

AN INAUGURAL ADDRESS

**Presented to the Governing Council, Staff and of Ignatius Ajuru
University of Education and the University Community**

**at the Inauguration Ceremony of the Administration of the 2nd
Vice-Chancellor of the University**

by

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- **Protocol**
- **Preamble**

Acknowledgements

- The Visitor: Chief Barr. Ezebunwo Nyesom Wike
- The Pro-Chancellor and members of Council
- Uncle Prince Emma Anyanwu
- Barr. Ikem Adiele
- Staff and students
- Co-Contestants: Professors Daniel Ogum and Okey Onuchukwu
- My wife, Mrs. Joy Adamma Wopara-Ndimele.
- Professor Joseph Kinanee and your army of supporters

The Charge

- I have been recruited by the Governing Council to serve this University for 5 years. The letter of appointment states that I am the Chief Executive of the University. Frankly, I do not understand what that means. What I know is that I am the Chief Housekeeper. If anything goes wrong, I am the first to be held accountable. I have come to serve with all my heart, and therefore request all to co-operate with me, so that this task of housekeeping will be light.

I came prepared for this job. God sent me here for a purpose. If I perform well, more doors will open. It is 5 years of combatant administration. There will be no rest until we meet the target. If the University refuses to move for whatever reason, I am sorry, WE MUST ALL PUSH IT. This University will be prosperous; staff and students will be happy and our products will be proud.

We have met with various unions, centres, units, departments, and faculties to announce our arrival and get feedback from major stakeholders. These tours form the basis of this address. In the interim it will serve as our blueprint pending when a comprehensive roadmap will be in place in a few weeks.

As I marshal out our plan to fulfil our mandate, I urge everyone here, particularly the fundamental stakeholders to listen attentively and also to take this address home and study it carefully, so as to note the area you would like to contribute. The staff and students will be involved to drive the PROJECT; the Council has enormous role to play; our catchment areas, and the industry are invited to partner us in any area of interest. We shall freely welcome collaborative projects of mutual benefits.

- My address will centre on the following:
- IAUOE – As I met it
- The Cradle – Why a University of Education?
- Raising a World-class University
- Transparency, Accountability & Good Governance
- Actualising an Entrepreneurial University
- Strengthening and Empowering Local Capacities
- Speed and Accuracy in Service Delivery
- Security of Lives and Property
- The Choice University for Entrants
- Improving the Profile and Ranking of the University
- Effective Public and Community Relations
- A Conducive Learning Environment
- Alternative Source(s) of Power Supply
- Raising a Vibrant Alumni
- Staff and Students Welfare
- High Impact Infrastructural Facilities
- Expansion of the Programmes of the University
- Coping with Multiple Campus Arrangement

IAUOE – As I Met it

- Appointed VC on Wednesday, 23 November, 2016.
- Tour of campuses, units, directorates, centres, depts. and faculties of on Monday, 28 November, 2016.
- My impression:
 - The task before us is enormous.
 - I met traumatized and an unmotivated force
 - A disillusioned student-body,
 - A university lacking in most essential facilities to compete in both national and global ranking.
 - Students live under inhuman conditions, as most rooms in the hostels have no beds, no windows, and no doors, so that students sleep with their blankets and bed sheets on broken floors.
 - In some hostels at the St. John's and Ndele campuses we met indecent pit latrines and poor flush type of toilets.
 - A university where boards of units, departments and faculties hardly meet, and where decisions are often not collective.
 - I met a university that is severely bankrupt, to say the least.

- **Handover Note to Ag. VC** - slightly over **N1.3 billion**, excluding over N400m in fixed deposit.
- **Handover to me from Ag. VC – N2.9m** out which **N98.1** million is Unions' check off and pensioners' money.
- It is amazing how over **N1.3** billion plus the income from IGR over the past one year were burnt off before my arrival.

contractors to be paid in the last two weeks is overwhelming. For instance, on 15 December, 2016, alone, I received the following requests from contractors for payment:

1. Mabelt Construction Co. Ltd	-	N34,776,303.80
2. Mabelt Construction Co. Ltd	-	N3,232,500.00
3. Pasturage Vert Ltd	-	N4,600,635.00
4. Pasturage Vert Ltd	-	N30,758,758.42
5. Eurorica Concepts Ltd	-	N58,301,144.66
6. Eurorica Concepts Ltd	-	N23,168,250.00
7. Eurorica Concepts Ltd	-	N13,077,817.19
8. Eurorica Concepts Ltd	-	N3,208,630.56
9. Fumchem Environmental Services	-	N2,450,000.00

I am glad, however, that there is no record in the handover note regarding any debt. So, I do not know the basis for these requests.

