to just N635.1 million in 2020. As only January 2020 Personnel cost was remitted to the University.
- c. Resource availability during the period, 2016-2020, largely reflected fallen government revenue attributed to steep downward trend in crude oil prices. Budget appropriations to the University fell, followed by lower actual releases of funds from the Government **(Annex 5.4c; 2011-2015, 2016-2020)**.
- d. Budget releases from various sources fluctuated downwards, except for TETFund and IGR.
- e. Income from investments was insignificant.
- f. Internally Generated Revenue (IGR) fluctuated downwards, but accounted for increased proportion of total revenue, from 18.2% in 2016 to 29.6% in 2020.

Total Revenue Utilization, 2016 – 2020 (₦'000)

Year	IGR	Total Revenue (TR)	IGR/TR (%)
2011	1,909,224.7	10,470,860.2	18.2
2012	1,859,478.4	10,283,274.3	18.1
2013	2,087,337.8	12,241,632.2	17.1
2014	2,137,251.5	12,856,459.8	16.6
2015	1,463,092.2	4,939,065.3	29.6
Total	9,456,384.6	50,791,291.8	18.6

Ratio computed from submission by Bursary Department

g. University of Uyo Consultancy Limited

The University of Uyo Consultancy Limited (Uniuyo Consult) was incorporated as a holding company in April 2000 and commenced operations 2001. Its Board of Directors were only appointed and inaugurated on January 25, 2019. It had seven companies under it: Uniuyo Consult, Uniuyo Water Factory, Uniuyo Bakery and supplies, Uniuyo Oil and Gas, Restaurant and Catering Services, Uniuyo Property and Construction, Uniuyo Collectibles. They have an aggregate of 83 staff (Annex 5.1g; 2016-2020)

Uniuyo Consult as a group made net profit before tax of N91.2 million in the five years, 2016-2020, and recorded aggregate returns of only N10 million to the University.

Observations

- a. The University of Uyo Consultancy Limited and its holding companies have not been run as commercial profit oriented outfits. It is 100% owned by the University and all the Board members are University staff who receive no remunerations for their services. Their commitment is therefore in doubt.
- b. There is centralization of powers of decision making in the Chairman of the Board who does not earn any remuneration. This limits the operational efficiency of the companies.
- c. Internal monitoring and control mechanisms are absent.
- d. The outfit has a bloated aggregate staff strength of 83.
- e. The Catering Services unit provided services mainly to the University at very low profit margins with credit sales and delayed payments. As at end December 2020, the University owed the outfit N10,286,350.00.

5.5.1 Recommendations

- a. In an era of dwindling government resources, there is need for substantial increase in IGR to augment government resources. This can be done through full automation of revenue generating units in order to enhance efficiency and accountability. Also, Uniuyo Consult should be given powers to mobilize private capital to form a partnership that would manage the enterprises. Attraction of private capital and employment of professionals are very likely to improve management quality and operational efficiency.
- b. Government is requested to review overhead funding upwards, especially for electricity bill, diesel and payment for outsourced services.

- c. Conducting industry funded researches in collaboration with industries for the mutual benefit of the university and the industrial sector has become imperative.

CHAPTER SIX

6.0 TERM OF REFERENCE IV

Investigate the Application of funds, particularly special grants and loans meant for special projects in order to determine the status of such projects and their relevance for further funding.

Preamble

This Term of Reference focused on application of funds on capital expenditure made on physical development, purchase of equipment, as well as furniture and fittings. Sources of funds and utilization of same, management and execution of capital projects were examined to determine the effectiveness of the University in the management of scarce resources.

6.1 Classification and Responsibility for Capital Projects

- a. In the University of Uyo, projects are classified as:
 - i. Capital Projects
 - ii. Minor Works
 - iii. Equipment Supplies
 - iv. Other Supplies

b. The internal organs that are responsible for project planning and execution are:

i. Physical Planning Directorate that is responsible for execution of big ticket projects or major projects

ii. Works and Maintenance is responsible for maintenance of University assets and minor rehabilitation.

iii. Procurement Directorate has responsibility for purchasing goods and services needed for the operations of the University.

iv. From our interactions with various stakeholders, it appears there is no effective collaboration between the Physical Planning Directorate that is responsible for execution of major capital projects and the Works and Maintenance Department that takes over completed projects for monitoring and maintenance, as the later, is not involved in project planning and execution. This format of project implementation is not conducive for team work, effective monitoring and maintenance of assets.

6.1.1 **Recommendation:**

There is need for some synergy in the working relationship between the Directorate of Physical Planning and Works and Maintenance Department, for effective interface and greater value added to capital project planning and implementation, and achievement of effective takeover, management and maintenance of assets. There is therefore need for the Works and Maintenance Department to be involved significantly in project planning and implementation.

6.2 Procurement Process

Observations/ Findings

- a. The Directorate of Procurement has a Procurement Planning Committee that is constituted yearly, with the Vice Chancellor as the Chairman and the Director of Procurement as the Secretary.
- b. It has a Tenders Board, with the Vice Chancellor as Chairman and the Director of Procurement as Secretary. Other members are DVC Academic, DVC Administration, Registrar, Bursar, University Librarian, Director of Physical Planning, Director of Works and Maintenance, Chairman Committee of Deans, Representative of Heads of Department, Head of the Department of the subject to be considered, Representative of Council and TETFund Desk Officer. The Board evaluates contract bids and presents the winner to the Council for consideration and approval. The Council is the approving authority for the award of contracts with the limit of authority at #500 million. It has a Sub-Committee that evaluates contract bids and submits Evaluation Report to the Tenders Board for consideration and award of contracts.
- c. The steps in the procurement process are (i) Procurement Plan Driven by Needs Assessment, (ii) Appropriations from Government, (iii) Advisements in the newspapers, (iv) Prequalification Bids, (v) Bid Submission, (vi) Bid Opening, (vii) Technical Evaluation (Technical and Financial), (viii) Tenders Board recommendations and Approval of Contracts Award by the Council, and (ix) Contract Execution.

- d. The Procurement Process of the University is consistent with the provisions of the Public Procurement Act, 2007 and Procurement Procedures Manual.

6.2.1 **Challenges:**

- i) There is grossly insufficient funds to implement procurement execution at the right time and at cost effective quantities
- ii) Staffing in the Directorate is inadequate.
- iii) Vehicles are inadequate to carry out procurement functions.

6.2.2 **Recommendations**

The Directorate needs a good number of utility vehicles necessary for procurement operations.

6.3 **Sources of Funds for Capital Projects**

Observations/ Findings

- a. Information obtained from official records and documents showed that the sources of Capital Projects funding during the period 2016-2020 were:
 - Capital Budget from the Federal Government
 - Annual Grants for Teaching and Research support from NUC
 - Special Intervention Funds from Tertiary Education Trust Fund and Presidential Special Needs Assessment in Tertiary Institutions (NEEDS) Assessment Fund.
 - Internally Generated Revenue.
 - Other donor agencies and some well-meaning individuals.
- b. The major sources of funding capital projects during the period were Tertiary Education Trust Fund which contributed an average 52.2% of aggregate funds committed to

capital projects, followed by Needs Assessment Fund (44.3%) and Federal Government Grants (3.6%). The three sources were all from Federal Government funds.

Table 6.1: Sources of Capital Funds Utilization, 2016 – 2020 (₦'000)

Year	Government Grant	TETFund	NEEDS Assessment	Total
2016	43,521.2	173,353.4	602,305.4	819,180
2017	7,983.9	959,168.3	648,406.8	1,615,559
2018	19,115.9	980,570.1	820,580.5	1,820,266.5
2019	153,076.0	641,705.2	1,034,309.2	1,829,090.4
2020	94,582.3	1,859,736 .0	824,321.5	2,778,639.8
Total	318,279.3	4,614,53 3.0	3,929,923.4	8,862,735. 7
% Contr.	3.6	52.1	44.3	100

Totals and percentage contributions computed from submission by Bursary Department

These capital funding figures are equal and opposite of actual expenditures.

The table does not contain the contributions from Internally Generated Revenue (IGR), donation from other agencies and individuals. The contribution of IGR to capital projects funding was very significant as government grants declined sharply during the review period.

6.4 Capital Projects Execution

6.4.1 Many capital projects were at various stages of completion during the review period. (**Annex 6.1, 2016 – 2020**). They were classified as completed or on-going and presented according to the sources of funding. The sources were:

- a. 2013 Tetfund NEEDS Assessment Presidential Intervention.
- b. Special High Impact Tetfund Intervention.

- c. 2015, 2016, 2017 and 2018 Merged Tetfund Annual Intervention.
- d. 2018 Tetfund Special Intervention Fund.
- e. 2017 Tetfund Zonal Intervention Fund.
- f. 2019 Tetfund (merged) Annual Intervention Fund.
- g. 2017 Internally Generated Revenue Fund.

