

Integrating the Past with the Present for Efficient Administration of the University System

ABEL IDOWU OLAYINKA

Lecture Presented in Commemoration of the
**80th Birthday Anniversary of
Professor Ephraim Olabode Lucas**

25, February, 2025



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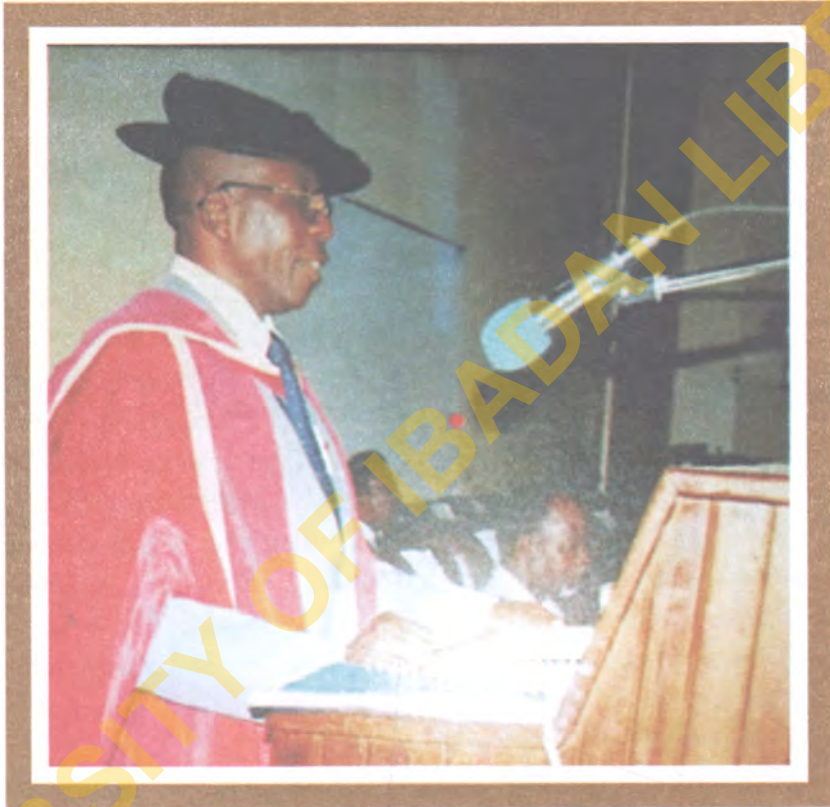
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Professor Ephraim Olabode Lucas

Former Head, Department of Agronomy
Former Dean, Faculty of Agriculture and Forestry,
Former Dean, Postgraduate School
Former Member of Council, University of Ibadan

Abstract

University education in Nigeria is about 78 years old. It is helpful to examine some of the features of the Nigerian University System (NUS) by comparing the past with the present with a view to repositioning the NUS. In this paper, copious comments are made from the experience at the University of Ibadan while equally considering the situation in other sister universities. There has been an expansion of the academic programmes even though recruitment and retention of competent staff have been a challenge, especially over the last 10 years. The situation is further compounded by the exit of experienced staff to foreign lands, in the search for greener pastures. Given the extremely low wages earned by University workers in Nigeria, the phenomenon of brain drain is likely to continue unabated, unless the government acts fast and decisively. To improve the NUS's public image and overall success, both internal and external factors need to be addressed. To strengthen university governance, Councils of Universities should enforce the Federal Ministry of Education's requirement that the Vice-Chancellor of a University 'Must be a Professor with at least 10 years of experience'. The vexed and unsettled issue of the appointment of an Acting Vice-Chancellor whenever there is no Council in place should be streamlined and implemented going forward by giving a strong voice to the Senate of each University in the true spirit of Autonomy.

Keywords: Nigerian University System, University administration, Vice-Chancellor, Acting Vice-Chancellor.

Introduction

I am grateful to Professor Ephraim Olabode Lucas and the Postgraduate College of the University of Ibadan for the invitation to deliver Professor Lucas's 80th birthday lecture. I do not take this privilege lightly. I have had the opportunity to relate with the honoree, Professor Lucas, on many fronts. First, we are both old students of Ilesa Grammar School, although we were many generations apart. As a matter of fact, he had entered the famous secondary school in January 1958, a few weeks before I was born. As an undergraduate at the University of Ibadan, I knew him as one of the senior faculty advisors to the Ilesa Grammar School Old Students Association, University of Ibadan branch, where I served as the General Secretary. We looked up to them as role models and thankfully they have never disappointed us. He is an elder brother to one of my senior professional colleagues, the notable Ibadan Geologist and Professor of Geology at the University of Benin, Benin-City, Professor Adebayo Lucas. He is a younger brother to our highly respected Rev'd Canon Emeritus Professor Babajide Lucas of the Department of Wood Products Engineering. Moreover, the world-famous Professor of Public Health, Professor Adetokunbo Olawale Lucas (1930-2015), a Fellow of the University of Ibadan, of blessed memory was his cousin.

The past becomes a texture, an ambience to our present.

PAUL SCOTT

The presence of the past can lead us to broader interpretations to involve contemporary history.

ONIGU OTITE

The glory of the future is better than the history of yesterday.

WINSTON CHURCHILL (Erstwhile British Prime Minister)

I was given the topic '*Integrating the Past with the Present for Efficient Administration of the University System*'. This looks to me to be an attractive, albeit very broad topic as it would afford us an opportunity to interrogate the prospects and challenges faced by the Nigerian University System, from the humble beginning of university education in the country in 1948 till the current time, a period of some 77 years. For one, both Professor Olabode Lucas and my humble self have developed an interest in the evolution of the University of Ibadan over time.

During his tenure as Dean of the Postgraduate School at the University of Ibadan from 1994 to 1998, Professor Olabode Lucas established an ad-hoc committee to explore the creation of Postgraduate School Journals. This Committee was chaired by Professor Christopher O. Ikporukpo, a distinguished Professor of Geography who later served as Dean of the Faculty of the Social Sciences at the University of Ibadan, Ibadan and subsequently became the Vice-Chancellor of Niger Delta University, Amassoma, Bayelsa State. Professor Lucas graciously included me as a member of this Committee. The Ikporukpo Ad-Hoc Committee proposed the name '*Research Frontiers*' for the Journal of the Postgraduate School. Those were heady days in Nigeria, especially in the southwestern part of the country following widespread protests of the annulment of the 12 June 1993 Presidential Elections won by Chief Moshood Kasimawo Olawale Abiola (1937-1988). There was so much instability in the academic calendar. Implementation of the decision of the Ad-Hoc Committee was slowed down. As at the time I became the Dean in 2002, the Management of the Postgraduate School resuscitated the idea behind *Research Frontiers* since administration

is a continuum. Indeed, the Postgraduate School under my watch published four volumes of *Research Frontiers* (ISSN 0189-5923) from May 2004 till May 2006.

During his tenure as Dean, Professor Lucas organised two Seminars on Writing Grant-Winning Proposals, one for Humanities-based disciplines presented by Professor Adedoyin Soyibo of the Department of Economics and the other for Science-based disciplines delivered by Professor Mark Nwagwu of the Department of Zoology. I was able to attend only the Seminar presented by Professor Soyibo. A little while after the lecture, I approached Dean Lucas to give me a copy of Professor Soyibo's manuscript and he obliged me. As a candidate for the Dean of the Postgraduate School in early 2002, I was determined to expand on the two-part Seminar idea of Professor Lucas into a major *Workshop on the Planning and Writing of Grant-Oriented Research Proposals* which was held in July 2003. A booklet with that same title was also published by the Postgraduate School. Both the Workshop, with participants drawn from all the academic departments in the university, and the associated publication were well received in the University of Ibadan community. It is trite to state that one has been very lucky to be part of the University of Ibadan ecosystem by standing on the shoulders of giants such as the honoree of today.

Before delving into the topic of this discourse, I crave your indulgence to give an abridged version of the profile of our honoree of today in Section 2 of this lecture. The early years of the University College Ibadan, from 1948 to 1967, are widely regarded as a period of remarkable success, often fondly recalled by stakeholders. Section 3 of this work provides an overview of the Nigerian University System, examining the factors that contributed to its subsequent decline. The mandates of two government agencies that have far-reaching implications for the successes and failures of Nigerian Universities namely the Joint Admissions and Matriculation Board (JAMB) and

the National Universities Commission (NUC) are presented in Section 4. Apart from teaching and research, members of the academic staff of all cadres are expected to carry out community service. A summary of such service activities is given in Section 5. The issue of university autonomy in the appointment of the Vice-Chancellor and Acting Vice-Chancellor is discussed in Section 6. The exercise of the power of the Senate in awarding honorary degrees is outlined in Section 7. A comparison of some features of the Nigerian University system in the past and at present is given in the final section along with the concluding remarks.

Olabode Lucas as Scholar, Administrator, and Social Commentator

Professor Ephraim Olabode Olusegun Lucas was born on Wednesday, 27 February 1945. His father was the late Chief Ebenezer Olugeshin Lucas, a renowned educationist who came from Lagos to start Ilesa Grammar School in 1934. For this effort, he was installed Bajulaiye of Erin-Ijesha in 1964. His mother was Mrs. Felicia O. Lucas, a trader who died in 2009. The famous Professor Olatokunbo Lucas, a Fellow of the University of Ibadan, was his cousin. Both of the Rev'd Canon Professor Emeritus Babajide Lucas of our Department of Woods Products Engineering and Professor Adebayo Lucas of the Department of Geology, University of Benin, Benin City are his older and younger brothers, respectively.

He was educated at St. John's Primary School, Iloro Ilesa (1950-1957), Ilesa Grammar School (1958-1962), Federal School of Science, Onikan Lagos (1963-1966), University of Ibadan, Ibadan (1966-1969), Wye College (University of London), where he obtained M.Sc. (1972) and Ph.D (1975) in Crop Physiology (Agronomy), and University of Wisconsin USA where he obtained a certificate in Agricultural Cooperatives in 1982.

He began his working career with the Ministry of Lagos Affairs in 1963; thereafter, he became a Research Officer in Training, Senior Research Officer, and Principal Research Officer at the Nigeria institutes for Oil Palm Research Benin-City (NIFOR) between 1969 and 1978.

He joined the University of Ibadan, as a Research Fellow in Grade 1 in the Department of Agricultural Extension (1978-1981), and became Senior Research Fellow (1982-1983); he then relocated to the Department of Agronomy as Senior Lecturer, (1983-1986), Reader (1986-1989), Professor of Agronomy (1989).

He was visiting Professor, the University of Fort Hare Alice South Africa from 1999-2001.

During his academic career, he won the following scholarships, prizes, and honours:

- Cocoa Marketing Board Scholarship, tenable at the University of Ibadan (1966-1969)
- In- Service Training Fellowship (NIFOR), tenable at Wye College (University of London) (1971-1975)
- International Atomic Energy, Vienna Fellowship, tenable at the University of Western Australia (1987)
- Research Associate, Department of Crop Science, University of Guelph Ontario, Canada (1988-1989)
- FAO Consultant on Rural Development (1981)
- FAO Consultant on Sustainable Agriculture (1993)

He was an External Examiner to many Universities in Nigeria and Abroad.

Between 1984 and 2007, he held various public service appointments which included the following:

- Chairman, Faculty of Agriculture and Forestry, University of Ibadan Practical Training Programme (1984–1986).
- Chairman, Faculty of Agriculture and Forestry Consultancy Committee (1988-1992)
- President, University of Ibadan Staff Club (1990-1992)
- Member of Joint Council/ Senate Committee on the Appointment of the Vice- Chancellor, University of Ibadan (1991).
- Dean, Faculty of Agriculture and Forestry, University of Ibadan (1992-1994)
- Dean, Postgraduate School (1994-1995)
- Member of University of Ibadan Senate (1983–2010)
- Member of Appointments and Promotions Committee University of Ibadan (1990-1998)
- Head of Department of Agronomy (2002-2005).
- Member of University of Ibadan Governing Council (2003-2007).

He is a member of the following learned societies:

- Agriculture Society of Nigeria
- Institute of Biology
- American Society of Agronomy
- Association for the Advancement of Agricultural Science in Africa (AAASA).

He has over 100 publications in both local and international journals.

He has also supervised 14 PhD students and produced the first female PhD holder in Agronomy in the whole of the Southern part of Africa.

He is widely travelled in Europe, the USA, Canada, Australia, India, and several parts of Africa.

He likes to discuss current affairs both local and international and writes for newspapers (*Nigerian Tribune, Guardian, Punch, Comet,*

and *The Nation*). He also likes to interact with people of diverse backgrounds.

