

UNILORIN BULLETIN

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A Weekly Publication of the Office of the Vice-Chancellor

VOL. 10 NO 60 MONDAY, OCTOBER 31, 2022









5 UNILORIN Faculties among world best in subject rankings ... as 4 Unilorites make list of top global scientists



By Abubakar Imam

he University of Ilorin has once again proved its mettle as it prominently featured in the cumulative listing of world best universities in 11 subjects/disciplines, as contained in the Time Higher Education 2023 Subject Rankings released last Tuesday (October 25, 2022).

This was contained in a statement by the Chairman of the Nigerian Universities Ranking Advisory Committee (NURAC), Prof. Peter Okebukola, a copy of which was sighted by UNILORIN BULLETIN last Friday (October 28, 2022).

Also, four distinguished academic staff members of the University have been listed among 2% of top scientists from Nigeria ranked among topnotch researchers worldwide.

(Contd. on page 3)



Prof. Na'Allah (left) in a tete-a-tete with Prof. Egbewole at the reception

Na'Allah rallies support for Egbewole By Abubakar Imam

he Vice Chancellor of the University of Abuja, Prof. AbdulRasheed Na'Allah, has appealed to individuals, groups, communities and corporate organisations to support the developmental agenda of the new Vice Chancellor of the University of Ilorin, Prof. Wahab Olasupo Egbewole, SAN, to enable him succeed as the 11th Chief Executive of the institution.

Prof. Na'Allah made this appeal penultimate Sunday (October 23, 2022) at a reception/prayer session hosted for the new Vice Chancellor by a prominent Ilorin-based legal practitioner, Mallam Yusuf Olaolu Ali, SAN, at his Adewole Estate Residence, Ilorin. (Contd. on page 6)

to contractors: I want quality jobs, timely delivery By Oluyemisi Olayemi

he Vice Chancellor of the University of Ilorin, Prof. Wahab Olasupo Egbewole, SAN, has admonished contractors handling various jobs for the University to ensure quality jobs and timely delivery.

Prof. Egbewole gave the charge last Tuesday (October 25, 2022) during an unscheduled tour of some ongoing projects and inspection of some newly procured equipment for Faculties and Departments.

(Contd. on page 4)













The Vice Chancellor (3rd left) with the Corporate Affairs team during the visit

We 'll help you succeed, Akogun assures new VC

By Abubakar Imam

he new Vice Chancellor of the University of Ilorin, Prof. Wahab Olasupo Egbewole, SAN, has been assured of the absolute readiness of the management and staff of the institution's Directorate of Corporate Affairs to help him in the task of sustaining the alluring image of the University.

This assurance was given by the Director of Corporate Affairs, Mr Kunle Akogun, in his remarks during a courtesy/congratulatory visit to the new Vice Chancellor by personnel of the Directorate last Monday (October 24, 2022).

Mr Akogun explained that though the Directorate is an arm of the Office of the Vice Chancellor, he and his colleagues still found it very important to pay the visit in order to apprise the Vice Chancellor with its operations, prospects and challenges.

He informed the Vice Chancellor that the Directorate consists of three main units, namely: Public Affairs, which produces the weekly newsletter and other periodic news publications of the University; the UNILORIN 89.3 FM, the official radio station of the University; and the Protocol Unit, all of which he said are peopled by hardworking personnel.

The renowned journalist and consummate Public Relations practitioner explained that the major responsibility of the Directorate is to manage the reputation of the Vice Chancellor as an individual and the University as an institution, saying that it had done that so well for the University to become and remain an institution of first choice in Nigeria.

Mr Akogun acknowledged the immense popularity of the learned silk among the institution's stakeholders, as evident in the huge reception for him on his assumption day. He expressed delight that

the personality and antecedents of the Vice Chancellor would make the job of the Directorate much easier as he said that "a good product needs little or no marketing".

The Director, however, urged the new Vice Chancellor to uphold the principle of fairness among all staff members and students while also enjoining him to always discourage acts of backbiting as he urged Prof. Egbewole to make adequate motivation of staff of the University a cardinal programme of his administration.

While appreciating the efforts of the previous administrations and notwithstanding the sustained efforts of staffers of the Directorate, Mr Akogun regretted that his Unit was, more often than not, treated like an orphan, especially in the last few years.

He explained that of all the heads of various Directorates of the University it is only his office that lacked the complement of an official car as he added that the *UNILORIN FM* also lacked an operational vehicle too, despite the fact that the staffers work at odd hours.

As a way of helping the Directorate to function more effectively, the Director appealed to the Vice Chancellor to make the provision of adequate working tools for the staff one of his priorities, adding that he should also expedite actions towards the realisation of the proposed UNILORIN Television Station as he explained that the immediate establishment of the Video Unit at the Directorate and provision of adequate number of desktop and laptop computers would also be a welcome development.

Mr Akogun also requested for the restoration of the payment of 20% commission to advertisers, which was stopped about two years ago, adding that

the stoppage had negatively affected the revenue of the *UNILORIN 89.3 FM*.

While assuring the Vice Chancellor of the resolve of the staff of his Directorate to remain exemplary public servants, Mr Akogun advised the Vice Chancellor to consider holding regular media interactive sessions with the members of the press and enhancement of local and foreign training and retraining for members of staff of the Directorate.

In his response, the Vice Chancellor thanked the Director and his colleagues for the visit, which he said was well appreciated.

Prof. Egbewole remarked that all the admonitions and requests presented by the Directorate would be given desired considerations with a view to implementing them so as to stimulate better service delivery.

The Vice Chancellor assured that everything he had done that was regarded as positive would be improved upon as he said that it was important for people to know what the University does from time to time.

While urging the Directorate to embrace the proposed revenue drive of the University, the Vice Chancellor promised that his administration would see the Directorate of Corporate Affairs as a partner in progress "so that we can both work together for the progress of the University".

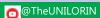
The Director was accompanied on the visit by the Station Manager of *UNILORIN 89.3 FM*, Mr Idris Akintola Ibrahim (Alooma); Mr Segun Agboola and Mr George Adebisi Adenle, who are Deputy Directors, Protocol and Information, respectively; as well as many other staff members of the Directorate.











4 UNILORIN scholars listed among top global scientists

(Contd. from front page)



Prof. Oyewumi

The nation's most sought-after University is one of the 48 Nigerian universities captured in the latest evaluation exercise, otherwise known as the World Universities Rankings, which was based on universal and meticulous yardsticks of measuring services offered in ivory towers.