The executed projects ranged from construction of Faculty and Departmental buildings, laboratories, classrooms and offices, renovation of facilities to building drainages, power installation and procurement of equipment. On the whole, 18 projects were completed and 11 were ongoing with varying levels of completion.

Observations/ Findings

- a. The University of Uyo benefited immensely from the financial interventions of government through Tetfund, given the good number of projects executed during the period 2016-2020.
- b. The projects are all very important and they have contributed towards the efforts of the Management to move into the main campus of the University as soon as possible.
- c. Our facility tour revealed that the projects/buildings were purpose built and of standard quality.
- d. All available information indicated that there were no significant deviations from procedures and regulations in the utilisation of funds.

- e. The procedure for funding Universities appears ad-hoc and interventionist, and does not make for good planning, as well as achievement of orderly and sustainable development.
- f. There is staff shortage in the two departments and one Directorate charged with the responsibility of project execution.

6.5 **Outstanding Financial Commitments**

- a. Total debts owed to contractors was N178,306,450 as at end December, 2020 **(Annex 6.5a, 2015 & 2020)**.
- b. Total outstanding liabilities of the University was estimated at N1,034,228,324, with staff salary and promotion arrears accounting for 65.4%, while indebtedness to contractors contributed 17.2%.
- c. The cost of completing the 11 ongoing projects is estimated at #1,208,266,462.41**(Annex 6.5c, 2016 – 2020)**

6.5.1 **Recommendations**

- a. The funding of the Universities should cease to be ad-hoc. It should be planned and programmed continuously over a long period in order to achieve predictable capital project funding, reduce cost overrun and ensure efficient project implementation.
- b. The Presidential NEEDS Assessment in the Universities should be done every five years to give time and space for planning, programming and project execution.
- c. Government should endeavour to settle outstanding debts to contractors.

- d. There is need to design immediate and long term policies and programmes tailored at funding the Universities. This would ensure that projects are completed at specified time as per contract agreement.
- e. Government should make haste to release funds to settle outstanding debts owed to contractors.
- f. Government is requested to make funds available for the completion of ongoing projects.
- g. There is need for the University to cultivate the friendship of industries operating in the State with a view to attracting project funding from them, especially the oil exploration companies that have corporate social responsibility as one of their mandates.
- h. The University could appeal to the Akwa Ibom State Government to contribute financially to infrastructural development in the permanent site.
- i. More professional staff need to be recruited for the three Departments in order to reduce stress within the units.

6.6 Projects Executed by Individuals and other Agencies

Records showed that some individuals and agencies executed nine projects in the University during the period. Seven of them were completed, while two were ongoing. The donors included Akwa Ibom State Government, individuals, and international agencies (**Annex 6.6, 2016 – 2020**).

6.7 Stock of Moveable Items

a. Functional Vehicles

The University has a fleet of 131 functional vehicles out of which 17 of them have been used for 20 years and above. Indeed, 2 of them had been on the road for 27 years, still functional and serviceable. The University has a good mechanical workshop that is in charge of vehicle maintenance and this reflects good maintenance culture that is not common in Nigeria **(Annex 6.7, 2016 – 2020)**.

b. **Unserviceable Vehicles**

A total of 32 unserviceable vehicles have been proposed for boarding by the University authorities **(Annex 6.7a, 2016 – 2020)**.

c. **Generating Sets**

There are a total of 74 generating plants serving the University community. They are classified as: Good, Fair, Damage-for-Repair and Damage-for-Boarding **(Annex 6.7, 2016 – 2020)**. These plants consumed diesel worth N9 million-N12 million per month.

In addition, electricity bills ranged N15 million-N18 million per month

6.7.1 **Recommendations**

- a. Individuals and agencies that have donated or executed facilities for the University should be commended.
- b. The University should be commended for its rare wonderful maintenance culture in respect of vehicles.

- c. Unserviceable vehicles and generating plants should be boarded in accordance with applicable regulations without further delays. Boarding them would reduce further deterioration and eliminate storage costs.

6.8 **Funding the University of Uyo Going Forward**

Funding the University of Uyo requires special consideration from the Government because of its peculiar situation. Its development has the following feature that begs for special treatment. These include:

1. The University of Cross River State was acquired in 1991 by the Federal Government and renamed as University of Uyo, with no take-off grant given to it unlike the case in many Federal Universities.
2. The movement of the University from the town campuses to the permanent site has been long and delayed owing to paucity of funds. Faculty buildings, laboratories, offices, classrooms, etc are in short supply in the permanent site. Thus, the advantages of having an integrated institution, with the faculties, departments and service units (Bursary, Audit, Registry, Security, etc) being close to each other (easier communication, reduction in time and cost of operations, compactness of security services, easier coordinated supply of utilities) are not being enjoyed by the University. There is therefore need for more capital funding to accelerate the movement to the permanent site.
3. The University is growing and many departments and programmes are being approved by NUC, implying that student enrolment, staffing and accompanying facilities need to be catered for through increased funding.

4. The 1440 sq acres of land permanent site of the University is being encroached upon by private individuals that have illegally acquired and built on about one third of the land. This has been possible because the land has no perimeter fencing to demarcate it from adjoining lands. The current situation poses security risks as people easily trespass into the premises from several pathways. There is therefore urgent need to construct a perimeter fencing around the University land.
5. There is urgent need for full computerization/automation of university operations/activities, both academic and non- academic; in order to improve on teaching and learning activities taking advantage of modern technology, increase productivity, and enthrone transparency and accountability especially in the finance and accounts units. This requires huge financial resources to achieve.
6. There is great need for the provision of utility vehicles for all the service providing units.
7. The University has an outstanding debt of N1.1 billion and a commitment for completing on-going projects estimated at N1.2 billion.
8. There are many other pressing needs.

The Panel therefore recommends a stabilization fund of N5.4 billion for Uniuyo, being thrice the aggregate capital budget of the University for the year 2019.

CHAPTER SEVEN

7.0 TERMS OF REFERENCE V

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

7.1 Preamble

An institution which has a vision “to be a centre of excellence by utilizing the available human and technological resources for teaching, research, community service and sustainable development,” no doubt placed high premium on the staff amongst the factors responsible for effective and efficient academic activities. While the non-academic staff are non-teaching, their roles support and complement the roles of the academic staff who are primarily responsible for the teaching-learning process.

This chapter therefore, looked at staff adequacy from the perspectives of numerical strength of the teaching staff in relation to the population of student enrolled; and quality – professional qualification and research output of the academic staff. The development and training programs available, approved and undertaken by staff of the University for Professional Growth were examined.

Data were obtained through the study of the numerous memoranda received from faculties, records from the Registry, Directorate of Academic Planning, Bursary and the Directorate of Staff Training. More information were gathered from interactions with Deans, Heads of School, Units and other key management staff. The panel

visited lecture halls, theatres and laboratories for on-the-spot assessment of the situations.

7.2 Adequacy of Staff

7.2.1 Observations

- a. During the period (2016-2020), University of Uyo had twelve (12) Faculties which started with eight-four (84) programs in 2016 and in 2020 it was ninety-four (94) programs). Out of these programs, seventy-six (76) had Full Accreditation, seven (7) interim, one (1) denied and ten (10) new programs (**Annex 7.2.1a**). The total student enrolment was twenty-two thousand, five hundred and sixty (22,560) in 2016 and rose to twenty-eight thousand, seven hundred and sixty-nine (28,769) in 2020 indicating an average growth of about 8.5% annually. (**See Annex 7.2.1b**) in the table below:

Table 7.2.1a: Full-time Students Enrolment

Level	Year				
	2016	2017	2018	2019	2020
Undergraduate (UG)	20,428	21,705	24,375	26,686	-
Postgraduate (PG)	2,132	2,170	2,364	2,083	-
Total	22,560	23,875	26,739	28,769	-

Source: Directorate of Academic Planning. As at the time of this report, enrolment for 2020 was not available.

- b. While the number of students was increasing consecutively, the numerical strength of the teaching staff was on the decline. From a population of one thousand, two hundred and four (1,204) in 2016 to One thousand, one hundred and four (1,104) in 2020, See Table 7.2.1b below:

Table 7.2.1b: Student-Teacher Disposition

	2016	2017	2018	2019	2020

No. of Students	22,560	23,875	26,739	28,769	-
No. of Teachers	1,204	1,202	1,148	1,125	1,104

Source: Directorate of Academic Planning.

This trend obviously signaled deficiency. The true implication became prominent when compared against the National Universities Commission (NUC) stipulated Student-Teacher Ratios (STRs), **(Annex 7.2.1c)**.

- iii) As at 2019/2020 Academic session, some of the STRs were above the student-teacher ratio recommended for the programs. Which implies that there were staff shortages in those programmes. The critical areas were in the Faculties of Basic Medical Sciences, Business Administration, Engineering, Environmental Sciences and Law. While some faculties seemed adequately staffed, more staff are needed in some departments in the same Faculty **(Annex 7.2.1d)**.

