

**VICE-CHANCELLOR'S ADDRESS TO CONGREGATION, WEDNESDAY, 13
NOVEMBER 2013**

Preamble

Acting Registrar, Acting Bursar, University Librarian, Deans and Heads of Departments, Ladies and Gentlemen

On behalf of Senate and Management, I welcome everyone to this first meeting of Congregation, the assembly of graduate staff of the University, in the new academic session, and the first since 14 March 2012. Glory be to God for sparing our lives since the last meeting and for the great things that He has wrought in this University and in our individual lives. I wish to thank all of you – and indeed all other stakeholders - for contributing to the sustenance of peace, stability and progress in this institution. May the God all Creation reward you abundantly in Jesus Name.

Permit me to express my personal gratitude and that of my family for the support that I have enjoyed since assuming duty as Vice-Chancellor on October 18, 2010. By the grace of God and with your support, this University will attain greater heights during my final term in office, which began on October 18, 2013. This Address highlights our notable accomplishments, examines the challenges, and suggests the way to go as we plan for greater successes in the years ahead.

Before I proceed, let me recognize the latest additions to our senior staff: Mr. J.O. Aina (University Librarian); Professor O.S. Okedele (Architecture); Professor S.A. Daramola (Architecture); Professor Osita Agbu (International Relations); Dr. Richard Akindele (Associate Professor/Reader, Business Administration); Dr (Mrs) C.I. Ayolabi (Senior Lecturer, Microbiology) and Dr. Peace Ogun (Senior Lecturer, Economics). All, but the University Librarian and Professor Daramola, are on sabbatical. I also wish to warmly congratulate those who were elevated to higher positions since the last Congregation, not least Mrs Folake Okor as Acting Registrar and Mr. Adesina Abubakre as Acting Bursar.

Notable Developments

By the grace of God, and for the record, the following positive developments took place over the last one or two years:

- Successful conduct of Convocation Ceremonies for the 2011/12 and 2012/13 academic sessions on March 9 and October 19, 2013, respectively
- Successful mobilization of the second and third sets of graduates for national service
- Highest-ever undergraduate student enrolment, 2013
- Take-off the Capacity Development Centre, 2012
- Full Programme Accreditation by the National Universities Commission (NUC), 2012; Visitor's Visitation and Submission of Report to NUC, 2012; NUC Resource Verification (MSc Architecture), 2012
- NUC Approval of the Revised Part-Time Programmes, October 2013
- NUC Approval and Take-off of the College of Postgraduate Studies, 2013
- Diplomatic/Consular Relations – Ambassador of Japan's Visit (13 February 2012) and Hosting of US Consulate Black History Month Events (28 February 2012 and 28 February 2013)
- Settlement of Foundation Programme staff entitlements
- Regularization of all temporary appointments
- Confirmation of appointments for the first time
- Full compliance with the Federal University wage structure from January 2011; and National Pension Scheme
- Appointment of first set of tenured Professors

- Appointment of Acting Registrar (Mrs F.R. Okor) and Acting Bursar (Mr. A. Abubakre), 2013
- Appointment and assumption of duty of the second substantive University Librarian, Mr. J.O. Aina, October 2013
- Appointment/Re-appointment of substantive Deans: Professor O. Iyanda (College of Postgraduate Studies – COPOS); Professor O.S. Okedele (COLENSMA); Professor S.O. Ajayi (COPAS); Professor Nosa Owens-Ibie (COSOMAS) and Professor S.A. Daramola (Student Affairs), 2013.
- Take-off of formal banking services on campus by ECOBANK, 2012
- Provision of Fibre Optic Cable Wireless Internet Connectivity on campus, 2013.
- Revamp of University website, 2013
- Completion of the Bakery and Water Factory, 2013 (commercial production at which awaits receipt of NAFDAC registration)
- Renovation of male and female hostels
- Commencement of construction of Male and Female Postgraduate Halls of Residence
- Significant progress on landscaping and campus beautification with signages
- Institutionalization and synchronization of matriculation ceremony, Parents’ Forum and Christmas Break on the same day
- Massive and positive media coverage of the University’s activities
- Maiden University Inaugural Lecture by Professor Nosa Owens-Ibie (April 9, 2013)
- Successful University Ceremonies and Events: Lectures (Foundation Day, Leadership Academy, College of Postgraduate Studies, College of Social and Management Sciences and Mass Communication Forum), Capacity Building Summit; Corporate Prayer and

Thanksgiving; Matriculation and Convocation (conferment of honorary doctorate degrees and award of undergraduate degrees and prizes)