Again, contractors that provide routine services on campus claim that they are owed for four months. I also hear that check off belonging to staff unions, students' union dues collected by the Bursary, pensioners' stipend, CCE teaching allowance, refund of expenses for conferences attended with approvals, etc., have not been paid for several months. I have asked for a list of beneficiaries of Tetfund sponsorship - those paid, those owed and the values for the awards, I am yet to receive it. Yet there is a long list of requests for refund of money for conferences.

- Members of staff of DSS Ndele are asking for their N3.5 million monthly palliative; the principal of DSS Ndele is on our neck to pay N3.2 million monthly cost for feeding their students. In the two accounts for DSS Ndele, the school has N799.46 and N58,729.46 as its account balance.
- If I settle these debts and more to come, I doubt if I would have up to N4 million to run the University. In fact, the immediate past Acting Bursar had earlier warned the Acting Registrar and me that what is left to run the University is about N4m. Meanwhile, a large chunk of the school charges/fees for these academic session has been collected and spent in a hurry. YOU CAN SEE WITH ME THAT OUR SITUATION IS CRITICAL.

S/No.	Date	Bank	Amount as in the Handover Note (N)
1.	31.10.16	Eco Publications	418,929.13
2.	23.11.16	Eco PHPS	86,669.70
3.	23.11.16	Eco Main	281,430.02
4.	23.11.16	Eco Remedial	721,838.18
5.	23.11.16	Eco SIWES	268,974.43
6.	23.11.16	Eco Seashell	108,126.22
7.	23.11.16	Eco Student	435,093.31
8.	23.11.16	Eco DSS	58,729.46
9.	31.10.16	Eco	344,525.00
10.	23.11.16	Fidelity Guest House	103,535.00

11.	23.11.16	Fidelity Health	991,543.48
12.	23.11.16	Fidelity Staff Check off	17,657,285.74
13.	23.11.16	Fidelity Accommodation	87,645.57
14.	23.11.16	Fidelity Tetfund Projects	53,725,670.64
15.	23.11.16	Fidelity Consultancy	89,350.09
16.	23.11.16	Fidelity Student	601,886.11
17.	23.11.16	Fidelity TSA	1,265,063.29
18.	22.11.16	Zenith Accreditation	287,716.29
19.	22.11.16	Zenith SIWES	223,116.91
20.	22.11.16	Zenith Main	8,584.08
21.	22.11.16	Zenith Sandwich	5,014,124.94
22.	22.11.16	Zenith Salary/Pension Check off	98,186,685.89
23.	22.11.16	Zenith UBE	761,244.43

26.	23.11.16	UBA SSMPS	92,890.07
27.	30.09.16	UBA Main	1,618.01
28.	23.11.16	1 st Bank Student	210,593.57
29.	23.11.16	1 st Bank PGD	1,461,605.00
30.	23.11.16	1 st Bank ICT	403,617.34
31.	23.11.16	1 st Bank	173,863,02
32.	23.11.16	FCMB	621,465.55
33.	30.09.16	GTB	1,255,725.02
34.	23.11.16	Ecobank R	104,353,721.00
35.	23.11.16	Ecobank R	6,230,046.13
			N206,538,661.37

• **The Cradle – Why a University of Education?**

- a. Offer Rivers children well-rounded education to be self-reliant and employers of labour;
- b. Integrate financial education and industry partnership in the training of Rivers children;
- c. Produce graduates fully equipped for the labour market of today and tomorrow;
- d. Open up more spaces for admission for Rivers children who want to study liberal arts and social sciences outside core science subjects, because admission quota for Rivers people at the University of Port Harcourt are limited as a Federal University;
- e. Serve as a centre of excellence to produce world-class teachers for all levels of education, and
- f. Serve as retraining centre for teachers, especially in the special areas of need