7.2.2 Recommendations

- a) Management should ensure that student enrolment does not outweigh the carrying capacity of the institution in terms of staff strength and available facilities.
- b) To remedy the gap in the staff strength, government should review the policy in the Integrated Payroll Personnel Information System (IPPIS) platform that makes it difficult for the University to engage the services of academic staff in dire situations and provide funds through budgetary allocation for the implementation.

7.3 Quality of Staff

7.3.1 Observations/Findings

- i. The panel observed that during the period under review, University of Uyo consistently over shot the 45% of total academic staff stipulated by the National Universities Commission (NUC) for Lecturer I and below. The Professorial and Senior Lecturer cadres which put together constitute a good workforce needed to effect learning and provide leadership at departmental levels, had proportions lower than the stipulated 20% and 35% respectively. By implication, the institution is deficient in the proportion of the cadres whose wealth of experience are needed to mentor the younger academic staff, engage in research and provide leadership. A reflection of this from **(Annex 7.3.1a)** is shown in the table below:

Table 7.3.1a: Academic Staff Disposition

Teachers' Cadre	2016	2017	2018	2019	2020	NUC Guideline
Professorial	195 16.2%	209 17.4%	198 17.2%	199 17.7%	192 17.4%	20%
Senior Lecturers	382 31.7%	366 30.4%	407 35.5%	381 33.9%	353 32%	35%
Lecturer I and below	627 52.1%	627 52.2%	543 47.3%	545 48.4%	599 50.6%	45%
Total	1,204	1,202	1,148	1,125	1,104	100%

- ii From some submissions and interactions, there were series of complaints on delay in promotions especially at the Professorial cadre. The delay was

attributed largely to a long interval between the submission of papers to external assessors and announcement of promotions which sometimes was as long as three years or more.

- iii some of the staff in the Lecturer I and below cadre did not possess (PhD) Degrees upon appointment and the University is not doing enough to change this narrative apparently due to paucity of funds.

7.3.2 Recommendations

- i) The University should provide training support through improved funding for a good number of Lecturers I and below to obtain their Terminal Degrees (Ph.D).
- ii) Management should reduce the delay and remove the bottlenecks associated with staff promotions so that eligible and deserving staff can move to the next position and this will improve the Staff Mix by Rank.

7.4 Research

7.4.1 Observations:

- i. It was observed that Research has continued to gain prominence in the institution. Results of which have earned many awards and recognition nationally and internationally for the University and the scholars, some of which include:
 - a) Dr. Aniefiok Udofia of the Department of Vocational Education who won an award and a grant of One Million Naira from the Presidential Standing Committee on Inventions and Innovations, Federal Ministry of Science and

- Technology, in respect of his invention of a fibre reinforced ceiling (fit board) to provide cheap, strong and affordable ceiling materials in line with modern day housing design;
- b) Dr. Joseph Akawu Ushie who was appointed as one of the ten jurors for the 2017 Montreal, Canada-based International Poetry Prize. The other nine jurors were from USA, UK, Ireland, Uganda, India, Australia, Guyana and Canada (2). By this appointment, Dr. Ushie became the 3rd Nigerian to be appointed to this position. The two earlier ones were Professor Odi Ofeimuna and Professor Niyi Osundare;
 - c) Dr. Edem Eniang of the Department of Forestry and Natural Environmental Management who was appointed into the International Union of Conservation of Natural Resources Species Survival Commission Primates Specialists Group for the 2017 – 2020 quadrennial;
 - d) Dr. Dorothy Ononokpono of the Department of Sociology and Anthropology who was the only African Scholar selected as the 2018 Caldwell Fellow. The prestigious and very competitive Caldwell Visiting Fellowship is offered by the Australian National University; and
 - e) Professor Akindele Folarin Alonge of our Faculty of Engineering who was, in August 2020, elected the President of International Commission of Agricultural and Biosystems Engineering, making him the first Nigerian-based Professor to be elected President of the Commission since its inception in 1930.

- ii **Patents Filing:** As at December 2020, about 20 patents by staff were registered with 13 of them confirmed. These cover various Departments across the University. There are also eight sole inventors and 35 co-authored inventors from the various Departments across the University.
- iii Seventy-three (73) staff of the University got the TETFund sponsored grants for Institutional Based Research and six (6) received the National Research Fund Intervention under the TETFund Research Projects, **(Annex 7.4.1a and 1b)**.
- iv The University has continued to source and gain external linkages in the areas of joint consultancy, staff and students exchange programmes as well as collaboration in Research.

7.4.2 **Recommendations:**

- i) While the Panel applauded the research efforts of the University, for its vibrancy, additional funds should be provided by Government in order to engage in research areas geared towards finding solutions to the problems of our immediate environment and the world at large.
- ii) In order to encourage more persons (staff) to participate in Research work, its results should be given adequate publicity and the researcher handsomely rewarded by the University authority and Government.

7.5 **Staff Development**

7.5.1 **Observations**

- a) The institution had varied development programs accessible to the senior staff (teaching and non-teaching) for the purpose of either career advancement or self-development and improvement of occupational skills. See Table 7.5.1a below: **(Extracts from Annexures 7.5.1a and 7.5.1b).**

Table 7.5.1a: Staff Training and Development Programs

Program	Year				
	2016	2017	2018	2019	2020
TETFund Academic Staff Training and Development (AST&D)	4	11	6	4	9
Study Leave with pay Academic Staff (AS)	7	5	3	2	2
Study Leave with pay Non-Academic Staff (NAS)	-	-	5	9	1
Academic staff Development Award (ASDA)	36	22	18	11	7
Non-Academic Staff Development award (NASDA)	2	1	6	4	-
Total No. of Beneficiaries	49	39	38	30	19

Source: Directorate of staff training and TETFund desk officer.

- a) From the sponsored training program some staff obtained Certificate, Diploma, Bachelor, Masters and Ph.D degree courses. Some beneficiaries had completed their programs and others are ongoing.
- b) In the years in focus, the expenditures for senior staff (academic and non-academic) training were approximately N48.0 million in 2016 and fluctuated downwards from N97.7 million in 2017 to N22.3 million in 2020 as evidenced in Table 7.5.1b below: **(Annex 7.5.1c).**

Table 7.5.1b: Staff Training in Naira

Staff	Years				
	2016	2017	2018	2019	2020
Academic Staff Development	6,186,070	29,99,850	41,400,000	35,849,275	12,227,492
Non-Academic Staff Development	9,829,620	350,000	1,000,000	3,060,000	6,113,746
Academic Conferences/Seminars	12,372,139	46,928,400	13,096,154	10,941,014	2,351,020
Non-Academic Conferences/Seminars	19,659,240	20,406,010	12,421,736	12,421,736	1,582,610
Total	48,047,069	97,683,260	67,917,890	62,272,025	22,274,868

Source: Bursary

- c) Part time program, and study leave with pay opportunities were also available for non-academic staff. During that period, a total of one Hundred and Twenty-Four (124) benefited from the part time program and Fifteen (15), the study leave with pay program.
- d) The selection of beneficiaries for any Development program was carried out by a committee on Staff Development Award based on approved guidelines.
- e) In-house training (workshops, seminars, orientation and conversion courses) and conferences were attended, some were University sponsored, others TETFund. The table below shows the distribution, **(Annexures 7.5.1b and &.5.1d)**.

Table 7.5.1c: TETFund Conference, In-house Training, Workshops, Seminars and Conversion

Programme	2016	2017	2018	2019	2020
Tetfund Conference attendance (Academic Staff (AS))	27	9	4	30	1
Tetfund Conference attendance (Non-Academic Staff (NAS))	18	4	2	14	4
In-house Training workshops	76	-	17	120	-

No. of Beneficiaries	121	13	23	164	05
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Source: TETFund Desk & Directorate of Staff Training

7.5.2 Recommendations

- i) The staff training and development programs of the University are quite commendable and should be sustained in view of the dynamism of our world today. However, care should be taken in order that the release of staff for some training or development will not undermine teaching and research activities in view of staff shortage already recorded in some faculties.
- ii) Management should continue to explore more opportunities for training and development of staff as a means to boost staff morale while improving their skills and competencies especially for the non-Academic staff.
- iii) In view of the lean resources of the institution, government should inject more funds into training and development to keep staff abreast of development in the academic world.

CHAPTER EIGHT

8.0 TERM OF REFERENCE VI:

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

8.1 Preamble

The University of Uyo Akwa Ibom State in its day-to-day activities is bound to interact at different levels with different bodies. In some cases the relationship has been forced upon the university by law, and in other cases such relationships have become not only necessary, but desirable.

8.2 Findings, Observations and Comments

The principal bodies with which the university interacted during the period under review were:

a) External Bodies

- The National Universities Commission (NUC)
- The Federal Ministry of Education
- The Akwa Ibom State Government
- The Traditional Institutions
- The Police and other Security Agencies
- The Communities of the locations where the University operates or has Campuses.

