Views of Government of the Federal Republic of Nigeria on the Visitation Panel Report into the Affairs of the University of Ibadan 2004-2010
Circular No. 4: Views of Government of the Federal Republic of Nigeria on the \nAppendix Panel Report into the Affairs of the \nUniversity of Ibadan \n2004-2010
VIEWS OF GOVERNMENT OF THE FEDERAL REPUBLIC OF NIGERIA ON THE VISITATION PANEL REPORT INTO THE AFFAIRS OF THE UNIVERSITY OF IBADAN
<table>
<thead>
<tr>
<th>TABLE OF CONTENTS</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>7</td>
</tr>
<tr>
<td>Brief History of the University of Ibadan</td>
<td>9</td>
</tr>
<tr>
<td>Term of Reference One</td>
<td>11</td>
</tr>
<tr>
<td>Term of Reference Two</td>
<td>12</td>
</tr>
<tr>
<td>Term of Reference Three</td>
<td>19</td>
</tr>
<tr>
<td>Term of Reference Four</td>
<td>24</td>
</tr>
<tr>
<td>Term of Reference Five</td>
<td>25</td>
</tr>
<tr>
<td>Term of Reference Six</td>
<td>31</td>
</tr>
<tr>
<td>Term of Reference Seven</td>
<td>35</td>
</tr>
<tr>
<td>Term of Reference Eight</td>
<td>41</td>
</tr>
<tr>
<td>Term of Reference Nine</td>
<td>49</td>
</tr>
<tr>
<td>Term of Reference Ten</td>
<td>54</td>
</tr>
</tbody>
</table>
INTRODUCTION

1.1. PREAMBLE

1.1.1. The laws of Federal Republic of Nigeria guiding the establishment of Federal Universities and Inter-University Centres in Nigeria require that, from time to time, stock taking on the activities of those Universities be carried out by a Panel of knowledgeable individuals for the purpose of improving their efficiency and effective management.

1.1.2. The visitations to the Federal Universities and Inter-university Centres are conducted every five years. The last of such visitations were conducted in 2003. Consequently, eight years after, the President and Commander in Chief of the Armed Forces, Dr. Goodluck Ebele Jonathan, GCFR who is also the Visitor to all the Federal Universities and Inter-University Centres inaugurated a nine man Visitation Panel to enquire into the affairs of the University of Ibadan from 2004 to 2010.

1.1.3. The visitation was for a period of one month, from 15th February to 15th March 2011.

1.2. THE TERMS OF REFERENCE OF THE VISITATION PANELS

The Terms of Reference for the Visitation are as follows:

(i) To inquire into the level of implementation of the white paper on the last visitation report;

(ii) To look into the leadership quality of each university in terms of the roles of Governing Council, the Vice-Chancellors and other Principal Officers;

(iii) To look into the financial management of each institution including Statutory Allocations and Internally Generated Revenue over the recommended period and determine whether it was in compliance with appropriate regulations;

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

(v) To examine the adequacy of the staff and staff development programmes of each university;

(vi) To determine the relationship between the University and the various statutory bodies it interacts with according to its law for the purpose of supervision, planning, finance, discipline, guidance and any other relationships the university may have in dealing with the said bodies including the University Governing Council, the National Universities Commission and Federal Ministry of Education as well as the Visitor; and

(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 considered necessary or desirable to enable the University to better achieve its objectives;

(viii) To trace the historical evolution of the University and take stock of its net achievements and problems as well as its style and sense of direction and advise on what
fundamental or expedient corrections are needed to enable the University to better achieve the objectives set for it;

(ix) To examine the general security in the University, how the University has dealt with it and recommend appropriate measures to deal with it;

(x) To examine the processes and structures of the mechanisms for the discipline of students in each University in order to ascertain compliance with due process if the rule of law.

1.3. Membership of the Visitation Panel

(a) Prof. Idris Alhaji Abdulkadir DSc. (Hon) - Chairman
(b) Mallam Sanusi Adamu mni - Member
(c.) Prof. Eji Fasehun - Member
(d) Dr Daniel Omoregbee Lambert-Aikhionbare - Member
(e) Mrs Bamidele Daramola (FCA) - Member
(f) Engineer Tunji Ijaiya - Member
(g) Chief Justus Esiri, OON - Member
(h) Dr Daniel Matse Orere - Member
(i) Mrs Ogochuku Ufoegbune - Secretary

BRIEF HISTORY OF THE UNIVERSITY

3.1. The University of Ibadan was founded as a College of the University of London in 1948. The College started on the old site at Eleyele, about eight kilometers from the present site. The present permanent site covers over 1032 hectares of land leased from the Chiefs and People of Ibadan for ninety-nine (99) years. Formal lectures commenced on 18 January, 1948. There
were one hundred and four (104) foundation students (including forty-nine (49) students in Teacher Education and Survey courses). Equipments were transferred from Yaba Higher College for the use of the students. In February 1948, the University of London allowed a special relationship with the University College, Ibadan (UCI).

3.2. The formal opening of the University College Ibadan took place on 25th of March, 1948. The first sod was turned at the present and permanent site on 17 November, 1948 which became the Founder’s Day of the University.

3.3. The University College gained its independence from the University of London on the fifteenth Anniversary of its foundation, becoming University of Ibadan by an Act of Parliament passed in December, 1962. The Academic Board set up under the University College Ordinance (No.25 of 1948) gave way to the Senate under a new law in 1954.

3.4. Under ordinance No.10 of 1954, a Council was established to manage the University. With University College transformed to University of Ibadan, a new Act enacted in 1962 with subsequent amendments in 1972 and 1973 has remained the basic constitution of the University. The Act, provides for the Congregation, the Convocation, the Senate and such officers as the Visitor, the Chancellor, the Pro-Chancellor, the Vice-Chancellor, the Registrar, the Bursar and the Librarian. The Vice-Chancellor was assisted by a Deputy Vice-Chancellor in the administration of the University. In line with the decentralization policy of the University and the Provision of Decree 11 of 1993, the post of the Deputy Vice-Chancellor was increased by one.

3.5. Thus, the University currently has Deputy Vice-Chancellor (Administration) and a Deputy Vice-Chancellor (Academic). The academic departments are grouped into faculties in addition to the Postgraduate School. In 1980, there was an attempt to operate a collegiate system in the university. Only the College of Medicine, established by the Council at its meeting of 21 June, 1980 survives the attempt to operate the collegiate system in the University of Ibadan. The Visitor to the University since Nigerian independence has always been the Head of State.

3.6. The first Nigerian Visitor was the Rt. Hon. Dr. Nnamdi Azikwe, Nigerian President at Independence, while the current one is President Goodluck Ebele Jonathan. The first Nigerian Chancellor of the University was Alhaji, the Rt. Hon. Sir Abubakar Tafawa Balewa, Nigerian’s Prime Minister at the time. The first Nigerian Pro-Chancellor was Sir Francis Akanu Ibiam, the first Governor of Eastern Region of Nigeria, while the first Nigerian Principal and Vice-Chancellor was Professor Kenneth Onwuka Dike. The current Chancellor is His Royal Highness Alhaji Ado Bayero, CFR, the Emir of Kano, while the Vice-Chancellor is Professor I.F. Adewole.

3.7. The student enrolment has continued to increase with the age of the University. By 1958/59 the student population had increased to 1000 from 104 students in 1948. By 1968/69 the population had increased to about 3500. Ten years later by 1977/78 session the student enrolment was 8865, and this rose to 13,862 by 1986/87. By the end of the century, (1998/99 session) the student population reached 24,519. Currently in 2010/11 session the student population is 19,787 students, while there are over 16,000 students in
the Distance Learning Programme.

3.8. As per Federal Government directives in 1971/72 session, the University opened the Jos Campus, which in September 1975, became a full fledged University of Jos. About the same time the Government established another University College at Ilorin which was affiliated with University of Ibadan.

3.9. The University of Ibadan was initially established as a residential University. However, the ballooning of student enrolment coupled with diminishing funding have made the concept of fully residential University unrealistic. Up till 1972/73, the University was fully residential but from then on the students have had to live off-campus. At present there are slightly over 9100 bed spaces in the Halls of Residence for a student population of 19,787.

3.10. There has been a corresponding increase in the number of staff with increase in students' population. In 1959, there were about 530 Junior and Intermediate staff; as at end of 2009/10 session there were 805 professionals and technical staff, 1217 academic staff, 1169 junior staff and 1073 administrative staff.

3.11. The University of Ibadan has produced over 120,000 first degree holders. Between 1948 and 2009, it awarded 43,358 Master/Ph.D degrees as well as 4945 Postgraduate Diploma/Certificates. Also, 28870 other certificates, and diplomas were issued during the same period. University of Ibadan, the Nigerian Premier University has continued to expand rapidly to meet its objectives of providing university education to Nigerians. Its rapid rate of expansion, aging facilities, degrading infrastructure, combined with explosion in student enrolment, against diminishing funds, are currently the major constraints confronting the University.
TERM OF REFERENCE ONE

To Inquire Into the Level of Implementation of the White Paper on the Last Visitation Report

5.56. Observation

5.56.1. The Government took two and one-half years to produce the White Paper on the Panels’ report. No justification for this.

5.56.2. The University has had four years to ensure that all aspects of the White Paper have been attended to. Instead almost every directive for implementation still is in one stage or the other for implementation. The much awaited Autonomy Bill is essentially on the composition of the Governing Council and the procedure for appointing and removing the Vice-Chancellor.

5.56.3. The recommended reviews of University of Ibadan Amendment Decree, 1972, Decree No. 25 and Amendment Decree of 1996 have received until recently little or no attention either from the Government or the University. The review would have put to rest some of the lingering issues such as the size of the Senate and composition of its Council.

5.56.4. Most of the issues and problems addressed in the White Paper still remain largely unattended to on the part of Government and the University.

5.57. Recommendations

5.57.1. In order for Visitation exercise to be meaningful, purposeful and relevant it must be held as and when due. NUC should keep the schedule of the Visitation under consideration at all times. White Papers on the report should be produced immediately thereafter and both the full report and the White Paper delivered to the relevant University as soon as possible. There should be a follow up to each University to ensure implementation of the Visitors directives within two years after the White Paper is released. All directives and actions to be taken must be attended to well before the next panel visit.

5.57.2. The Council should now ensure that all pending issues in this White Paper are attended to immediately to clear the ground for the coming White Paper on the 2004 – 2010 Panel Report.

Comment

The Visitor notes these recommendations.
TERM OF REFERENCE TWO

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

6.3. LEVEL OF IMPLEMENTATION OF RECOMMENDATIONS OF THE WHITE PAPER ON THE LAST VISITATION

The White Paper on the last Visitation Panel recommended in 4.2.1 that “The issue of police presence on campus should be revisited. There should be Special Police Units with officers and men specially selected and trained for campus duty. Such policemen should be trained to handle young people without arms”. This has not been implemented. It was however observed by the Panel that the Security Unit was very poorly equipped and lacked appropriate leadership quality and qualifications. The Security Officers were definitely not trained to cope, interact and or handle educated young people.

6.4. RECOMMENDATION:

(i) The University Security Section should be headed by an educated and well-trained security officer, who has the ability to plan, manage and provide security for a University Campus.

(ii) The University Management should re-organise, train and equip the Security Unit to cope with the need of a modern University Campus.

Comment

The Visitor accepts recommendations (i) and (ii) above.

6.5. THE GOVERNING COUNCIL - ASSESSMENT OF THE PREVIOUS GOVERNING COUNCILS

In recent times, the University of Ibadan was administered by a Governing Council headed by Deacon Onosode from 2005 to 2007, while from February 2009 till date; it is headed by Chief Wole Olanipekun, SAN. The Panel was informed about several projects such as rehabilitation of Mellanby Hall, environmental beautification and road constructions which were initiated during the tenure of Deacon Gamaliel Onosode. It was reported that, though Deacon Onosode was not deriving any pecuniary or other benefits from the University, he developed the Park behind the Vice-Chancellor’s Office. He continued on the excellent track set by his predecessor, Mr. Felix O. Ohiwerei. They efficiently managed the scarce financial resources of the University.