Prof. Lucas aspires to be an author of novels and he has produced a novel titled: *Split Image* and a book on contemporary issues in Nigeria and overseas titled '*Snapshots on some Nigerian and International Events*' (2016); *IROYE-- Stories from Childhood* (2019); '*Dividends of Greed*' – a novel (2021).

He wants to be of more service to humanity and be regarded as a citizen of the world who is not confined to any territorial boundary.

He is happily married to Mrs. Abeke Lucas, a retired secondary school principal and they are blessed with successful children.

Professor Olabode Lucas's ancestral home is at 10 Willoughby Street, Lagos at Lagos Island Local Government.

Partial Listing of Achievements as Dean of the Faculty of Agriculture and Forestry from 1992-1994

- i. Chairman, Faculty of Agriculture and Forestry Research Committee.
- ii. Production of FAO Manual on Sustainable Agriculture and Training.
- iii. Publication of Faculty of Agriculture and Forestry Prospectus 1992/94 (after 15 years break).
- iv. Implementation of the Minimum Academic Standard for the Faculty of Agriculture and Forestry as approved by the National Universities Commission (NUC).
- v. Introduction of Practical Year Agricultural Training Programme with emphasis on students' training for self-reliance.
- vi. Administration of scholarships and fellowships awarded to the students of the Faculty of Agriculture and Forestry.
- vii. Member, Senate Research Grant Committee.

Partial Listing of Achievements of Professor Lucas as Dean of the Postgraduate School, 1994 - 1998

- i. Chairman of Multidisciplinary Research Grant Scheme for Humanities-based and Science-based Faculties.
- ii. Member, Senate Research Grant Committee.
- iii. Initiation and Administration of new Postgraduate Seminars for the whole University.
- iv. Supervision of the introduction of new postgraduate programmes in Faculties of Arts, Science, Medicine, Agriculture, Social Sciences, and Technology. The programmes are:

Arts	-	Masters in European Studies: 1995
Science	-	Masters in Economic Botany: 1998
		Masters & PhD Programmes in Computer Science: 1997
Agriculture	-	Professional Masters Programmes in Agricultural Finance and Policy: 1998
Social Sciences	-	Professional Masters Programme in Managerial Psychology (MM): 1996
	-	Professional Masters Programme in Geographical Information System (GIS): 1997
Technology	-	Masters and PhD Programmes in Civil Engineering: 1998.
- v. Publication of Theses' Abstracts.
- vi. Computerization of students' records.
- vii. Attraction of Grants from Shell Petroleum Development Company, Agrip Company, Agip Oil Company Ltd., and Chevron Nigeria for Academic Programmes in the Postgraduate School.

Sundry Community Services

Member of Joint Council/Senate Committee on the Appointment of the Vice-Chancellor of the University of Ibadan (1991).

Member, Appointment and Promotion (A&P) Committee of the University of Ibadan (1990-1998).

Member and Hon. Treasurer, Committee of Deans, Faculties of Agriculture in Nigeria (1992-1994).

President, University of Ibadan Staff Club (1989-1992).

Selected Publications on University Administration

ETTE, I.A.A. and LUCAS, E.O. (1998). Postgraduate Training at University of Ibadan. In: Ibadan at 50. *A publication to mark the Golden Jubilee of University of Ibadan in 1998*. Pages 200-224. ISBN 978-121-269-1.

LUCAS, E. O. (2003): Global Trends in Postgraduate Education, Research and Training. In: Re-Engineering and Repositioning the Postgraduate School, University of Ibadan. Edited by A. Idowu Olayinka and Labode Popoola. *El. Shaddai Global Ventures Ltd., Ibadan*. ISBN 978-36969-1-2. Pages 45-66.

OSOFISAN, F., LUCAS, B. and AKEN'OVA, M. 2008. *University of Ibadan: Sixty Landmarks*. Lagos. Concept Publications. ISBN 978-978-8406-01-3. 199 pages.

Overview of the Nigerian University System

When University education commenced in Nigeria in 1948, a total of 104 students were admitted into the University College Ibadan. Some of these students were drawn from Yaba Higher College, earlier established in 1932. The Nigerian University system has since grown in leaps and bounds and as of 3rd February 2025, a total of 275

Universities were listed on the website of the National Universities Commission (NUC) (<https://nuc.edu.ng>). This comprised 63 Federal Universities, 63 State Universities, and 149 Private Universities. The current total student enrolment should be in the region of two million for the entire Nigerian University System. The historical development of University education in Nigeria is shown in Figure 1.

The University of Ibadan's growth is evident in its expansion from three original faculties to 20. Six of these are now part of the College of Medicine. The University also now includes a Postgraduate College and a School of Business. Despite being conservative with student enrolment on account of the limited carrying capacity, the total student population was 36,851 at the end of the 2022/2023 academic session comprising Postgraduate (full-time), Undergraduate (full-time), Postgraduate (part-time), Distance Learning Centre and Affiliated Institutions. The total graduate output, since inception, is in the region of 301,168 as of November 2024. The academic staff strength is about 1562, of which about 30% are female.

As aptly noted by the 8th Vice-Chancellor of the University of Ibadan (Adewoye, 2000), the history of the University of Ibadan is, in a sense, inseparable from the history of Nigeria after the Second World War. As reported by a distinguished alumnus and one-time Nigeria's Ambassador to the United Nations (Adefuye, 2010), from its establishment in 1948 as University College Ibadan, in affiliation with the University of London, up till the late 1970s/early 1980s.

Lecturing at Ibadan was a status symbol that only the best of the best merited and it was the aspiration of many lecturers to have at least a sabbatical engagement at this citadel of knowledgeThe solid academic base of UI produced world-class graduates whose certificates were automatic meal tickets.

Professor Peter Okebukola, another eminent alumnus of the University of Ibadan and a one-time Executive Secretary of the National Universities Commission, was asked the question: 'How was UI when you were there as an undergraduate?'¹ His reply is excerpted below:

I was in UI as an undergraduate between 1970 and 1973. Those were glorious days in terms of the quality of education and student life. UI was a truly international university drawing staff from all over the world. Laboratories, libraries, and classrooms compared favourably with such facilities in universities in Europe and North America. Class sizes were small and social vices hardly recorded. Our halls of residence were like 3-star hotels and we were treated like kings and queens. There were no interruptions to the academic calendar. A few weeks after the session was over, parents and students got copies of the examination results. Those were memorable years.

This was indeed the golden age of tertiary education in the country when there was only one university (college) supplemented with three branches of the Nigerian College of Arts, Science and Technology. *The University College Ibadan was a truly Nigerian institution.*

¹Okebukola, P. www.punchng.com; Saturday, 14 December, 2013

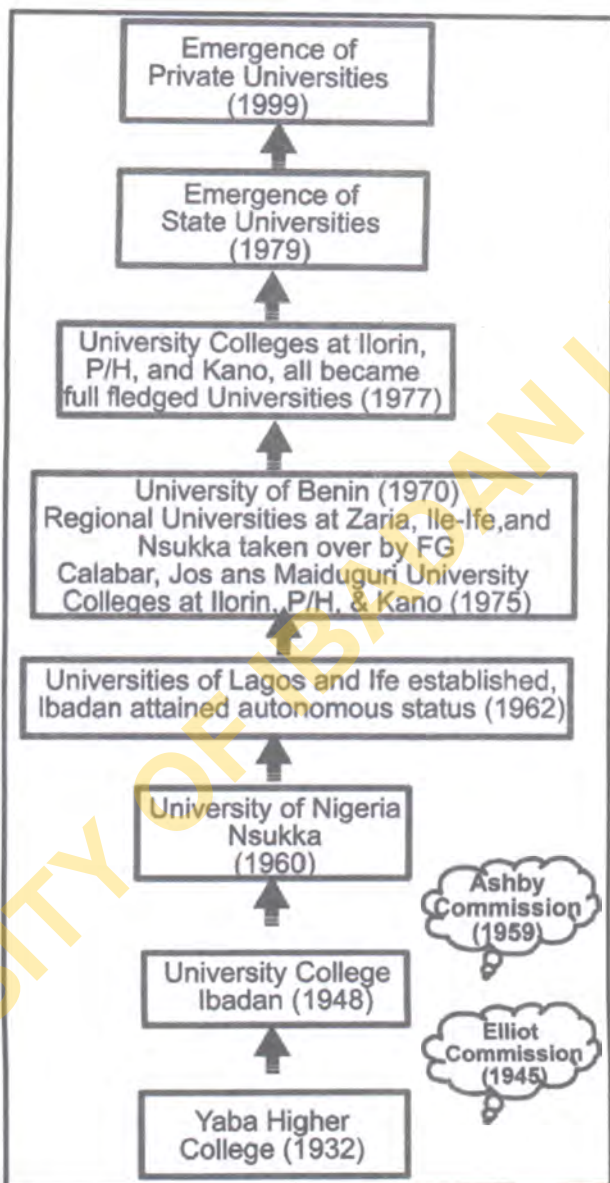


Figure 1: Historical Development of University Education in Nigeria, 1932-2025

The following phases can be identified in the growth of the University of Ibadan from 1948 till date:

- The University College Years, 1948-1962;
- The Nascent National University, 1962-1966;
- The Turbulent Years, 1967-1999; – (see Onyeonoru, 2008);
- Revitalising the University, 2000-date.

University of Ibadan's Success Story: 1948-1966

The success story of the University of Ibadan in its golden era has been attributed to a number of factors including the following:

- The authorities made a conscious attempt to *attract highcalibre academic, technical, and administrative staff*.
- *Staff composition* was truly international, contributing to the rich academic and social culture of the university.
- *A culture of research* was built into the academic life of UCI/UI from the beginning. According to the first Principal of the University College, Ibadan, Lord Prof. Mellanby who served from 1948-1955:

The provision of teaching for our students and the prosecution of original research by our staff were our most important duties.

(MELLANBY, 1958: 10)

- Student recruitment was stiffly competitive; the university admitted the very best students from all over the country.
- Physical and teaching/learning facilities were of high standards.
- Foreign institutions and foundations funded programmes and facilities and promoted staff development initiatives.

- Staff development was taken seriously, including:
 - Attendance at conferences,
 - Research and travel grants, and
 - Sabbatical leave attachment with internationally acclaimed centres of excellence.

The Decline of University of Ibadan: 1967-1999

Unfortunately, the period from then until the end of the 1990s saw a decline. This was driven by a combination of economic hardship and political instability. A general decline in standards plagued the institution during this period. This decline manifested in several ways, among which include inadequate funding, leading to a cascade of negative effects. Student quality suffered, with a large proportion of undergraduates facing withdrawal after their first year. Graduates faced bleak employment prospects, research output dwindled, and the institution experienced a significant loss of academic, administrative, and technical staff, often due to better opportunities elsewhere. Furthermore, there were concerns about aging academic staff, deteriorating infrastructure, low academic standards, and inefficient administrative procedures. Increased demand and costs for municipal services further strained resources. The period was also marked by the rise of cultism and irregular academic calendars, frequently disrupted by conflicts between staff unions and the institution's proprietor.

The major features of the various eras in the life of the institution are summarised subsequently.

The civil war years, 1967-1970

- Exodus of academic and other staff of Igbo origin
- The departure of a large number of non-Nigerian staff members because of security threats.

- The Vice-Chancellor resigned and the University Librarian was appointed the Acting Vice-Chancellor.
- Government funding dwindled because of the pursuit of war efforts.

The immediate post-war years, 1970-1979

- The first direct confrontation between universities and the military authorities, marked the beginning of Ibadan's decline in quality and prestige.
- The number of universities increased exponentially without any sustainable strategy to allocate resources to run and manage these institutions.
- Ibadan began to lose its ground as a hub of knowledge sharing and debate.

The Second Republic, 1979-1983

- UI lost many experienced academics and administrators to the newly established universities.
- Despite resource constraints, expansion continued with the creation of new departments, especially in Arts, Education, the Social Sciences, Agriculture and Forestry, and Science.

The second era of military rule, 1983-1999.

- Proliferation of Universities by the Federal and State governments. University education was viewed by the government as almost exclusively a social amenity.
- Haphazard funding became the norm. The government was of the view that university education should be virtually free to its beneficiaries. Tuition was entirely abolished and accommodation in halls of residence was pegged at N90 per annum, but almost at the same time, the government withdrew subsidies to the

halls of residence. The issue of the funding of the universities became increasingly acrimonious until it reached a full crisis in 1996.