- Joint Admission and Matriculation Board (JAMB) - *placement of suitably qualified candidates for undergraduate admission.*
- Tertiary Education Trust Fund (TETFund) - *intervention funding of special projects.*
- Council for Legal Education – *accreditation of LLB Programs.*
- Council for Registration of Engineers in Nigeria (COREN) *accreditation of first degree programs in Engineering*
- Medical and Dental Council of Nigeria – *accreditation of first degree programs in Medicine and Surgery.*

b) Internal Bodies

- The Visitor
- The Chancellor
- The Governing Council

i) The National Universities Commission (NUC)

This body whose existence dates as far back as 1962 was given legal backing by the National Universities Commission Act No. 1 of 1974. It has the primary legal function of overseeing and ensuring balanced development and growth of university education in Nigeria, as well as maintaining high standards through curriculum review, Accreditation, Resource Verification and University Visits and ensuring adequate funding. The National Universities Commission at the present time is responsible for vetting the recurrent and capital budgets of the university before passing them to the Federal Government for approval. However this

practice is often by-passed and the Federal Ministry of Finance and the Accountant General would release approved funds directly to the Universities.

ii) **The Federal Ministry of Education**

The relationship between the University and the Federal Ministry of Education is extensive such that the ministry is involved in the selection of persons to be appointed by the Visitor, as its Chancellor, Pro-Chancellor, and non-university members of the Governing Council, as well as issuing policy guidelines to the Council for its operation. Indirectly, the Minister of Education is involved in some of the university's activities through the NUC which he supervises. Additionally, the Minister of Education is the person through whom the university is expected to reach the Visitor, the President of Nigeria.

The FME also played its fatherly role in January, 2016. Soon after resumption as the new Vice Chancellor, there was a complain in the press as to the process of appointment and the suitability of the Vice Chancellor. The FME set up an ad-hoc investigation team which assiduously looked into the allegations and found they were false, malicious, spurious and divisive in nature. The Governing Council and the newly appointed Vice Chancellor were exonerated, and the Vice Chancellor remained focused in his new leadership role.

iii) **The Governing Council**

The Governing Council of the University of Uyo is the governing authority of the institution, and the executive committee which controls all finance and physical assets as well as the employer of all staff i.e., it manages and superintends generally the affairs of the University.

iv) **The Visitor**

The University Law provides for the office of the Visitor, who is also the President and Head of State. The Visitor has power to appoint the Chancellor, Pro-Chancellor as well as the Governing Council. Similarly, the Visitor is conferred with, by the Law, the power to conduct visitation to the university, usually by persons appointed by him in that regard. Such visitations, as the current one, are made at regular intervals i.e., every 5 years, and include inspection of actions of the functionaries of the university to ensure conformity with the objectives and statutes of the University; and where necessary interpreting the statutes of the institution when there is doubt or dispute about its meaning. Additionally the Visitor is empowered by law to act as an appellate domestic tribunal on disciplinary matters. All these functions made for orderly growth and development of the institution within the period under review.

v) **The Chancellor**

The University law provides for the position of the **Chancellor** who is appointed by the Visitor on the recommendation of the Honourable Minister of Education. He is probably the most visible of the "laymen" whose position of the largely honorific and ceremonial. He presides over convocation ceremonies of the University, where he confers degrees and occasionally makes speeches and serves as a useful spokesman of the institution.

vi) **The Police and Other Security Agencies**

During the period under review, the University maintained close cordial relationship with the local police force. The Police is represented on the University Security Committee where general matters affecting the Police and the University Community are discussed and solutions proffered. Successive Vice-Chancellors of the University worked closely with the Police on virtually all matters affecting the security of the campuses. During the course of our Visitation, we were made aware that a number of officers from the Force had been studying in the University, particularly in the Faculty of Law.

vii) **The Host Community**

The general "town-gown" relationship between the University and the host community on the surface would appear to be such as would cause no concern. Nevertheless, the long standing dispute and encroachment on the University land has the potential effects of undermining the current peaceful atmosphere if not handled firmly and fairly by the Government at all levels. Available information showed that about 30% of the University land has been encroached upon.

viii) **Relationship with Akwa Ibom State Government**

The interaction between the University and the state Government had been quite cordial during the period under review. Among other notable things, the Government has been quite supportive and helpful in providing infrastructure in dire times when the University was trying to recover more than 80% of its programmes which it lost during accreditation in 2005.

ix) **Relationship with Traditional Institutions**

Relationship between the University and traditional institution had been cordial during the period under review. The last two successive Vice-Chancellors i.e., **Prof (Mrs.) Comfort Ekpo** (2010 – 2015) and **Prof. Enefiok Essien, SAN** (2016 – 2020) confirmed this in their interaction with the Panel. Similarly when the Panel paid a courtesy call on the Council of Traditional Rulers of Akwa Ibom State, they opined the same position. They however lamented that the lingering tussle over land between the University and its surrounding community would not have lingered for so long, if the University had brought the traditional rulers into the matter at the outset. Nevertheless they confirmed to the Panel that they are still willing to wave into the matter if formally approached by the University.

8.2 **Recommendations**

- a) In general the Panel is satisfied that the relationship between the University and the various bodies it interacted with, in the period under review, was cordial. It hopes therefore that the status quo would be maintained and always improved upon as and when necessary.
- b) The Panel recommends further that adequate communication channels be provided to ensure continued interaction and knowledge of one another, as appropriate from time to time.
- c) The Governing Council of Kimse Amaebi Buje Okolo, OFR is to be commended for standing firm to her decision which was in line with the established due process of appointing Vice Chancellor.

CHAPTER NINE

9.0 TERM OF REFERENCE VII

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

9.1 THE UNIVERSITY OF UYO LAW

9.1.1 Preamble:

The University of Uyo started as University of Cross River State (UNICROSS) in 1983 before it was taken over on 1st October, 1991 by the then Federal Military Government of General Ibrahim Badamasi Babangida. When the Federal Government took over the University, the institution had no enabling law and was instead governed by the provisions of the University of Nigeria Nsukka Act, Laws of the Federation of Nigeria 1990 which the University adopted as a result of a letter dated the 11th of March, 1992 from the office of the Executive Secretary, National Universities Commission (NUC) addressed to the University, authorizing them to adopt and operate the University of Nigeria Nsukka, Act.

The absence of any enabling law for the University many years after its establishment created lots of challenges for the University especially as it concerned the issue of staff discipline, academic and administrative matters. To redress this anomaly, the then Governing Council after the Presidential Visitation

Panel of 2004 drafted a Bill that would give legal backing to the establishment of the University and forwarded it to the Federal Ministry of Education in 2009. The Bill was thereafter sent to the Federal Ministry of Justice for corrections before it was presented to the Federal Executive Council on the 17th of February, 2010. The Bill which incorporated some provisions from other relevant provisions of laws applicable to Federal Universities was passed by both houses of the National Assembly in 2013 and assented into law by President Goodluck Ebele Jonathan on 23rd December, 2014. The Federal University of Uyo (Establishment, etc) Act, 2014 contains comprehensive provisions for the due management and administration of the University and for related matters.

9.1.2 **Observations**

- a) With the enactment of the Federal University of Uyo (Establishment, etc) Act, 2014 the University now has a law which gives legal backing to its existence.
- b) Although the Federal University of Uyo (Establishment, etc) Act, 2014 has incorporated some provisions of other laws applicable to Federal Universities, it has not incorporated the provisions of other important Acts dealing with Federal Universities like the Universities (Miscellaneous Provisions) (Amendment) Act, 2012 which increased the retirement age of academic staff in the professorial cadre and non-academic staff in the universities in Nigeria.

- c) With the enactment of the law establishing the University in 2014 the various units and organs of the University are now working together in harmony with all and sundry aware of their roles and responsibilities.
- d) However, the panel observed that the Director of Works is not fully involved in project planning and execution in the University facilities.

9.1.3 Findings

- a) Before 2014 (i.e. for most part of the first segment of the Presidential Visitation covering the period 2011-2015) University of Uyo had no enabling law. The university operated by applying the provisions of the University of Nigeria Nsukka Act, Laws of the Federation of Nigeria 1990 which the University was advised to adopt through a letter dated the 11th of March, 1992 from the office of the Executive Secretary, National Universities Commission (NUC) directing the University of Uyo to apply the law of University of Nigeria, Nsukka.
- b) Prior to the enactment of the 2014 University of Uyo (Establishment) Act, 2014 the entire university community had been lamenting about the absence of an enabling law to govern the activities of the University.
- c) The University of Uyo Act, 2014 has clearly spelt out the objects, functions and membership of the University, the functions of the Senate as well as the powers of the Council.

- d) The 2014 Act has made provisions for the mode of appointment and removal of the Vice Chancellor and other principal officers of the University.
- e) Many members of the university community, both academic and non-academic, have called for the amendment of the 2014 University Act to accommodate their various interests.
- f) The First Schedule to the Universities Act, has listed the Principal Officers of the University and clearly spelt out their functions.
- g) Paragraph 7 of the Schedule provides that the Director of Works shall be responsible for all works, services and maintenance of University's facilities.