Prof. Okebukola, who is a former Executive Secretary of the National Universities Commission (NUC), explained that five Faculties of the University of Ilorin were rated highly through the evaluation of the quality of services obtainable in each of them.

The Faculties are Social Sciences, Engineering, Law, Clinical and Health Sciences, Life Sciences as well as Physical Sciences.

The renowned scholar, who is also the Chairman of the Governing Council of the National Open University of Nigeria (NOUN), commended the Executive Secretary of the National Universities Commission, Prof. Adamu Rasheed, for his consistent efforts in ensuring that the nation's University system regained its lost glory.

Reacting to the development, the Vice Chancellor of the University of Ilorin, Prof. Wahab Olasupo Egbewole, SAN, said that he was very pleased with the cheering news, which was made public during his first week in the saddle as the Chief Executive of the institution.

The Vice Chancellor, who reacted through the University's Director of the Corporate Affairs, Mr Kunle Akogun, said that the global ranking has confirmed that the University of Ilorin is doing very well in teaching and learning as well as in research and community services.

Prof. Egbewole added that his administration was committed to ensuring



Prof. Yakubu



■ Dr Adeyemi

that the University secures better ratings whenever similar reports are presented through the single-minded implementation of his SMART Agenda.

The Vice Chancellor thanked the staff and students as well as other stakeholders for ensuring that the University of Ilorin remains on top and continuously reflects its Better by far mantra, as he restated his determination to "make the University the best in Nigeria, one of the ten front line universities in Africa and among the best 500 across the world".

In a related development, four distinguished academic staff of the University of Ilorin have been listed among 2% of top scientists from Nigeria ranked among topnotch researchers worldwide.

The award-winning scholars, who made the list based on the rating of the Stanford University publication for the year 2022, are the Dean, Faculty of



Dr Adeniyi

Physical Sciences, Prof. Kayode I. Oyewumi; the Dean of Student Affairs, Prof. Musa Toyin Yakubu; the 2021 UNILORIN Researcher of the Year, Dr George Adewale Adeniyi, and Dr. Kazeem Adeyemi of the Faculty of Agriculture.

Reacting to the development, the Vice Chancellor, Prof. Wahab Olasupo Egbewole, SAN, welcomed the recognition, which he explained would impact on the visibility and rating of the nation's most sought-after University.

The Vice Chancellor who spoke through the Director of Corporate Affairs, Mr Kunle Akogun, said that the four scholars made the University very proud for being rated among the best in their various fields worldwide.

Prof. Egbewole added that the achievement was recorded by the University shortly after his assumption of duties as he expressed the conviction that more of such would come the way of the University as time progresses in view of the research encouragement programmes that would be put in place by his administration.

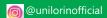
While he commended the duo of Prof. Adewumi and Prof. Yakubu for maintaining their fascinating records, the Vice Chancellor also congratulated Dr. Adeniyi and Dr Adeyemi for upping their games, which accounted for the due recognition accorded them.

He assured all the staff and students of the University that the new administration was committed to assisting them to go beyond the pinnacles of the academic and scientific award as he added that, that was the only way the University would remain truly better by far.

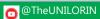












VC to contractors: I want quality jobs, timely delivery

(Contd. from front page)

The Vice Chancellor called for adequate supervision and monitoring of projects, and tasked the relevant supervising officers to ensure total adherence to quality assurance standard to guide against shoddy delivery by contractors.

With the Vice Chancellor on the tour were the Registrar, Dr Fola M. Olowoleni; the Bursar, Mr Hakeem O. Sonde; the University Librarian, Dr Kamal Omopupa; the Director of Works, Engr Kola Amao; the Deputy Director of Physical Planning QS Toyin Jimoh; the Acting Director of Legal Unit, Mrs Ronke Olorukooba; the Chief Procurement Officer, Mr Rasak Bello: the Chief Security Officer (Admin and Operations) Mr Wasiu Oyewo and Mr Joel Ikubani.

The tour, which started at the College of Health Sciences, took the Vice Chancellor and his team to the Faculty of Basic Clinical Sciences, Faculty of Basic Medical Sciences, Faculty of Engineering, the Department of Chemical Engineering Lecture Theatre, the new Student Affairs extension building, and the Unilorin Health



Services.

The team also visited the proposed Amphitheatre, which construction just began. The Vice Chancellor urged the contractor to deliver a quality job and timely too.

The team defied the bushy and non-motorable path from the Bank Road to visit the recently built bridge which had been washed away by the incessant rainfall experienced in the State and assessed the extent of the damage.

The entire landmass of the university, which spans about 15,000 hectares, was the next point of call for the Vice Chancellor and his team.

The final stop was the UNILORIN Sugar Research Institute located at USRI Ajase-Ipo Road, where the team was received by Prof. Gbolagade Olasiji who took the team around the facility and thanked the Vice Chancellor for the visit.

Egbewole attends Ilorin Central Mosque's maiden Maolud

By Abubakar Imam

he new Vice Chancellor of the University of Ilorin, Prof. Wahab Olasupo Egbewole, SAN, was among the dignitaries that attended the maiden edition of the Maolud Nabiyy celebration organised by the management of the Ilorin Central Juma'at Mosque at the Mosque premises penultimate Friday (October 19, 2022).

The event, which was also attended by the representatives of the Governor of Kwara State, Mallam AbdulRahman AbdulRazaq, and those of his immediate past predecessor, Alhaji Abdulfatah Ahmed, was chaired by the Grand Mufti of Ilorin, Shaykh Dr Suleiman Faruq Onikijipa, OON; with the Chairman of the Committee of Pro-Chancellors of State-Owned Universities in Nigeria, Mallam Yusuf Olaolu Ali,



OFR, SAN; as the Special Guest of Honour.

Speaking at the event, the Chairman of the Central Working Committee of the Mosque and Danmadami of Ilorin, Alhaji

Shehu Abdulgafar, OON; explained that the programme was organised to draw the attention of Muslims and other people to the exemplary life, times and mission of the Holy Prophet Muhammad in order for us to have a society that would be peopled by decent gentlemen and women.

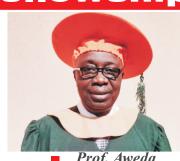
Alhaji Abdulgafar, who is also a former Pro-Chancellor and Council Chairman of the Kwara State University, Malete, thanked Prof. Egbewole and others for finding time to attend the event despite their tight schedules.