6.6. OBSERVATION ON THE CURRENT COUNCIL

6.6.1. The current Council headed by the Pro-Chancellor and Chairman, Chief Wole Olanipekun, SAN is at the apex of the University Administration. It consists of sixteen (16) voting members and the Registrar who serves as the Secretary. The membership is drawn from within and outside the University. Currently, the Council has one (1) Pro-Chancellor and Chairman, the Vice-Chancellor, two (2) Deputy Vice-Chancellors, four (4) members of Senate and two (2) members of Congregation as well as external members which
include; one (1) representative of the Federal Ministry of Education, one (1) representative of the Alumni Association and four (4) other members nominated by the Visitor.

6.6.2. The panel was unable to identify any major decision by the Council. One of the Principal Officers alleged that the Council’s ability to take significant decision on issues has been compromised by the higher number of internal members relative to the number of external members. However, the Panel was informed that the University has set in motion, processes to review the University Act with a view to reducing the membership of Council to fourteen (14), with quorum set at seven (7); based on simple majority which must include the Chairman. The Senate and Congregation representatives would be reduced to two (2) each.

6.6.3. Also, the Panel - as at a loss why the current situation in the Department of Botany and Microbiology has not been resolved by the Council. There are accusations and counter-accusations about non-teaching and non-grading of students’ courses and projects. There were also the issues of alleged inappropriate appointment of the Headship of the Department as well as the case of alleged plagiarism against some academic members of staff. The squabbles and skirmishes among academic staff in the former Department of Botany/Microbiology have festered since 2006. The Panel is aware that the Department has been split into two Departments namely: (i) Department of Botany and (ii) Department of Microbiology. The Panel believes that this split cannot resolve the crisis since most of the “Dramatis Personae” involved in the crisis are now located in the new Department of Microbiology. The crises generated by these academic staff are already affecting the academic progress in the department and graduation of students.

6.7. RECOMMENDATIONS

(a) The Panel recommends that urgent steps be taken to reduce the membership of the Council to fourteen (14) so as to allow effective deliberations in the Council. This can be achieved by reducing the representation from the Senate from four (4) to two (2) while Congregation remains two; quorum is seven which must include the Chairman.

(b) The Panel observed that the crises in the Department of Botany and Microbiology, has festered for a long time and it is currently affecting the academic progress of the students in particular and the Department in general. It is therefore recommended that Council should take urgent steps to resolve the crisis in the Department of Botany and/or the Department of Microbiology particularly with regards to cases of Prof. A. I. Sanni and Dr. A. O. Ogunshe.

Comment

(a) The Visitor rejects recommendation (a) as this is a statutory composition.

(b) The Visitor accepts recommendation (b) and directs the Council to resolve the issues without further delay.

6.8. THE SENATE
The Senate is the supreme authority on all academic matters in the University. It is chaired by the Vice-Chancellor. It overlooks all aspects of teaching, research and promotion of academic staff, as well as admission and discipline of students.

6.9. Level of Implementation of Last Visitation Panel

The visitor accepted the recommendations (b-f) of 4.2.2. of the White Paper on the last Visitation Panel. Though some of these recommendations have been effected, the recommendation (f) which states that “the membership of Senate should be reduced by ensuring that each Department is headed by a professor with less than a hundred departments, it should not be difficult to find a professorial head from the rank of over two hundred and fifty (250) professors” is yet to be implemented. The Panel was informed that the University was reviewing the Act so as to accommodate this recommendation. In the Panel’s discussion with the Principal Officers of the University, it was agreed that the Senate membership should be reduced to one hundred and fifty (150) from the current four hundred and fifty (450).

6.10. Recommendation

The University Management should urgently implement the recommendation following due process along the already existing suggested composition.

Comment

The Visitor rejects this recommendation and directs Management to ensure compliance with the Universities (Miscellaneous Provision) (Amendment) Act 2003.

6.11. Assessment of the Current Senate Leadership

The main purpose of the University Senate is to provide leadership in all academic matters including teaching and research. The Panel considers the Senate to have achieved the objectives for which it was set up. However, it was observed that the laboratories and the Faculty/Departmental libraries stock of books and journals are all obsolete. Currently, many of the dilapidated lecture theatres are being repaired and rehabilitated from the ETF Funds. There was a general complaint about lack of adequate funding for teaching and research equipment in the laboratories.

6.12. Recommendation

In order for the University of Ibadan to attain the status of a world class University and Postgraduate University, there is a need for the Federal Government to significantly increase the funding and provide the wherewithal for a comprehensive teaching, research and learning environment.

Comment

The Visitor notes this recommendation and is aware that the University is a beneficiary of Federal Government’s intervention from various sources.

6.13. Vice-Chancellor
6.14. ASSSESSMENT OF CURRENT LEADERSHIP QUALITY

6.14.1. Three (3) Vice-Chancellors served during the period (2004-2010). Professor Falase served from December 2000 to November 2005, while the current Vice-Chancellor, Professor I.F Adewole resumed on December 1, 2010. The Vice-Chancellor, who presided over the administration of the University from December 2005 to November, 2010 is Professor O. A. Bamiro. The Panel observed that during the period, there seemed to be relative peace on campus. There was no closure of the University due to students’ unrest, although, there was no formal Students’ Union in place.

6.14.2. The closure of the University in 2009 was due to the national strike called by Academic Staff Union of Universities (ASUU). During this period, there were significant improvements in the environment and construction of roads and buildings. The Ajibode Projects also commenced during this period. However, there were some disturbing staff issues which were not taken care of, and which the Panel agrees, have not been finally resolved. They include:

(i) Dr. Adenike Ogunshe, who made submissions to the effect that she has been facing persecution by some people in the University since 2006.

(ii) Also, another unresolved matter is that of plagiarism levelled against some academic staff in the former Department of Botany and Microbiology.

(iii) The Panel also received a petition from one Professor A. I. Sanni to the effect that the Vice-Chancellor erroneously appointed a Senior Lecturer as an acting Head of Department while he, as a Professor was not appointed.

6.14.3. Overall, Professor O. A. Bamiro helped as Vice-Chancellor in developing the environment and infrastructures of the University. He helped to move it forward academically and physically. He did well for the University despite his several shortcomings.

6.15. RECOMMENDATION

The Panel frowned at the fact that three staff issues that were left unresolved during the tenure of the former Vice-Chancellor, Professor O. A. Bamiro are still outstanding. Considering the effect these unresolved issues can have on the students and the Departmental staff, the Panel therefore recommends that the Council should thoroughly investigate these allegations as per the already laid-down rules and regulations of the University and ensure a resolution of the issues without further delay.

Comment

The Visitor accepts this recommendation.

6.16. THE CURRENT VICE-CHANCELLOR

The present Vice-Chancellor in person of Professor Isaac Folorunso Adewole assumed duty on December 1, 2010 and was able to oversee the conduct of the Student Union elections of which the Executive was sworn in on March 2, 2011. It is pertinent to bring to the fore that there have not been student union activities in the University for a long time. The return of student unionism in the University will definitely enhance the students/University Administration relationship. Though new in office, the current Vice-Chancellor
has also demonstrated an appreciable understanding of the problems of the University.

6.17. DEPUTY VICE-CHANCELLORS

6.17.2. The Deputy Vice-Chancellor (Administration) and the Deputy Vice-Chancellor (Academic) performance during the period under consideration cannot be divorced from the activities of the Vice-Chancellor. There was a very good rapport and excellent working relationship between the Vice-Chancellor and his Principal Officers.

6.18. THE REGISTRAR

6.18.2. Currently, the Deputy Registrar (Establishment), who is under the Registrar, is the Secretary of the Appointments and Promotion Committee (Academic Staff). The Panel was informed that sometimes the Registrar only gets to know about the decisions of this Committee through the Vice-Chancellor, although, it is her responsibility to issue letters of promotion or appointment on behalf of the Council.

6.18.3. Currently, the Registrar deploys staff to the College, Faculties, Postgraduate School and the Distance Learning Centre. These are staff of the Registry and as such should report to the Registrar.

6.18.4. There seems to be good working relationship between the Registrar and members of the Management team.

6.19. RECOMMENDATION

(a) The Registrar, as the Secretary of the Council, should provide advice on the rules and regulations governing appointments promotion of staff in the University. The Panel therefore, recommends that the Registrar should be an ex-officio member of the Appointments and Promotions Committee (Academic Staff) Meetings.

Comment

The Visitor rejects this recommendation as the Registrar remains the statutory Secretary to the A and PC.

6.20. THE BURSAR

6.21. ASSESSMENT OF THE CURRENT STATUS OF THE BURSARY

6.21.1. The incumbent Bursar has been in the Bursary of the University for many years and he rose through the ranks. The Panel observed that the Accounting and the Procurement procedures in the University are detailed in three manuals approved by the Council. These manuals, dated 1992, are :

(i) Manual of Accounting Procedures

(ii) Financial Instructions

(iii) Tenders Manual

6.21.2. These manuals are out-dated and do not take into consideration current computer-assisted financial procedures/system. The accounting system/procedure in the University is yet to be computerized. Thus, the Vice-Chancellor and the Bursar are presently not able to have excess information/data on the financial situation of the University easily.

6.21.3. The Panel observed that the University derives its funding from many sources
including:

(i) Funds from Federal Government and Federal Government Interventions;
(ii) Internally Generated Revenue such as; Postgraduate School, Distance Learning Centre and the Departments;
(iii) Endowment Funds; and the
(iv) Alumni Association/members.

6.21.4. The Bursar informed the Panel that in recent times, there has always been shortfalls in funds released by the Federal Government to pay salaries. He stated that whereas, “the expected monthly subvention is about N702 million, what usually comes has always been less than N466 million. This has necessitated the University borrowing money from the Centre for Distance Learning and the Postgraduate School to pay salaries” until the shortfall is remitted by Federal Government. The Panel also observed that Internally Generated Revenue Accounts reside in various Units where they are generated. This does not lend itself to proper efficient financial management. The incumbent Bursar appears to be computer literate and knowledgeable in financial procedures. He is also a fellow of the Institute of Chartered Accountants’ of Nigeria. He has been the Bursar since 2009. The Panel was informed by the Bursar that Ten Million (N10 million) was provided for the computerization of the Bursary sometime ago. However, the Panel was dissatisfied that the Bursary is not yet computerized.

6.22. RECOMMENDATIONS

(a) The Panel recommends that for efficient financial management and accountability, it is essential and necessary that all monies both allocated by Government and internally generated revenue belong to, and should be paid to the University of Ibadan Central Account and be managed and disbursed as per Council’s approved and laid down guidelines and regulations.

(b) As a matter of urgency and necessity, Council should review the existing approved Manuals that govern financial operations in the University.

(c) The University Management should as a matter of urgency carry out the full computerization of the Bursary.

Comment

The Visitor accepts recommendations (a-c) and reiterates that the review of the Financial Manuals must be in tandem with the Financial Regulations of the Federal Government.

6.23. THE UNIVERSITY LIBRARIAN

6.23.1. The University Librarian became the University Librarian in 2006. Since then he has managed to significantly improve the service delivery of the Library. He has developed a 5-Year Strategic Plan to chart a new course of action “so as to align the University of
Ibadan Library with global contemporary demands and best practices with regards to information services”. The Panel found his action plan in line with modern-day library good practices of any world-class University.

6.23.4. Currently, the Library is only partially computerized and networked. The Panel was informed that the Accession and Book Lists of the Library can be accessed from the Departments and residential quarters on campus. The Panel observed that the Library was experiencing some challenges in the storage and digitalization of old manuscripts, books, journals and magazines.

6.24. RECOMMENDATIONS

(a) The Council should provide adequate funding for the Library to enable it carry out the digitalization of old books, manuals, documents, e.t.c. Digitization is necessary for prolonging and adequately storing these books and documents so that they are not lost and destroyed.