9.1.4. **Recommendations**

- a) Admission of Students into the University: Section 11 (1) (c) seems to suggest that admission into the University can also be made by bodies other than the University. Since this provision is capable of bringing about conflict between the University and such other bodies, we recommend that the law should explicitly state that Universities should be solely responsible for the admission of students. There is therefore need to amend section 11 (1) of the University Act by deleting the words "where it is done by the University" as contained in the section.
- b) Appointment of Vice Chancellor: The process of the appointment of Vice Chancellor appears to have sidelined the larger university community. In order to make the process more transparent and participatory the University Act should be amended to require all aspiring candidates for the

office of the Vice Chancellor to participate in a town hall debate/forum where they will present their programmes and policies before members of the university community.

- c) Additional number of Deputy Vice Chancellors: Considering the size of the University and the fact that it has grown quite large in the last few decades, there may be need for more hands to assist the Vice Chancellor in the day to day administration of the University. The Council may take advantage of section (4) (1) of the First Schedule to the University Act and consider creating the office of a third additional Deputy Vice Chancellor (DVC Research and Innovation).
- d) Section 8 of the University of Uyo Act relating to the functions of the Senate should be applied in order to curtail interference from outside bodies on the way the University is being run. At the moment it seems regulatory agencies and professional bodies are taking over most of the powers and functions of the Senate. JAMB should restrict itself to conducting the Unified Tertiary Matriculation Examination and prescribing admission guidelines for universities. The same thing applies to the various regulatory professional bodies that are involved in accreditation of courses and programmes in the Universities.
- e) The provisions of the Universities (Miscellaneous Provisions) (Amendment) Act, 2012 relating to the retirement age for academic staff in the professorial cadre and non-academic staff should be incorporated into the University of Uyo Act, 2014.
- f) The provisions of section 9 (2) & (3) of the Universities (Miscellaneous Provisions) (Amendment) Act, 2012 relating to the pension of professors should be amended to allow persons who have risen to the rank of

professors and have served for a period of fifteen years in that capacity to retire with their salaries.

- g) Section 11 of the University of Uyo Act should be amended to insert a new subsection (2A) to read thus: "The University shall provide a framework for the creation, ownership and protection of intellectual property products and services."
- h) Based on the panel's observation and findings, the Panel recommends that the Director of Works should be allowed to carry out his functions and responsibilities as spelt out in the University Act.
- i) The University of Uyo Act should be amended to make pre-action notice. We suggest that a new section which should read as follows should be inserted:

1) "Pre-Action notice:

Any person intending to commence an action against the University or any of its bodies shall give one month notice to the University through the Vice-Chancellor or Registrar. The notice shall include the following:-

- (a) Cause of action;
- (b) Particulars of claim or the grievance sought to be redressed;
- (c) Name, particulars and official address of the intending plaintiff; and
- (d) The relief sought.

2) If no settlement is arrived at after the period of the notice referred to in the section above, either party may refer the matter for a decision by means of Alternative Dispute Resolution (ADR).

In addition to the inputs highlighted above, the panel recommends that there are other matters that are embedded in many sections of the University Act that need to be amended and harmonised as well. Some of the areas that require attention are as follows:

1. The erosion of the powers of Senate and Council by professional bodies.
2. The relationship between universities and the Joint Admission and Matriculation Board (JAMB) on admission and matriculation of students.
3. The review of the composition, membership and qualifications of Governing Councils.
4. Provisions relating to the removal and discipline of academic, administrative and technical staff.
5. Provisions relating to the retirement age and pension of professors.

9.2 The Mandate of the University

9.2.1 Observations:

- a) The mandate of the University is clearly spelt out in the University Act, 2014. The Act contains clear provisions on the objectives and functions of the University, the functions of the Senate as well as the powers of the Council.
- b) The University in trying to achieve the objectives for which it was set up has established Faculties, specialised Centres of learning and research and undertaken appropriate research activities in line with global best practices.

- c) The University management and the Senate are working hand in hand in order to provide academic direction and leadership to the University.
- d) The Senate of the University is assiduously carrying out its functions of organizing, controlling and promoting teaching and research in the University.

9.2.2 **Recommendations:**

- a) The University is commended for diligently executing its mandate of advancing learning and research.
- b) The University is urged to intensify efforts aimed at providing instruction materials and other facilities that promote teaching and learning to both staff and students.
- c) The University is urged to keep an eye on the growth and development of the University so as not to overshoot the NUC guidelines on the carrying capacities of universities.

CHAPTER TEN

10.0 TERM OF REFERENCE VIII

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

10.1 Preamble

- Universities in Nigeria are often grouped into “**generations**” in view of the period of their establishment. The first were those established in the 1960s at Ibadan, Nsukka, Lagos, Ile-Ife, Zaria, and Benin. These six Universities, all government sponsored and all conventional are collectively called the “First Generation” Universities. Up to 1974 two of them, Ibadan and Lagos, were Federal while the remaining four were Regional.
- The Development of University education in Nigeria arrived at a significant stage in 1975. In that year and for several reasons the Federal Government decided to take over the four existing regional Universities. In addition to that, it established seven new Universities at Calabar, Ilorin, Jos, Kano, Maiduguri, Port-Harcourt and Sokoto. These were to be popularly called “seven sisters,” and made up the “**Second Generation**” Universities
- The wave of the “Third Generation” Universities came in the early to mid-1980s. These were technology and Agricultural based, and located at Abeokuta, Akure, Bauchi, Makurdi, Minna, Owerri and Yola.

10.2 Findings and Observations

The University of Uyo, which was established in October 1991, can be grouped as a “third Generation” University. It is a conventional federally funded University. It took over the premises, students, other assets and liabilities of the erstwhile University of Cross River State established in 1983. From a modest beginning at the takeover by the Federal Government in 1991, the University has grown in leaps and bounds during its 2 decades of existence. Currently it is made up of the following:-

- 12 Faculties offering over 90 academic degree programs;
- A Postgraduate school;
- The school of Continuing Education;
- Institute of Education;
- Institute of Biomedical Research;
- Sub-degree programmes are also offered in the School of Continuing Education as well as the School of Basic Studies to enhance access to tertiary education and provide service to the larger community.
- The total student population currently stands at about 28,000 as at December, 2020.

10.3 Guiding Principles

In order to achieve its objectives, the University has adopted a number of guiding principles as contained in the Vision and Mission Statement, which has its core values as:

- Faith in God
- Academic excellence in teaching and research.

- Institutional autonomy.
- Academic freedom.
- Peer and Professional review.
- Quality service delivery.
- Strong work ethics.
- Equal opportunity.
- Creativity and innovation.
- Integrity
- Transparency and Accountability.

10.4 **Leadership of the University over the Years**

The University of Cross River State had its First Vice Chancellor in the person of Prof. Donald Ekong (1983 – 1987) and the first Pro-Chancellor was His Lordship Bishop E. S. Obot, Bishop of Idah. Prof. Ekong was succeeded by Professor Eyo E. Okon as the Second Vice Chancellor (1987 – 1991), while Bishop Joseph Ukpo, Bishop of Ogoja, succeeded Bishop Obot as the second Pro-Chancellor. The first and only Chancellor of the University of Cross River State was His Royal Highness Oba Sijuwade Olubuse II, the Ooni of Ife.

The University of Uyo saw Professor Fola Lasisi as its first Vice Chancellor. The seventh Vice Chancellor was Professor Enefiok Essien. The University has had the following as its Pro-Chancellors, namely:

- | | | |
|--|---|-----------|
| i) Bishop Ephraim Obot | - | 1983-1991 |
| ii) Major-General Charles Ndiomu (Rtd) | - | 1992-1993 |
| iii) Prof. Frank Okoisor | - | 1993-1996 |
| iv) Mr. Gamaliel Onosode | - | 1997-2000 |
| v) Prof. Dakum G. Shown | - | 2001-2004 |

vi) Barr. Ansalem Agbo	-	2005-2009
vii) Dr. Shem Zagbayi Nuhu	-	2009-2013
viii) Professor Kimse A. B. Okoko	-	2013-2017
ix) Professor Austin C. Awujo	-	2017-2021

The University has, also had the following Chancellors, namely:

i) HRH Oba Sijuade Olubuse II, the Ooni of Ife	-	1983-1991
ii) HRM Oba Oyabade, the Alake of Egbaland	-	1992-2000
iii) HRH Alhaji (Dr.) Abali Ibn Muhammadu, The Emir of Fika, Potiskum	-	2002 – 2013
iv) HRH Alhaji (Dr.) Abubakar Adamu Meje The Emir of Hadeja	-	2014 till date