Raising a World-Class University

- To become top 10 Universities in Africa.
- Think out of the box;
- Be alive to the challenges facing our prime clients (students), particularly in job market emergency;
- Identify and pursue with utmost dedication those features that mark the University out;
- Set up a University-wide Ideas Generation Committee;
- Identify areas we have comparative advantage over others;
- Institute a talent hunt scheme and deliberately encourage research in the areas so identified;
- Deepen academic culture
- Create a favourable environment for teaching and learning;
- Encourage university-wide lectures
- A vibrant School of Graduate Studies
- Create Institute of Professional Studies

Transparency, Accountability & Good Governance

- Corruption and indiscipline are infectious. They both thrive depending on the body language of the leadership. **I will lead by example.**
- Tackle corruption & reduce the cost of running the University;
- Operate strictly by the rule of law and punish offenders without favour;
- Institute a Professional Ethics Committee;
- Celebrate & reward excellence every December for staff and students who display exceptional characteristics;
- Reform & reposition the workforce for efficient & effective service delivery through training, value re-orientation & motivation;
- Ensure that revenue generating units have dedicated accounts;
- Render quarterly account of the proceeds from IGR to the Council and University community, clearly indicating their sources;

Building an Entrepreneurial University

- Our current training programmes in Nigeria merely prepare our products as employees instead of employers of labour. We will do things differently here. The Finland education system will be a model.
- Redesign curricula and training systems in all subjects;
- Encourage integrated programmes in the manner of major and minor;
- Support programmes in Technical Education, Agriculture, Fine Arts, Music,
- Organise an annual scheme on *talent hunt and harvest*;
- Operate sports as a full enterprise, and
- Collaborate with the private sector to create short-term vocational courses leading to the award of certificates/diplomas. See list.

Peace and Security

- We shall take the security of lives and property on campus seriously:
- Constitute a Peace Committee;
- Deploy interpersonal communication strategies to reduce the rate at which members of staff take the University to court;
- Work in collaboration with the police to ensure adequate police presence around the 3 campuses through regular patrols;
- Provide street lights on the 3 campuses;
- Work closely with communities in neighbourhood policing;
- Demonstrate zero tolerance to cultism and other social vices on campus, and
- Address encroachment on University lands.

Facility Upgrade

My tour of the campuses was quite revealing.

- At several places, I broke down in tears.
- I met rooms without doors, windows, beds, and no tables to read, hostels without toilets.
- Hostels at St. John's and Ndele are mere indecent pig pens.
- Our staff quarters are no better.
- On behalf of the Council of the University, I sincerely apologise to our students for these years of sub-human treatment we subjected you to.
- I promise you and with God on our side that we shall improve the condition of the University considerably.
- We shall cry to our proprietors, donor and intervention agencies, and philanthropists to take deep-seated interest in our matter.
- Upon all, we would wake up to face our own challenges and create wealth to build the University of our dream. We can do it.

Staff Welfare

- Encourage active and purpose-driven staff unionism.
- Revisit staff conditions of service and make them more worker-friendly;
- See how lecturers with Master's degree can be promoted up to the rank of SL;
- Streamline promotion guidelines to be worker-/time-friendly;
- Do staff promotion twice a year – November and May;
- Complete the on-going promotion exercise before 30 January 2017;
- Ban the turn-it-in scheme for promotions below Reader;
- No publications for promotions to Assistant Lecturer & Lecture II;
- Develop local capacities;
- Give incentives to hard-working members of staff;
- Improve on staff accommodation;
- Insist on compulsory computer literacy for all members of staff.

Students Welfare

- Strengthen the Student Affairs Office to deliver first class services to the students;
- Rebrand the hostels and make them attractive;
- Institute a robust School-and-Work Scheme to encourage indigent students to earn some stipend to pay their bills in school;
- Encourage individuals and corporate citizens to introduce annual scholarships/grants that students can compete for;
- Develop a list of 'Friends of the University' and appeal to them to participate in the "Adopt a Student Scheme";
- Identify talents in students that can be encouraged to blossom;
- Encourage local contractors to engage students who need to on part-time basis;
- Encourage students to acquire entrepreneurial skills;
- Help to find markets for promising sports men and women.

