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(ESSPIN)**

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ESSPIN 003 M&E Strategy

ESSPIN 004 Inception Strategy

ESSPIN 005 Initial Report from the MTSS Task Team Leader

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KW 302 Oro College Review of Strategic Priorities

KW 303 Curriculum Transformation college of Education Oro

KW 304 Towards a Transformed Pre-Service Teacher Education Curriculum for College of Education Oro

KW 305 Institutional Strengthening of Oro College

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Acronyms and Abbreviations

CUBE	Capacity for Universal Basic Education
DFID	Department for International Development
ESSPIN	Education Sector Support Programme in Nigeria
ESA	Education Sector Analysis
EQ	Education Quality
ICT	Information Communication Technology
NECO	National Examination Council
NCCE	National Commission for College of Education
NCE	National Council for Education
SUBEB	State Universal Basic Education Board
SMoE	State Ministry of Education
SESP	State Education Sector Project
SMoE	State Ministry of Education
UBEC	Universal Basic Education Commission
VSO	Voluntary Service Overseas
WASC	West African School Certificate

Abstract

The report provides an account of recent progress towards institutional strengthening of Oro College including a revised law, pre-service student planning numbers and selection of students, funding arrangements, staff review and development, institutional planning and structure and processes within SMOE.

Executive Summary

Progress

The Task Team has been augmented by the inclusion of the Chairman of the Oro College Board and the Provost of the College.

A revised draft of the new Law for the College has been agreed.

An intake target of 1000 pre-service students has been agreed for 2008 entry. It is aimed to recruit students in the ratio: 60 (basic subjects), 30 (science and technology), 10 (other).

Selection is being based on a minimum of 4 credits in WASC/NECO (the NCCE minimum) supplemented by a College examination and an interview.

For 2009 the proposed SMoE budget includes both recurrent (N225m) and capital (N80.7m) elements for the College.

Student fees have been increased from N15, 500 to N30, 000 for NCE 1 Arts students from Kwara with corresponding increases for other categories of NCE 1 students. Fee levels for NCE 2 and NCE 3 students are under consideration.

At least for 2010, the budget should continue to be formulated on the basis of an assessment of need. An institutional plan from the College should inform that process.

A review of managerial and academic staff has been commenced.

A Planning Committee has been established. Initial discussions have taken place.

SMoE needs to be strengthened in order to exercise its responsibilities for the strategic direction of teacher education and Oro College in particular. As a first step, the Commissioner is in the process of establishing a section of SMoE responsible for Higher Education.

Linkages have been established with the VSO who commenced work at Oro College in November.

Next Steps

Submission of the proposed new College Law to the Ministry of Justice.

Finalise pre-service student selection process for the current year.

SUBEB to assess the number of teachers required over the next 10 years.

Critical decisions

Complete staff 'audit' in respect of senior managerial staff.

Determine advisability/viability of having a first year intake in January 2009.

Critical support requirements

Institutional planning process in Oro College.

Capacity building for new section in SMOE responsible for teacher education.

Review of the College's management structure and processes.

Completion of management staff 'audit'.

Capacity building and support for managerial and administrative staff.

Introduction

Terms of reference

1. The assignment took place over two visits: 26 October - 8 November and 23 November - 6 December and was based in Ilorin. The objectives of the assignment were:

“to continue to support the clarification and institutionalisation of SMOE’s responsibilities towards Oro College and to support Oro College’s engagement with the Reform process”.

2. The main tasks were stated as:
 - (i) Review progress of the task team for Oro College and advice and support as necessary.
 - (ii) Finalise pre-service student planning numbers.
 - (iii) Establish sustainable pre-service funding model for the College.
 - (iv) Together with the Oro College: Teacher education specialist, engage in preliminary discussions on the implementation of the staff review and development exercise.
 - (v) Together with the Oro College: Teacher education specialist, engage in preliminary discussions with the task team and senior management of Oro College on the development of an institutional plan.
 - (vi) Discuss with the Task Team and the Commissioner structures and processes in SMOE for strengthening SMOE’s responsibilities in relation to teacher education/Oro College.
 - (vii) Contribute to the college based orientation of the Oro College VSO.
3. In addition, the consultant will liaise with the team responsible for supporting the 2009 budget process, and if possible with the Kwara Teacher Strategy consultant who will be making her first input. Finally he will familiarise himself with the work to date of the institutional development component and discuss with them his experience gained during the last input.
4. Full Terms of Reference are attached as Annex 1.