- Subvention from the government barely covered staff salaries.
- Non-availability of development, maintenance, and running costs; in particular, academic and research facilities became inadequate and of a poor standard.
- The collapse of the value of the Naira, with a consequent deterioration in the standard of living of staff and students;
- Scholars from different disciplines emigrated in large numbers, especially to South Africa, Botswana, the Middle East, Europe, USA and Canada;
- Social and moral decline within the university community which was a reflection of the situation in the larger society;
- University autonomy was undermined, with the government effecting closure of Universities without recourse to the Senate of the Universities;
- Rise in anti-social behaviour especially campus cultism by students;
- The morale of the university community was greatly affected so that our commitment to academic advancement and excellence also declined;
- Inefficient administrative procedures;
- No systematic implementation of Vision;
- Emergence of counterproductive cultures;
- Research output was in steep decline.

Revitalizing the University, 2000– date

Happily, there has been a re-emergence of Ibadan after the restoration of civilian rule in the country in 1999 (Materu *et al.*, 2010, Falase,

2018, Banjo, 2013). Under the successive administrations of Professors Ayodele O. Falase, Olufemi A. Bamiro, and Isaac F. Adewole, giant efforts have been made to reposition the institution to its pre-eminent position in Africa and the rest of the world. There is an urgent need to consolidate the renaissance of our University which commenced in the last 25 years.

Every generation needs a new revolution

– THOMAS JEFFERSON

There was a new lease of academic life in the Nigerian University System, with the return to civilian democratic dispensation in May 1999. Major aspects of this at the University of Ibadan involved the following:

Vision and Mission for the 20th Century.

John D. and Catherine T. MacArthur Foundation Grants
Strategic Plan, 2009-2014

Internationalisation Strategic Plan.

The Strategic Plan, 2009-2014

The Vision of the University of Ibadan as stated earlier was produced as part of the five-year Strategic Plan, 2009-2014. The need to sustain the old glory of the University, as aptly demonstrated by the revitalization of the last 25 years, is of paramount importance. A schematic representation of the various phases that the University of Ibadan has gone through from 1948 till date, as outlined above, is shown in Figure 2.

The main thrust of the vision of the University of Ibadan for the 21st Century is the desire to be a world-class institution.

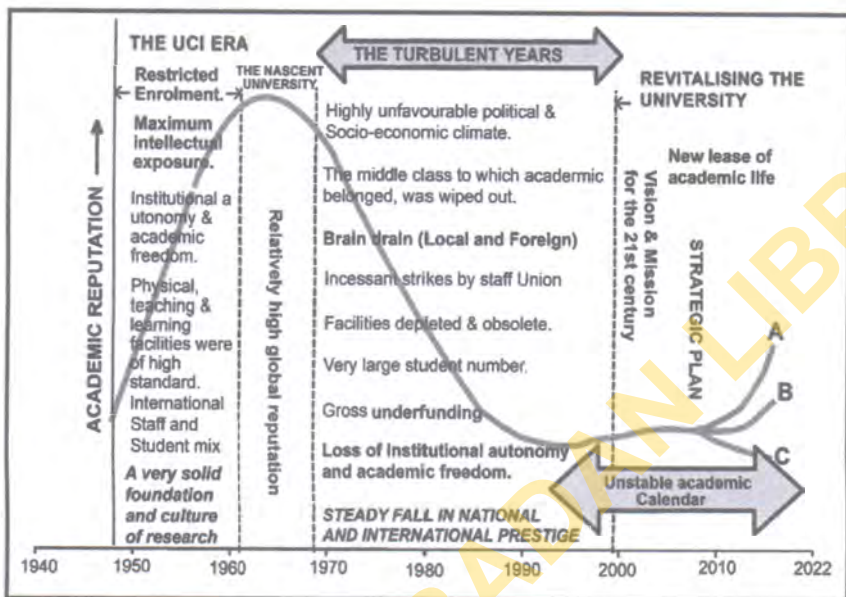


Figure 2: Schematic representation of the different eras of the University of Ibadan, 1948 till date

A brief description of two main government agencies whose activities affect the operations of universities is outlined in the next section.

Two government agencies: NUC and JAMB

National Universities Commission (NUC)

The National Universities Commission (NUC) was established in 1962 as an advisory agency in the Cabinet Office. However, in 1974, it became a statutory body. It is a parastatal under the Federal Ministry of Education (FME). The main functions of the NUC include the following:

- i. Approving all academic programmes run in Nigerian universities;

- ii. Approving the establishment of all higher educational institutions offering degree programmes in Nigerian universities;
- iii. Ensuring quality assurance of all academic programmes offered in Nigerian universities; and
- iv. Channelling all external support to Nigerian universities.

Section 10 (1) of the Education (National Minimum Standards and Establishment of Institutions) Act, Cap E3, Laws of the Federation of Nigeria 2004, empowers the National Universities Commission to lay down minimum standards for all universities and other degree awarding institutions of higher learning in the Federation and the accreditation of their degrees and other academic awards.

The implementation of this legal framework within the Nigerian University System (NUS) began in 1989. This followed collaborative work between the Commission and Nigerian Universities, resulting in the development of Minimum Academic Standards (MAS) for all university programmes in Nigeria.

The MAS documents were subsequently approved by the Federal Government for use as a major instrument for quality assurance in the Nigerian University System (NUS). The documents were employed in the accreditation of programmes in the NUS for over a decade.

In 2001, the Commission initiated a process to revise the documents because the said MAS documents were essentially content-based and merely prescriptive. In 2004, the Commission developed outcome-based benchmark statements for all the programmes through a workshop that allowed for exhaustive deliberations by relevant stakeholders.

Following comments and feedback from the universities to the effect that the Benchmark-style Statements were too sketchy to meaningfully

guide the development of curriculum and inadequate for the purpose of accreditation, the Commission, in 2007 put in place a mechanism for the merger of the Benchmark-style Statements and the revised Minimum Academic Standards, which birthed the Benchmark Minimum Academic Standards (BMAS).

The resulting BMAS, combining outcome-based benchmarks and content-based minimum academic standards, clearly define the expected learning outcomes and competencies for graduates of each Nigerian university programme. This framework achieves a balance, providing necessary guidance without excessive prescription, while also allowing for institutional flexibility and innovation.

To ensure Nigerian university education remains relevant to societal needs, the National Universities Commission (NUC) began restructuring the BMAS in 2018. This led to the introduction of the Core Curriculum and Minimum Academic Standards (CCMAS), designed to reflect 21st-century realities across both existing and new disciplines and programmes within the Nigerian University System.

The 2021 CCMAS documents are structured to provide for 70% of core courses for each programme, while giving universities the flexibility to utilise the remaining 30% for other innovative courses in their peculiar areas of focus. In addition to the overall Learning Outcomes for each discipline, there are also Learning Outcomes for each programme and course. In general, programmes are typically structured such that a student does not carry less than 30 credit units or more than 48 credit units per session.

The NUC has produced 17 CCMAS documents for the following academic disciplines in the Nigerian University System:

1. Administration and Management
2. Agriculture

3. Allied Health Sciences
4. Architecture
5. Arts
6. Basic Medical Sciences
7. Computing
8. Communication and Media Studies
9. Education
10. Engineering and Technology
11. Environmental Sciences
12. Law
13. Medicine and Dentistry
14. Pharmaceutical Science
15. Sciences
16. Social Sciences
17. Veterinary Medicine

The University of Ibadan's Senate has consistently demonstrated a commitment to addressing Nigeria's current and future manpower needs. Over the past decade, this has resulted in the creation of new academic departments and the or unbundling of existing ones, often driven by NUC accreditation requirements. The newly established Faculties are:

- Renewable Natural Resources (by excising Forestry from the former Faculty of Agriculture and Forestry, while simultaneously splitting the two former Departments of Forest Resources Management, and Wildlife and Fisheries Management into four, namely Forest Production and Products; Social and Environmental Forestry; Aquaculture and Fisheries Management; and Wildlife and Ecotourism Management).
- Economics and Management Sciences with new Departments of Banking and Finance, Accounting, Marketing and Consumer Studies.

- Environmental Design and Management, with new Departments of Architecture, Estate Management, Quantity Surveying, and introduction of undergraduate programme in Urban and Regional Planning.
- Multidisciplinary Studies incorporating the Departments of Data and Information Science; Peace, Security and Humanitarian Studies; Sustainability Studies; Petroleum, Energy Economics and Law; and Bio-Ethics and Medical Humanities.
- Basic Clinical Sciences (excised from the Faculty of Basic Medical Sciences)
- Nursing (excised from the Faculty of Clinical Sciences).
- Computing (forthcoming, with the approval by the Senate at the end of January 2024 of new undergraduate programmes in Information and Communication Technology; Software Engineering; Cybersecurity; and Data Science in the Department of Computer Science, along the lines recommended by the NUC in its 2021 CCMAS document).

Two new Departments, namely Automobile Engineering and Biochemical Engineering were established in the Faculty of Technology.

The expansion of academic programmes should be accompanied by the recruitment of additional academic staff for the new programmes to take off seamlessly, be on a strong footing, and ensure quality assurance.

Joint Admissions and Matriculation Board (JAMB)

The legal instrument establishing the Joint Admissions and Matriculation Board (Board) was promulgated by the Act (No. 2 of 1978) of the Federal Military Government on 13 February 1978. By August 1988, the Federal Executive Council amended Decree No. 2 of 1978. The amendments have since been codified into Decree No.

33 of 1989, which took effect on 7 December 1989. Decree No. 2 of 1978 (amended by Decree No. 33 of 1989) empowered the Joint Admissions and Matriculation Board to:

- (a) conduct Matriculation Examination for entry into all Universities, Polytechnics, and Colleges of Education (by whatever name called) in Nigeria.
- (b) appoint Examiners, Moderators, Invigilators, members of the Subject Panels and committees, and other persons with respect to matriculation examinations and any other matters incidental thereto or connected therewith.
- (c) place suitably qualified candidates in tertiary institutions after having taken into account:
 - (i) the vacancies available in each tertiary institution; (ii) the guidelines approved for each tertiary institution by its proprietors or other competent authorities; (iii) the preference expressed or otherwise indicated by the candidates for certain tertiary institutions and courses; (iv) such other matters as the Board may be directed by the Honorable Minister to consider or the Board itself may consider appropriate in the circumstances.
- (d) collate and disseminate information on all matters relating to admissions into tertiary institutions or any other matter relevant to the discharge of functions of the board.
- (e) carry out other activities as are necessary or expedient for the full discharge of all or any of the functions conferred on it under or pursuant to this Decree.

For admission into the Universities, all the prospective candidates must have scored at least 200 out of the maximum of 400 marks at the UTME, translating to 50%. All those who meet this condition are invited for the Post-UTME Screening and they must again score at

least 50%. A simple average of the performance at the UTME and Post-UTME is then employed as the basis for the final selection of candidates. The cut-off marks would depend on the total number of candidates seeking admission into a particular course of study and the number of available slots (the admission quota). Competition for admission is usually very keen. As can be seen from Table 1, the merit cut-off-marks for the 2024/2025 admission exercise ranged from 78.125% for Medicine and Surgery to 50%.