- a. Streamline admission processes with implementable deadlines;
- b. Issue ADMISSION LETTERS promptly;
- c. Automate all processes as much as possible and reduce human interface;
- d. AUTOMATE ISSUANCE OF MATRICULATION NUMBERS, so that candidates receive their numbers at the point of completion of registration;
- e. Adopt an automated system whereby students can pay school fees/charges from anywhere to save time & to reduce stress;
- f. Ensure results are released promptly and that students can access their records even with their handsets;
- g. Ensure that academic calendars are strictly implemented & stakeholders are properly briefed when modifications are inevitable;
- h. Prepare and issue success letters and PROVISIONAL TRANSCRIPTS as soon as Senate approves terminal results, and
- i. Ensure that ORIGINAL CERTIFICATES of all graduating students are ready for collection from the MONDAY AFTER CONVOCATION.

Effective Public and Community Relations

We shall:

- Strengthen the PRelation Unit to effectively market the University and to continuously improve on its corporate image;
- Institute a robust information dissemination process between Administration and Council, staff/stdudents;
- Create an efficient Community Relations Unit to continuously create mutual and harmonious interface between the University and host communities, and
- Cultivate host communities as willing and enthusiastic partners and institute programmes/projects with mutual benefits.

- **Expansion of Programmes**
- Mono-varsities are no more fashionable. We will strive to expand our programmes beyond awarding degrees in education.
- Upgrade the Faculty of Education to a College or a School;
- Expand programmes (especially in the areas of local and national needs) – Professional and Vocational Studies will be given a priority.
- Relocate Business Studies to the Main Campus within the 1st year and free St. John's campus for all-year-round vocational training and other professional programmes.
- Maximise the use of Ndele campus as an outreach product brand.

Funding

- Target **N3 billion** annually through IGR:
- *Fees/Charges*
- *Investments in Commercial Agriculture*: Fish Farm, Poultry and Egg Production, Meat Production (Goat/Pork), Rabbit/Grass Cutter, Vegetable/Mushroom, Snail, Honey Farms, etc.
- IAOUÉ customised items: Notebooks, Bread, Bottled and sachet water, towels, bed sheets, T-shirts, ties, car stickers, wrappers, ceramic products, jackets, tissue paper, toilet soap, plastic buckets, home-grown texts for general studies, etc.
- *IAOUÉ Printing Press*;
- *Rents*: Living Quarters, Stores/shops, worship centre, Water, Electricity Bills, Public Toilets and Urinals, Hall Hire, etc.
- *Collaborative Research*
- *Alumni Contributions*
- *Tax for University Jobs or Assignments*
- *Paint Factory*, etc.

- **100 units of terrace houses for staff (2 storey; 3-bedroom)**
- **Build a functional Senior Staff Club at the main campus**
- **Refurbishing/Remodelling of Hostels with in-built toilets**
- **Construction of Classrooms/Lecture Theatres/Classroom renovation**
- **Resurfacing/Expansion of internal roads, especially in the Main Campus**
- **E-clouding of the Main Campus (through partnership)**
- **Water Supply (dedicated power)**
- **Replacement of desks and whiteboards in classrooms**
- **Removal of all posters and handbills on the wall and whiteboards**
- **Build properly supervised toilets and urinals at strategic places**
- **Viewing & Information centre**

- Purchase a bus for Conferences, two utility buses, cars for Deans Offices and Directorates/Centres aggressively involved fundraising programmes/activities
- Construction of Convocation Arena (through partnership)
- Build a Worship Centre (through partnership)
- Build a Shopping Mall
- Renovate Faculty buildings
- Construct new Faculty Buildings, Specially for Management Sciences
- Build a Conference/Event Centre
- Modern Central Cafeteria (through partnership)
- 1000-capacity Art Theatre
- Renovation of Staff Quarters
- International Students Centre
- University Petrol/Gas Station (through partnership)
- Remodel the Health Centre
- Establish a Functional ICT Centre

CONCLUSION

- I can see clearly a prosperous University of stakeholders' dream, as we collectively resolve today to drive the change we desire. Staff will be happy; our students and products will be proud.
- GOD IS WITH US AS WE SIGN AND SEAL THIS SOCIAL CONTRACT TODAY. IT IS A DIVINE CALL TO SERVE, AND I AM FULLY PREPARED FOR IT. USE ME NOW, ALMIGHTY FATHER, SO THAT YOUR PEOPLE WILL REJOICE! AMEN.
- Thank you for listening.