List of Vice Chancellors from the beginning of the University

i) Professor Donald E. U. Ekong	-	1983 – 1987
ii) Professor Eyo E. Okon	-	1987 – 1991
iii) Professor Fola Lasisi	-	1991 – 1999
iv) Professor Akpan H. Ekpo	-	2000 – 2005
v) Professor Akaneren Essien	-	2005 – 2010
vi) Professor Comfort Ekpo	-	2010 – 2015
vii) Professor Enefiok Essien SAN	-	2015 – 2020
viii) Professor Nyaudoh U. Ndaeyo	-	2020 till date

10.5 **Highlights of the Achievements of the University**

Within its 2 decades of existence, and in spite of lean resources the University has managed to record commendable achievements. These can be divided into the following:

a) Academic Achievements

- Establishment of 12 Faculties, offering more than 90 academic programs, most of which are fully accredited by the National University Commission.
- Access to internet and e-resources. In this regard the University has procured and installed over 100 computer work stations with access to the internet. These are available in the e-resources that are located in the University Library.
- Institution Repository of the University was approved and established in 2019. It is populated with the publications of the academic staff as well as theses and dissertations of the postgraduate students. All these are hosted on-line for global visibility.
- ICT Training/Professional Development: The establishment of the ICT hub for students ensures that regular training is conducted in this unit, in addition to the internet based services provided to the rest of the academic community.
- The University has continued to maintain the culture of delivering inaugural lectures by its Professors as and when due i.e., in the last Thursday of every month.

b) Recognitions:

A total of thirty three (33) staff and students have received recognitions and won laurels in the period under review. Some of these are as follows:-

- (i) Students of the Department of Mathematics and Statistics came 2nd out of 24 universities at the Nigerian Mathematics Competition for University Students, 2016.
- (ii) At the International Pharmaceutical Students' Federation (IPSF) African Pharmaceutical Symposium (AFPS) held in Mombasa, Kenya, in June 2016, Miss Idara Nsese Udodok of Faculty of Pharmacy won the best Advanced Patient Counselling Event Competition out of 22 participants.
- (iii) Students of the Department of Physiology came 1st in a debate and quiz competition during the national conference of Students' Physiological Association of Nigeria (SPAN) in Delta State University on 11th October, 2016.
- (iv) Mr. Wisdom Eyo, a student in the Department of Mechanical Engineering won an award on Design and Production of Model 3-D Printer, from the Committee of Vice Chancellors. The Nigeria Agip Oil Company Limited has signed a Memorandum of Understanding with the University of Uyo to fund collaborative research and development of the 3-D Printer.
- (v) Students of the Department of Mathematics won 1st Prize (out of 33 universities that participated) in the 2017 National Mathematics Competition. They also won the overall best position.
- (vi) On June 17, 2017, four (4No.) students of the University won the 2017 Nigerian Poetry Prize competition.

- (vii) Dr. Imaobong Etti of the Department of Pharmacology and Toxicology, Faculty of Pharmacy, won the best 2016/2017 Malaysian Vaccines and Pharmaceutical (MVP) Ph.D Thesis Award with a Gold Medal.
- (viii) Students of the Faculty of Law again emerged the overall best (the 1st position) at the 9th International Humanitarian Law Moot Court competition hosted by Baze University, Abuja, in 2019.

C) **NON-ACADEMIC SUCCESS:**

a) **Physical Development**

- (i) Completion of uncompleted projects: such projects are the 1000 Seater-capacity TETFund Lecture Theatre, the 500 Seater-capacity Lecture Theatre, the Centre for Entrepreneurial Studies, the Central Laboratory (TETFund) block, the supply of Siemen 11kv switchgear sub-station at the Main Campus and subsequent complimentary works;
- (ii) Completion and commissioning of some new projects. These include the Uniuyo Filling Station and a state-of-the-art Art Gallery donated by the wife of the Akwa Ibom State Governor on behalf of her late mother, who was an Arts Professor in the University;
- (iii) The UNIUYO Community Computer Development Capacity Centre and the Digital Economy Centre donated by NITDA;
- (iv) Procurement and installation of the external power distribution facilities donated by NEEDS;
- (v) renovation of the Mechanical Engineering workshop;

- (vi) Construction of the dual carriage way into the University and installation of the solar street light by NDDC;
- (vii) The Central ICT block (Phase 2), classroom block for the Faculty of Science and the Biochemistry Laboratory (phase 1) at the College of Health Sciences, a 600 capacity lecture theatre for Faculty of Science funded by NEEDS;
- (viii) A two-story classroom block for the Faculty of Agriculture, storm water drainage system, football field and an indoor sports hall, all sponsored by TETFund;
- (ix) Construction of a female hostel block, a cafeteria, perimeter fence and toilet facilities at the Ime Umanah Campus, Ede Abak from IGR, (Internally Generated Revenue);
- (x) Doctors' call duty building at the Town Campus (donated by Tertiary Institutions Social Health Insurance Programme, (TISHIP), and
- (xi) Construction and furnishing of a Creche building at the Town Campus Annex by Mrs. Rosalyn Essien, then President of the University Women Association (UWA), UNIUYO.

d) **Other Developments**

- i) Actualization of the "Directorate" System of Administration was approved by the Governing Council in July 2011. This has transformed the old Registry Department into 4 new Directorates which has resulted in increased morale and better service delivery by the non-teaching staff.

- ii) Promotion of Teaching and Non-teaching Staff have been regular and in line with the extant Regulations governing their Conditions of Service. This has been another morale booster for all and sundry.
- i) E-meetings of the Senate and Governing Council is another initiative which makes the meetings of these 2 important bodies paperless. This makes for appreciable savings in both time and money for the system.

10.6 **Challenges Facing the University**

At every turn during this visitation, the Panel found that the following issues have been a thorn in the flesh of the institution i.e.

a. **Encroachment on University Land**

As mentioned elsewhere in this Report there is a potentially explosive issue between the University and the surrounding community which must not be allowed to linger further. This is the encroachment of University land by the surrounding community. From the documents available, the Panel found that over 30% of University land has been encroached upon and reached within 100 meters of the completed Postgraduate School building and the University Health Centre.

The encroachment is so indiscriminate that illegal occupants are using up the best portions of land available for development thereby distorting the University Master Plan. This problem would have been easily avoided had the Federal Government made available funds to enable the University secure its land perimeter as Gazetted by the Akwa Ibom State Government.

b. **Take-off Grant for the University**

It has been customary that whenever the Federal Government establishes a University in the country, an almost automatic lump sum of money is given to such outfit to enable it go through the initial teething problems of take-off. For some reasons this has not been the case with Uniuyo. Whatever the reasons are, the Panel has met incessant complaints over this among staff and students alike. The argument is now that the University has taken off, it needs a special fund/grant to enable its 'flight' into self-sustained growth especially, to aid its movement from the other campuses to the permanent site.

c. **University Funding**

Closely related to the take-off grant is the issue of University funding in Uniuyo, as well as the Nigerian University system generally. Over the years, this has been a source of friction between Government and stakeholders, especially the in-house unions like ASUU. The argument for enhanced funding for Universities and other institutions of higher learning can hardly be faulted. There is no doubt that all the Universities are in the midst of a major financial crisis. Over the years their number has risen dramatically even as the financial resources for their sustenance and meaningful development have greatly diminished.

Historically, since the establishment of the first university at Ibadan in 1948, direct funding of the Universities and other institutions of higher learning has been the exclusive responsibility of government. While this may have been appropriate at a certain stage of development it is obvious that the situation can no longer be

sustained. This severely limited funds now available to the government, the structure of competing needs, and demands to which the government is subject and the gravity of the funding problem now confronting the Universities, all make it abundantly clear that time has come for all to look into more innovative ways for attracting additional funds for the Universities.

- a) It has long been suggested that the Universities as the **repositories of a vast array of highly valued skills** are uniquely placed to generate a substantial proportion of their funds internally. This suggestion has now become both attractive and compelling. The Panel hereby urges the Universities including Uniuyo, to come to terms with the realities of today, and move to put their stock of skills and talents to more profitable commercial use.
- b) The experience of other countries show clearly that adequate University funding is **properly a tripartite partnership involving government, the Universities themselves and private sector**. The private Sector as a prime beneficiary of the activities of Universities must now become more involved in the endowment of chairs, the funding and commercialization of relevant research work, and generally in the promotion of the expected interface between industry and higher education.

10.7 **Recommendations:**

1. **Underfunding:** Over the years there has been continuous underfunding of the University occasioned by short fall in budgetary allocations and release of funds for research activities. However, this shortage of funds is not peculiar to the University alone. Paucity of funds cut across the entire system, and some

recommendations have been offered on this matter under the section of “University Funding” in this Report for the consideration of the Visitor.

2. **Take-Off Grant:** The Panel is satisfied that the University has a legitimate claim for the “take-off” grant that has not been remitted to it since the take-over of the institution by the Federal Government in 1991. It therefore recommends strongly that the Visitor cause this to be done accordingly.