(b) Due to the growing challenges and ever-evolving technological needs of modern-day library, the Panel believes that the University Management needs to review the current funding formula for the library and increase funds available to the Library.

Comment

The Visitor notes this recommendation and directs Council and Management to take appropriate action.
TERM OF REFERENCE THREE

To Look into the Financial Management of each Institution including Statutory Allocations and Internally Generated Revenue Over the Recommended Period and Determine Whether it was in Compliance With Appropriate Regulations

7.2. The State of the University’s Finances

7.3.1 Observations

The Panel carried out holistic review of the financial management structures and returns of the University and it wishes to base all its observations and recommendations on the findings of this review:

(i) The Panel wishes to commend the efforts of the Federal Government and Education Trust Fund for the increased and enhanced financial support to the University during the period under review.

(ii) The Panel is aware of the outright ban on tuition fees for the undergraduates and observed with concern that there is need for a review of this policy. It is an established fact that anything that comes free is taken for granted.

(iii) The Panel wishes to observe that the 2010 capital budget shortfall of N726,302,040 is yet to be released so that the University completes the vital project at Ajibode and other on-going projects to avoid abandoned projects on the Campus.

(iv) The Panel observes that since the staff salaries have been enhanced over the years and all benefits monetized, there is need for the University Administration to reciprocate this kind gesture of Government by charging competitive prices for rent on accommodations, school fees, and finally PAYE taxes. The era of free or heavily subsidized services should be put behind us. The University should find the means to make amends with the Oyo State Government in respect of the PAYE tax payable by the staff while the Unions should educate their members that they cannot unionize all activities and that paying proper tax is a civil responsibility of every good citizen. It is a compulsory duty. The Staff Unions should soft pedal and agree to pay the statutory PAYE taxes to the State Government because their inaction to pay appropriate tax has caused enmity between the Government and the University authorities. This should be resolved soon before the State Government decides to enforce the payment of the Taxes by law and these actions will embarrass the community.

(v) The authority should charge residents on Campus appropriate rates as being charged by Power Holding Company of Nigeria. This can be carried out effectively by the installation of the prepaid electricity meters in all locations. This will also allow effective monitoring of consumption and curtail wastages.

(vi) The Panel observed that the overheads grants from the Federal Government is barely enough to cover the cost of electricity consumed which varies between N190million to N200million annually. Ten percent and five percent respectively of that are allotted to Library Fund and Senate Research Fund. The net allocations to these subheads are paltry to say the least.

(vii) The Panel believes that there is mismanagement of the finances of the University
Internally Generated Revenue and the lopsided distribution of these resources.

(viii) The phenomenal jump in the IGR accruing to the University which could not be easily explained to the Panel cannot be ignored. The income jumped from N349,457 in 2008 to N1,482,579 in 2009 and on to N2,583,099 in 2010.

(ix) This Panel observes that the proposed sharing ratio of the inflows from Distance Learning Centre and the Postgraduate School is still inadequate.

(xi) The Panel observes that the seamless fee collection set up for the undergraduate and postgraduate students through e-transaction should be beneficial to the Distance Learning Centre.

(xii) On audit, the Panel observes that there is not enough workshops and seminars organized for the Provost, Deans, Directors and Heads of Departments to enable them understand and appreciate the essence of internal audit and the controls introduced by the Central Administration.

(xiii) There is need to engage more staff for the Audit Directorate to allow them improve on their service delivery and coverage. Panel is of the opinion that the Audit Department can improve with support and encouragement from the University Management. The Department should also extend their coverage to the subsidiaries of the University.

(xiv) The Panel observes that there is the need for the University to standardize and centralize its procurement process and subject it to due diligence review.

(xv) The old central store is full of obsolete stock items which should have been written off the financial records.

(xvi) The University should implement a proper budgetary monitoring system to ensure all locations operate within their budgets to avoid budget overruns.

(xvii) The Panel believes the Bursary Department operations should be computerized towards an effective and improved service delivery and sound financial management with immediate effect.

(xviii) The Panel observes that the introduction of the fixed Asset Register that is being done now must be completed and identification mark affixed on all the assets. The assets should be insured at cost or replacement value so as to spread the potential hazards risks in case of unforeseen fire, burglary, etc.

(xviii) The University Administration should carry out full audit of the Distance Learning Centre activities for the past 5 years and put in place structures where the Central body is on top of the activities of the Centre which behaves as an autonomous entity not answerable to any higher authority.

(xix) The University Administration and all sub-units should apply good judgment, transparency, accountability, integrity and prudence in the management of its resources. The Council should take all the necessary steps to ensure that this is done.

(xx) The Panel believes that if the resources of the Bookshop are well harnessed under constructive and aggressive management it will be a good source of Internally Generated Revenue.

(20) The Panel believes that the U.I. Ventures Limited requires complete overhauling
and turn around.

(xxii) The Panel observes that there is the need for all the Bursary staff at different locations to be made to understand the new Chart of Accounts so as to adopt uniform reporting policies. They are also to undergo comprehensive training on the new software being installed.

(xxiii) The University Administration should carry out a holistic review on all the non-academic sources of Internally Generated Revenue and take full charge through Committees, Board of Directors, etc. The laudable activities that the University is well known for as listed below should not be allowed to die because the University has a BRAND name to sell:

* University Zoological Garden.
* University Botanical Garden.
* University Teaching and Research Farm.
* University ICT.

Some of the IGR from the academic units could be used to provide working capital to these potentially viable units provided there are good managers on the ground. The case of University Teaching and Research Farm is classical.

7.3.2 Recommendations

(a) The Panel believes that the case of Faculty of Education with respect to purchase of Interactive Board Project crossed the line with respect to laid down procedures in many respects:

* The Faculty has no authority to impose any form of fees under any guise without reference to the duly constituted authorities on the campus.
* The Faculty has no authority to directly or indirectly get the University involved in loan procurement from the Commercial bank without authority of Governing Council.
* The Faculty has been less than honest about the amount involved ab initio, and the amount yet to be settled now.
* From the transactions made available to the panel, it is not very sure that the Vice-Chancellor has been adequately advised about the project.
* The entire deal was entered into without due care, it is ill conceived, based on false assumptions and without following the laid down procedures.

In view of all the above, the Panel is strongly recommending that the University Management investigates the case thoroughly with a view to bringing it to the attention of the Governing Council of the University to take appropriate action, including disciplinary measures to ensure that in future staff do not arrogate to themselves powers they do not have.

(b) Though many Visitation Panels recommended before now that tuition fees be introduced for the full-time undergraduate students in all Federal Universities, the Visitor has always rejected it, this Panel is again recommending that tuition fees should be introduced in all Federal Universities for the following reasons:

* For the reasons adduced in this report, namely, not charging merely encourages
delinquency and does not solve any of the problems it is supposed to.

* It is only in Federal Universities where fees are not charged and the Government does not compensate Universities for the loss of revenue.

* As the state government and private owned Universities march vigorously towards development, the thirty-three Federal Universities will suffer stunted growth for lack of funding and the hopes of University will be dashed. Here, the Panel would want to point out that as part of the hopes for Nigeria to be among the top twenty economies in the world, the Country must realize that it must have at least one of its Universities in the World by 2020. All the top twenty economies have at least one World Class University. Right now it does not have even an African Class University i.e. among the top 200 Universities in Africa! Quality human Capital is part and parcel of economic growth around the world.

(c) The Panel recommends that the Unions operating on the University Campuses must be made to realize that its members are also Nigerian Citizens and therefore governed under the law of the land including the payment of taxes. All members of any Union must pay taxes as prescribed for them by law. Failure to pay is not only a criminal act but is an irresponsible act. These rates are always subject to clarification and redress but should not be refused. It is the tax money that runs the Country including every component of it. The relationship between the Oyo State Government and the University of Ibadan should be brought to normal as soon as possible. The Governing Council owes the University a duty to do so.

(d) The really paltry allocation to the University of Ibadan from Federal Government should in general be re-visited but specifically the allocation for over-head costs should receive urgent attention. This is to be done in conjunction with the University itself improving the financial management of its internally generated revenue (IGR).

(e) The Panel recommends that the Council should address the issue of the sharing formula for the IGRs. The fundamental fact here is that all monies collected for and on behalf of the University belongs to the University in toto. Hence the Council should ensure that there is on the ground adequate procedure for collecting all revenues due to the University, properly recording and securing the same. Since the University pays for everything, the percentage allocation in the sharing formula should enable the University keep a minimum of 80% of all incomes. On the personnel employment, the Panel recommends that all temporary or ad-hoc employments in all departments and units in the University should be done away with. It is used as an avenue for employment through the 'back door'. All personnel employments should be budgeted for.

(f) The Panel recommends that Council should put in place the procedure for streamlining the purchasing procedure, re-activate the central store, effect bulk purchasing from the factories around Lagos and Ibadan and have a very effective storekeeper.

(g) The Panel recommends that the Council develops direct interest in the streamlining and computerization of the Bursary and all its units. The matter has dragged long enough. Software for any kind of operation in the accounting business is available and competent companies to install them are available in excess. This is an urgent matter which requires
urgent attention. The biggest weakness the Panel found in the entire University is very poor data capturing and storage of all financial transactions in the University. The five-year recording of some basic financial information speaks volumes of this problem. Computerization will only help, but cannot solve the problem. Only the people on the ground can make the difference. The Council should see to it.

(h) The Panel recommends that the Federal Government should make efforts to solve the shortfall problem of 2010 Capital allocation to the University. The shortfall of ₦726,302,040 should be made up for but not against 2011 allocation. The University has capital developmental plans for 2011. The problem has not been created by the University.

(i) The Panels believes that all the commercialization efforts of the University in various units such as bookshop, UI Ventures Fish Farm, teaching and farm etc have put together in a hurry and commercialization strategy and procedures have not been well thought out (see Panel comment on UI Hotels) the result of which either they are not living up to their billings or they are on their way out. The Panel strongly recommends that the Council of the University re-visits all of them and put them on a sound footing by re-capitalizing them with sound Article of Association and appoint a sound and relevant manager. Lagos – Ibadan axis has a surplus of good managers.

Comment

(a) The Visitor accepts recommendation (a) reiterating respect for laid down procedures in the use of public funds;

(b) The Visitor notes recommendation (b);

(c) The Visitor accepts recommendation (c) and expects Management to live up to its civic responsibility;

(d) The Visitor notes recommendation (d);

(e) The Visitor notes recommendation (e) and reiterates that all employments must be subject to establishment and budget provisions;

(f) The Visitor accepts recommendation (f);

(g) The Visitor accepts recommendation (g);

(h) The Visitor notes recommendation (h);

(i) The Visitor notes recommendation (i);
TERM OF REFERENCE FOUR

To Investigate The Application of Funds, Particularly the Special Grants, Loans Meant for Specific Projects in Order to Determine the Status of Such Projects and their Relevance for Further Funding

8.1. The Panel found that the University received funds from the following areas:

(a) Statutory Allocation from N.U.C. - The fund is used to pay salaries and overhead.
(b) Capital Grants obtained by the University from Federal Government.
(c) Internally Generated Funds from various Faculties, Departments and Centres.

8.2. Observations

(a) From the list of projects, there has been no abandoned project. In fact, all the projects from 2004 to 2008 have been successfully completed. The ones under 2009 and 2010 not yet completed are on-going. Most of these projects were found to be satisfactorily completed.

(b) Works on Ajibode Roads network is on-going and the Panel has an assurance of the Project Management Team that the remaining works will be completed within the contract sum.

(c) With expected rise in internally generated funds accruing to the University, more projects will be expected to be embarked upon.

(d) The arbitrary drop in the capital project allocation from Federal Government after the University has been told what to expect puts the University in a difficult position with a potential for ending up with uncompleted capital projects. This may likely happen in 2010/2011 session unless the shortfall is made up for.

8.3. Recommendations

(a) On capital projects, the practice of advance payments for "materials on site" should be stopped. Mobilization fee of 15% are to be the only advance payment while other payments should be for actual work done and measured in accordance with Bill of Quantities.