- Conclusion of partnership agreement with the University of Birmingham; Agreement signed on 18 September 2013
- Approval of Partnership with Interim Joint Matriculation Board (IJMB), 2013
- Significant progress on the revision of the University's Academic Brief and the Strategic Plan

Ongoing Activities and Expectations for the Future

Management is working to tackle the critical issues of staff recruitment, student enrolment, infrastructure development, programme resource visitation and accreditation, and take-off of new programmes. Currently, we are preparing for the NUC accreditation of three undergraduate programmes – Economics, International Relations and Political Science – and the resource verification of the MBA programme. We have recruited and will still recruit more senior academic staff to meet the requirements of these exercises. New courses will be added as they meet criteria of viability and relevance. Our aim is to consolidate existing programmes and, then, add others judiciously and strategically. As well, work is ongoing on renovation and upgrade of physical infrastructure – halls of residence, classroom furniture and staff quarters.

My personal vision is for all programmes to be adequately staffed (with experienced senior academic staff) and equipped to make them truly competitive. I envisage that each Department or Unit will strive to undertake activities – regular seminars (such as the COPAS series and the one on Entrepreneurship by COSOMAS), individual and collaborative research, co/hosting of conferences, individual and joint publishing of international standards, professional consultancy and community service – that will project it and the University at large. I would like to challenge all academic Departments to populate the website with their individual and corporate, curricular and co-curricular activities. They should also prioritize the commencement of certificate, diploma, postgraduate diploma and Master's degree programmes, create research networks, pool

resources for research and publishing, and initiate/joint collaborative research projects across Departments, Colleges, Campuses and borders.

In effect, I expect each Department or College to distinguish itself and be known for something significant, such as publishing and sustaining a credible academic journal or monograph series or a running a distinguished lectures series or collaborating with institutions and professional counterparts in the private sector or government service. It is for this reason that all Colleges, Departments and Units have been mandated to share with Management their vision and strategy for the near future in line with the outline suggested above. The date for this event – a Wednesday afternoon - will be communicated before this week runs out.

Sports development is another challenge that we want to tackle. With phenomenal increase in student enrolment, consequent improved funding and external support, we should have a sports complex on the approved site on the Master Plan within two years. We need benefactors and friends of the University to collaborate with us in achieving this target.

The viability of certain academic programmes, judged by student enrolment, is a recurring challenge. In this competitive world, less competitive persons and institutions will simply drop out, as has been the fate of two of our programmes, with some others facing that prospect. As I have been canvassing for years, academic and non-academic staff should be more involved in student recruitment to ensure the viability of their Departments and programmes. In addition to the minimum number of students that we expect per programme, we are aiming at a total student population of 2,000 by October 2014 to ensure the financial stability of the University. The point is that, since the bulk of our revenue comes from students' fees, all stakeholders (especially all academic and non-academic staff) must be actively engaged in recruiting more students. Units should also initiate consultancy and other income-earning activities.

I shall end this Address with a challenge to academic and non-academic staff of this University to manifest greater commitment to duty and greater efficiency in service delivery. We shall be judged individually and corporately by the prompt and efficient delivery of lectures, minutes and reports of committees, firm invigilation of examinations, enforcement of discipline, respect for deadlines in the grading of scripts, collation and submission of results to Departmental and College Board of Examiners, and Senate, and sustenance of the highest ethical standards in our

dealings. While we encourage staff to endure the inevitable inconveniences associated with the birthing and nurturing of young institutions, such as ours, I assure everyone of a fair deal in all matters of welfare and career prospects. With hard work, diligence, fidelity and collegiality we shall all attain our career goals and aspirations to the glory of God. I am delighted to announce that our outstanding annual increment will be paid this month, just as the outstanding Foundation emoluments, including the non-participants' share, were fully settled in the last two successive months.

In conclusion, I wish to place on record the gratitude of Management to the Visitor/Proprietor, Dr Oladega Adebogun, Chairman, Board of Trustees, Dr. Christopher Kolade, CON and Members of the Board, the Pro-Chancellor and Chairman, Professor Fola Tayo, MFR, and Members of the Governing Council, Staff, Parents and Friends of Caleb University, for their sustained support, counsel and encouragement toward the development of the University. May the Good Lord keep and bless everyone, and may we live to see the fulfilment of our aspirations for Caleb University.

I thank you for listening. God bless.

Professor Ayodeji O. Olukoju, FNAL
Vice-Chancellor
Caleb University
Imota, Lagos State
13 November 2013