The Vice Chancellor, who was invited to the event by the Emir of Ilorin and Chairman of the Kwara State Council of Chiefs, and President/Custodian of the Mosque, Alhaji Ibrahim Sulu-Gambari, CFR, made a pledge of N100,000 towards the maintenance of the place of worship.

Aweda bags **Fellowship Engineering**

Professor of Mechanical Engineering at the University of Ilorin, Professor Jacob Olayiwola Aweda, has been conferred with the Fellowship of the Nigerian Institution of Mechanical Engineers.

The investiture ceremony held on Tuesday October 20, 2022, at Ibadan during the 35th international conference and Annual General Meeting (AGM) of the Institution.



Prof. Aweda













Private hostel operators invest N5b in UNILORIN --- Oyewole

By Mustafa Abubakar and Abdullahi Ogundipe

The Chairman of the Private Hostel Association (PHA), University of Ilorin, Prince Segun Oyewole, has disclosed that the University has nothing less than N5 billion investments in private hostels development, the highest in the country.

Prince Oyewole, who disclosed this in a chat with UNILORIN BULLETIN in his office, ahead of the December 15 commencement of the 2022/2023 academic session, said that he is happy, hopeful and expectant as the University reopens for academic activities.

According to him, "The investors have risked bringing their investments to the University and as I speak now, UNILORIN is the only University in Nigeria that has enjoyed that kind of investment, because the private investors have invested nothing less than N5 billion on a hostel in the University", he said.

Lamenting the adverse effects the prolonged ASUU strike on hostel investors, the Chairman suggested that for the University to hold on to the existing private hostel investors and attract more of them, the investors should be compensated for the number of months lost especially during the COVID and ASUU strike by amending the period of Public Private Partnership (PPP) in the Memorandum of Understanding (MOU) from 21 years to probably 30 years before their investments can expire.

He said that by so doing the investors will be able to recoup their losses, and thus be encouraged to invest more, as many more investors will be attracted with that to the University to build more hostels.



Prince Ovewole

He said, "I think the University should think about making the hostel business more attractive. Many of them come to meet me to seek my opinions. I know that so many want to come in. So, to make it attractive they should elongate this period of PPP and compensate them for the period lost, especially to the COVID and Strike. They are supposed to compensate the investors. They have risked their neck on this business".

Prince Oyewole, who also disclosed that each private hostel has a borehole, urged the management to create a backup when these boreholes run short of water.

"The University dam could be viably used as a major water supply outlet for the whole institution", he said, adding that "the dam can conveniently serve the entire University community, even outside. The dam is supposed to be the main source and if used will solve in great deals the

challenges of water, which students face occasionally".

Prince Oyewole cautioned that the digging of boreholes all over the University area could generate a problem in the future, advising that the main source of water should be the University dam.

He said, "The University dons should carry out researches that will look into the likely problems that may erupt from digging too many boreholes in the University area. The dam is supposed to be the main source. We are not dependent on school water, we depend on our water. And it is not supposed to be like that. Now you allow every hostel to be digging boreholes here and there; this is a University community, this is a research community, this is an academic community.

Prince Oyewole urged parents to visit the hostels frequently to find out the activities and behaviour of their wards, stating that the parents should make sure that their wards are living within the school campus to ease and improve their academic lives.

He also urged the University management to extend the internet facility to the hostels in the University, saying, "This will attract more students to stay in the hostels".

The Chairman, who gave kudos to the University management in the area of the provision of electricity and waste disposal management, described the relationship between the private hostels and the University management as "cordial, mutual and beneficial".

Avoid stress, drug abuse to prevent mental illness, Odunola warns

By Tajudeen Babamale

he Director of Health Services, University of Ilorin, Dr Rasheed Adekeye Odunola, has admonished Nigerians to take adequate care of their mental health by avoiding stress and drug abuse

Dr Odunola said this while featuring on 'Oro to nlo', a popular Yoruba current affairs programme on *UNILORIN* 89.3 FM, anchored by the Station Manager, Mr Ibrahim Idris (Alooma). The edition of the programme was dedicated to mark the 2022 World Mental Health Day, which was celebrated all over the world recently.

The World Mental Health Day is an international day for global mental health education, awareness and advocacy against social stigma.

Speaking on the programme, the



Dr Odunola

medical expert explained that mental disorder is now rampant especially in Nigeria due to needless stress, drug abuse and over ambition.

While calling on parents to pay greater attention to their children and wards, Dr Odunola also appealed to parents

to shun pressurizing their children to study a course against their will, take a particular job harder than their mental health or comparing their children to others whose source of wealth may be questionable.

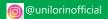
The medical expert encouraged everyone to imbibe the habit of eating fruits and vegetables in addition to eating well, drinking well, thinking well and having enough rest, saying, this is the only way to have a balanced well-being and mental healthy living.

Dr Odunola, who is also a member of the University Governing Council, admonished Nigerian parents to always monitor their children to avoid contracting mental injury. He said that, whoever that has mental illness history or cases in their family should consider medical check-up from time to time to prevent avoidable mental problems.













Na'Allah rallies support for Egbewole

(Contd. from front page)

The renowned scholar explained that the solidarity extended to Prof. Egbewole by friends and well-wishers from far and near was not enough until such positive dispositions are transformed into enormous financial support for the University and meaningful contacts that would enable the legal luminary leave the University far better than he met it at the end of his tenure.

Prof. Na'Allah, who served as the pioneer Vice Chancellor of the Kwara State University, Malete, between 2009 and 2019, acknowledged the fact that the position of Vice Chancellor of a university, like other leadership positions in Nigeria, was not a tea party as he urged Prof. Egbewole to tighten his belt towards attracting consistent quality support to the University of Ilorin.

He added that the job of Prof. Egbewole is even more demanding as he needs to prove everybody right that he is the right man for the job, saying that he must work towards ensuring that the University of Ilorin maintains its reputation as a truly better by far University.

Prof. Na'Allah, who is also a distinguished alumnus of the University of Ilorin, commended the successive vice chancellors, staff and students of the University for building a great institution out of the 47 years old citadel of learning as he said that the University incontrovertibly stands higher than some of its older peers.

He added that the much he was able to accomplish during his one decade tenure at the Kwara State University, Malete, were motivated by the University of Ilorin as he said that KWASU saw UNILORIN as an institution it must model itself after, hence it went for the best right from the onset.