(b) Maintenance work should be taken with greater vigour. Routine maintenance of buildings and facilities should be regular.

(c) Capital project fund allocation should be honoured by Federal government even if it means mobilizing of funds from other sources like "Excess Crude" funds to meet up with the Government commitments.

Comment

(a) The Visitor rejects recommendations (a) and directs Council to comply with the Public Procurement Act;

(b) The Visitor accepts recommendations (b)

(c) The Visitor notes recommendations (c)
9.2. **TOTAL STAFF**

9.2.1. Staff in the University can be divided into the under listed categories:

(a) **Academic Staff**
   (i) Professor and Readers.
   (ii) Senior Lecturers.
   (iii) Lecturers I and II.
   (iv) Assistant Lecturers and Graduate Assistants.

(a) **Non-Teaching Staff**
   (i) Senior Technical staff.
   (ii) Senior Non-Secretarial Staff.
   (iii) Senior Secretarial Staff.
   (iv) Junior Staff.

9.2.2. The total number of staff reduced consecutively every year from 4,715 in 2004/2005 to 4,264 in 2009/2010. The number of non-teaching staff decreased by 14.5% between 2005-2010. There was, conversely, an upward trend in the total number of Academic staff with an increase of 5.6% where the largest number recorded were in the cadre of Lecturers I and II. The most significant repetitive decline in non-teaching staff appears to be among the junior staff where the number plummeted by 32% between 2005 and 2010 in comparison to other non-teaching staff where the differences in number over the years is less apparent.

9.2.3. The largest percentage of staff in the Academic rank is the Lecturer cadre which account for 75% of the Academic staff. Professors and Readers account for just 25%.

9.3. **ACADEMIC STAFF BY FACULTY**

There are 13 faculties, 91 Departments, 12 Centres, 4 institutes and 13 Units in the University. Table I gives the spread of Academic Staff by Faculty. Science and Arts faculties have the greatest number of staff.

9.4. **STAFF DEVELOPMENT**

9.4.1. **STAFF DEVELOPMENT IS IN THREE FORMS**

(a) Support for Junior Academic to undertake Research leading to the award of post graduate degrees.

(b) Sponsorship of staff under linkage programmes to other institutions for general exposure to teaching and Research by attending conferences (Local and Overseas.)

(c) Participations in professional training courses, particularly by Technical Support staff.
9.5. **Funding of Development**

9.5.1. There are three main sources of funding for development programmes.

(i) **Senate Research Grant.**
(ii) **MacArthur Research Grant.**
(iii) **Educational Trust Fund (ETF).**

9.5.2. (i) **The Senate Grant**

This is open only to confirmed staff with Ph.D.

(ii) **MacArthur Grant**

for Staff Development and institutional strengthening. The foundation gave the following:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-2004</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>2005-2007</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>2008-2010</td>
<td>$4,000,000</td>
</tr>
</tbody>
</table>

(iii) **ETF**

The ETF allocated N50 million for staff development under staff training and Research capacity building programmes. This fund supports three categories of staff.

(a) **Overseas Training Grant** to expose staff to institutions outside Nigeria for training in identified areas of skill gap for a period of 3-6 months.

(b) **Start up Research Grants** to foster gender equality through support of ongoing research by young female faculty.

9.6. **Succession Plan**

The Panel was told that the University Management has put in place policies and processes to recruit and retain young academics.

9.7. **Observation**

The Panel did not find any solid plan for succession, hence the arbitrary and ad hoc appointment of retired professors to continue teaching.

9.8. **Recommendation**

Management should take a hard look at the career planning for staff. Once personnel are not sure of their future, they will not be motivated. The current 5-years strategic plan should take cognizance of this.

*Comment*

The Visitor notes this recommendation.
9.9. Job Description

The Panel discovered that most jobs did not carry any job description or approved organogram, so some staff function based on their understanding of the job without defined job schedule. There is bound to be confusion.

9.10. Recommendation

The University Management should as a matter of urgency, ensure that heads of faculties, directorates, centres, units have well defined organogram. The absence of such organogram can lead to conflict, confusion and direct exploitation of such lapses which can affect productivity. The Panel observed there are already some inter-departmental conflicts e.g Director, Physical Planning Unit vs. Director, Works and Maintenance; DVC (Administration) vs. Registrar; Academic Staff vs. Technologists, etc.

Comment

The Visitor accepts this recommendation.

9.11. Tools for Teaching and Research

Most of the equipments in the laboratories, especially in the Science Faculty are obsolete. Most of them were purchased at the inception of such faculties. The situation makes work very frustrating. The Panel was made to understand that there are plans under the ETF special intervention to replace most of them.

9.12. Recommendation

The University should as a matter of urgency, improve on its IGR to enable them revamp the laboratories and equipment.

Comment

The Visitor accepts this recommendation.

9.13. Training

The Technologists have had very little in-service training opportunities. This is obvious since most of the equipment are obsolete. If the University is to enter the envisaged university international league, efforts must be made to upgrade the laboratories and train and re-train the technologists.


Efforts should be made to revamp the laboratories. Technologists should be trained once new equipments are acquired. The University Administration should organize international exchange programmes or visits to other science establishments for updating.

Comment

The Visitor notes this recommendation and observes that training of Technologists to handle new equipment is the usual practice.
9.15. Adequacy and Development of Staff

9.15.1. The Panel observes that the staff strength of both the teaching and non-teaching areas falls short in terms of adequacy. Most staff, especially the teaching staff are made to carry excessive workload.

9.15.2. The University had academic staff strength of 1197, in the 2007/2008 academic session. This comprised 292 professors, 281 readers/senior lecturers, 534 lecturers and 84 Assistant Lecturers. With a student population of about 18,843, the University can be said to be understaffed, considering the standard Teacher to Student ratio. In the last five years, many Professors retired, and many more are expected to leave in the next few years. There are no visible plans for their replacement through recruitments and promotion from within. With the spate of retirements, there is need to address this, especially if the University intends to fulfill the 60:40 ratio of Post-graduate/Under graduate, and the NUC’S target of producing 100 Ph.D graduates in a year. More Academic staff should be recruited to reduce the workload.

9.15.3. With the inflow of funds from several bodies, emphasis must be put in staff development across both the Academic and non-Academic staff. There is currently an ageing professorial staff. The University should operate a policy for attracting “new blood” into the system. Once there are no vacancies at the top, people below get burnt out. With proper career planning, staff development will be geared towards staff movement and promotion.

9.16. Promotion of Staff

There are a lot of outstanding cases of promotion of Academic Staff that are still awaiting the reports of External Assessors. The 2009 and 2010 promotion is being stalled.

9.17. Recommendation

The University’s plan to handle the exercise electronically is commended and should be done quickly. All areas that need to have computers should be equipped without delay. The Deputy Registrar (Establishment) in collaboration with the ICT Unit should work out the modalities for the process.

Comment

The Visitor notes this recommendation.

9.18. Salaries and Staff Motivation

The University, in order to encourage good performance and enhance productivity, must institute an annual recognition of excellence of staff. The University must encourage optimum performance.

9.19. Establishment of a Directorate of Quality Assurance

The University Senate has already approved the establishment of a Directorate of Quality Assurance. We believe that this will help in making the University a good place for teaching and learning, and also promote research and enterprise.
9.20. **Recommendation**

On the ambition of attaining international status by the University, the Panel wants to identify with the effort of the University. All staff should be made to buy into the project in body and spirit towards achieving the lofty push. Nigeria must at least have one or two world class University by the year 2020.

*Comment*

The Visitor notes this recommendation.

9.21. **Strategic Plan 2009-2014**

The Panel evaluated the above plan for the internationalization of the university. This is a laudable programme.

9.22. **Recommendation**

Efforts should be made to adhere to the plan and ensure full compliance. Staff performance must be assessed using only internationally acceptable criteria and base tenure on performance.

*Comment*

The Visitor notes this recommendation.

9.23. **Inadequacy of Staff Offices and Laboratories**

Virtually all the offices of staff especially the Academic staff were inadequate. Apart from training and capacity building for staff generally, other things have to be provided to compliment good performance. Offices of high quality must be provided to contribute to an environment of excellence for training, learning, research and service. All the laboratories set up at inception are begging for attention. None of the laboratories offer the opportunity for state of the art scholarship, research and positive output.

9.24. **Recommendation**

With the present spate of inflows from donors, the University must take this as a priority.

*Comment*

The Visitor notes above recommendation.

9.25. **Staff Accommodation**

Tied to staff morale and development is the issue of staff accommodation on the campus. The Panel observed the progress being made by the current DVC (Admin) Prof. E. A. Bamgboye by setting up a Committee on the University Staff Housing Loans (USHL), and inviting 25 commercial banks and 2 mortgage Banks to an interactive session in Feb, 2008. At present, about 400 members of staff have accessed the facility to the tune of N5 million. Another 200 members of staff have applied for N300 million which will be released in March, 2011.
9.26. **Recommendation**

The current efforts should be sustained. To ensure sustainability of the scheme, repayment to the banks must be properly monitored. The rates from the banks must be kept reasonable; also there may be high cases of default.

*Comment*

The Visitor notes this recommendation.

9.27. **Vehicle Refurbishment Loan**

The Panel observed the good job that the committee is doing. The loan scheme is another platform for promoting welfare of staff. The loan allows staff to refurbish their cars. Currently, junior members of staff are entitled to N60,000 while Senior staff are entitled to N100,000. As at the time of The Panel's visitation, 1,099 members of staff have benefited from the scheme since its inception in 2001.

9.28. **Staff Matters – Pending Petitions**

9.28.1. **Dr. A. O. Ogunshe**

Dr Ogunshe is a lecturer in the dept. of Microbiology. Details of her petition are attached in the appendices. Her problem started in 2006. She alleged that she was being victimized, dehumanized, and oppressed. She traced the genesis of the problem to the issue of headship of the department of Botany and Microbiology.

9.28.2. **Dr A. I. Sanni**

Dr A. I. Sanni is a Professor of Microbiology. He has been involved in the contest for the headship of Department. He alleges being passed over in favour of a junior academic staff.

9.29. **Observation**

The root of the problem is that a Professor was on ground, the University Management, through the new process of democratization and election appointed a senior lecturer to the Headship of the department. The two lecturers above are in the dept. of Botany and Microbiology now split into two department of Botany and Microbiology. They both found themselves on the wrong side of the combatants and among minority views.

9.30. **Recommendation**

The most senior in the department who is willing to serve should be appointed Head of Department. The criteria should be seniority not democratization. The Vice-Chancellor should intervene by setting up all available machinery to ensure that the cases go to Council. Justice delayed is justice denied.

*Comment*

The Visitor notes this recommendation and directs Council to investigate and take appropriate action.
TERM OF REFERENCE SIX

To Determine the Relationship Between the University and the Various Statutory Bodies it Interacts With According to its Law for the Purposes of Supervision, Planning, Finance, Discipline Guidance and any Other Relationship the University May Have in Dealing With the Said Bodies Including the University’s Governing Council, The National Universities Commission and Federal Ministry of Education as Well as the Visitor

10.0. MATTERS ARISING

10.1. COUNCIL/GOVERNMENT RELATIONSHIP

10.1.1. The relationship between the Council and the Government during the period covered by the visitation was calm. The two Pro-Chancellors (Deacon Gamaliel Onosode and Chief Wole Olanipekun, SAN) played important roles in brokering peace between the Federal Government and the University Staff Unions during the long-drawn strikes in 2009. The cordial relationship between Council and the Government also came to the fore with the release of the special budget allocation for the Ajibode extension through the intervention of the present Council Chairman, Chief Wole Olanipekun, SAN.

10.1.2. The relationship of the Council with the Federal Ministry of Education was also cordial despite the several changes in the leadership of the Ministry during the period covered by this Visitation Panel.