Table 1: The cut-off marks for admission into its various courses for the 2024/2025 academic session at the University of Ibadan, Ibadan

Faculty	Programmes	Merit	Catchment	ELDS ²
Agriculture	Agricultural Economics	50.375	50.375	50.375
	Agricultural Extension and Rural Development.	50	50	50
	Crop and Horticultural Sciences	50	50	50
	Soil Resources Management	50	50	50
	Animal Science	50	50	50
	Crop Protection and Environmental Biology	50	50	50
Arts	Anthropology	50	50	50
	Arabic Language and Literature	56.5	56.5	56.5
	Archaeology	50	50	50
	Classical Studies	50	50	50
	Communication and Language Arts	61.875	61.875	58
	European Studies – French	50	50	50
	European Studies – German	50	50	50
	European Studies – Russian	50	50	50
	English	57.125	57.125	55.25
	History	50	50	50
Islamic Studies	50	50	50	

²ELDS: Educationally Less Developed States

Faculty	Programmes	Merit	Catchment	ELDS
	Linguistics	58.125	58.125	51.625
	Linguistics – Igbo	50	50	50
	Linguistics – Yoruba	50	50	50
	Music	50	50	50
	Philosophy	50	50	50
	Religious Studies	50	50	50
	Theatre Arts	55.75	55.75	53.125
College of Medicine	Biochemistry	56.125	56.125	51
	Dentistry	69.125	69.125	63.625
	Environmental Health Science	52	52	52
	Human Nutrition and Dietetics	57.125	57.125	53.125
	Medical Laboratory Science	65	65	58.75
	Medicine and Surgery	78.125	78.125	76.25
	Nursing Science	71.875	71.875	63.375
	Physiology	60.375	60.375	54.25
	Physiotherapy	64.75	64.75	61.125
Economics & Mgt Science	Economics	58.5	58.5	52.375
	Accounting	65.25	65.25	59.5
	Banking and Finance	52	52	52
	Marketing and Consumer Studies	51.75	51.75	51.75
Education	Adult Education	50	50	50
	Business Education	50	50	50
	Early Childhood Education	50	50	50
	Education and Arabic Studies	50	50	50
	Education and Biology	50	50	50
	Education and Chemistry	50	50	50
	Education and Christian Religious Studies	50	50	50
	Education and Communication and Lang Arts	50	50	50
	Education and Economics	50	50	50
	Education and English	57.75	57.75	52.375
Education and French	50	50	50	

Faculty	Programmes	Merit	Catchment	ELDS
Education	Education and Geography	50	50	50
	Education and History	50	50	50
	Education and Islamic Studies	50	50	50
	Education and Mathematics	50	50	50
	Education and Physics	50	50	50
	Education and Political Science	50	50	50
	Education and Yoruba	50	50	50
	Educational Management	50	50	50
	Guidance and Counselling	50	50	50
	Health Education	50	50	50
	Human Kinetics	50	50	50
	Library, Archival and Information Studies	50	50	50
	Special Education	50	50	50
Environmental Design Management	Architecture	51	51	51
	Estate Management	50	50	50
	Urban and Regional Planning	50	50	50
	Quantity Surveying	50	50	50
Law	Law	67.25	67.25	66.75
Pharmacy	Pharmacy	68	68	65.625
Renewable Natural Resources	Aquaculture and Fisheries Management	50	50	50
	Forest Resources Management	50	50	50
	Wildlife & Ecotourism Management	50	50	50
	Social and Environmental Forestry	50	50	50
Science	Anthropology	50	50	50
	Archaeology	50	50	50
	Botany	50	50	50
	Chemistry	50	50	50
	Computer Science	71	71	60.875
	Geography	50	50	50
	Geology	51	51	51
	Industrial Chemistry	50	50	50
	Mathematics	52	52	52
	Microbiology	52.75	52.75	52.125
Physics	51	51	51	

Faculty	Programmes	Merit	Catchment	ELDS
	Statistics	50	50	50
	Zoology	50	50	50
Social Sciences	Geography	50	50	50
	Political Science	55.875	55.875	55.375
	Psychology	53.75	53.75	53.75
	Sociology	50.5	50.5	50.5
Technology	Agricultural and Environmental Engineering	50	50	50
	Civil Engineering	61.625	61.625	53.625
	Electrical and Electronics Engineering	67	67	50.25
	Food Technology	51	51	51
	Industrial and Production Engineering	50.25	50.25	50.25
	Mechanical Engineering	68	68	55.125
	Petroleum Engineering	61.25	61.25	53.625
	Wood Products Engineering	50	50	50
	Automotive Engineering	54.125	54.125	54.125
Veterinary Medicine	Veterinary Medicine	60	60	60

It can be seen that there has been a general increase in the total student enrolment at the University of Ibadan from about 18,000 in 2002/2003 to a peak of 46,031 in 2017/2018 according to data published by the Academic Planning Unit in the Office of the Vice-Chancellor (Figure 3).

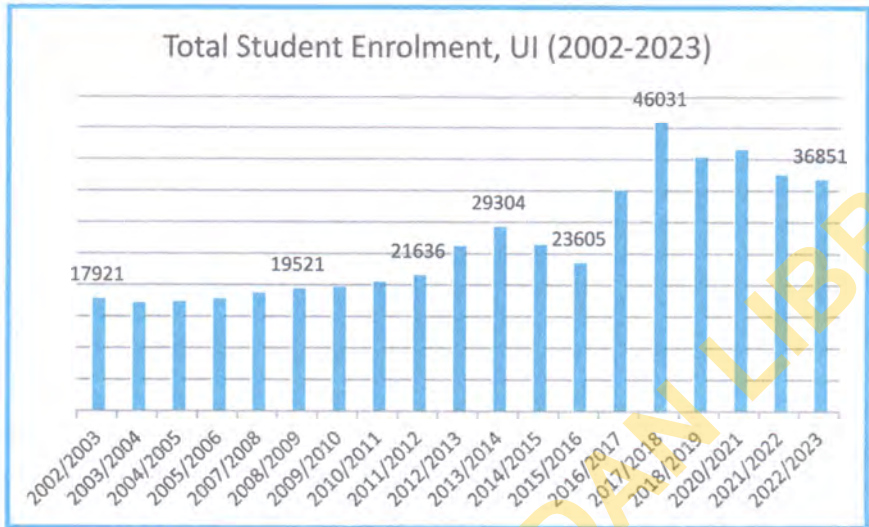


Figure 3: Total Student enrolment at the University of Ibadan, 2002 to 2023

However, the academic staff strength has not increased in the same proportion (Figure 4). This places a significant burden on the remaining staff, as government policy has hindered the systematic replacement of retiring or resigning staff. With student numbers more than doubling while academic staff strength has only increased by roughly one-third, the resulting unfavourable teacher-student ratio threatens the quality of teaching and learning.

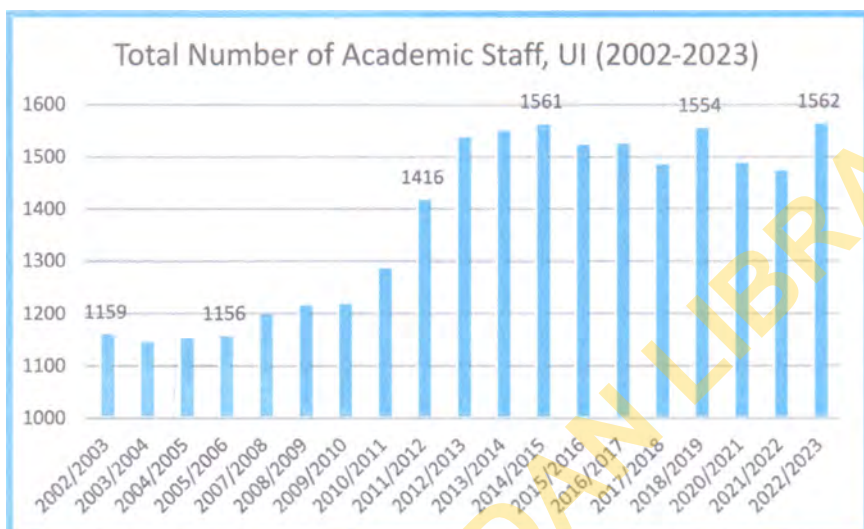


Figure 4: Total number of Academic Staff at the University of Ibadan, 2002-2023

Assessment of Community Service, Administrative Duties, and Teaching Effectiveness for Academic Staff

The Regulations and Guidelines for Promotion of Academic Staff at the University of Ibadan make copious references for academic staff to participate in Community Service and Administrative Duties. Sections 8 (i) and 8 (ii) specifically state as follows:

i. Assessment of Community Service

- (a) Community service refers to all forms of knowledge application and provision of service by which an academic member of staff impacts the University community and/or the larger society. Such activities include the delivery of public lectures, the leadership of academic or professional societies, being on the editorial boards of recognised journals, and organising symposia and workshops.

Academic members of staff who undertake them should be duly rewarded during appointment and promotion exercises.

- b. Community service is to be scored on a scale of 0-5 points.
- c. A maximum of one (1) point is to be assigned for each community service since a candidate's last promotion or appointment, with five (5) as the maximum number of community services that can be scored.

ii. Assessment of Administrative Duties

- a. Deans, Acting Deans, Sub-Deans, Acting Heads of Department, Hall Wardens, Assistant Hall Wardens, Examination Officers, Programme Coordinators, Level Advisers, Staff Advisers to student organisations, members of Departmental and Faculty Committees, and all others holding administrative positions recognised by the University who are not professors should be rewarded for engaging in administrative duties.
- b. A maximum of 2.5 points is to be assigned to each administrative position held since a candidate's last promotion or appointment is subject to a maximum of 5 points for candidates seeking promotion to cadres up to Senior Lectureship and 10 points for candidates seeking promotion to the Professorial Cadre.
- c. Administrative duties are to be scored on a scale of 0-5 points for candidates seeking promotion to cadres up to Senior Lectureship and on a scale of 0-10 points for candidates seeking promotion to the Professorial Cadre.

Table 2: Allotment of Points for Community Service and Administrative Duties

S/N	Cases	Community Service (Points Allotted)	Administrative Duties (Points Allotted)	Maximum Score Obtainable
1.	Part I Promotion Cases	0-5 points	0-5 points	10 points
2.	Part II Promotion Cases	0-5 points	0-10 points	15 points

iii. Assessment of Teaching Effectiveness

The components of teaching effectiveness include students' assessment of academic staff, teaching load (i.e. course unit and class size), and departmental assessment of academic staff.

- a. The maximum score for teaching effectiveness of academic staff seeking promotion is twenty (20) points. The twenty (20) points are to be allocated as indicated in Table 3;

How not to assess your students was the title of a Facebook message I posted on my page on 19 January 2024. I have always held that it is not right for a lecturer to claim that no student can score an A in their courses. That *C is for the intelligent student; B is for the genius, and A is for God*. From the reactions to my Facebook post, one could observe that this is a view widely held by many current and former undergraduate students in Nigeria.

I suffered from such negative actions as an undergraduate. One of my undergraduate lecturers told me point blank that no student could score up to 70% in his course. In retrospect, he was not trained as a teacher, and to that extent, it was perhaps none of his priority to implement a student-centric examination assessment system.

It behooves those of us who teach in higher educational institutions to change such mindsets. This I have championed throughout my academic career (See Olayinka, 2014). A lecturer is a guide on the side to his/her students and not an all-knowing sage on the stage. He/she has a duty to bring out the best in his/her students while mentoring

them. It serves no useful purpose to mark down your students by ensuring they score a poorer grade than they deserve. This is without prejudice to those lecturers who inflate examination grades which is indefensible and unsustainable.

By the way, I scored 64% (B) in the course; which by the classification scheme of my erstwhile lecturer he had reserved for Geniuses. I am smiling now, knowing fully well that I am not a genius. I once narrated my experience with a colleague at the University of Ibadan, Professor Ayodele Oluleye, former Dean of Technology. He said what my lecturer had done inadvertently was to score everyone in my class over 70! I agree with him. Sixty-four marks out of a maximum of 70 under the Nigerian/British examination system would certainly translate to a grade A.

Table 3: Allotment of Points for Teaching Effectiveness

S/N	Sub-Components of Teaching Effectiveness	Points Allotted	Remarks
1	Students' Assessment	0-5 points	Based on Assessment Forms completed by students
2	Class Size	0-5 points	a. One (1) point per regular class size b. 1.5 points per large class size
3	Course Unit	0-5 points	One (1) point for each course unit
4	Departmental Assessment	0-5 points	Based on Departmental Assessment
	MAXIMUM POINTS OBTAINABLE	20 points	

Departmental assessment of teaching competence must be both qualitative and quantitative. The sub-components of the assessment and the points attached to them are given in Table 4.

Table 4: Allotment of Points for Assessment of Teaching Effectiveness Experience

S/N	Sub-Components of Departmental Assessment	Criteria	Points Allotted
1	Teaching Effectiveness	Departmental Opinion	0-3 points
2	Teaching Experience Years of Teaching since Last Promotion/Appointment (in case of first-time promotion candidates)	3 Years and Above Less than 3 years	2 points 1 point
	MAXIMUM POINTS OBTAINABLE		5 points

- d. *Prima facie* cases should not be made for candidates who fail to score at least 50% of the maximum points for teaching effectiveness.
- e. Obtaining the minimum required score for teaching effectiveness, community service, and administrative duties is a precondition for the consideration of a candidate for promotion.
- f. The minimum promotion requirements for academic staff, as indicated in Table 5 should be adopted.

Table 5: Minimum Required Scores from Teaching Competence, Administrative Duties, and Community Service

S/N	Academic Staff Cadre	Allotted Points for Teaching Competence, Administrative Duties and Community Service	
		Minimum	Maximum
1	Lecturer Grade II to Lecturer Grade I	15 points	30 points
2	Lecturer Grade I to Senior Lectureship	20 points	30 points
3	Senior Lectureship to Readership	20 points	35 points
4	Readership to Professorship	20 points	35 points

Assessment of Candidates Seeking Promotion to the grade of Reader or Professor

Over the past five years, I have served as an External Assessor for candidates seeking promotion to the grade of Reader or Professor in several Universities in Nigeria, including Obafemi Awolowo University, Ile-Ife; Federal University of Technology, Akure; Nnamdi Azikiwe University, Awka, Olabisi Onabanjo University Ago-Iwoye; and Covenant University, Ota. One can confirm that it is standard practice in these universities to assess contribution of their candidates to community service and administrative duties as part of the *prima facie* qualification.