Prof. Na'Allah, who also taught at the Department of English, University of Ilorin after his graduation from the University over three decades ago, added that he was doing his best at the University of Abuja because he wanted the University to be like the University of Ilorin.

Apparently talking from personal experience, the UNIABUJA Vice Chancellor encouraged friends and relations of the new Vice Chancellor to cultivate the habit of reaching out to Prof. Egbewole as he explained that the enormity of his responsibilities might not give him the opportunities of checking on friends as he used to do.

Prof. Na'Allah also used the opportunity of the event to appeal to the Federal Government and other



Prof. Egbewole with Mallam Olaolu Ali at the event

stakeholders to ensure that the ASUU debacle is effectively resolved in the interest of the nation's university system as he said that the Union has proven to be too formidable to be ignored.

The internationally acclaimed scholar of African Culture added that until the ASUU issue is effectively addressed the nation's university system would not regain its glory.

In his lecture on the occasion, a former Deputy Chief Imam of the University of Ilorin Central Mosque, Dr Yusuf Kolawole Jimoh, reminded Prof. Egbewole that his appointment was made possible by Allah alone and that he must, therefore, administer the University with the fear of the Almighty Allah to whom he would give account of all he does.

The cleric-don, who currently teaches at Al-Hikmah University, Ilorin, appealed to Prof. Egbewole to see his appointment as the Vice Chancellor of the University of Ilorin as a divine test, which is intended to evaluate his personal convictions.

He, therefore, urged the new UNILORIN Vice Chancellor to use his tenure judiciously while also advising him to be mindful of his health and never transgress.

Also, in his remarks the host of the event, Mallam Yusuf Olaolu Ali, SAN, who thanked all those who came from far and near for honouring his invitation, urged Prof. Egbewole to remain who he had always been.

Mallam Ali, who is also the Chairman of the Committee of Pro-Chancellors of State-Owned Universities in Nigeria, acknowledged that Allah had been benevolent to the new Vice Chancellor for attaining the peak of his careers as a Senior Advocate of Nigeria and Vice Chancellor of a front line University. He implored Prof. Egbewole not to allow his tenure as the Chief Executive of the University of Ilorin affect

him negatively.

The learned Senior Advocate added that the tenure of Prof. Egbewole would soon end while his friends and associates would still be there to either congratulate him or assess his personality and tenure based on whatever he does or never did as he urged him to ensure that he conducted himself in a way that would make everybody to be very proud of him at the end of his tenure.

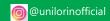
The event, which was attended by the Registrar of the University of Ilorin, Dr Folaranmi Modupe Olowoleni; the University Bursar, Mr Hakeem Sonde; and the University Librarian, Dr Kamal Tunde Omopupa, was also graced by the Vice Chancellors of the Osun State University, Osogbo, and Al-Hikmah University, Ilorin, Prof. Clement Adeboye and Prof. Noah Yusuf, respectively, as well as a representative of the Ataoja of Osogbo, Oba Jimoh Olanipekun.

Also in attendance were the former Vice Chancellor of the Federal University of Technology, Minna, Prof. Musibau Akanji and the former Vice Chancellor of the Summit University, Offa, Prof. O. B. Oloyede, a former Dean, Faculty of Veterinary Medicine, University of Ilorin, Prof. Suleiman Funsho Ambali, the Dean, Faculty of Agriculture, University of Ilorin, Prof. Olayinka R. Karim; the Dean of the Postgraduate School, Prof. Taibat M. Odunola; the Dean, Faculty of Communication and Information Sciences, who is also the Chairman, Editorial Board of UNILORIN BULLETIN. Prof. Lukman Adesina Azeez, the immediate past Dean, Faculty of Arts and Governing Council Member, Prof. Rasheed Adeoye; the immediate past Dean of the Faculty of Communication and Information Sciences, Prof. Rasheed Jimoh and the Director of Health Services and Council Member, Dr Rasheed Odunola; as well as the Director of Corporate Affairs, University of Ilorin, Mr Kunle Akogun, among several other dignitaries from far and near.













Avoid Rwanda scenario in Nigeria, Lambe counsels' journalists, politicians

By Tajudeen Babamale

s Nigeria joined the rest of the world to mark the 2022 World Development Information Day, a Mass Communication scholar at the University of Ilorin, Dr Lambe Kayode Mustapha, has appealed to politicians and journalists to always consider the consequences of any information they dish out to the public in order to avert a descent into the 1994 scenario in Rwanda where unguarded information led to the massacre of millions of people.

Dr Mustapha, who is the immediate past Head of the Department of Mass Communication, University of Ilorin, stated this last Tuesday (October 25, 2022) while featuring on 'Oro to nlo', a popular Yoruba current affairs programme of UNILORIN 89.3 FM, which was dedicated to commemorate the 2022 World Development Information Day. The programme was anchored by the Station Manager, Mr Ibrahim Idris (Alooma).

The World Development Information Day, which is celebrated on 24th October every year, is the United



Dr Mustapha

Nations initiative to create awareness towards the problems surrounding development in different nation and how to manage them.

Dr Mustapha, who identified poor information management as one of the major difficulties confronting Nigeria, appealed to Nigerian politicians to choose their words wisely as campaign that would usher in the

2023 general election commenced across the country. He also admonished the media professionals to always remember the consequences of their reportage.

While referencing the 1994 Rwanda genocide, the erudite communication scholar warned that the 2023 campaign and reportage of political activities must be devoid of violence.

The don challenged the crack professional journalists to occupy all spaces so that they won't give room for amateurs, fake and inexperienced journalists to dominate.

He explained that if the information sector is secured, they would be able to act as watchdog over other sectors of national life. He enjoined journalists in Nigeria to continue to be responsible in reporting events as they unfold to ensure that Nigeria continues to move forward in the committee of nations.

Commenting on the challenges militating against the achievement of the sustainable development goal, Dr Mustapha expressed the belief that poverty eradication is key to achieving the Sustainable Development Goals.

At 40th anniversary: Egbewole pledges support to Unilorin Secondary School

By Mubarak Oladosu and Mustafa Abubakar

he Vice Chancellor of the University of Ilorin, Prof. Wahab Olasupo Egbewole, SAN, has pledged the support of the University's management to the UNILORIN Secondary School (USS) as the school marked its 40th anniversary and Founder's Day Celebration.

Speaking last Tuesday (October 25, 2022) at the Anniversary Lecture and Award Ceremony, Prof. Egbewole appreciated Allah for the day, which he described as a landmark and urged the school to key into the University's Sustainable development, Monumental achievements, Adaptive capacity and Team Building (SMART) agenda.