10.1.3. The Council enjoyed cordial relationship with the National Universities Commission (NUC); in spite of the fact that after the remittances from Government have been illegally coming directly from Federal Ministry of Finance to the University. It is also pertinent to note that the 61 undergraduate programmes of the University now have ‘Full Accreditation’ status.

10.2. RELATIONSHIP WITH THE VISITOR

The relationship with the Visitor was cordial during the period (2004 – 2010). However, there was a rather long period the University operated without a Governing Council due to the long delay in reconstituting the Council after the dissolution of the Onosode-led Council in 2007. Such long delay in reconstituting the Council can lead to keeping decisions on many important issues in abeyance.

10.3. MANAGEMENT/NUC RELATIONSHIP

While the relationship between Management and NUC is also generally cordial, an area of conflict was mainly in respect of funds allocation to the University. The Universities from 2008 have been receiving funds directly from the Budget Office instead of the previous practice when funds for the Universities go through NUC. The direct allocation to the Universities is illegal, though it still continues.

10.4. COUNCIL/MANAGEMENT RELATIONSHIP

Relationship between the Governing Council and Management was cordial. During the period 2004 – 2010, there were two councils in place. However, an area of conflict that
was averted was in respect of the fledging Public Procurement Act which the Council felt removes its authority from overseeing awards of contracts. A compromise was however reached by the establishment of a Council Project Committee under the Chairmanship of the Pro-Chancellor. The Committee now approves contracts up to N250 million. The Committee is superior to the Public Procurement Committee under the Chairmanship of the Vice-Chancellor.

10.5. RELATIONSHIP WITH SENATE

The relationship with Senate was generally cordial although there were a few instances of uncoordinated debates caused by the large membership of Senate which is about 450 at present. There is an urgent need for the membership of Senate to be reduced to a maximum of 150 as contained in the University Act under review.

10.6. RELATIONSHIP WITH STUDENTS

10.6.1. The relationship between the University Administration and students was generally cordial with the Students body represented by the Students Union Transition Committee (SUTC). All attempts to resolve the legal matter in court and install duly elected Student Union Executive failed due to the non-cooperation by some members of the dissolved Student Union Executive to withdraw the case from Court. However, the present Council decided to restore student unionism, most especially as the students had accepted the Senate-approved Student Union Constitution which, among others, stipulates the pre-condition for contesting for an office in the Students Union Executive and also the conduct of the elections. Suffice it to note that student union elections had been conducted and a new Student Union Executive has since been sworn in (on 02/03/11).

10.6.2. The general peace on the campus during the period covered by the visitation could be ascribed to the University’s strict and transparent admission process through which good and qualified students gained admission into the University. This has resulted in the students becoming more committed in handling issues in more matured manner while generally doing well in their academic work. There was a significant decrease in the number of students withdrawn from the University due to poor academic performance or gross misconduct. Cultism was also brought under control.

10.7. RELATIONSHIP WITH HOST COMMUNITY (INCLUDING AJIBODE COMMUNITY)

The relationship with the Ibadan Host community including the adjoining Ajibode Community was very cordial; with the Olubadan of Ibadan land, His Royal Majesty, Oba (Dr) Samuel Odulana Odugade, I, providing excellent support to the University. The Oba quickly intervened when there was disagreement between the University and a few members of the Ajibode Community over the land already acquired by the University. There is peace between the University and the Ajibode Community now occupying the area (the Ajibode Okeona Resettlement Area) designated for their resettlement after the University had duly compensated all those affected by the land acquisition. Of concern though is the relationship between the current Oyo State Government and the University which is at best lukewarm.
10.8. RELATIONSHIP WITH SECURITY AGENTS

The State Security Agents (the Police and the State Security Service) have been extremely supportive of the University. The two arms of the security system actively collaborated with the University Security Unit to sustain peace on the campus and to also prevent any spillover to the Ibadan community on the few occasions when there were strikes, particularly by staff unions. The State Security Agents are currently in the process of training the Campus Security Unit staff.

10.9. RECOMMENDATIONS

10.10. COUNCIL/GOVERNMENT RELATIONSHIP

The Panel recommends that the Government allows for greater autonomy for the Governing Council especially with regards to the handling of the Union matters.

Comment
The Visitor notes this recommendation.

10.11. RELATIONSHIP WITH THE VISITOR

The Panel recommends that the Visitor should not allow any gap between the dissolution of one Council and appointment of a new one. A Situation where there was a gap of over a year does not allow for continuity from one Council to the other. This unfortunately has been the pattern.

Comment
The Visitor notes this recommendation.

10.12. RELATIONSHIP BETWEEN MANAGEMENT/NUC

The Panel recommends that the practice of Federal Ministry of Finance sending funds directly to the Universities should be stopped as it is illegal. It was suggested in the Visitation Panel report of 1999-2003 and the Visitor rejected it. The NUC law, still in force, provides for how money is to be disbursed to the Universities yet the illegal practice which started in 2003 still continues.

Comment
The Visitor notes this recommendation.

10.13. RELATIONSHIP BETWEEN COUNCIL/MANAGEMENT

The Panel recommends that the practice of using Council Project Committee as the body that approves the award of contracts up to N250 million should continue.

Comment
The Visitor rejects this recommendation and directs compliance with the Procurement Act.
10.14. Relationship with Senate

The Panel recommends that the membership of the Senate should be reduced to a maximum of 150 to allow for greater and more quality participation of members at Senate meetings. There is already a proposal on that.

Comment

The Visitor rejects this recommendation and directs management to ensure compliance with the Universities (Miscellaneous Provisions) (Amendment) Act 2003.

10.15. Relationship with Students

With the recent election of Students Union Executive, Management should endeavour to have closer relationship with students.

Comment

The Visitor accepts this recommendation.

10.16. Relationship with Security Agents

The Panel recommends that the University Administration provides better training for the Security Unit to be headed by a retired Police or Military Officer or with appropriate educational qualification and training.

Comment

The Visitor accepts this recommendation as stated earlier in 6.4.

10.17. Relationship with Host Community

Since it will be difficult to eject the villagers from Ajibode, the Panel recommends that the University tries to live in peace with Ajibode Community in the area they now occupy as well as the Ajibode Okeona Resettlement Area.

Comment

The Visitor notes this recommendation but directs Council and Management to explore ways of amicable resolution.

10.18. Relationship with Oyo State Government

The current lukewarm relationship between the Oyo State Government and the University for whatever reason should warm up quickly. At any rate, His Excellency, the Governor of Oyo State is the Chief Security Officer of the State and the University Campus being a potential flash point cannot be ignored by the State Government. There has always been a mutually respectable relationship between the two.

Comment

The Visitor notes this recommendation and directs Council and Management to ensure improvement in the relationship with Oyo state Government.
TERM OF REFERENCE SEVEN

To examine the law establishing the university including the relationships within the various internal organs, units and offices and indicate the way the laws have been observed by the competent authorities and also suggest any modification to the law considered necessary or desirable to enable the university to better achieve its objectives

11.3. OBSERVATION

The last Visitation Panel observed that the size of Senate was too large (350 sub section 4.9.2) and recommended its reduction to 150 (see sub section 4.101). They also advised that the Council needed to review the act and amend the necessary section to enable it achieve this. The Panel was informed that the process of amending the act has been set in motion and is on-going.

11.4. RECOMMENDATION

The Panel recommends that the Council be advised (as also recommended by the 2004 panel) to speed up the process of amending the law so the University can feel the effects of this amendment for the benefit of the System.

Comment

The Visitor notes this recommendation.

11.5. OBSERVATION

The last Visitation Panel recommended that students be represented on boards, including a board that determines their results. ASUU supports this point of view but advises that students who vie for such positions should be screened to ensure good academic standing and general good comportment.

11.6. RECOMMENDATION

The Panel recommends that although the 2004 panel supports that students should be represented in boards that determine their results, the Panel is strongly opposed to this view. The Panel recommends that although students can be represented on Boards, they should not be involved in committees that determine the fate of their academic performance. They cannot be seen to be involved in awarding themselves Degrees that is in the purview of Faculty and Senate only.

Comment

The Visitor accepts this recommendation.

11.7. OBSERVATION

The Union also discredited University Administration for creating committees and bodies not recognized by the statutes of the University to replace and carry out functions of the legal Committees. For example (1) the Committee of Provost, Deans and Directors (not
recognized by the statutes of the University) assumes certain functions and powers of Senate. (2) Deans of Faculties were using Committees of Heads Departments to replace the statutory Faculty Boards. However the Vice-Chancellor commends these Committees and noted that they were functional and helpful to the Administration.

11.8. Recommendation

The Panel recommends that as long as these Committees are functional and helpful to the Administration, then they should be incorporated into the laws of the University, provided that there are no duplications and infringements on statutory Committees already defined in the law.

Comment

The Visitor notes the recommendation above.

11.9. Observation

They also complained about the politicization of appointment of Heads Departments. They pointed out an instance where a senior lecturer was appointed as head of department over and above a Professor who was due for the post. They believe that such an act would erode the much cherished academic tradition of mentoring which University of Ibadan is known for. In the opinion of the panel, the previous arrangement where the most senior academic staff is made the head is cleaner, tidier and more efficient. However if the University has compelling reasons why it has to adopt the new practice then they may continue but seek endorsement from the larger University community.

11.10. Recommendation

The Panel recommends that if the practice of appointment based on seniority is most acceptable, it should, as far as is possible, be practised at all times.

Comment

The Visitor accepts this recommendation.

11.11. Observations

The Union commended the recent due process followed in the appointment of the Vice Chancellor which it described as the most credible in recent history. SSANU suggested that standing bodies of the University such as Congregation and Convocation should be opened to non academic staff, which also constitutes a significant part of the University community. They also suggested that the Registrar be made a member of Council instead of just being the Secretary.

11.12. Recommendations

(i) The Panel notes that Congregation (membership includes non-academic staff) is already represented in Council and therefore special provisions cannot be made for non-academic representation in Council.

(ii) The Panel recommends that the Registrar continues to be the Secretary of Council.
If the Registrar is also made a member of Council he/she may be compromised and his/her advise to Council could be biased because he/she could be defending his/her stand instead of being the custodian of the law.

Comment

The Visitor accepts recommendations (i) and (ii).

11.13. OBSERVATION

SSANU proposes that the statutes of the College of Medicine be amended to reflect a College staff assembly with representation from the non-academic staff. They also propose that the composition of Senate be amended to include non-teaching staff of the College.

11.14. RECOMMENDATION

The Panel notes again that Congregation (for the whole University) is already represented in Council and therefore special provisions cannot be made for non-academics of the College of Medicine representation in Council.

Comment

The Visitor accepts this recommendation.

11.15. OBSERVATION

They suggest that section 3 (c) of the second schedule be amended to include all Directors of Centres and Institutes (Statutorily recognized by Council including Director of Extra Mural Studies) should be members of Senate.

11.16. RECOMMENDATION

The Panel recommends as stated in sub section 7.02 of this report, the last Panel has recommended a reduction in number of membership of Senate. The Panel recommends that the reconstitution of Senate should be done along the lines already suggested to Council for up to a maximum of 150 members.

Comment

The Visitor rejects this recommendation as it is at variance with the Universities (miscellaneous provisions) (Amendment) Act 2003.

11.17. OBSERVATION

SSANU referred to the new condition of service which requires additional qualification before promotion (without in service training), termination of appointment without initial trial and increase in the number of years required for promotion from 3 years to 4 years.

11.18. RECOMMENDATION

The Panel recommends that the University Administration be advised to uphold these regulations and entrench them in the University laws. If, at any time there needs to be amendment, it must follow the due process.
11.19. OBSERVATION

The Panel observes that there appears to be too many disciplinary cases of examination malpractices. This is a clear indication of either inadequate preparation by students or laxity and connivance on the part of Lectures. The Panel also observed that the numerous students and staff disciplinary cases take a very long time to resolve. Panel refers to the general statement that “justice delayed is justice denied”.

11.20. RECOMMENDATION

The Panel recommends that the University Administration should put in extra efforts to educate the students during orientation on the ills of examination malpractices and the consequences of violating the rules. The Panel also recommends that the disciplinary cases be handled with dispatch.