Summary of Activities

5. Activities over the two visits included the following:

- continuation of support to the Task Team (seven meetings and additional intermittent dialogue);
- support to the senior management of Oro College (with three visits to the College) including a meeting with the College Planning Committee incorporating a review of the proposed Three Year Strategic Plan;
- revisions to the draft new law to take account of additional comments from Oro College and from a review meeting with the Commissioner, Task Team and Oro College representatives (Annex 2);
- support to the staff review and development exercise ('audit') including review and revision of a staff profile form (Annex 3), review and revision of job descriptions and person specifications of senior managerial staff at Oro College (Annex 4) and discussions with the Commissioner, Chairman of the Oro College Council and Task Team;
- discussions about the student admissions process and its implications and the drafting of a proforma to capture data on the qualifications of applicants (Annex 5);
- liaison with the team responsible for supporting the 2009 budget process (visit 1);
- three meetings and other intermittent contact with the VSO based in Oro College as part of her college based orientation;
- discussions with the Institutional Development Co-ordinator (visit 1);
- discussions with the Kwara Teacher Strategy consultant (visit 1);
- working in close liaison with the Teacher Education Specialist (visit 2);
- maintenance of contact with the State Team Leader via e mail during her absence (visit 2);
- five meetings with the Commissioner of Education;
- submission of a brief progress report (visit 1) and end of mission report (visit 2).

Review of Progress

Membership of the Task Team (Task 1)

6. The Task Team has been augmented by the inclusion of the Chairman of the Oro College Board and the Provost of the College. The appointment of the current Chairman of the College Board has given impetus to the reform process within the College.

New Law (Task 1)

7. The Provost of Oro College further reviewed the proposed new Law in the light of current practice. His suggested revisions were reviewed at a meeting of the Task Group and a revised draft was agreed. This revised draft was subsequently considered at a meeting with the Commissioner, Task Team and representatives of Oro College following which further revisions were incorporated (Annex 2).¹ The next stage is submission to the Ministry of Justice.

Pre-Service Student Planning Numbers (Task 2)

Intake target

8. An intake target of 1000 pre-service students has been agreed for 2008 entry. It is aimed to recruit students in the ratio: 60 (basic subjects), 30 (science and technology), 10 (other). If maintained, this level of intake would create a college that is significantly smaller than the 7000 envisaged in the Education Sector Plan. (In 2008-09 returning pre-service students' number: Year 2: 5,000; Year 3: 2,500).

Demand for teachers

9. Since the objective is to align student numbers with demand for teachers, SUBEB is undertaking an exercise to estimate the number of required teachers over the next ten years.

Selection process

10. The Chairman of the Task Team authorised commencement of the selection process. 619 applications were received for entry to Oro College. 1200 applications were made for entry to Ilorin College which are being considered by Oro College since Ilorin College

¹ Annex B shows the latest amendments in "track changes". A hard copy has been given to the Chairman of the Task Team for final checking. It would be helpful if the ESSPIN office would liaise with the Chairman with a view to producing the final document for submission to the Ministry of Justice.

is no longer accepting pre-service entrants. In addition, there were 413 preliminary year students at Oro College during 2007-08.

11. Selection is being based on a minimum of 4 credits in WASC/NECO (the NCCE minimum) supplemented by a College examination² and an interview. A pass mark of 40% was set for the College examination.
12. There was some duplication between applications for entry to Oro and Ilorin Colleges and not all applicants decided to sit the College examination.
13. 1508 candidates (including 2007-08 preliminary year students) have so far sat the College examination. 88 achieved a minimum of 4 credits in WASC/NECO and 40% in the College examination. A proforma (Annex 5) was devised to ascertain more detailed information. Annex E has been completed with the latest available information. There appears little correlation between performance in WASC/NECO and the College examination. There will be another College examination for candidates who did not sit the previous examination.

Consequences

- Clearly, it is unlikely that the entry target of 1000 students will be met from suitably qualified candidates.
- This could be a reflection of the pool of candidates in Kwara who achieve a minimum of 4 credits. This information needs to be ascertained because the new State University will shortly be recruiting from the same pool of candidates. In the short-term, therefore, there could be significant issues about the realistic size of the College with consequences for staffing numbers and the annual number of newly qualified teachers.
- This raised the suggestion that there should be a continuation of a preliminary year, but there has been a decision that Oro College should only accept students qualified for entry to the first year of the NCE curriculum. Other institutions should provide programmes at the level of preparatory studies.
- The new semester is due to start in January 2009. The issue has been raised about the advisability and viability of commencing a first year at Oro College in January 2009 given (1) the small numbers and (2) the need for staff to focus on retraining

² The College examination took the form of the following question to be answered in 45 minutes: "Your friend, who has been admitted to one of the universities in your country, has condemned your option of further studies. Write to him or her telling him or her why you have opted to attend a college of education. Let him or her know the importance of the teacher in the society."

Pre-Service Funding Model for the College (Task 3)

2009 budget

14. In previous years, income for Oro College has depended upon student fee income. For 2009 the proposed SMOE budget includes both recurrent and capital budgets for the College as follows.

Recurrent budget: N 225m

This is calculated on the basis of covering the current cost of Oro College staff (478 staff in grades 1-14).