Beyond using community service and administrative duties for promotion, members of the academic staff who have attained the professorial rank are expected to provide leadership in the university as follows:

- (a) Lead in the development and implementation of the university research strategy and coordinate research activity within his/her specific subject and contribute to the new frontier of knowledge.
- (b) Lead/participate in research and collaborative partnerships with other educational institutions or other bodies.
- (c) Provide mentorship to junior faculty.
- (d) Contribute to the publication profile of the University by publishing in reputable journals.
- (e) Conduct research with social and community relevance.
- (f) Attend and present papers at national and international conferences or similar events to disseminate information and contribute to the body of knowledge.
- (g) Challenge teaching, foster debates and develop the ability of the students to engage in critical decision and rational thinking.
- (h) Supervise student's field trips and, where appropriate, placement of work.

- (i) Set, administer, and mark student examinations.
- (j) Ensure teaching content and delivery methods are up to date in relation to the requirements of the industry.
- (k) Participate in the smooth running of the Department/Unit.
- (l) Attend and contribute to discussions at Senate and Congregation meetings.
- (m) Present Inaugural lectures when called upon
- (n) Foster interdisciplinary team working spirit among lecturers to enhance synergy
- (o) Act as a mentor, coach, and role model to students and other staff.
- (p) Adhere to policies of the University in teaching, research, and community service.
- (q) Assist and provide general guidance to students in the preparation of manuscripts for journal publications.
- (r) Act as an ambassador of the University through their work in research and development and thus enhance the image of the University.
- (s) Attend all departmental and faculty meetings.
- (t) Facilitate participation of external and visiting professors in the department.
- (u) Ensure the smooth conduct of examination and timely processing of results.
- (v) Serve as External Examiner to sister universities
- (w) Serve as External Assessor for candidates in sister Universities seeking promotion.

Appointment of Vice-Chancellor and Acting Vice-Chancellor, and Exercise of Power by Senate and Council

The Visitor is no longer involved in the selection process of VCs in Nigerian Federal Universities going by law. Instead, the selection of the Vice-Chancellor is the responsibility of the Council. There is a Joint and Senate Selection Board consisting of – (a) the Pro-Chancellor, as chairman; (b) two members of the Council, not being members of the Senate; (c) two members of the Senate who are Professors, but who are not members of the Search Team. The Selection Board is expected to recommend to the Council three candidates for further consideration. The Council then selects and appoints one candidate from among the three recommended and informs the Visitor, who is the President. These are the provisions of the Universities (Miscellaneous Provisions) Act No. 11, 1993 as amended by The Universities (Miscellaneous Provisions) (Amendment) Act No. 55 of 1993; The Universities (Miscellaneous Provisions) (Amendment) Act No. 25 of 1996; The Universities (Miscellaneous Provisions) (Amendment) Act 2003, otherwise called The Universities Autonomy Act No. 1, 2007 and The Universities (Miscellaneous Provisions) (Amendment) Act 2012. In other words, the process for the appointment of a Vice Chancellor in Nigerian federal universities should be the statutory responsibility of the Governing Council of each university. Once an appointment is made, it should be legally binding and effective without any input from the President/Visitor. The law only requires the Council to inform the President of the appointment. The President is not even empowered to approve or disapprove.

This new template was adopted by the Council of the University of Ibadan for the appointment of the 11th, 12th, and 13th Vice-Chancellor of the University in September 2010, September 2015, and October 2021, respectively. It must be pointed out that in these three cases, it is to the credit of the respective Councils of the University of Ibadan

under the Pro-Chancellorship/Chairman of Council of Chief Wole Olanipekun, Dr. Umar Mustapha, and Chief John Odigie Oyegun, respectively. The candidates who came first at the Joint Council/Senate Selection Board were picked as Vice-Chancellor by the Council. A similar scenario has been reported from the University of Lagos and Obafemi Awolowo University Ile-Ife. As shown in Table 6, this has not always been the case in some other Universities where there have been instances of candidates who came either second or third at the Selection Board and finally emerged as Vice-Chancellor.

Table 6: Mode of appointment adopted in selecting Vice-Chancellors from the recommendation of the Joint Council/Senate Selection Board in selected Federal Universities in Nigeria (2010 -2024)

Appointment procedure adopted by the Council	Year of Appointment	Position of Candidate Appointed by Council on the list from the Selection Board	Procedure adopted by Council	Name of the person Appointed the Vice-Chancellor
University of Ibadan	2010	1 st	The merit list from the Selection Board was followed strictly.	Professor Isaac Folorunso Adewole
	2015	1 st	The merit list from the Selection Board was followed strictly.	Professor Abel Idowu Olayinka
	2021	1 st	The merit list from the Selection Board was followed strictly.	Professor Kayode Oyebode Adebowale
University of Lagos	2010	1 st	The merit list from the Selection Board was followed strictly.	Professor Babatunde Adetokunbo Sofoluwe
	2012	1 st	The merit list from the Selection Board was followed strictly.	Prof. Rahmon Ade Bello
	2017	1 st	The merit list from the Selection Board was followed strictly.	Prof. Oluwatoyin Ogundipe

	2022	1 st	The merit list from the Selection Board was followed strictly.	Prof Tolulope Ogunsola
Obafemi Awolowo University, Ile-Ife	2006	1 st	The merit list from the Selection Board was followed strictly	Professor Michael Faborode
	2011	1 st	The merit list from the Selection Board was followed strictly	Professor Bamitale Omole
	2017	1 st	The merit list from the Selection Board was followed strictly	Professor Temitope Ogunbodede
University of Uyo	2010	3 rd	Voting was conducted on the three names proposed by the Selection Board.	Prof Comfort Ekpo
	2015	1 st	Voting was conducted in two stages. First, the Council voted to decide whether there should be voting or just pick the highest scorer. Second, the Council then voted, if it was the wish of the majority that the VC should be selected through voting. So, members of the Council had to vote again for the three candidates recommended by the Selection Board.	Prof Enefiok Essien
	2020	2 nd	VC only emerged after Voting. He scored 9 out of the total 13 votes. The person who came first on the Selection Board had the remaining 4 votes.	Prof Nyauдох Ndaeyo
Modibbo Adama University, Yola	2014	2 nd	Council voted on the list from the Selection Board.	Prof Kyari Mohammed
University of Port Harcourt	2014	2 nd	Council voted on the list from the Selection Board	Prof Ndowa Lela
Federal University of Technology Akure	2022	2 nd	Council voted on the list from the Selection Board	Prof. Adenike Adediji

Appointment of Acting Vice-Chancellor

There should be a standard procedure for the appointment of an Acting Vice-Chancellor in cases where a Vice-Chancellor is completing his/her tenure and the process for the appointment of a successor is not yet concluded. At the University of Ibadan wherever this scenario it was usual practice for the next in rank in the governance organogram to take over from the outgoing Vice-Chancellor in an acting capacity pending the appointment of a substantive Vice-Chancellor. On many occasions, a Deputy Vice-Chancellor had become Acting Vice-Chancellor in this manner (1967/1968; 1971/1972; 1983/1984; 1995/1996; 2000; 2005). In 1995, when the Vice-Chancellor completed his tenure and both Deputy Vice-Chancellors too were simultaneously completing their respective tenures, the mantle fell on the officer next in rank, the Provost of the College of Medicine, who was then appointed the Acting Vice-Chancellor.

A novel arrangement was foisted on the University of Ibadan in November 2020 when the process for appointment of a new Vice-Chancellor could not be completed before the expiration of the tenure of the outgoing Vice-Chancellor. The University Senate was directed by the Federal Ministry of Education to conduct an election for the appointment of an Acting Vice-Chancellor. In the process, the sitting Deputy Vice-Chancellor (Academic) emerged but not until after contesting with four other Professors.

As part of a last-ditch effort to resolve the impasse that trailed the appointment of the 13th Vice-Chancellor of the University of Ibadan in November 2020, the Minister of Education directed the University Senate to convene a special meeting of the Senate for the purpose of selecting one of its members who was not a candidate in the then ongoing process for the selection of a new Vice-chancellor, for recommendation to the Governing Council for appointment as Acting

Vice-chancellor for a period of not more than six months as stipulated in section 3(13) and (14) of the Universities (Miscellaneous Provisions) (Amendment) Act 2003.

It would be recalled that in electing an Acting Vice-Chancellor on 30 November 2020, the Senate set aside the provisions of the Act of the University. Indeed, two positions were canvassed on the floor of the Senate meeting.

One group supported following the dictates of the Act which would have seen a Deputy Vice-Chancellor being appointed the Acting Vice-Chancellor without going through any election. On the four earlier occasions where the University of Ibadan had an Acting Vice-Chancellor, it had always been by following the Order of Precedence in the hierarchy.

The second group maintained that the Act be set aside and an election conducted as proposed by the letter from the Honourable Minister of Education. This intervention in itself has no place in the law and is clearly a breach of the autonomy of the University.

To give peace a chance, the first group conceded to the demands of the second group. Invariably there were five valid nominations for the position of Acting Vice-Chancellor, with the sitting Deputy Vice-Chancellor (Academic) Professor A. B. Ekanola winning overwhelmingly, by polling 69.3% of the total votes. There is a Yoruba Proverb that states thus: *Bi a ba ran ni ise bi eru, a fi ti omo je* (Translation: If you were sent on an errand as if you were a slave, you should proceed to deliver the message as a true born). In the instant case, the majority group in the Senate had its way even while it had succeeded in implementing the directive from the Ministry of Education.

For the records, the six earlier instances where the University of Ibadan had an Acting Vice-Chancellor are stated subsequently.

First, the first Vice-Chancellor for an independent University of Ibadan, Professor Kenneth Dike resigned his appointment in January 1967. The Deputy Vice-Chancellor (John Harris) was appointed Acting Vice-Chancellor.

Second, when Professor Adeoye Lambo resigned his appointment as Vice-Chancellor in 1971 in the aftermath of the unfortunate incident involving the killing of a student by Police during a protest, the Deputy Vice-Chancellor, Professor G. M. Edington, took over as the Acting Vice-Chancellor.

Third, when the process for the appointment of a new Vice-Chancellor could not be concluded at the end of the four-year tenure of the 5th Vice-Chancellor, Professor Samson Olajuwon Olayide (1979-1983), the sitting Deputy Vice-Chancellor, Professor Ayo Banjo, was appointed Acting Vice-Chancellor. Prof Ayo Banjo served in the capacity of Acting Vice-Chancellor from 1 December 1983 till 30 November 1984 after which he emerged as the 6th substantive Vice-Chancellor.

Fourth, when the process for appointing a Vice-Chancellor was not concluded at the end of the tenure of Prof A.B.O.O. Oyediran as the 7th Vice-Chancellor, the two positions of Deputy Vice-Chancellor were vacant. Nonetheless, there was an orderly succession with the Provost College of Medicine, Professor Oladosu Ojengbede, being appointed the Acting Vice-Chancellor and he served in that capacity from December 1995 till March 1996.

Fifth, by the time Professor Omoniyi Adewoye was completing his tenure as the 8th Vice-Chancellor, the process for the appointment of his successor was yet to be completed. Prof. Olufunso Olorunsogo, up till then the Deputy Vice-Chancellor (Administration) was appointed Acting Vice-Chancellor and he served from March to September 2000.

Sixth, by the time Professor Ayodele Falase was completing his tenure as the 9th Vice-Chancellor, the process for appointing his successor was not yet completed. Prof O. A. Bamiro up till then the Deputy Vice-Chancellor (Administration) and a very strong contender for the position of Vice-Chancellor was appointed the Acting Vice-Chancellor and he served in that capacity from 25 September 2005 till 30 November 2005. It should be noted that although Professor Bamiro was vying as a candidate for the position of the Vice-Chancellor, that fact was not used in disqualifying him from being appointed the Acting Vice-Chancellor. That was the right decision by the then Council in our opinion. Professor Bamiro subsequently emerged as the 10th substantive Vice-Chancellor and he served from 1 December 2005 till 30 November 2010.

The above has been the norm and precedent at the University of Ibadan from 1983 to 2005.