Comment

The Visitor accepts this recommendation.

11.21. OBSERVATION

The Panel observed that there appears to be a cordial relationship between the Council and the Management of the University, between the Management and the Unions and between Council and the Government. So far the relation between students and the various bodies appears cordial and the Panel prays that the new Union Executive will keep it that way.

11.22. RECOMMENDATION

The University Management should maintain an open door posture with the new Student Union Executive through an effective and understanding Dean of Students.

Comment

The Visitor notes this recommendation.

11.23. OBSERVATION

The cordiality between the Government and Council now appears to be threatened by the enactment of Laws and processes that seem to set the government process against the Act of the University. There are two examples that can be given to buttress this. The due diligence process (Public Procurement Act, 2007) causes the University Administration to set up a separate procurement process against the Council appointed Finance and General Purpose Committee and the Tenders Committee. By the autonomy law of the University, the Council Chairman and these Committees have the responsibility for procurement in the University. Now this responsibility has been transferred to another Committee thereby eroding the powers and authority of the Pro-Chancellor and potentially setting him against the new Committee of which he is not a member.
11.24. RECOMMENDATION

The Panel recommends that the Government should revisit the Procurement Act of 2007 and find a way of synchronizing this with the University Act which set up the Finance and General Purpose Committee and the Tenders Committee of Council responsible for contracts awards.

Comment

The Visitor notes this recommendation.

11.25. OBSERVATION

The other issue is the direct negotiation of Government with the Staff Unions of the universities. The members of the union are all employees of the Council of the university and are therefore responsible to them for the day to day conditions of service. This role has been taken over by the Government and it puts the Council in a compromised position.

11.25. RECOMMENDATION

The Panel recommends that in view of the Universities (Miscellaneous Provisions) (Amendment) Act 2003, the Government should hand over negotiations and resolution of disputes to the various University Councils. This problem has been on for a long time and the previous Governments have been unable to effect correction.

Comment

The Visitor notes this recommendation and is aware that negotiation with Chapters of Staff Unions are done at local level.

11.26. OBSERVATION

The Panel observed that there is a potential rift between the Unions and Management arising from the implementation of the recently signed agreement between the Unions and the Government. These agreements stipulate increased remunerations and allowances to Union members which appear above the capacity and capability of the University. The Unions appeared to be gearing up for a fight and NASU specifically indicated that they will soon serve the University and Government an ultimatum for non-implementation.

11.27. RECOMMENDATION

The Panel recommends that Government should make provisions to enable the various universities to implement all aspects of the agreement.

Comment

The Visitor notes this recommendation and reiterates that the 2009 FGN/Union Agreements provides for the negotiation of Allowances with individual Councils.

11.28. OBSERVATION

The Panel observed that there is brewing rift between ASUU and the non-academic staff unions. The other unions are of the opinion that the academics have excess control over all
aspects of the University Management. They accuse ASUU of being selfish and not willing to extend its gains to the other Unions.

11.29. Recommendation

The Panel recommends that the Universities and Staff Unions should communicate more between themselves on all issues.

Comment

The Visitor notes the recommendation above.

11.30. Observations

The non academic staff unions complained bitterly about the apparent encroachment of academics into functions and roles of non academic staff. They perceive this as a plan by academics to take over the University completely. Two examples were given to support their claim. They complained about the creation of the Dean of Students Affairs to carry out administrative functions previously performed by non-academic. This has resulted in some friction as the Deputy Registrar in the Students’ Affairs office still sees the reporting line as being to the Registrar and not the Dean of Students. The second example is the inclusion of some functions of the registry in the newly defined schedule and duties of the DVC (Administration). Although both the Registrar and the DVC do not see any conflict in their schedules, the Panel observes that there is potential danger if the two officers are not sufficiently communicating.

11.31. Recommendation

The Panel recommends that this is a matter of clarification and understanding which the Vice Chancellor should keep an eye on the practices to ensure that at all times flash point are averted.

Comment

The Visitor notes this recommendation and directs that functions of relevant officers be clearly defined.

11.32. Observation

The Panel wishes to acknowledge the special intervention of N3 Billion by Government (ETF) to the University. This is a welcome development and demonstrates the significance of funding to higher institution. The University of Ibadan in particular is an aging institution and therefore requires a higher level of continuous subvention. It has the added responsibility of providing leadership in the academic development of the Nation.

11.33. Recommendation

The Panel recommends that the momentum gathered by this ETF intervention be sustained by regular and adequate funding to the University. By virtue of its age (over 60 years), the university requires more attention to maintenance while expanding.

Comment

The Visitor notes this recommendation.
TERM OF REFERENCE EIGHT

To trace the historical evolution of the University and to take stock of its net achievements and problems as well as its style and sense of direction and advise on what fundamental or expedient corrections are needed to enable the University to achieve the objective set for it.

12.01. INTRODUCTION

In discussing the historical evolution of the University and how its history has affected the achievements of the objective for setting it up for it, the Panel wishes to restate the vision and mission of the University of Ibadan as articulated in the University: Vision: "to be a world-class institution for academic excellence geared towards meeting societal needs" and Mission as:

(a) To expand the frontiers of knowledge through provision of excellent conditions for learning and research.

(b) To produce graduates who are worthy in character and sound judgment.

(c) To contribute to the transformation of the society through creativity and innovation.

12.02. The University of Ibadan was founded as a College of the University of London in 1948. The College started on the old site at Eleyele, about eight kilometres from the present site. The present permanent site covers over 1032 hectares of land leased from the Chiefs and People of Ibadan for Nine hundred and ninety-nine (999) years. Formal lectures and teaching commenced on 18 January, 1948. There were one hundred and four foundation (104) students (including forty-nine (49) students in Teacher Education and Survey courses). Equipments were transferred from Yaba Higher College for the use of the students.

12.03. In February 1948, the University of London allowed a special relationship with the University College, Ibadan (UCI). The formal opening of the University College Ibadan took place on 25th of March, 1948. The first sod was turned at the present and permanent site on 17 November, 1948 which became the Founder's Day of the University. The University college began with general, honours as well as special degrees in selected discipline. Within a short time, the University gained a world-wide recognition as a great citadel of learning with very high academic standards. The foundation medical students used the facilities provided by the Native Administration Hospital at Adeoyo and the Government Hospital at Jericho.

12.04. In order to provide satisfactory medical training, the Nigerian Government provided funds for the building of 500-bed University College Hospital (UCH). Thereafter, the medical students were fully trained in Ibadan and the first set graduated in 1960. The University College gained its independence from the University of London on the fifteenth Anniversary of its foundation, becoming University of Ibadan by an Act of Parliament passed in December, 1962. The First Chancellor of the University of Ibadan was installed on 18 November, 1963. The student population increased as the University facilities expanded, from 104 in 1948, the students' population increased to a little over 1000 by 1958/59 session. By 1963, it exceeded 2000 and at the end of the Civil War in 1968/69 session the population
rose to 3000. The Academic Board set up under the University College Ordinance (No. 25 of 1948) gave way to the Senate under a new law in 1954. Under ordinance No. 10 of 1954, a Council was established to manage the University.

12.05. With University College transformed to University of Ibadan, a new act enacted in 1962 with subsequent amendments in 1972 and 1973 has remained the basic constitution of the University. The Act, provides for the Congregation, the convocation and such officers as the Visitor, the Chancellor, the Pro-Chancellor, the Vice-Chancellor, the Registrar, the Bursar and the Librarian. The Vice-chancellor was assisted by a Deputy Vice-Chancellor in the administration of the University. In line with the decentralization policy of the University and the Provision of Decree 11 of 1993, the post of the Deputy Vice-Chancellor was increased by one.

12.06. Thus, the University currently has Deputy Vice-Chancellor (Administration) and a Deputy Vice-Chancellor (Academic). The academic departments are grouped into faculties in addition to the Postgraduate School. In 1980, there was an attempt to operate a collegiate system in the university. Only the College of Medicine, established by the Council at its meeting of 21 June, 1980 survives the attempt to operate the collegiate system in the University of Ibadan. The Visitor to the University since Nigerian independence has always been the Head of State. The first Nigerian Visitor was the Rt. Hon. Dr. Nnamdi Azikwe, Nigerian President at Independence, while the current one is President Goodluck Ebele Jonathan. The first Nigerian Chancellor of the University was Alhaji, the Rt. Hon. Sir Abubakar Tafawa Balewa, Nigeria’s first prime Minister. The first Nigerian Pro-Chancellor was Sir Francis Akanu Ibiam, the first Governor of Eastern Region of Nigeria, while the first Nigerian Principal and Vice-Chancellor was Professor Kenneth Onwuka Dike. The current Chancellor is His Royal Highness Alhaji Ado Bayero, CFR, the Emir of Kano, while the Vice-Chancellor is Professor I.F. Adewole.

12.07. The end of the Civil War witnessed significant increase in the students’ population. By 1972/73 Session, students’ population was 4100 and by the end of 1974/75 and 1975/76, the population was 5639 and 7375 respectively. During this period, the Federal Government adequately funded University of Ibadan. The University carried out world-class research and publications emanating from the University staff were published in distinguished learned International journals. The academic and student populations were international, as staff and students came from all over the world to attend, study and work in the University. In 1976/77 session, the total number of students at the University was 8586; 1977/78, 8865 students; 1984/85, 13 862 students. This population ballooned to 18690 between 1986 and 1996. The total number of students during the 1996/97 session was 20434.

12.08. Currently, the student population is 19787, while there are over 16000 students in the Distance Learning Programme. The student population consists of 12507 undergraduates and 7280 Postgraduate students.

12.09. In 1971/72, based on the directives of the Federal Government, the University of Ibadan opened its Jos Campus with 101 students. The Jos Campus became a full-fledged
University of Jos in September 1975. At about the same, the Federal Government established a new University College at Ilorin which again was affiliated to University of Ibadan. The University was responsible for the development and also implementing programmes of the new Universities. As expected these two universities served as major drain on the University of Ibadan financial and other resources. Thus, in addition to University of Ibadan producing its own graduates, the University has also nurtured two excellent universities. In terms of graduate output, the University of Ibadan has produced 94,401 first degree graduates between 1948 and 2009. Between 1948 and 2009, there were 43,358 Masters/Doctor of Philosophy, as well as 4945 Postgraduate Diploma/Certificates. Also, 28870 other certificates, diplomas/ were issued during the same period.

12.10. The Federal Military Government, through National Universities Commission in 1975/76 session designated University of Ibadan as a Centre of Excellence for the training of postgraduate degree holders in order to cater for the academic staff needs and requirements of newly established Universities, National Research Institutes and for other national obligation. It was envisaged that the University will progressively become a Postgraduate University with a population being 60% Postgraduate and 40% Undergraduate. Currently, about 35% of its enrolment is postgraduate students.

12.11. The management of the Postgraduate School is vested on the Board of the Postgraduate School and the Executive Committee. The Board of Postgraduate School is chaired by the Dean, while the Vice-Chancellor heads the Executive Committee. The Postgraduate School is the central coordinating body which acts on behalf of the Senate to streamline and harmonize University postgraduate regulations and programmes, in addition to the quality control of training and research across all faculties of the University. It is also intimately involved in the initiation and development of new relevant inter-faculty programmes in addition to searching for funds for postgraduate programmes of the University.

12.12. The University of Ibadan was initially established as a residential University. However, the large admission over the years, with diminishing funding has made the concept of Residential University irrelevant. Up till 1972/73, the University was fully residential but from then on students have had to live off-campus. The nine undergraduate Halls of Residence (Mellanby, Tedder, Kuti, Sultan Bello, Queen Elizabeth II, Alexandra Brown, Independence, Nnamdi Azikwe and Queen Idia) and the 3 Postgraduate Halls of Residence (Tafawa Balewa, Obafemi Awolowo and Abdusalaam Abubakar) have a total optimum capacity of about 9,100 bed spaces. Currently, there is a female Private Hall (St. Annes). Until 1972, each Hall of Residence had its catering facilities, but steps were taken to centralize catering services, hence, the central Catering Services with a capacity for 1600 students was completed on 4 January, 1976. However, the catering services continued to be provided in Independence, Nnamdi Azikwe and Tafawa Balewa Halls of Residence. Currently, all these facilities are non-existent and were abandoned due to lack of funds.