3. **Shortage of Staff:** The University is in dire need of additional staff – teaching and non-teaching staff. However it has found that it is almost impossible to recruit new staff in view of the format of the current Integrated Personnel and Payroll Information System (IPPIIS) and the necessity to maintain full accreditation of academic programs. The Panel recommends therefore that Government should consider accommodating deserving University input on this, to enable it recruit **contract** and **adjunct** staff accordingly, and also be able to receive esteemed academics on sabbatical.

4. **Encroachment on University Land:** This issue has been discussed elsewhere in this Report. In this regard, the Panel recommends as follows:
 - i. The Federal Government should wade in and settle this matter firmly and fairly to enable the University regain the portion of the land already lost to trespassers.

The Federal Government should provide special funds to the University to enable it secure the perimeter of the land once reclaimed, to avoid any further dispute with the local community around it.

CHAPTER ELEVEN

11.0 TERM OF REFERENCE IX

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

11.1 GENERAL SECURITY OF THE UNIVERSITY

11.1.1 Preamble

Security is such an essential aspect of the institution as it affects the learning, teaching and research work, all of which are the basic objectives of a university. A peaceful environment affects these objectives positively.

The security situation of the nation's educational institutions has become a major concern with the recent wave of insecurity in the country as a whole. Maintaining security in a university or any higher institution for that matter, can be challenging for their peculiarity. Here you have youths and young adults most of whom are gaining freedom for the first time in their lives.

The security challenge can be more complex in a university such as University of Uyo with multi-campus system; therefore may require a pragmatic and all-involving approach. The environment often influences the general behavior and conduct of the citizenry; to which the university students and staff belong. Akwa Ibom state, in general and Uyo in particular, is known to be relatively peaceful. It is equally important to note that:

- (a) The university has Security Directorate headed by a Chief Security Officer who reports directly to the Vice Chancellor. The period under review has witnessed the

metamorphosis of what used to be a security unit to the current Directorate which has been headed by a Retired Police Officer, a Chief Superintendent of Police (CSP).

- (b) Each of the 5 campuses of the University is manned by a Deputy Chief Security Officer, for effective supervision of the general security network which comprised of personnel from outsourced security company and university trained personnel.
- (c) The general situation of the campus has been described as relatively calm and peaceful. The operational system put in place included:
 - (i) Formation of a security committee.
 - (ii) Active involvement of the students in security decision making and information gathering by such bodies as Man O' War, thunderbolt.
 - (iii) Deployment of two patrol teams to respond to emergencies on 24 hour basis.
 - (iv) Regular information dissemination to, and cooperation of the members of the University community.
 - (v) There was zero tolerance for cultism by both the authority and the entire university community including the generality of the students.

11.1.2 **Observations:**

- a. Inadequate Manpower: the University trained security personnel who complement those of the outsourced firm have been reduced over the years and are not being replaced.
- b. Lack of communication gadgets such as Walkie-Talkie, communication mask and base station.

- c. Lack of adequate patrol vehicles despite the number of campuses. The system has been managing 2 patrol vehicles.
- d. Lack of security equipment, such as baton, wooden and shocking, pepper spray, hand and leg chains etc.
- e. Encroachment on the University land by the host communities due to lack of perimeter fences. Erosion encroachment has been an issue too.
- f. Intrusion of cattle has become a nuisance on campus.

11.1.3 **Recommendations:**

- a) Perimeter fencing of the campuses and erosion control are urgently needed to forestall further encroachment, especially on the main campus where 30% of the university land has been encroached upon.
- b) Provision of more patrol vehicles, communication gadgets, surveillance cameras and security equipment is paramount.
- c) The use of Nigerian Legion may be explored to tackle the issue of inadequate personnel.
- d) Liaison with the Department of State Security (DSS), Nigerian Police and recognized local vigilante groups should be enhanced.
- e) There's need for regular updates for the University community on security situation in form of Town Hall Meetings.
- f) The students are to be encouraged to continue to cooperate with the security network. More recreational facilities may help.

- g) There is need for a fire fighting unit and vehicle for the use of the expanding university activities.
- h) There's need for injection of fund to meet up with all the above important measures.
- i) With the presence of an experienced CSO, the University should explore the possibility of floating a security company which can also serve the public and become another source of IGR.
- j) Owners of cattle should be advised to find appropriate grazing environment to avoid grazing within the University.

CHAPTER TWELVE

12.0 TERM OF REFERENCE X

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

12.1 Structures/Processes of Students Discipline

12.1.1 Preamble

As a universal institution of learning, a university is conceived as a meeting point of people of diverse backgrounds, where people come to acquire knowledge irrespective of their cultural peculiarities. A university is a universal community where other people's race, culture and religion, as well as opinions are respected. The culture on any campus should therefore be based on tolerance and decency and it is expected that students after participating successfully in the University as members of a community for the duration of their courses would have been groomed to take their places in the society as cultured, polished and civilized cosmopolitan citizens.

Campus life is full of attractions and challenges for the young students, majority of who are in their late teens and early twenties. Some of these challenges and temptations include membership of secret cults, drug abuse, acquisitive tendencies motivated by greed, the need for recognition, etc. The University expects students to make mature responses to problem situations and to conduct themselves in an exemplary manner during their interactions with all members of the community.

However, sometimes a student is unable to conduct himself or herself as a responsible citizen of the community and violates university regulations. If such a thing happens, the Dean of Student Affairs, the head of department of the erring student and all other academic and administrative personnel of the University charged with the responsibility of guiding and counseling students step in to advise the student to retrace his steps and be of good behaviour.

Sometimes, despite all the best efforts of these officials, occasions arise where a student may have to be brought before the Students Disciplinary Committee. This mostly happens in cases of serious misconduct, when all efforts to get the student to correct his or her action have failed. The Students Disciplinary Committee is headed by a Professor and he is assisted by other staff and students as members.

12.1.2 **Observations**

The Panel observed that University of Uyo has elaborate rules and regulations governing students' discipline. These rules and regulations are in different categories. There are rules governing general behaviour of students, rules and regulations relating to examinations misconduct and hostel discipline. The Panel notes that all the disciplinary cases handled by the Students Disciplinary Committee followed laid down rules and regulations.

Some of the major mechanisms the University relied on in handling disciplinary cases involving students include the under listed instruments and the participation of some organs of the University:

a. The Constitution of the Federal Republic of Nigeria, 1999 (As amended)

- Since the Constitution of the Federal Republic of Nigeria is the fundamental law of the country it is imperative that all the laws, processes and procedures, including disciplinary cases, that the University uses must conform to the provisions of the Constitution otherwise the courts will declare the course of action unconstitutional. All the statutes or regulations of the University as well as the disciplinary procedures employed by the University must adhere to the provisions of the Constitution that guarantee fair hearing, presumption of innocence, etc or else the action taken would be pronounced null and void.

b. The University of Uyo (Establishment) Act, 2014

- Section 19 (1) University of Uyo Act has laid down the steps to follow in carrying out disciplinary action against students. The Act gives the Vice Chancellor the power to order for the rustication of a student for a specified period or the expulsion of any student guilty of misconduct.
- Section 19 (2) University of Uyo Act gives any student rusticated or expelled the right to appeal to the Senate of the University against the rustication or expulsion.
- Section 19 (5) of the Act gives the Vice Chancellor the power to delegate his powers to a disciplinary board consisting of such members of the University he deems fit to nominate.

c. Miscellaneous Offences Act, CAP M17 Revised Edition Laws of the Federation of Nigeria, Act 2007

- This Act punishes any student caught cheating at examinations by a term of imprisonment not exceeding ten years.

d. The Governing Council of the University

e. The Senate of the University

- Section 8 (2) (f) of the University of Uyo Act gives the Senate the powers to supervise the welfare of students in the University and to regulate their conduct.

f. The Dean of Students' Affairs

- The Dean of Students Affairs reports directly to the Vice Chancellor. He works hand in hand with the leadership of the students' union in drawing up and approving all their programmes and activities.
- The Dean communicates directly with the students on all issues affecting them. He also oversees all their social programmes and arranges support for them.
- He interacts with the students and is in charge of setting up or recommending all students' policies and handling disciplinary matters.
- The Dean of Student Affairs liaises with other Deans, the academic departments and units and all academic and administrative personnel of the University in providing counseling and guidance to the students.

- The University through the Dean of Students Affairs and the Director of Security regularly meets with the leadership of the Students Union to adopt measures aimed at improving security on campus.

g. The Students Affairs Division

- The Students Affairs Division is under the Dean of Students Affairs and it provides a comprehensive range of administrative and professional support services to the entire students' body.
- The division has a counseling services unit that provides structured counseling to students in a professional manner.

h. University of Uyo Students' Information Handbook

- The University has a general Students' Information Handbook which is distributed to newly admitted students' at the beginning of every new academic session during the orientation programme.
- All issues of general students discipline are contained in the Student Information Handbook. The handbook contains issues like the vision and mission of the University, its core values, goals and objectives as well as information on orientation exercise for newly admitted students.
- The handbook also deals with issues like the examination rules and regulations of the University, university health services, students' welfare services, information on registration, fees payable, matriculation and information governing conditions for graduation from the University, etc.