By deciding to vote for candidates for the position of Acting Vice-Chancellor as caused by the Emergency situation on 30 November 2020, the Senate had put in abeyance the provisions of the Act as strongly canvassed by many members of the Senate. Senate had thus deliberately invoked the Doctrine of Necessity and the Doctrine of Expediency.

The appointment of an Acting Vice-Chancellor on 30 November 2020 was ordinarily supposed to be for six months. However, the Council was dissolved in February 2021 and a new Council which was expected to either continue with the inchoate process or start anew was not put in place until April 2021, nearly five months into the tenure of the Acting Vice-Chancellor.

The new Council at its meeting on Wednesday 05 May 2021 noted that the process of appointing a substantive Vice-Chancellor could not be concluded due to the dissolution of the former Governing Council.

Given the circumstances, a vacuum cannot be created in the office of the Vice-Chancellor of the University in that if the appointment of a substantive Vice-Chancellor cannot be concluded before 31 May 2021, the position of the Ag. Vice-Chancellor shall lapse.

Therefore, the Council advised that the Senate should consider the above matter and make its recommendation to the Council.

It was rather curious that the group of members of the Senate that canvassed vigorously for the University Act to be set aside on 30 November 2020 suddenly agitated for a return to the same Act. The majority group, however, insisted that academics who seek the truth should observe the maxim "*He Who Comes into Equity Must Come With Clean Hands*". In the circumstance, the tenure of the Acting Vice-Chancellor was extended beyond the intended six months until a substantive Vice-Chancellor was appointed by the Council in October 2021 and he resumed office on 1 November 2021. Invariably the Acting Vice-Chancellor had stayed in office in that capacity for a total of 11 months.

An overview of the appointment of Acting Vice-Chancellor in some Federal Universities in Nigeria is given in Table 7. It would seem that the appointment of an Acting rather than a substantive Vice-Chancellor in a University is indirectly a sign of instability in the system. Apart from the internal issues that come up now and then within each university, government actions and inactions often inadvertently instigate instability in the running of Federal Universities. At the University of Ibadan for example, None of the Council at the University of Ibadan over the last 25 years has had a smooth four-year stint. In 1999/2000, the non-constitution of a new Council delayed the process for the appointment of a new Vice-Chancellor following the expiration of the tenure of the out-going Vice-Chancellor. The Deputy Vice-Chancellor (Administration) was appointed Acting VC and he served in that capacity from March till September 2000.

Five years later, a delay in constituting the Council led to an inability to conclude the process for appointing the 10th Vice-Chancellor. The sitting Deputy Vice-Chancellor (Administration) was named Acting VC and he served in that capacity for two months before he was appointed the substantive 10th VC effective 1 December 2005 by the Visitor.

Deacon Gamaliel Onosode (1933-2015), the board room guru, was appointed as Pro-Chancellor at the University of Ibadan, in 2005. He had previously served in the same capacity at another Federal University (Uyo). He was not allowed to complete his tenure at Ibadan when the Councils of all Federal Universities, including Ibadan, were dissolved in 2008. After the University of Ibadan, he was appointed as Pro-Chancellor at the University of Lagos and in the process led the Federal Government negotiation team with the Academic Staff Union of Universities (ASUU) that produced the Federal Government – ASUU Agreement in 2009.

Chief Wole Olanipekun, SAN, CFR was appointed Pro-Chancellor in February 2009; However, the Council was dissolved in October 2011, along with those of other Federal Universities. This delayed the process for the appointment of a new Registrar following the expiration of the term of the incumbent at the end of December 2011. Mr. Victor Adebomi Adegrooye (1952-2020), the most senior Deputy Registrar was appointed the Acting Registrar effective January 2012 following the end of the tenure of the substantive Registrar. The dissolved Council was reinstated in February 2012 and it appointed Mr. Olujimi Iretola Olukoya as the substantive Registrar effective March 2012. Pro-Chancellor Olanipekun was able to serve out the uncompleted part of the term till early 2013.

A new Chairman of the Council led by the late Major General Robert Adeyinka Adebayo (1928-2017) was inaugurated in 2013; he was

replaced mid-way into his tenure in 2015 by another Chairman Dr Umar Mustapha. Dr. Mustapha's Council was dissolved along with the Councils of other Federal Universities on 16 July 2015 by the seven-week-old new Federal Government of President Muhammadu Buhari. This action interrupted the appointment of a new Vice-Chancellor at the University of Ibadan and Bayero University Kano, among others. The Councils were later re-instated after about a month of interregnum. The UI Council was able to complete the appointment of the 12th Vice-Chancellor in September 2015.

Next came Nde Joshua Mutka Waklek as the Pro-Chancellor & Chairman of the Council in May 2017. The University Council's activities were suspended indefinitely in February 2021, and the Council was subsequently disbanded amidst the controversy surrounding the appointment of the University's 13th Vice-Chancellor.

Chief John E. K. Odigie-Oyegun was appointed Chairman of the Council in April 2021. The Council was dissolved along with those of other Federal Universities in June 2023 by the new Federal Government under President Bola Ahmed Tinubu, GCFR, after spending barely two years in office.

The current Chairman of the Council, Chief Bisi Akande, CFR, was appointed in June 2024. We look forward to his Council being able to break a 25-year-old jinx.

Table 7: Appointment of Acting Vice-Chancellor at the University of Ibadan and selected Federal Universities in Nigeria

University of Ibadan	Year	Mode of Appointment of Acting Vice-Chancellor	Position occupied at point of appointment as Acting Vice-Chancellor	Name of person Appointed	Length of tenure
	1966/67 and 1967/1968	The political crisis in the country which followed the military coup and the counter-coup of January and July 1966, respectively, affected the University adversely. As the crisis deepened, the VC who was on leave originally until October 1966 but later extended to January 1967 resigned his appointment with effect from the termination of his leave on 27 January 1967.	The person next in hierarchy as specified in the Act, was appointed the Acting VC.	John Harris (till then the Deputy Vice-Chancellor)	13 months
	1971/1972	Following the unfortunate student crisis in which an undergraduate student, Kunle Adepeju, was killed on 1 st February 1971, VC Adeoye Lambo resigned his appointment with effect from the end of the session. He had just been in office for three years.	The person next in the hierarchy as specified in the Act (i.e. Deputy Vice-Chancellor) was appointed the Acting VC and served in that capacity for the 1971/1972 session until a substantive VC, ³ Professor Horatio Oritsejomi-Thomas was appointed in July 1972.	Prof G. M. Edington (till then the Deputy Vice-Chancellor)	12 months

³He was removed from office on Founders' Day on 17 November 1975 by the Visitor. He was the Trustee of Asaboro, a wealthy rubber magnate, being a brother of his wife. In doing his job as a Trustee, one of the members of Asaboro family wrote a petition against Professor Thomas. This petition was taken up and magnified by some Professors at UI Senate by saying that he had brought the name of the University into disrepute. Unfortunately, they did this without proper investigation into the family feud. The Mohammed administration without any caution acted on this action by some members of UI Senate and he was retired. Unfortunately, it happened on the day he conducted a graduation ceremony. It was a heinous miscarriage of justice because his retirement had nothing to do with his activities as the VC of the University which he did excellently well. The premature and unjust retirement hastened his death. The University should do something to rehabilitate his name and give him justice.

1983	The process for re-appointing the out-going VC Olajuwon Olayide or appointing a new person as VC was incomplete. The person next in the hierarchy as specified in the Act was asked to take over.	Deputy Vice-Chancellor	Prof. Ayo Banjo	One year
1995/1996	The process for appointing a new VC following the expiration of the tenure of VC ABOO Oyediran was yet to be concluded. The next officer in the hierarchy as specified in the Act.	The two Deputy Vice-Chancellors had completed their tenure. The Officer next in the hierarchy was the Provost, College of Medicine and he was appointed the Acting Vice-Chancellor.	Prof. Oladosu Ojengbede	About 4 months
2000	The process for appointing a new VC following the expiration of tenure of VC Omoniyi Adewoye was yet to be completed. The next officer in the hierarchy as specified in the Act was asked to take over.	Deputy Vice-Chancellor (Administration)	Prof. O. O. Olorunsogo	6 months
2020/2021	Provisions of the Act were set aside on the order of the Federal Government; the Doctrine of Necessity invoked; five professors indicated an interest in serving as Acting Vice-Chancellor at an Extraordinary Meeting of the Senate on the last day in office of the outgoing Vice-Chancellor. An election was conducted and the candidate with the highest number of votes was declared the winner and later affirmed by the Governing Council.	Deputy Vice-Chancellor (Academic) emerged the Acting Vice-Chancellor. The appointment was for a period of six months. His appointment was re-affirmed at the end of the initial tenure and he was mandated to stay in office till a substantive Vice-Chancellor was appointed.	Prof. Adebola B. Ekanola	11 months

Obafemi Awolowo University Ile-Ife	1991	The crisis led to the removal of the Vice-Chancellor, Prof Adeniyi Osuntogun, by the Federal Military Government.	Deputy Vice-Chancellor	Prof Olufemi Odesanmi	4 months
	1999	There was an organized death squad of some 40 members of the Black Axe Confraternity, a dreaded students' cultist group that invaded the Awolowo Hall of Residence in the early hours of 10 July 1999, clad in black trousers and black T-shirts, their faces hidden by masks; they carried and used shotguns and hatchets against students. This resulted in the death of five people and left 11 others injured, all of whom were students of the Obafemi Awolowo University. The Vice-Chancellor, Prof Wale Omole, had been out of the country on the day of the attack. His suspension was announced by the Federal Government on 14 th July 1999.	Former Chief Medical Director, Obafemi Awolowo Teaching Hospitals Complex.	Prof Roger Makanjuola was named Acting Vice-Chancellor on 18 July 1999.	1 year 10 months
	2006	Delay in the confirmation of appointment of Vice-Chancellor by the Visitor.	Deputy Vice-Chancellor (Academic)	Prof Abiodun Adediran	2 months

	2016	<p>In April 2016 Obafemi Awolowo University was engulfed in crisis as conflicting interests within the institution, slugged it out over who occupies the seat of Vice-Chancellor. There were endless protests by the Non-Academic Staff Union (NASU) of the university. In a letter addressed to the Executive Secretary of the National Universities Commission, <i>President Buhari directed the Senate not to consider any of the candidates who earlier contested for the position.</i> In compliance with the directive of the Government, an election was conducted in the Senate after invoking the <i>Doctrine of Necessity</i> on 21 July 2016.</p>	<p>Prof. Anthony Elujoba, won the Senate election with 201 votes ahead of Prof. Lamikanra, also from the Faculty of Pharmacy, who had 5 votes.</p>	<p>Prof. Anthony Elujoba, former Dean of Pharmacy</p>	<p>About 1 year</p>
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University of Lagos	2000	The incumbent Vice-Chancellor, Prof. Jelili Omotola, SAN was removed from office following some disagreements he had with the Council.	The Deputy Vice-Chancellor (Academic) was appointed Acting Vice-Chancellor and he served from September 2000 till April 2002	Prof. Oyewusi Ibidapo-Obe	1 year 8 months
	2012	The incumbent Vice-Chancellor Prof. Babatunde Adetokunbo Sofoluwe passed on in May 2012. The officer next in the hierarchy took over in an acting capacity.	Deputy Vice-Chancellor (Administration)	Prof. Rahmon Ade Bello	About 6 months
	2020	Following the illegal, purported removal of the Vice-Chancellor and a unilateral appointment of an Acting Vice-Chancellor by the Council, the Doctrine of Necessity was invoked and an election was held by the Senate for the appointment of an Acting Vice-Chancellor by the Senate.	Deputy Vice-Chancellor (Development Services)	Prof. Folasade Ogunsola	3 months, after which the suspended Vice-Chancellor was re-instated by the new Council
University of Port Harcourt	2020	Incumbent Vice-Chancellor advised to hand over to the Deputy Vice-Chancellor (Administration) to complete his unexpired term four weeks before the end of his tenure. Then a new Acting Vice-Chancellor was appointed by the Federal Ministry of Education.	Professor of Sociology	Prof. Stephen Agochi Okodudu	1 year

Nnamdi Azikiwe University, Awka	2024	Due to the crisis associated with the appointment of a substantive Vice-Chancellor after the expiration of the tenure of Professor Charles Esimone, the Visitor removed the Vice-Chancellor appointed by the Council who it was alleged was a Reader and not yet a full Professor; and dissolved the Council led by Ambassador Gregory Mbadiwe.	The Deputy Vice-Chancellor who had earlier been shoved aside by the Council was appointed the Acting Vice-Chancellor.	Prof. Joseph Ifeanyichukwu Ikechebelu.	Appointed three months ago (November 2024); still in the saddle as at the time of writing.
University of Abuja	2024/2025	Protests trailed the appointment of a substantive Vice-Chancellor of the University of Abuja in the middle of 2024. The criteria used by the Governing Council for shortlisting the candidates was alleged to be opaque. It was maintained that she was promoted to Professor barely three years earlier as against 10 years recommended by the Federal Ministry of Education as far back as 2012/2013. Some members of the Joint Council/Senate Selection Board walked out of the proceedings. Nonetheless, the erstwhile Acting Vice-Chancellor Professor Aisha Sani Maikudi, was named the new VC towards the end of December 2024. Protests and demonstrations by some concerned members of the University Senate continued unabated, with a call on the Federal Government to dissolve the Council.	The entire Council, led by Retired Air Vice-Marshal Saddiq Ismaila Kaita, as Pro-Chancellor, was dissolved by the Visitor and the VC was removed, barely five weeks after she was appointed. A new Pro-Chancellor and Chairman of the Council was named for the University of Abuja in person of Senator Lanre Tejuoso; he was previously Pro-Chancellor and Chairman of the Council at the University of Agriculture, Makurdi.	Professor Patricia Manko Lar from the University of Jos was named Acting Vice-Chancellor.	The new Acting VC was appointed on 6 February 2025, with immediate effect. And for a period of six months. With a caveat 'that she will not be eligible to apply for the substantive Vice-Chancellor position whenever it is advertised by the Governing Council'.