12.13. By 1995/96 session, the academic staff figure was 925, administrative and professional staff was 1270 while junior staff was 2660. As per guidelines provided by the National Universities Commission relating staff strength to number of students, in 2007,
the staff strength of the University stood at 1562 academic staff, 2355 administrative, professional and technical staff and 2429 junior workers. As at 2009, there were 805 professional and technical staff, 1217 academic staff, 1169 junior staff and, 1073 administrative staff.

12.14. All these increases have serious implications and need for expansion of accommodation and other facilities in addition to increase in wage bills and other entitlements with their consequent budgeting implications and attendant conflicts. There was no adequate plan either at the University of Ibadan level or at the Federal Government level for the explosion in student admission and enrolment.

12.15. There was economic downturn caused by the Military rule and this had a devastating effect on the country. The devaluation of Naira (caused by Structural Adjustment Programme) made matters worse as the take home pay of public sector workers including the University workers became inadequate. The devaluation significantly reduced and curtailed the purchasing power of the public sector workers and made imports very expensive and out of reach.

12.16. Due to the economic downturn and decayed condition in the University there was a total lack of motivation among the staff during this period. A large population of Academics consequently left the University to take up appointment outside the University, particularly in private sector, where conditions of service and take home pay were better. In case of the Medical School, virtually every group of health professionals – doctors, nurses, medical technologists and laboratory technicians and even medical record officers fled the country to work in Europe, Americas, and especially the Middle East, where health institutions were of world-class. Many lecturers who remained in the University devoted more of their time to their private businesses and/or consultancies to earn more money and sustain themselves and their families.

12.17. The vices of sales of handouts, sexual harassment, late grading of scripts, upgrading of marks, and late resumption of teaching at the beginning of semesters were introduced into the university system. The Administration of most University Academic Department progressively became weak. This can be attributed to the massive departure of senior academic staff that left for the “greener pasture” and also the introduction of rotation of the headship, which sometimes made Senior Lecturer head over their seniors or even over their teachers/postgraduate supervisors. Such Acting Heads of Department, apart from obvious deficiencies in administrative procedures, were incapable of effective control and discipline of their staff. Indiscipline and a culture of impunity became part of University of Ibadan experience.

12.18. Up to the mid-seventies in the University, determination of salary, salary upgrade/adjustments were done by the Council of the University. There has always been staff unions in University of Ibadan. There is no doubt that from the time of establishment of the University, the staff unions, particularly academic staff union have always been concerned with the improvement of staff welfare. There was a close co-operation between, the Academic/Senior Staff, Junior Staff and Student Unions, in the early seventies. The staff
unions, particularly the Academic staff union at the time negotiated their condition of service with the University Authorities and the Council of the University, since Council was the employer, not the Federal Government. Salaries and benefits were determined by the University, not the government. In actual fact, the University of Ibadan had its own retirement scheme FSSU. Staff on this scheme, were promptly paid their benefits in foreign exchange when they retired.

12.19. The FSSU was later changed to the NUJSS due to indigenization. The NUJSS was later replaced by a new Federal Government retirement scheme, which has turned out to be a disaster. The University condition of service was progressively incorporated into the Public Service a process started by the Udoji Salaries and Wages Review Commission. The scheme of the condition of service of University staff was comparable and similar to condition of service of staff in other world-class Universities, particularly those in the British Commonwealth. Thus instead of regular adjustments in salary and emoluments of University staff based on the cost of living, salary adjustments now only come after disruptive, sometimes long strikes and extended negotiations with the Government by University Staff Unions, so much so that this has become an entrenched way of getting justice from Government. The University Council is often by passed as they have no input to the determination of salary upgrades for their staff. Additionally insufficient funds were provided to the University to implement salaries, which the council had no input in. The unusual and haphazard method of getting pay raise in the University began during the prolonged military rules, unfortunately has not changed since civil rule was re-established.

12.20. Staff and student Unionism have always been part of the University system. However, the staff unions (particularly Academic Staff Union) became radicalized in the eighties and nineties and this resulted in long periods of closures as a result of strikes. University of Ibadan like other Universities was no longer able to maintain regular sessions. The provision of municipal services also was extremely poor. As a result of the failure of the State Government inability to provide portable water to the University for many years, the University in the eighties had to build its own mini water works, with raw water drawn from Eleyele dam some kilometers from the University. The state Government charges the University Million of naira for the raw water. A world-class University needs an uninterrupted electric and water supply, Electric supply for the University has at best been epileptic since the eighties. The University is yet to recover from the traumatic events of the eighties and nineties.

12.21. At the beginning of 2000, the University of Ibadan’s problems can be summarized as:

(a) A very wide gap between funds allocated and the funds needed for the University’s programmes.

(b) Over population arising from explosion in student enrolments, leading to congested lecture theaters, laboratories and halls of residence.

(c) Infiltration of the University by non-students residing in the halls of residence with some students having fake matriculation numbers.

45
(d) Cultism proliferation.
(e) Radicalized student and staff unions.
(f) Dilapidated halls of residence.
(g) Inadequate laboratories and classrooms and outdated equipment.
(h) General broken down infrastructure in the University.
(i) Poor electricity and water supply and unmotivated Academic staff.

12.22. Since it was established, the University has depended on its major funding from the Federal Government. Financial grants also came from many American Foundations notably Ford and Rockefeller foundation and recently by Massive funds up to $12,692,000 (from 2002 to 2010) provided by the John D. and Catherine T. MacArthur Foundation for various projects including staff Development, strengthening of Kenneth Dike's Library by acquisition and provision of access to electronic journals.

12.23. Due to the ever growing gap between Federal Government allocation and money required by the University, there has been for the past 15 years attempt to generate some funds internally i.e. Internally Generate Revenue (IGR) The University also has been able to generate some fund from Endowment funds.

12.24. Because of the recent prominent position given to the Distance Learning Centre, due to its demonstrated ability to generate massive amount of money, there is a need to discuss its historic evolution in University of Ibadan. The Senate approved in 1976 a proposal from the Department of Adult Education to carry out the precursor of Distance Learning in University of Ibadan. The National University Commission approved the Distance Learning Programme so long it is self-financed and does not utilize any fund allocated by NUC. Thereafter, the Department of Adult Education was in charge of all activities concerning Distance Learning. Although, the programme was domiciled at the Department of Adult Education, other departments in the Faculty of Education particularly Departments of Guidance and Counseling and Teacher Education taught Distance Learning courses.

12.25. Subsequently, in 1993, four more Departments joined. These are Departments of Special Education, Library, Archival and Information Studies, Education Management and Kinetics and Health Education. In 1998, academic session, some programmes of Agriculture were offered by the Faculty of Agriculture and Forestry. To accommodate the inclusion of other courses from other departments/faculties besides the Faculty of Education, the name of the programme was changed to Centre for External Studies. In 2002, it became the Distance Learning Centre. In its formative years, courses from Agriculture, Social Sciences and Arts were offered as teaching subjects towards award of Degrees in Education. However, between 2005 to date, the programme had extended to award of degrees in Social Sciences, Arts, and Sciences with considerable increase in degree and diploma programmes with a phenomenal increase in the number of students from 1300 in 2004 to over 16,000 students paying a minimum of N62,000 per annum per student in 2010.

12.26. The mode of study from inception till date, is purely non-residential. Students, only
come to the campus for few weeks in session. The Distance Learning Centre offers Bachelors Degree and Diploma / Certificate Programme of the University of Ibadan. The Centre is administered by a Management Committee, consisting of the Director, Deputy-Directors, the Deputy Registrar and the Unit Heads. The Management Committee is responsible to the Board of the Centre whose meeting is chaired by the Vice-Chancellor (Academic). Academic matters are overseen by the Centre’s Board of Studies which reports to the Board of the Centre, which in turn forwards decision and recommendations to the Senate of the University. The University has since 2000 redoubled its effort to significantly increase its Internally Generated Revenue (IGR) and Endowment Funds.

12.27. The University, in an attempt to chart its development, has made attempts to produce Strategic Plans. Earlier attempts were in 1952, 1957, 1961, and 1986. These were characterized by Visitation Panels for the main purpose of self-evaluation. In 1975, quinquenial plans were started, the first being 1975-1980 Plan, subsequently, the University had other plans for 1980-85, 1985-1990 and 1995-2000 respectively. Currently, the University has two Strategic Plans entitled: (i) Promoting Excellence in Teaching, Research and Community Service: A 5-Year Strategic Plan 2009-2014 and (ii) Engaging a Rapidly Changing World: A 5-Year Strategic Plan for Internationalization 2009-2014. Considering the University’s stated Vision and Mission, it has definitely achieved a great deal of its objectives, while some areas of meeting its vision particularly, being a world-class institution needs to be addressed. The University has kept its mandate as it has continued to train individuals who have been and are still leading lights in all areas of human endeavours.

12.28. The University has produced close to 250,000 graduates including more than 45,000 Masters/Ph.D. The University of Ibadan is the primary provider of postgraduate training in Nigeria. The Universities of Jos and Ilorin were once Colleges of Ibadan, so also, National Institute for Social Economic Research (NISER) which was previously an Institute of the University of Ibadan. The University also has a radio station “Diamond FM 101.1”.

12.29. The governance and administration of the University consists of the Governing Council and the Senate. The Council looks after the overall policy and management of the institution while the Senate is in charge of all academic matters in the University.

12.30. The Senate membership in the University of Ibadan is large and largely ineffective. A smaller number of about 150 members will be more effective and manageable thereby saving the University some money.

12.31. On condition of service, the University will need to internationalize its conditions of service of its academic staff in order to become a world-class institution and be listed in the top 200 Universities globally. Thus, in addition to the condition of service, modern laboratories, funds for Research, Grants etc. must be good enough to attract staff from outside the country to teach in the University as was the case in the past. This has become very important and urgent, because of the ever-increasing number of universities in Nigeria, causing acute shortage of qualified teaching staff in the universities especially, the new ones. Departments should put in place succession plans for replacing the old academics that are retiring or have retired from the University. This should be for at least five to ten years.
12.32. RECOMMENDATIONS

(a) The Panel recommends that in order for the University to become a world-class institution, there is need for the Federal Government to grant it more autonomy to manage its own affairs.

(b) The Panel recommends that a balance of the membership of the University Council should be introduced with equal numbers of internal and external members as obtains in teaching universities around the world.

(c) The Panel recommends that individuals nominated to be members of the University Council should be men and women of high achievements and probity.

(d) The Panel recommends that salaries and conditions of service of University workers should be determined by the Council.

(e) The Panel recommends that all monies derived from the Distance Learning Programme and the Postgraduate School and all such Units generating funds in the University should be paid to the Central Account of the University of Ibadan. The sharing formula should heavily favour the University and the Management of such funds at all levels must be transparent.

(f) The Panel recommends that Federal Government should allow the University to charge undergraduate fees to improve its financial situation.

(g) The Panel recommends that Federal Government’s provision of funds for rehabilitation and maintenance of infrastructure and purchase of modern laboratory equipments should be on a regular basis to enable the University of Ibadan achieve a world-class status.

(h) The Panel recommends that, in line with the Vision 2020 of the Country, all efforts must be put in place to ensure that at least University of Ibadan is ranked among the top 200 Universities in the world before 2020. This is because each of the countries in the top 20 economies in the world has at least one of its Universities in the top 200 best Universities in the world. This is a reflection of the role quality manpower plays in the development of the economies.

Comment

(a) The Visitor notes recommendation (a) and (b) but reiterates that the Universities (Miscellaneous provisions) Amendment Act, 2003 is being implemented.

(b) The Visitor notes recommendation (c).