The Vice Chancellor, who was represented by a former Dean of the Faculty of Arts of the University, Prof. AbdulRasheed Adeoye, said that "the school needs to look at" What are they going to do to make sure the School gets to the topmost possible and maintain first in their external examinations", adding that "it is achievable and doable".

Prof. Egbewole pointed out that "the Principal should motivate the teachers. The teachers should get themselves motivated and the students should be properly motivated because service to education is service to humanity. When you are committed to education you are committed to the development of humanity".

While presenting his Keynote Address, entitled "The Need to Build a Bridge and not a Wall", Mr Anthony Oshiniwe of the Class of 1991, congratulated all stakeholders of the school and urged all hands to be on deck of moving the school

forward.

Mr Oshiniwe noted that while members of the alumni of different sets interacted within themselves, they do not interact with the institution sufficiently, adding that a truly great alumni benefits its members as well as the school.

The Keynote Speaker noted that the school was always represented in the top ten performing schools nationwide in WAEC certificate examination and JAMB with some of the students recording A1 in all subject". He disclosed that such alumni members are numerous across the world at the moment and they include the Director General of the National Centre for Disease Control (NCDC), Dr Ifedayo Adetifa.

Mr Oshiniwe opined that it is time to end differences and unite towards reclaiming the school's glory through the culture of hard work which the honey bee as an icon of the school symbolises.

In his speech at the event, the President of the Unilorin Secondary School Alumni Association, Mr Gbenga Popoola, who is the Kwara State Coordinator of the National Identity Management Commission (NIMC), observed that former students of the school always stand out wherever they may be.

While responding on behalf of other awardees, a former Principal, Mr R.O. Ajala, appreciated members of the alumni as he recounted some of the major challenges, which he experienced while in charge of the school.

The current Principal of the school, Mr T. N. Durojaiye highlighted donations and teacher seminars organised by the Classes of 1988, 1992, 1997, 1999,

2001 and 2002 sets.

The awardees at the event included all the past Principals namely Messrs S. A. Oshatoba, 0. Omotosho, Mrs Ο. Awobuluyi, Mrs H. S. Owa, R. O. Ajala, Mrs S. N. Jaiyeola and the longest serving Secretary, Mrs S. O. Gomina, respectively.



Dignitaries cutting the 40th anniversary cake











Unilorin Alumni Association seeks Egbewole's support in resolving crisis

By Temitope Omoniyi

he University of Ilorin Alumni Association has sought the support of the University's Vice Chancellor, Prof. Wahab Olasupo Egbewole, SAN, in resolving the crisis rocking the Association.

The Interim National President of the Association, Prof. Jeleel Ojuade, made the call last Thursday (October 27, 2022) when he led members of its executive committee on a courtesy visit to the new Vice Chancellor at the Council Chamber.

Prof. Ojuade, a former Director of the Advancement Centre, University of Ilorin, appealed to the Vice Chancellor to look into making transcripts application, processing and collection seamlessly easy for alumniall over the world.

Making a case for some alumni outside Nigeria who need their certificates issued to them, the Interim President noted that some of them graduated when the institution was not issuing certificates immediately after graduation and with some of them outside the country now, they have not been able to collect their certificates.

In his goodwill message, the Foundation President of the Association, Prof. David Durosaro, charged the Vice Chancellor on the urgent need to improve the University's performance rating on global rankings.

While urging Prof. Egbewole to ensure that the quality of teaching, research and public service offered by the institution are not compromised, Prof. Durosaro, who is also the Chairman of Past Presidents of Unilorin Alumni Association, noted that the current poor ranking of the university is unacceptable.

He urged the Vice Chancellor to ensure that the relationship between the



Members of the Association with the Vice Chancellor during the visit

institution and members of the association is improved upon.

In his response, the Vice Chancellor assured the Association's leaders that he was committed to the peaceful resolution of the crisis before the end of the year.

Prof. Egbewole, who observed that he was not unaware of the challenges being faced by the Association, told the visiting team that he had assured members of the Congregation at his inaugural meeting with them that he would see to the resolution of the current crisis.

While stressing the importance of alumni associations in building a strong institution, he asked for the assistance of the Unilorin Alumni Association in taking the University to the next level. He further pledged to fully carry them along in the activities of the University.

On transcripts, the Vice Chancellor stated that he has a committee that is currently working on clearing all backlogs of

transcripts while there is a plan to ensure that the timeline between transcript application and issuance is within one week.

Prof. Egbewole further assured the alumni leaders that the University would stick with its tradition of making certificates available on graduation days while effort is ongoing to ensure that those outside the country get their certificates without much hassles.

Other members of the Association, who joined the Interim National President on the courtesy visit to the Vice Chancellor included the Chairman, Fact-finding Committee, Prof. Adegboyega Fawole; the Vice Chairman, Engr. Isiwat Lawal; the General Secretary, Dr. Abdulhamid Badmus; the Treasurer, Dr. Faoziyah Sulaiman; the National Public Relations Officer, Mr. Elijah Olorunsuwa; the Financial Secretary, Mr. Sikiru Muhammed; as well as representatives of the Association's Chapters in Unilorin, Sokoto, Katsina, Kwara, Oyo, Ogun, Niger, and Lagos.

IESA tasks new University Librarian on superb performance

By Abubakar Imam

he Chairman of the Ilorin Emirate Staff Association (IESA), University of Ilorin, Prof. Suleiman Funsho Ambali, has charged the new University Librarian, Dr Kamal Tunde Omopupa, to ensure that no stone was left unturned at ensuring a much more remarkable improvement in the fascinating record of service delivery of the University's Library as left behind by his immediate past predecessor, Prof. Abdulwahab Olanrewaju Issa.

Prof. Ambali gave this advice last Monday (October 24, 2022) when he led a delegation of the Association on a congratulatory visit to Dr Omopupa on his appointment as the University Librarian and a Principal Officer of the nation's most sought-after University.

The IESA Chairman explained that he and members of the Association were very delighted that the authorities of the University of Ilorin again found one of its members worthy of serving as the Chief Conservator of the University's enormous library resources for the next five years.

He added that the Association was in no way surprised by the emergence of the new University Librarian considering his



Prof. Ambali (right) presenting the letter of congrtulation to Dr Omopupa

alluring academic qualifications and glittering professional accomplishments as well as contributions to the growth of the study and practice of Library and Information Science.