No sooner had Dr Bernard Odoh been appointed Vice-Chancellor of Nnamdi Azikiwe University, Awka, by the Governing Council led by Ambassador Gregory Mbadiwe than his appointment became a subject of controversy. Although Dr Odoh indicated that he served as a Visiting Professor at the Federal University Gusau (FUGUS), Zamfara State, between July 2015 and October 2017, both FUGUS and the university's chapter of the Academic Staff Union of Universities (ASUU), refuted his claims. Three days after his emergence, the Federal Ministry of Education, through a memo dated 1 November 2024, nullified the appointment, accusing the Council of making the appointment "without representatives of the ministry, the internal council members and other stakeholders."

Similarly, the following was reported about the Vice-Chancellorship crisis at the University of Abuja, by Erunke (2024) in the Vanguard newspaper on 31 December 2024:

A group of 67 professors submitted a protest letter to the Minister of Education, Dr. Tunji Alausa, calling for the dissolution of the Governing Council and a fresh start to the selection process. The professors accused the Chairman of rejecting over 87 applications (27 internal and 60 external), inviting only three candidates, and allegedly favoring the Acting Vice-Chancellor, Prof. Aisha Maikudi, despite claims that she lacks the required qualifications. The petitioners further alleged that internal council members were handpicked by the immediate past Vice-Chancellor, Prof. Abdul Rasheed Na'Allah, during an ASUU strike.

It is to be noted that the new Acting Vice-Chancellor appointed for the University of Abuja was up until then on the staff of the University of Jos. In the most recent action taken by the Federal Ministry of Education on 6th February 2025, a new Acting Vice-Chancellor, Professor Oguejiofu T. Ujam until then the Dean of Students, was

appointed for the University of Nigeria Nsukka, for six months; he was to take over from the Acting Vice-Chancellor whose tenure expires in a few days. The Pro-Chancellor General Ike Nwachukwu, was reassigned as Pro-Chancellor at the University of Uyo while a new Pro-Chancellor, Engineer Akin Ojo, was moved from Federal University Lokoja to Nsukka.

The University Senate in asserting its independence

The Senate of the University of Ibadan has demonstrated its independence on many occasions. In one famous case, the Senate refused to carry out a request through the Chairman of the University Council, Sir Samuel Manuwa, from the Visitor to the University and Military Head of State, General Yakubu Gowon, to confer a doctor of letters (honoris causa) on Emperor Haile Selassie (1892 to 1975) of Ethiopia who was on a State visit to Nigeria as a guest of the Federal Military Government. Professor Thomas Adeoye Lambo was the Vice-Chancellor and Chairman of the Senate. As reported by Mosobalaje Oyawoye (2018) in his autobiography, *Path of Destiny*, the Senate declined to grant the request on the grounds that it could not justify such a decision through an honest citation. The Emperor had done nothing to improve the lives of his subjects who were suffering under one of the worst conditions of poverty in Africa. The decision of Senate was communicated to the Chairman of the Council who was embarrassed with the turn of events. He requested a Joint Meeting of the Council and Senate, but at the joint meeting, all the pleading from the Chairman and members of the Council failed to persuade the Senate to shift from its stand. Senate members argued that a citation of the distinguished candidate would not be free of false statements and would be damaging to the image of the University. This was reported back by the Chairman of Council, to the Visitor.

At another time during the Military regime of General Sanni Abacha the Senate of the University of Ibadan refused to confer an honorary degree on the sitting Secretary to the Government of the Federation, Alhaji Gidado Idris (1935 – 2017) despite a very strong recommendation by the Vice-Chancellor, Professor Omoniyi Adewoye. The argument was that an honorary degree should not be conferred on a serving public official.

I must state that there was no pressure on the University of Ibadan for conferment on honorary degrees on any person during my stint as Vice-Chancellor. The appropriate Committee made its recommendations to both Senate and Council and approvals were given as required. The only problem we had to contend with was that Ibadan being a relatively old University there were usually too many qualified candidates to choose from. About half of the number of awardees were academics while the remaining half comprised entrepreneurs, philanthropists, and friends of the University.

Discussion and Conclusion

The University of Ibadan has been in existence for about 78 years now, although as a College of the University of London for the first 14 years period from 1948-1962. It would seem reasonable to claim that there could not have been a sharp dividing line between the past and the present. There has always been a passing of the button from the first generation of scholars and administrators to the next and succeeding generations. Change is the only constant thing in life, even for a conservative institution like a University. The Senate as the highest academic body has tried to live up to expectations and it has always had a smooth working relationship with the Council. It is important to point out a simple truth that nine out of the 17 members of the Council (52.9%) are also members of the University Senate. This includes the Vice-Chancellor, three Deputy Vice-Chancellors, four representatives

of the Senate, and one representative of the Congregation. The second representative of the Congregation on the Council is also a member of staff of the University, although not an Academic Staff.

In his memoirs, Afonja (2017), a candidate for the position of Vice-Chancellor of the University of Ibadan in 1983/1984 wrote as follows:

Vice-Chancellorship was not an elective position. You just put yourself up or you were sponsored by your colleagues for the position. At this time in 1984 about 12 candidates were under consideration. The process was a multi-stage one: nomination, screening/shortlisting/interview by a Joint Committee of the University Council and Senate; then consideration of the shortlisted candidates by the Council. The latter would then recommend three names to the Head of State who would select one person for appointment. My feelers at the Dodan Barracks, the seat of the Head of state at that time, had suggested the possibility of my making it if only my name could get that far. Fortunately, or unfortunately, my name never went as far as the Dodan Barracks. Grapevine information revealed that five of the twelve candidates scaled past the first hurdle. I was reportedly scored sixth or so, just missing getting to the second stage. *For me, that was the end of the race.* The lucky winner was Professor Ayo Banjo who turned out to be the longest-serving Vice-Chancellor that Ibadan ever had.

In contemporary times, vacancy for the position of Vice-Chancellor is advertised in national newspapers. Moreover, under the extant rules, the appointment of the Vice-Chancellor in all Federal Universities in Nigeria is made by the Governing Council while the Visitor is only informed of the conclusion of the process. Lobbying and competition are now most fierce in the Council. In the quotation above, it is

gratifying that Professor Afonja showed grace and sportsmanship by stating that the appointment of the Vice-Chancellor was the end of the race as far as he was concerned. On the other hand, the last three contests for Vice-Chancellorship in 2010, 2015 and 2020/2021, respectively, had been highly contentious. A mob invaded the venue of the meeting of the Joint Council/Senate Selection Board in 2020 and attacked one of the candidates who was the incumbent Deputy Vice-Chancellor (Administration).

The Federal Ministry of Education published a document titled 'Appointment of Vice-Chancellors, Rectors and Provosts' in 2013 detailing the enabling laws governing the appointment of the chief executive officers in Federal Universities, Polytechnics, and Colleges of Education. The document has provided the detailed procedure to be followed from advertising the vacancy to making the appointment and thereafter informing the Visitor (i.e., the President). Under Assessment Criteria, the FME stated that for Vice-Chancellorship, the candidate 'Must be a Professor of at least 10 years experience'. This has turned out to be controversial by the Governing Councils in some Federal Universities. Indeed the document does not have a force of law, it not being part of the enabling laws. It is gratifying to state that many Federal Universities have adopted this into the procedure for appointing their Vice-Chancellors. The number of Professors in the Nigerian University System keeps growing and one finds it so difficult why all Federal Universities in the country cannot adopt the guideline. Even the Governing Councils in many State and Private Universities have started incorporating the 10-year minimum professorial experience as a condition in their advertorial of vacancy for the Vice-Chancellorship position.

Moreover, the specification of a minimum of 10 years' experience for a professor applying for Vice-Chancellor is in agreement with international best practice. For example, Clause 7.3 of the Universities

Grants Commission (UGC) Regulations, 2018 in India states as follows:

A person possessing the highest level of competence, integrity, morals, and institutional commitment is to be appointed as Vice-Chancellor. The person to be appointed as a Vice-Chancellor should be a distinguished academician, with a minimum of ten years of experience as a Professor in a University or ten years of experience in a reputed research and/or academic administrative organization with proof of having demonstrated academic leadership.

A comparison of features of the Nigerian public university system in the past and the present times is presented in Table 8, which comprises 16 main items.

Table 8: A comparison of some features of the Nigerian University system in the past and at present

S. No	Item Description	In the past	Contemporary/Extant
1.	Admission of Undergraduate Students	Each University had the opportunity to conduct the admission of its students into undergraduate programmes.	JAMB took up the responsibility of conducting Matriculation Examinations into the Universities in 1978. Following complaints by a number of Universities on the low quality of students admitted through JAMB, Universities were given an optional opportunity to conduct post-UTME screening since 2005.
2.	Students Accommodation	UCI/UI is designed as a fully residential University.	Experimented with off-campus accommodation for some students in response to the gap between demand and supply of accommodation in the Halls in the 1970s. There are now private Halls of Residence on the Campus. Many students live off-campus.
3.	Curriculum Issues	No accreditation of courses up until the late 1980s. The Senate had sole responsibility to determine the Curriculum. Development Committee of the Senate ensured an orderly growth of the University.	The National Universities Commission (NUC) introduced Minimum Academic Standards (MAS) in 1989, the Benchmark Minimum Academic Standards (BMAS) in 2007 and the Core Curriculum Minimum Academic Standards (CCMAS) in 2021.

4	Accreditation of courses by Professional Bodies	No accreditation of courses in Universities in the past.	In addition to the accreditation of academic programmes by the NUC, various professional bodies now conduct separate accreditation programmes. This adds to the financial burden of universities.
5.	Employment of New Academic Staff	Great flexibility for the temporary appointment of academic staff based on a favourable recommendation by the Head of Department. An interview would then be conducted soon after resumption.	This dispensation has been practically withdrawn. Now the VC has to make many trips to numerous offices in Abuja to get approval for the appointment of new Faculty. Attracting and retaining quality staff is increasingly difficult. Wages are poor and there is a massive brain drain resulting in the loss of experienced hands. This is referred to as the 'Japa' Syndrome (Olayinka, 2023).
6.	Teaching Effectiveness including examination assessment	No assessment of the teaching effectiveness of lecturers by students	Through the Directorate of Quality Assurance, students now routinely assess the teaching effectiveness of lecturers
7	Teaching and learning	Conventional face-to-face method of teaching	Hybrid mode of teaching is now commonplace, especially since the COVID-19 pandemic.
8	Student Assessment	Mainly through the end of the session examination (then referred to by the earlier generation of students as 'The Almighty June'.	The university has gradually moved towards a course system, with courses examined and the results released at the end of each Semester, in most of the Faculties.
9	Continuous assessment of students	Sparingly used.	Continuous assessment of students is now mandatory and this could form up to 30% of the overall assessment.