(c) The Visitor rejects recommendation (d) and is aware that there is a statutory Agency responsible for the determination of salaries and wages.

(d) The Visitor accepts recommendation (e).

(e) The Visitor rejects recommendation (f) because there is a subsisting policy on payment of Tuition Fees at Undergraduate level.

(f) The Visitor notes recommendation (g & h).
TERM OF REFERENCE NINE

To Examine the General Security in the University, how the University has Dealt with it and Recommend Appropriate Measures to Deal with it

13.1. Security in the University of Ibadan is provided by the Security Unit of the University headed by a Chief Security Officer (CSO). The unit is a 522 man strong unit. The campus is divided into 12 zones for ease of policing. Most of the security men were recruited as foot patrol men with qualification of West African school certificate or less. Many of them have developed themselves taking advantage of the environment in which they work. However, some of them including the acting CSO have remained at the same level and qualification without attempting to develop further.

13.2. The University has on campus a total population of approximately 13,443 (thirteen thousand four hundred and forty two) which includes students and staff. This population is vastly distributed over the University's 1032 Hectares of land. Policing this vast area of land poses major challenges.

13.3. Observation

The Panel observed that the strength of the university security unit is inadequate particularly in view of the impending expansion. The security personnel are poorly trained and inadequately equipped for the job.

13.4. Recommendation

The Panel recommends that the University Council increases the number of security men in the University. In doing so, the University Management should ensure that the quality and training of the personnel is guaranteed. They should be sufficiently mobile and communicate adequately.

Comment

The Visitor notes this recommendation.

13.5. Observation

The Panel observes that the security unit is very poorly equipped to carry out its function. It also observes that security on campus is such that people are very apprehensive and therefore resort to barricading themselves and equipment, particularly in the academic areas.

13.6. Recommendation

The Panel recommends that the Council addresses the issue of security on Campus comprehensively and sets up targets for effecting changes which will transform the campus security adequately and efficiently.

Comment

The Visitor accepts this recommendation.
13.1. Observation
From the records in the security office, 108 cases were referred to the police for investigation and prosecution. A large number of these were withdrawn or thrown out. It is clear the investigation at the security unit was hurriedly done in order to meet the 24 hours dead line. If some more time was given, the cases charged and withdrawn by the plaintiff would drastically decrease leading to reduction in time wasting by the security apparatus.

13.8. Recommendation
The Panel recommends that the investigative capacity of the Unit be enhanced by employing capable hands from either retired Police or State Security Service (SSS) to reinforce the Unit.

Comment
The Visitor notes this as earlier addressed in 6.4.

13.9. Observation
With the poor education, poor training and poor equipment, it is a surprise that they are able to maintain peace on campus. However the University Administration is aware of this situation, which has existed during the last seven (7) years and is making plans to advertise the position of the CSO. This hopefully will take care of this embarrassing situation that the University finds itself. Further pressure is being put on the University security as the Distance Learning Centre has been located to Moniya and the University is planning to expand its activity to its extension at Ajibode.

13.10. Recommendation
The panel recommends that as a matter of urgency an advert for the position of CSO should go out and the vacant position filled. It also recommends that the organized training by Police and SSS be sustained until the entire unit is fully trained.

Comment
The Visitor accepts the recommendation above.

13.11. Observation
Ajibode, which is a village situated within the University community on its extension site is in itself a security risk. The hamlets and villages which existed at the time the university was allocated the land by the people of Ibadan have now merged into a large village smack in the middle of the new extension of the university. This is going to be the biggest security risk on campus as the university will have very little control as to movement in and out of the village. Extension to Ajibode site is going to have the added risk of proximity to other villages (though outside the campus) such as Sha Sha, Idi-Ose etc.

13.12. Recommendation
The Panel recommends that Council should put a strategy in place to ensure that the risk posed by Ajibode is addressed before the University community moves to this new site.
The University Administration should invite competent security agencies to review the problem and make recommendations, but the University and Ajibode communities should live with each other if appropriate arrangements on all issues are made; "town and gown concept" comes into play!

Comment

The Visitor accepts this recommendation and expects Council to take appropriate action.

13.13. Observation

The Chief Security Officer informed the Panel that cultism has been reduced to a minimum but not without the constant vehicular patrol and footmen surveillance. He reported that about 16 suspects of cultists were apprehended and handed over to the Police during the period under review. Such cases are preliminarily investigated by the Security Unit (in less than 24 hours) before transferring to the police, since they are offences against the laws of the land. Once handed over, the University will only be informed if cases are charged to court. At such hearings, the University is represented by the investigating officer and the university's lawyer.


The Panel recommends as follows:

(a) That the University should not be contented with the apparent calm but continue vigorous anti-cultism campaign.

(b) That the security needs to continue to be pre-emptive in its interaction with students.

(c) That the security unit should carry out a thorough investigation of all cases before transferring to the Police and follow up!

(d) That the plain cloth surveillance and informers within the campus should be reinforced as a preventive measure.

Comment

The Visitor notes recommendations (a - d)

13.15. Observations

The Panel observes that issues of Health, Safety and Environment (HSE) are not given adequate attention in the University. Although the University must be commended for its efforts at providing excellent health care services at the University Health Service for both students and staff, the same cannot be said of the safety and environmental aspects. Physically challenged individuals have not been provided for. In male hostels the Panel observed that curtains were used to demarcate bed spaces and on their windows.

13.16. Although the Panel was told that fire extinguishers were available, it did not notice any fire fighting equipment, but saw a few fire extinguishers in the halls of residence but none in the laboratories. The few extinguishers did not appear to be serviced regularly or refilled when expired. The functionality of these fire extinguishers is therefore in doubt.
Also, no fire personnel with relevant qualification and training are in the employment of the University. Therefore no fire drills or trainings are scheduled to create awareness and preparedness in the minds of students and employees of the University. The University seems to have forgotten so quickly the devastating effect of fire in the hall of residence it suffered in the recent past.

13.17. RECOMMENDATIONS

(a) The Panel recommends that the University Administration should put in place a Unit to take responsibility for HSE.

(b) There must be, as a matter of priority, a Campus Fire Department, adequately staffed and equipped to handle all aspect of this danger at both preventive and curative levels.

(c) The University Administration as a matter of urgency should legislate on the use of curtains in rooms so that safety is utmost on its mind.

(d) The University Administration must take immediate action to put in place a friendly environment for the physically challenged.

Comment

The Visitor accepts recommendations (a)-(b) (d) and notes (c).

13.18. OBSERVATION

The Panel observed that there is a potential conflict of interest between the CSO and the Dean of Students. The CSO sees his accountability as due directly to the VC. The Dean of Students is not assertive enough to ensure that the CSO reports to the VC through him on student matters. The Panel also observed that the Dean of Students is hardly on the ground.

13.19. RECOMMENDATION

The Panel recommends that Dean Students Affairs be advised to be alert to his responsibilities. He should be encouraged to resign if he is no longer interested in the job.

Comment

The Visitor notes this recommendation and directs Council to investigate and take appropriate action.

13.20. OBSERVATION

During the exit interview with the Vice Chancellor, he told the Panel that in addition to security surveillance (realizing the limited capability of the security unit) he employs the police to compliment the internal security by providing some covert support. This he said would be in place until the unit is built up to its desired strength and effectiveness. He also informed the Panel that arrangements were being made to train the security personnel by both the State Security Service (SSS) and the Police. The first of this training took place in March 2011.
13.21. Recommendation

The Panel recommends that the University Administration be encouraged to continue along its present path in order to stabilize the institution and provide all necessary safeguards to students and staff alike.

Comment

The Visitor notes the recommendation above.
TERM OF REFERENCE TEN

To Examine the Process and Structures of the Mechanism for the Discipline of Students in the University in Order toAscertain Compliance with Due Process of the Rule of Law

14.4. Observation

The Panel observes that the University has adequate laws and regulations in place to manage the student population. However the dispensation of justice is slow and leaves more to be desired.

14.5. Recommendation

The University Administration should empower the various students Disciplinary Committees to as a matter of urgency dispose of all outstanding cases. The process should be reviewed and streamlined to ensure that cases are promptly handled.

Comment

The Visitor notes this recommendation and directs Management to handle disciplinary cases promptly.

14.6. Two cases that were presented to the Panel are those of Mr O. A. Olatunji and Mr. M. O. Ali.

14.7. Mr O. A. Olatunji

The case of Mr. Olatunji was before the last Visitation Panel whose recommendations on pages 17 and 50 of the White Paper appear inconclusive or confusing. On page 17 sub section 4.2.3 of the 2004 White Paper, the Panel recommended that the Vice Chancellor should instruct the Registrar to release Mr Olatunji’s certificate and forward his name to the Law school. The Visitor accepted this recommendation. However, on page 50 sub section 11.12.1. of the same document, the Panel recommended that the petitioner’s certificate be released so that he can go to Law school. The Visitor only noted this recommendation. This confusion has led to non-action by the University. The last Panel, after listening to the case advised the Visitor that termination was sufficient punishment for the offence of Mr. Olatunji who registered and attended full time Law degree programme while being fully employed by the University without permission.

14.8. Observation

The Panel observed that in the entire life of the University, there have been regulations guiding the in-service training of University staff. It is obvious that Mr Olatunji breached University regulations for registering and undertaking a full time course without approval while still in full time employment. It was also observed, that the Panel of 2004 took a reconciliatory view of this matter and recommended that Mr Olatunji’s certificate be released.
14.9. RECOMMENDATION

The Panel concurs with this view and recommends that Mr. Olatunji who is already 58 years old be given his certificate for whatever it is worth and his name forwarded to the Law school. Termination of his appointment should come into force.

Comment

The Visitor accepts this recommendation.

14.10. MR M. O. A. ALI

Mr. Ali was a student of the University and a member of the Student Union Executive elected in September 2000. The University banned the Union Executive and the students union put under a Caretaker Committee. Mr Ali was a member of that Committee. Members of this Caretaker Committee were arraigned before the disciplinary committee of the University for organizing an illegal demonstration. The union took the University Management to court, but the case was eventually thrown out in 2002. Other members of the group apologized to the University and were pardoned. Mr Ali did not and was eventually expelled from the University via a letter ref SAD/S. of 24th June 2002, having found him guilty of disrupting peace in the University by leading a violent demonstration. He has continued to pursue his case in court during the last 8 years. His plea to the Panel is to be reinstated to enable him graduate. The Panel observed that Ali was initially not remorseful until the Panel explained the implications of his actions so far.

14.11. OBSERVATION

The Panel observes that this case has lingered on for over 8 years. In the opinion of the University Administration, the case was disposed off with the expulsion of the student in 2002. During the oral interview with this individual, it was apparent that this young man became remorseful probably realizing his folly for the first time. However, the case was thrown out of court and the Panel thinks it is possible to salvage Mr Ali. A resolution of this case in favour of Mr Ali will be one less of our youths off the streets.

14.12. RECOMMENDATION

The panel recommends that the University Management reconsiders its stand on Mr. Ali and give him the opportunity to apologize for his past misdeeds. He should then be re-admitted to either complete his course or be transferred to another Faculty for which he has appropriate entry qualifications.

Comment

The Visitor rejects this recommendation but directs Management to grant Mr Ali the privilege of his Student Transcript.

14.13. OBSERVATION

The panel observed that 32.5% of all the criminal cases reported to the Police between 2004 and 2010 were due to rape, cultism and possession of illegal firearms or assault
causing bodily harm. These are serious enough cases to be concerned about. Only about 5 (0.05%) of them were pursued to a logical conclusion. Most cases were settled at the Police level or withdrawn by prosecutors.

14.14. RECOMMENDATIONS

The Panel recommends that rather than hasty investigations lasting only 24 hours, the Campus Security should spend some time to look more critically at cases and ensure that they will stand before transferring them to the police. The alternative is that the police should be invited to the campus to assist the campus security in its investigation.

Comment

The Visitor notes this recommendation and directs Management to deal decisively with all criminal cases in accordance with the provisions of the students Handbook and the Law.