While assuring him of the support of members of the Association towards his success, Prof. Ambali prayed Allah to grant Dr Omopupa all it would take to discharge the

responsibilities of his office far better than the expectations of the authorities of the University and the institution's stakeholders.

In his response, Dr Omopupa thanked the Association for finding him worthy of the visit, which he said, was greatly appreciated.

The University Librarian explained that he had been visiting the office of the University Librarian since the early 2000s when the late Prof. Mathew Idowu Ajibero was in charge and he never thought that he would one day be the occupant of the same chair once sat upon by his late teacher and mentor.

He opined that he saw the position as a challenge for him to prove his integrity and capacities to deliver and that he would ensure that he discharges his duties professionally and judiciously as well as in a way that well-wishers would be very proud of.

Prof. Ambali, who was a former Dean, Faculty of Veterinary Medicine, University of Ilorin, was accompanied on the visit by the Vice Chairman II and Deputy Director, Works, Mr Sahid Bolakale Baba; the Secretary-General of the Association, Mr Abubakar Imam; and the Treasurer, Mr Usman Mustapha.







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FUND SOURCES AND UTILIZATION REPORT FROM 20TH TO 27TH OCTOBER 2022

RECEIPTS:	AMOUNT
Academic Transcript	494,000.00
Sundry & Other Student Charges	150,300.00
Sundry Other Income	5.036,609.00
Capitation-NHIS	20,250.00
Income from Dental Clinic	64.038.75
Rent on Staff Accommodation	51,931.80
Clinic Registration (Staff)	2,000.00
Contractors' Registration fees	17,000.00
Convocation Souvenir	83,200.00
Rent on University Property	7,500,000.00
Student I.D. Cards	2,000.00
Income from Verification/Screening	28,000.00
Games Fee	200,000.00
Income from Diagnostic Centre	72,592,50
Undergraduate Clearance Charges	754,500.00
Undergraduate Convocation Charges	41,900.00
Postgraduate School Add/Drop Payment	2,300.00
Postgraduate School Application Form	2,364,100.00
Postgraduate School General Payment	140,300.00
Postgraduate School Charges	624,300.00
Postgraduate School Convocation	21,450.00
JUPEB Application form	176,050.00
JUPEB Acceptance Payment	221,650.00
JUPEB General Payment	30,150.00
JUPEB Hostel Accommodation	180,900.00
JUPEB School Charges	3,874,800.00
Remedial Application Form	303,000.00
Total Receipt for the Period	₩22,457,322.05
PAYMENTS	1122,107,022.00
PAYMENT TO CONTRACTORS/SUPPLIERS:	
Goke Adeoye Ent Supply of Stationery	1,481,906.25
Darikas Global Services Ltd Supply and Installation of Laboratory Equipment (NEEDS Assessment).	99,210,009.03
Alhaji Hussein Taiwo Adeniyi & Sons Supply of Tyres for Coaster Bus	537,285.00
Adetos Ent Ltd Supply of Labtop	1,336,125.00
Cosmic Insurances Brokers Ltd Premium Due	639,037.67
OTHER PAYMENTS:	, , , ,
Various Various i.e. DTA, IMPREST, REFUND etc	5,373,400.00
Purchase Advance Various	1,032,000.00
Environmental Task Force Environmental Cleaning	1,395,000.00
Unilorin Petrol Station Supply of Fuel	9,350,000.00
Staff Research Research Grant (TETFUND)	2,021,468.00
TSA Charges Various	26,982.50
15A Charges various	

Signed

O. Sonde FCA

Bursar

Open Ph.D. Thesis Defence

S/N	NAME	FACULTY/DEPARTMENT	TITLE	DATE&TIME	VENUE
1	OWOLABI,	Education/Education	Personal Factors	3 rd November,	Faculty of Education
	Racheal Ajumoke	Management	and Conditions of	2022/10:00am	Board Room
			Service as		
			Correlates of Staff		
			Effectivesness in		
			Colleges of		
			Education in North-		
			Central, Nigeria.		

New Appointment

NAME	FACULTY / DEPARTMENT	APPOINTMENT	EFFECTIVE DATE
Dr Afolabi M. Tunde	Social Sciences/Geography and Environmental	Deputy Director, Unilorin Consultancy	7 th October, 2022
	Management	Services Centre (Community Business	
		Ventures)	