- Specifically, chapter eleven of the handbook contains regulations governing the general behaviour of students on campus and outside the University.
- The chapter sets out the general standards on students' behaviour on campus including dress code and list out acts that are considered as wrongful conducts and prescribes punishments.
- If a student is alleged to violate any of the regulations, a written report against him is required and he is invited to the Students Affairs Division where he is confronted with the allegation against him and he is asked to make a statement.
- What happens next depends on the seriousness of the allegation. The Dean of Students Affairs may try to solve the problem himself or he sends it to the student's department, faculty or unit for mediation. If the mediation succeeds that is the end of the matter.
- If the mediation fails, the matter is referred to the Vice Chancellor for onward referral to the Students Disciplinary Committee based on the powers conferred on the Vice Chancellor under Section 19 (5) of the University of Uyo Act.
- The decision of the Students Disciplinary Committee goes to the Senate in the form of recommendations for Senate's consideration.
- Both the Students Disciplinary Committee and the Senate are guided by the provisions of the 1999 Constitution (as amended), the University of Uyo Act,

other relevant rules and regulations as well as provisions of the Students' Information Handbook.

- In addition to the Students Information Handbook which applies to the whole university, all faculties have faculty handbooks which address the peculiar needs of the students of the faculties.

i. University of Uyo Students Affairs Division Hostel Rules and Regulations.

- This contains rules and regulations governing hostel residency. Students who break any of these rules are ejected from the hostel and may, in addition, be liable to further disciplinary action by the university authority.

j. The Students Disciplinary Committee.

- The Students' Disciplinary Committee handles serious offences based on reports from various sources. Their work is formal and their recommendations are taken very seriously. A student will normally not appear before this committee unless all other methods of handling him or her have proved futile, or if the offence is too grievous to be handled in any other way.

k. The Examinations Misconduct Committee

- The University takes a serious view of examination related misconduct (malpractice) and penalizes students who are found guilty of acts associated with academic dishonesty and misrepresentation of personal performance.

- The Senate of the University has adopted procedures and regulations for dealing with examinations related misconducts and these regulations are strictly enforced.
- The examination regulations and disciplinary procedures are contained in both the University of Uyo Students' Information Handbook and in the handbooks of the various faculties.

I. Faculties Examination Misconduct Panels

- Issues involving examinations misconduct are first handled at the faculty level.

m. Students Counseling Services

- There are many official and non-official channels of counseling students.
- The Counseling Services Unit is under the office of the Dean of Students' Affairs and is one of the specialized services provided by the University to cater for students' wellbeing and is there to advise them on wide range of problems they are facing.
- The unit has a dedicated team of counselors who offer a helpful and friendly environment to enable the students discuss any matter that is of concern to them.
- Students are always advised to make effective use of this facility by contacting the Counseling Officer whenever they have problems.

- Apart from normal counseling, the counseling officer will guide the students to the specific organs of the university that can address their problems as well as show them how to go about addressing them in a proper manner.
- The manner of operation in the counseling office is deliberately informal, so as not to intimidate the students.
- Most of the counseling work in the University is done in the departments and students are advised to make effective use of this opportunity.
- All departments have counselors either as level coordinators or as those assigned specially to specific students. Students are counseled in their departments.
- It is not only academic problems that are treated in the departments. Students also make use of the experiences of their lecturers in finding solutions to their own problems.

n. The University of Uyo Directorate of Security

- The Security Directorate also plays an active role in maintaining students' discipline.
- The Directorate works hand in hand with the Dean of Students Affairs, the leadership of the students union and other unions on campus in gathering information that will help in preventing unruly behaviour on campus.
- The Directorate is always proactive in gathering information and in tackling miscreants.

o. Students Welfare Board

- The University has set up a Students' Welfare Scheme to provide financial and other forms of support to indigent and physically challenged students, called the HOPE Scheme.
- During the period under review, specifically, during the 2018/2019 session, over twenty students had benefitted from the Students' Welfare Scheme.

12.2 **Highlights of Major Cases of Students Indiscipline Handled by the University: 2016– 2020 (See Appendix)**

During the period under review the University took disciplinary actions against many students for committing offences ranging from assault, fighting, defamation, false imprisonment, robbery, stealing, cultism and causing grievous bodily harm. Various punishments were meted out to the culprits, ranging from indefinite suspension (one student), rustication (five students), expulsion (seven students), and warning (two students). Six of the major cases the Students Disciplinary Committee handled are listed below:

A) A case of assault, molestation, robbery and defamation/false imprisonment perpetrated against Mr Richard Okata (11/LA/1289). The Committee recommended that the following student should be rusticated as stated in the Students Information handbook Chapter II, B(vii) which states; "Assault: Any student found guilty of assault in any form shall be rusticated from the University for a period of time or may even be expelled. The students involved are:

- (i) Jerry Ezekiel Udokang
11/SS/PA/1155

(ii) Ofonime Michael Udoh
11/SC/CO/092

(iii) Utibe Michael Udoh
11/EG/FE/269

B) A case of forceful collection of handset and ₦1,200.00 from Mr. Ediomu Ekekere by Udofia, Joshua Lawrence (16/BA/MK/1874). In line with the Student Information Handbook page 127, Chapter 11, A (11) which states: "Stealing of any form is prohibited in the University. Any student found to have stolen in any form shall be expelled from the university". The Committee recommended that Mr. Udofia, Joshua Lawrence (16/BA/MK/1874) be expelled from the University with effect from the First Semester of 2016/2017 Academic year.

C) Burglary and theft in M2 Hostel: The Committee recommends that the six students should be expelled in accordance with Page 127 Chapter 11, A (ii) of the Student Information handbook which states "Stealing of any form is prohibited in the University. Any student found to have stolen in any form shall be expelled from the University" with effect from 1st Semester of 2017/2018 Academic year. The six students involved were

1. Ikono Samuel
11/SC/CO/114
2. Ofonime Michael Udoh
11/SC/CO/092
3. David UtibeObong

14/EV/QS/238

4. Utibe Michael Udoh

11/EG/FE/269

5. John Sunday Victor

13/BA/BM/861

6. Assam, Joseph Noah

13/EV/BD/273

D) A case of threat to life and alleged cult-related activities against Ikono, Samuel Emmanuel – 11/SC/CO/114: The Committee recommended that Ikono, Samuel Emmanuel be warned and kept under observation.

E) A report of allegation of act of gross misconduct. According to Student Information Handbook of Student page 127 B (iv) the following penalties are apportioned:

1. Udo, Emmanuel Daniel Reg. No. 16/SS/PA/1854 should be warned for he had no role playing in the act but known to be a friend of the two dubious students mentioned.
2. Obono, Emmanuel Uket Reg. No. 15/ED/EF/1911 should be rusticated for two semesters or even be expelled from University of Uyo from 2nd Semester 2019 for aiding Umanah, Sixtus Sylvanus Reg. No. 15/CE/SS/PA/029 to commit the crime.
3. Umanah, Sixtus Reg. No. 15/CE/SS/PA/029 should be suspended indefinitely until he appears in the Student Disciplinary Committee.

F) A report of an assault on the class representative, Year Five, Department of Medicine and Surgery, Faculty of Clinical Sciences, College of Health Sciences, University of Uyo. It was recommended that Ottoh, Michael Ottoh who assaulted Effiong, Japhet Edet should be rusticated for a period of two semesters as provided for in the Student Information Handbook page 129 (xiii)

12.3 **Recommendations**

- a) The University should be commended for placing more emphasis on preventive measures rather than on punishment.
- b) The Panel commends the University for adopting rules and regulations that promote rule of law and guarantee fairness in the University disciplinary processes and procedures.
- c) The University is commended for adhering to the rules and regulations laid down to handle disciplinary cases.
- d) The Panel commends the University for following due process and adhering to the rule of law in all the disciplinary cases handled by the Students Disciplinary Committee. All the decisions were arrived at based on the strict application of laid down rules and regulations.
- e) The University is urged to resuscitate, expand and strengthen the Students Welfare Scheme called Hope Scheme which was set up by the University to cater for indigent and physically challenged students.
- f) The University should provide additional funds to the Students Welfare Scheme so that more students can benefit from the scheme.

- g) The University management should popularize the scheme within Uyo town so that well to do individuals can contribute in funding the scheme.
- h) The Counseling Services Unit of the University should be upgraded to a directorate level.
- i) The University of Uyo Students' Information Handbook should be regularly updated
- j) The University should be commended for always being proactive.

In particular the Panel commends the Dean of Students and the Director of Security for meeting with the leadership of the Students Union and the hostel representatives in order to review the security situation on campus and to agree on measures to be put in place to address the security situation on campus bearing in mind the general insecurity in the country.