10	Appointment of Heads of Departments	Strictly based on seniority	From the Vision of the University of Ibadan for the 21 st Century, the appointment of the Head of Department is now based on a combination of elements of rotational seniority, democratization, and competition.
11	Appointment of Vice-Chancellor	The Council used to nominate three names to the Visitor who then made the appointment.	It is the Council that now appoints the Vice-Chancellor of Federal Universities. (See below)
12	Promotion of Academic Staff	It was the duty and prerogative of the Professor and Head of the Department to initiate the promotion of qualified candidates in his/her Department.	Departmental Appointments and Promotions Panels are now mandatory and shall have a minimum of five members; where there are not enough qualified staff in a Department, such a Department has to co-opt Staff from relevant Departments to make up the minimum.
13	Assessment of candidates for promotion	Promotion was largely qualitative with the Assessor expected to give his/her overall impression of the candidate's publications.	A scoring system was introduced in 2003/2004.

14	Academic Calendar	<p>Very stable calendar, running from late September till June of the following year.</p> <p>I had a rewarding experience on an internship during my penultimate year as an undergraduate at the University of Ibadan. The Exploration Department of Mobil Producing Nigeria Unlimited had come to the University to interview and recruit students as interns. I was successful and I was engaged from July to September 1980 at their head office on Broad Street Lagos. I was involved with aspects of Petroleum Geology including interpreting two-dimensional seismic lines which was then the state of the art in technology. I even had an opportunity to travel from Lagos</p>	<p>The unstable academic calendar on account of strikes following disagreements between the Federal Government and Staff unions in the Universities has been a regular phenomenon since 1993. The system has lost about six years and three months cumulatively over the period.</p> <p>UI has had to cancel out rightly five academic sessions namely 1994/1995; 1999/2000; 2006/2007; 2013/2014; and 2019/2020. The 2023/2024 session is due to end by March 2025 which is already six months behind schedule.</p> <p>Rather, unfortunately, strikes have become a way of life for public universities in Nigeria in contemporary times.</p> <p>On account of frequent strike actions, the period of the year traditionally set aside for students' internships is now severely curtailed.</p> <p>Moreover, members of staff are unable to take their annual vacation as and when due.</p>
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		through Warri to Eket; and then offshore to a Mobil platform. It was an unforgettable experience for me which complemented the classes at the University when I returned for the final year of my study.	
15	Internationalisation	Has been problematic since the mid-1970s.	Foreign students and staff are practically non-existent.
16	Ranking of Universities	No ranking	Ranking of Universities is being increasingly used by Universities to define their performance, global reputation and status, whilst students use them to choose their future place of study and research. Ranking of Universities began in 2003, with the first edition of the Academic Ranking of World Universities (ARWU) by Shanghai Jiao Tong University. This was two decades after the <i>US News & World Report (US News)</i> rankings of American colleges and universities became a powerful force in American higher education. Many Nigerian universities try to be listed on the Times Higher Education (THE) ranking.

			Despite the criticism of the ranking of universities, especially as to the methodology and in some cases over-investing in such metrics by Universities, a world without some type of comparative external assessment is probably unimaginable.
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The system is buffeted by both internal and external forces. Poor funding is often implicated as the source of most of the problems faced by the system. Internally, governance has to be strengthened for improved service delivery. The major organs such as the Council and Senate have to be alive to their responsibilities. In particular, the process for the appointment of a Vice Chancellor in Nigerian federal universities should be the statutory responsibility of the Governing Council of each university. Some of the recent crises that have erupted on several University campuses in Nigeria can be traced to the Federal Government's delay in constituting the Governing Councils of Federal Universities. The Councils were dissolved in June 2023 soon after a new President was sworn in, albeit on the same political party platform as the outgoing administration. It took at least one year before new Councils were appointed. Those Universities such as the University of Nigeria Nsukka, Nnamdi Azikiwe University Awka, and the University of Abuja where the Vice-Chancellorship position became vacant during the period of the interregnum invariably had issues with Vice-Chancellorship succession. For this reason, the University of Nigeria has had to contend with two Acting Vice-Chancellors back to back.

The Federal Ministry of Education should ensure that the University (*Miscellaneous Provisions*) Act 1993, Amendment Act 2003, 2007 Act No.1 be further amended to include the clause that a prospective

candidate for Vice-Chancellor in a Federal University 'Must be a Professor of at least 10 years experience'. This would bring some sanity into the system by discouraging 'baby professors' from seeking to apply for the position.

Moreover, there has been no clearly defined policy as to how an acting Vice-Chancellor should emerge, with the local situation then compounded by the interests of many candidates and their supporters to eventually emerge as the substantive Vice-Chancellor. It would be helpful if such issues are addressed in the future so that the Nigerian Federal Universities are not always in the news for the wrong reasons. Without any doubt, we need to challenge the assumptions in University Management and administration in Nigeria with a view to better service delivery in teaching, learning, research, and service delivery for the socio-economic development of the country in a digital world. If the issues raised in this lecture had provoked further conversation on the discourse, the efforts of the honoree and the organisers would not have been in vain.

I thank you all for your kind attention.

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Citation of Prof Abel Idowu Olayinka



Professor Abel Idowu Olayinka obtained a BSc (Geology) from the University of Ibadan in 1981; an MSc (Geophysics) from the Imperial College University of London in 1984 and PhD (Geophysics) from the University of Birmingham, United Kingdom in 1988 utilising an Overseas Research Students' (ORS) Award from the Committee of Vice-Chancellors and Principals of United Kingdom Universities (now Universities UK). He had postdoctoral experience at Technical University Braunschweig as a German Academic Exchange Service (DAAD) Visiting Scholar in 1996 and at Technical University Berlin as Alexander von Humboldt Research Fellow from 1997-1999. He joined the Faculty at the University of Ibadan in April 1988 as Lecturer Grade II. He rose rapidly through the ranks, being promoted to

Lecturer Grade I in 1991, Senior Lecturer in 1994, and Professor in October 1999.

He has successfully supervised 18 Ph.D theses and has served as Visiting Professor, External Examiner, and External Assessor for professorial candidates in many universities. He is regularly invited to present public lectures including the Commencement and Convocation Lectures of Universities. He has been appointed Consultant/Technical Resource Person for the appointment of Vice-Chancellor in several Federal, State, and Private Universities.

As Head Department of Geology (2001/2002; 2006 to 2010), he was involved in fund generation from alumni, corporate institutions, and friends. The funds mobilised during such campaigns were used to upgrade teaching, learning and research facilities, and the environment.

As Dean of the Postgraduate School (2002 to 2006), he established a Scholarship Scheme and a Teaching and Research Assistantship Scheme for Postgraduate Students; he established Overseas Conference Grants for Postgraduate Teachers; he facilitated a Workshop on Globalisation of Scholarly Journals; encouraged inter- and trans-disciplinary research through the Interdisciplinary Research Discourse Series; organised Workshops on Methodology of Basic and Applied Research; organised Workshops on Writing Grant Proposals for Academic Staff; facilitated a Workshop on Writing PhD Thesis for Research Students; and led in the publication of 36 academic titles.

As Deputy Vice-Chancellor (Academic) from 2010 to 2014, he assisted in implementing the University's Strategic Plan. His primary responsibility was to establish enduring structures to deepen good governance, encourage scholarship and research, as well as improve staff welfare.

As Vice-Chancellor, he provided leadership that led to UI being in the 401-500 in Times Higher Education Ranking. There was an expansion of the academic programmes with the establishment of four new Faculties including the first Faculty of Multidisciplinary Studies in West Africa, and 22 new academic Departments. He strengthened the admission process into the undergraduate programmes with many of the students winning laurels in national and international examinations.

He convened the First International Conference in Research and Innovation Management in West Africa in November 2006 and subsequently served as the Foundation President of the West African Research and Innovation Management Association (WARIMA), from 2006 to 2015. He was Chairman of the Board of Directors of the African Research Universities Alliance (ARUA), with headquarters in South Africa. He served on the Council of the Association of Commonwealth Universities, London.

He has received significant accolades in his professional career including multiple Fellowship of learned societies. These include:

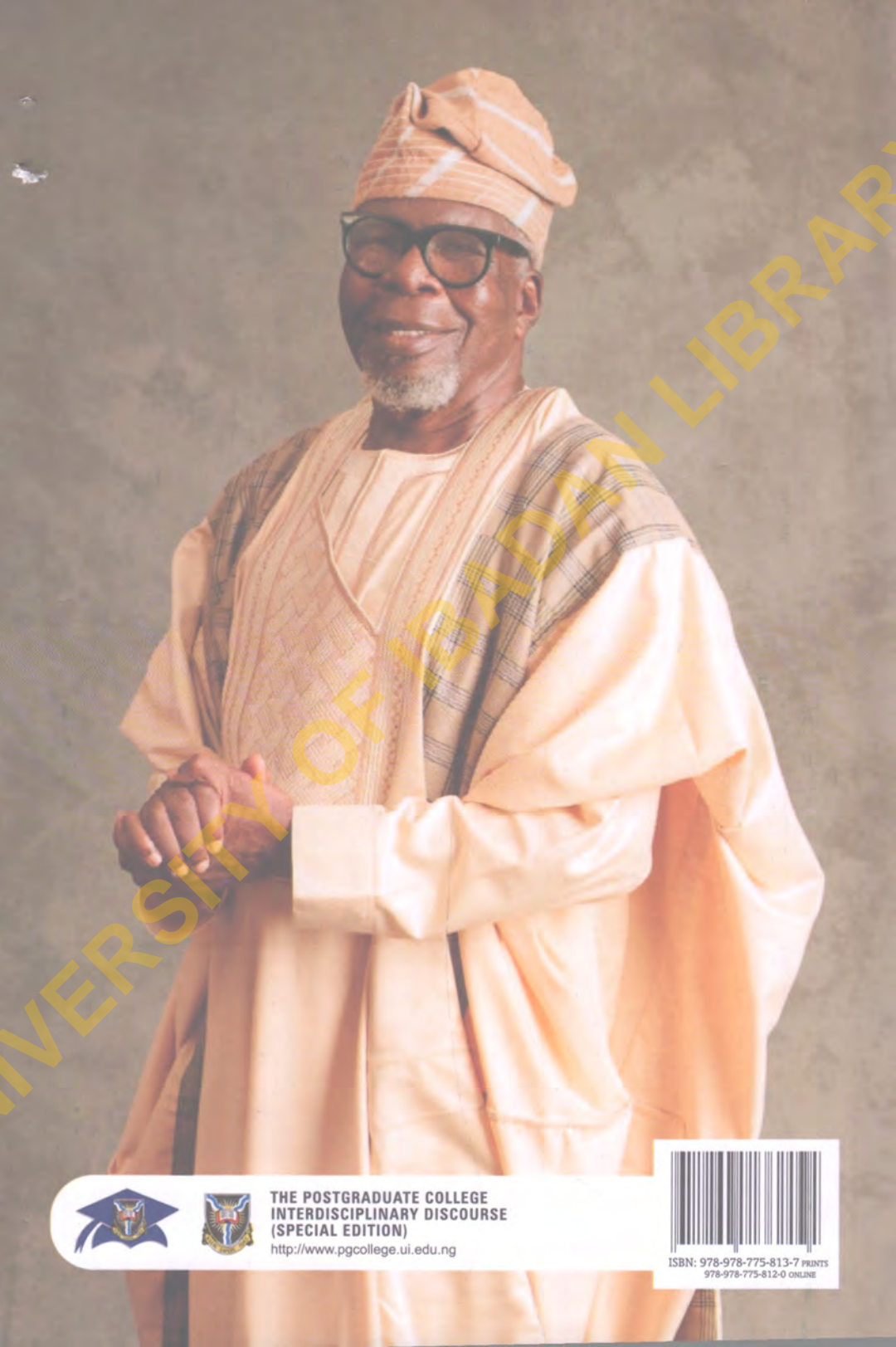
- * Honorary Fellow, Nigerian Association of Educational Planning & Administration
- * Fellow, Science Association of Nigeria
Fellow, African Scientific Institute
- * Honorary Fellow, Chemical Society of Nigeria
- * Fellow, Nigerian Association for Engineering Geologists and the Environment
- * Fellow, Nigerian Association of Hydrogeologists
- * Fellow, Nigerian Association of Petroleum Explorationists
- * Fellow, Nigerian Mining and Geosciences Society
- * Fellow, Nigerian Academy of Science
- * Fellow, European Federation of Geologists

- * Chartered Geologist, Geological Society of London
- * Chartered European Geologist
- * Fellow, Geological Society of London

He received the Osun State Merit Award in 2024.

His current preferments include being the Pro-Chancellor and Chairman of the Council of West Midlands Open University, a member of the Council of Adeleke University Ede, and Chairman of the Board of Directors of Multi-Verse Mining and Exploration Nigeria PLC.

He is happily married to Dr Eyiwumi Bolutito Olayinka, a Senior Lecturer in French at the University of Ibadan and the union is blessed with a daughter and a son.



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