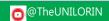














S/N	Name	Department	Birthday	
1	Sanusi Issa Olarongbe	Ling. & Nig. Languages	Oct 30	
2	Adewara Adedayo Amos	Statistics	Oct 30	
3	Owolabi Amudalat Monisola	Institute of Education	Oct 30	
4	Ayinde Taofeek Olanrewaju	Physiology	Oct 30	
5	Salaudeen Taofeek Lekan	Technical & Enterpreneurship Centre	Oct 30	
6	Afolabi Folashade Olanike	Library	Oct 30	
7	Bakare Nathaniel Olatunde	Ling. & Nigerian Languages	Oct 31	
8	Soliu Kazeem Adebayo	Works: Works/Maintenance Office	Oct 31	
9	Abdulhamid Asiawu Belgore	Legal Services Unit	Oct 31	
10	Okesina Kazeem Bidemi	Optometry & Vision Science	Oct 31	
11	Abdulkareem Zainab Olorunbukademi	Telecommunication Science	Nov 01	
12	Atolagbe Motunrayo	Registry	Nov 01	
13	Aina Daniel	Security Division	Nov 01	
14	Yusuf Medinat Ajibola	Security Division	Nov 01	
15	Suleiman Zakari Aliyu	Anaesthesia	Nov 01	
16	Oyeniran Saheed	Educational Management	Nov 01	
17	Mustapha Adedayo Saheed	Internal Audit Unit	Nov 01	
18	Bello Kamal Asola	Marketing Marketing	Nov 01	
19	Ajiboye Olufunke Sarah	Veterinary Microbiology	Nov 01	
20	Ambali Hauwa Motunrayo	Veterinary Medicine Veterinary Medicine	Nov 02	
21	Arikewuyo Halima Oluwaseyi	Health Services	Nov 02	
22	Ijaiya Hakeem Olasunkanmi	Private & Property Law	Nov 02	
	1 3 3			
23	Olorunfemi Jacob Folorunso	Geography & Environmental Management	Nov 02	
24	Ayodele Kehinde	Teaching & Research Farm	Nov 02	
25	Saliu Rasaq	Security Division	Nov 02	
26	Adeta-Babamale Rasheedat Adenike	Registry	Nov 02	
27	Tiamiyu Akeem	Technical & Entrepreneurship Centre	Nov 02	
28	Mustapha Usman Kola	Mechanical Engineering	Nov 03	
29	Afolabi Olugbenga Onaolapo	Pathology	Nov 03	
30	Jubril Audu Mohammed	Security Division	Nov 03	
31	Akang Austine Benard	Registry	Nov 03	
32	Katibi Oludolapo Sherifat	Paediatrics & Child Health	Nov 03	
33	Sanusi Muhammed	Central Research Laboratories	Nov 03	
34	Ojo Isaac Mayowa	Procurement & Maintenance Suport	Nov 03	
35	Mahmoud-Maukadam Abdur-Rasheed	Arabic	Nov 03	
36	Shuaib Abdulrasaq Omotola	Registry	Nov 03	
37	Ibrahim Sulyman Olaitan	Library	Nov 03	
38	Olowo Yusuf Kudirat	Registry	Nov 04	
39	Abdulsalam Abdulrasak	Works: Works/Maintenance Office	Nov 04	
40	Alege Folorunsho Bello	Registry	Nov 04	
41	Oduwaiye Rhoda Olape	Educational Management	Nov 05	
42	Dare Akintade Oyedele	Medical Radiography	Nov 05	
43	Iyanda Murtala Olayode	Agricultural & Biosystem Engineering	Nov 05	
44	Adebayo Kayode A.	Security Division	Nov 05	
45	Adeoye Esther Bolanle	Health Services	Nov 05	
46	Abolarin Roseline Oluwaseyi	Registry	Nov 05	
47	Muhammad-Lawal Abdul-Azeez	Agric Econs & Farm Management	Nov 05	
48	Akangbe Ayotomisinoluwa Adeunmola	Criminology & Security Studies	Nov 05	
49	Osang Felix Owan	Unilorin Sugar Research Institute	Nov 05	
50	Babarinde Funmilola Justina	Training Research & Development	Nov 05	
51	Olorukooba Halima Omolara	Nursing Science		
52	Dauda Abdulrafiu	Accounting	Nov 05 Nov 05	
22	Dauda Abdulianu Accounting			

The University Board of Health encourages you to visit the University Health Services for medical check-up on your birthday. Thanks

Renewal of Appointments

NAME	FACULTY / DEPARTMENT	APPOINTMENT	EFFECTIVE DATE
Dr S. A. Biliaminu	Clinical Sciences/Chemical Pathology	Acting Head, Department of Chemical Pathology	1 st August, 2022
Dr K. A. Oluseye	Clinical Sciences/Physiotherapy	Acting Head, Department of Physiotherapy	1 st August, 2022



UNILORIN IN THE NEWS

Compiled by Abdulkadir Abubakar

October 31, 2022

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- The newly inaugurated Vice Chancellor of the University of Ilorin, Prof. Wahab Egbewole, SAN, has said that his vision during his five-year term is to make the University attain global reckoning as the best in Africa.
 - ("New Unilorin VC Unveils Vision for Varsity", *Blueprint*, Wednesday, October 19, 2022, P.14)
- The Dean of Student Affairs, University of Ilorin, Prof. Musa Toyin Yakubu, has assured that the institution is fully set for resumption and is leaving no stone unturned to ensure that everything is put in place towards effective service delivery.

 ("UNILORIN FULLY SET FOR STUDENT RESUMPTION -- DEAN, STUDENT AFFAIRS",

h t t p s : / / M i d l a n d post.ng/index.php/narrow.block.news/8856; See also, "University of Ilorin resumes October 24", Saturday Tribune, October 22, 2022, P.7; "Unilorin students resume, today ", National Pilot Monday 24-Sunday30, October 2022, P.7)

The former Director of the Centre for Peace and Strategic Studies (CPPS), University of Ilorin, who is now the Vice Chancellor of Ahman Pategi University (APU), Prof. Mahfouz Adedimeji, has said that he started his study at the University of Ilorin in the then

- Department of Modern European Languages, stressing that since then he hasn't been out of Ilorin for more than a year at a stretch.
- ("Scholars should be promoted as role models -- Adedimeji", *Sunday Punch*, October 24, 2022, P.20)
- The Photograph of the former Director, Centre for Peace and Strategic Studies (CPPS), University of Ilorin, who is now the Vice Chancellor of Ahman Pategi University (APU), has been published ("Spice", Sunday Punch, October 23, 2022, P.17)
- The former Director, Centre for Peace and Strategic Studies (CPPS), University of Ilorin, who is now the Vice Chancellor of Ahman Pategi University (APU), Prof. Mahfouz Adedimeji, has noted that he trained hard, especially when Prof. Is'haq Oloyede was the Vice Chancellor of the University of Ilorin.
 - ("My childhood influenced who I am today", *Sunday Punch*, October 23, 2022, P.29)
- The Vice Chancellor of the University of Ilorin, Prof. Wahab Olasupo Egbewole, SAN, has advised the management of the Unilorin Secondary School to strive for excellence with a view to placing the school among the best in the country.

("Unilorin VC tasks School to strive for excellence", *The Herald*, Wednesday, October 26, 2022, P.9).

Postgraduate School

Notice of 2021/2022 Postgraduate Qualifying Entrance Examination

This is to inform all applicants seeking admission into the University of Ilorin Postgraduate programmes and the general public that the Qualifying Entrance Examination for the 2021/2022 Postgraduate Admission has been scheduled to hold as follows:

Date: Saturday, 5th November, 2022

Time: 8.00am - 11:00am

Venue: See the attached list of venues

- (i) Faculty of Agriculture
 - Lecture Theatre (Faculty of Agric.)
- (ii) Faculty of Arts
 - Lecture Theatre (Faculty of Arts)
- (iii) College of Health SCIENCES (Basic Medical and Clinical Science)
 - Lecture Theatre (Faculty of Law)
- (iv) Faculty of Communication and Information Sciences
 - Lecture Theatre (Faculty of Communication and Information Science)
- (v) **Faculty of Education**Lecture Theatre (Faculty of Education)

- (vi) Faculty Engineering and Technology Lecture Theatre (Faculty of Agric.)
- (vii) Faculty of Environmental Sciences Lecture Room 8 (Faculty of Law)
- (viii) Faculty of Life Sciences Lecture Theatre (Faculty of Engineering)
- (ix) Faculty of Management Sciences Lecture Room 2 (Faculty of Law)
- (x) Faculty of Pharmaceutical Sciences Lecture Room 8 (Faculty of Law)
- (xi) Faculty of Physical Science New Science Lecture Theatres I & II
- (xii) Faculty of Social Sciences
 Lecture Rooms 3 & 4 (Faculty of Law)
- (xiii) Faculty of Veterinary Medicine Lecture Room 8 (Faculty of Law)

Signed
M.A. Alfanla
Secretary/Deputy Registrar
Postgraduate School

University School records 96% pass in NECO

he University School, University of Ilorin, has recorded an average 96 percent pass at the 2021/2022 Basic Education Certificate Examination (BECE) conducted by the National Examinations Council (NECO).

According to the details of the result signed by the school's Head Teacher, Mr. M. I. Salihu, and sighted by UNILORIN BULLETIN, pupils of the school recorded 100 percent pass in Mathematics, French, Arabic, Islamic Religious Studies, Yoruba, and Basic Science and Technology.

The School also recorded 98 percent pass in English and Business Studies, 96 percent in Creative and Cultural Arts, 92 Percent in Christian Religious Studies, 90 per cent in both Pre-Vocational and National Value and 84 percent in History.

Let's Shuttle to the Space

Address delivered by the Vice Chancellor of the University of Ilorin, Prof. Wahab O. Egbewole, SAN, at the 291st Senate Meeting of the University held at the Senate Chamber, University of Ilorin, on Friday, October 21, 2022

Assumption of Office

istinguished Members of the University of Ilorin Senate, I salute you! Thank God it is Friday and I humbly welcome you to this important meeting, my first inaugural one as the Chairman of this body.

On Monday, October 17, 2022, I formally assumed office as the 11th substantive Vice Chancellor of this great citadel of learning by the grace of God and with your support. Permit me to begin on a note of gratitude to you for the honour accorded me and my family. I also appreciate the outpouring of goodwill, support, messages and visits I have received as a show of solidarity to one of your own. I appreciate you all; may the Almighty Allah appreciate you more.

My assumption of office coincided with the resumption of work after the suspension of the strike declared by the Academic Staff Union of Universities (ASUU) on February 14, 2022. It was a long strike, the longest in the history of strikes in Nigeria. To say that it was an agonising period for many of our colleagues is to state the obvious and for our students, it was a huge loss, especially those who were just to conclude their final examinations. I empathise with you and all of us on the current difficulties. We must be hopeful that the sacrifice shall not be in vain. You are welcome back.

I want to appeal to us that as two wrongs do not make a right, we should cooperate with the University towards the successful conclusion of the truncated 2020/2021 academic session. The challenges we are facing are enormous, but we owe it a historical responsibility to humanity to quickly put the past before us and face the present and the future with renewed vitality and vigour. May God help us.

Being Vice Chancellor

As nothing happens without the Divine Decree, I consider being a Vice Chancellor today in this great University an act of God. In that regard, I know that the office comes with opportunities and responsibilities, though the former outweighs the latter. Part of these responsibilities is being committed to and passionate about the system so that it can be greater. It is this commitment that informed our meeting today and my appeal that we should go for a space shuttle as we hit the ground running in propelling the university to new heights.

As an alumnus of this great University, I am passionate about its development as I am of another Nigerian university too. It is this passion that has driven my vision that I had shared while delivering my inaugural address to strive, with your support, to make the University the best again by any ranking in Nigeria and one of the best in Africa. In fact, I plan to actualise a Vision 1:10:500 by which our university will be the industry leader in Nigeria, the best or one of the topmost 10 in Africa and one of the best 500 in the world.

Being a Vice Chancellor is just being first among equals and I believe all of us have fantastic ideas on how to revamp the system and make it better. Proceeding from the current Strategic Plan for 2019-2023, "Beyond the Frontiers", a new five-year strategic plan, "Shuttling to the Space", will be immediately developed next year to propel my vision within the long-term vision of the University.

Actualising Vision

My vision is anchored on the following:

Resuscitating Stable Academic Calendar

Having a stable academic calendar is crucial to the attainment of a competitive international ranking for the University. My plan here is to work harmoniously with stakeholders so that as much as possible, we shall not have disruption.

Student Enrolment across the globe improves the ranking of universities and further attracts foreign students. That UNILORIN was academically stable for 20 years until recently is an irrefragable truth. I was privileged to play an active part in the efforts towards stabilising the academic calendar during the period that I was Secretary and later Chairman of ASUU, UNILORIN Branch then. While acknowledging the fact that no man is an island, as I emphasised recently, I strongly believe that we shall have academic stability without jeopardising our welfare so that UNILORIN can sustain its status as the University of First Choice for Nigerian and foreign candidates.

Competent and Highly Motivated Workforce

No establishment can rise above the competence and dedication of its staff. Therefore, a 21st century university can only be achieved with a dedicated workforce with 21st century skills. The University under my watch will institutionalise training and retraining programmes to re-skill and re-tool its workforce as well as invest in gadgets and devices that will keep workers abreast of developments in their fields. A new organisational culture that places premium on innovation, diligence and excellence will be developed. An incentive scheme that encourages those whose excellence makes the University achieve giant strides will be established under a new workplace mantra: "Striving Always To Better Our Best".

Leveraging Technology in University Life

Technology is well known as a game changer in human life. However, recent developments warranted by COVID-19 pandemic have shown that its role in transforming human life is still underestimated. Today's imperative is that technology should drive all aspects of life, a niche area for UNILORIN to set the pace for others. Therefore, we shall mobilise resources for the massive deployment of state-of-the-art technology in all facets of university life: teaching, learning, research, service, and leisure. The emphasis will be on making the University contribute to technological development, not merely a consumer of foreign technology. This is critical to our emergence as a true 21st century university.

Achieving Sustainable Funding

It is apposite to state that funding is a challenge for the Nigerian university system. If revenue is constant, funding rapidly becomes inadequate due to inflation and the need for new projects. This challenge will be addressed by professionally studying how existing revenue sources in the University can be sustained and how new revenue sources can be sustainably explored. Cost management will be a major plank of this strategy and focal areas will include:

students' fees,

re-engineering revenue generating units for optimal efficiency, research grantsmanship,

blocking leakages, and

leveraging goodwill to attract needed infrastructures.

(To be continued)