Capital budget: N 80.7m

This includes:

Development / review of the curriculum of the college	N 1.2m
Construct and furnish 1000 capacity auditorium	N 37.1m
Construct and furnish a block of 2 classrooms	N 3.6m
Construct and equip a new laboratory	N 12.6m
Construct and furnish an office block of 22 rooms	N 26.2m

Student fees

15. Student fees have been increased from N15,500 to N30,000 for NCE 1 Arts students from Kwara with corresponding increases for other categories of NCE 1 students. Fee levels for NCE 2 and NCE 3 students are under consideration by the College Council. The fee increases include N5,000 for one year's access to the internet.
16. Currently, there are incremental levels of payment for Arts, Business and Science students with Business students paying N700 per year more than Arts students and Science students paying N1,500 per year more than Arts students. The Task Team considered whether, because there is a need to recruit Science students, the incremental levels should be abolished. It was agreed to maintain the present practice on the grounds that it is more expensive to educate a science student and that more science students should become available because the Polytechnic is reducing its student numbers. However, the situation should be kept under review for future years.

Future funding methodology

17. The 2009 budget settlement is a favourable outcome for the College. Future funding methodology will be influenced by an assessment of the impact of reduced pre-service student numbers, curricula and teaching methodology reform and associated restructuring, together with the level of in-service activity. These academic issues will be the subject of review by the Teacher Education Specialist.
18. Whatever emerges from that review, the future funding methodology should represent a 'contract' in which the College will produce an agreed number of qualified teachers in return for an agreed level of government funding. At some stage in the future, that level of funding might be expressed as a unit of resource per student, but until progress has been made in College transformation, and some stability has been achieved, it is not possible to calculate what that unit of resource should be. Nor is the College at a stage of being able to manage a resource allocation system that implies the ability to vire between staff and non-staff expenditure.
19. Consequently, discussions with the Task Team, College authorities and Commissioner lead to the view that, at least for 2010, the budget should continue to be formulated on the basis of an assessment of need. An institutional plan from the College should inform that process (see Section 2.6).

Staff Review and Development Exercise (Task 4)

20. An important part of the reform process is a review of managerial and academic staff. As a first stage in that process, each member of staff was asked to submit details of their academic and professional profile. A College form for this purpose was reviewed and revised in conjunction with the Task Team and senior members of the College management (Annex 3).
21. Three review groups were formed each comprising representatives of academic and managerial staff and Task Team. They interviewed all staff in the context of their submitted form. Observations from each of those three groups are being consolidated by the Task Team into a report for the Commissioner. The findings from this process may broadly be categorised as: factual (e.g. dubious ages, doubtful qualifications, falsification of documents, etc), procedural (e.g. irregularity of appointment, issue of contracts, etc), over/under-staffing in certain areas, lack of staff development, poor publication lists, etc.

22. This exercise did not try to assess how well staffs perform their current functions nor, more importantly, whether they are capable of meeting the requirements of the transformed College. That will be a separate exercise and there will need to be a further means of assessment based on agreed criteria once issues of curriculum, teaching methodology and structure have started to be addressed.
23. There is, however, a more urgent need, as recognised by the Task Team and Commissioner, for reform to be driven from within the College. Consequently, decisions have to be taken to clarify the position of members of the senior management team. Progress in areas such as curriculum reform and formulation of an institutional plan (see Section 2.6) is now dependent upon such clarification.
24. At the request of the Task Team, job descriptions for each member of the senior management team at Oro College have been reviewed and proposals made in the context of the transformational nature of the current situation (Annex 4). The draft job descriptions are to be considered by the Oro College Council. (It should be noted that at the meeting to review the proposed new Law, chaired by the Commissioner (section 2.2), it was agreed that there should be only one Deputy Provost.)

Institutional Plan (Task 5)

25. Following preliminary discussions with the Task Team, including the Chairman of the College Council and the Provost, the Provost has established a Planning Committee chaired by the Deputy Provost (Administration).³
26. A meeting (chaired by the Provost) was held with the Planning Committee at which a proposed Three Year Strategic Plan was presented. This led to initial discussion about the process that might be adopted in the formulation of a strategic plan and the purposes of such a plan. At present, the proposed plan is mainly an unrealistic wish list for infrastructural support.
27. The formulation of a strategic plan should develop alongside, and as an integral part of, the reform process and should capture the transformational nature of current activities. It will need to be led by senior managers and involve all staff to gain both their input and ownership. The planning process will need to take account of curricula and teaching methodology reforms which might lead to structural changes. These will develop from the work of the Teacher Education Specialist.

³ The Chairman of the College Council previously submitted a position paper to the Commissioner, a copy of which is available in the ESSPIN office.

28. To achieve a meaningful result in terms of both process and content, the Planning Committee and senior management will require significant support. (In May 2008, a Planning Guide was drafted for the Federal Ministry of Education to use with States. An institutional version of the Guide might form the first stage of on-going capacity building.)

Structures and Processes in SMoE (Task 6)

29. The Task Team has an on-going responsibility for the implementation of the College of Education Turn Around component of Every Child Counts, but in the long term SMoE needs to be strengthened in order to exercise its responsibilities for the strategic direction of teacher education and Oro College in particular. As a first step, the Commissioner is in the process of establishing a section of SMoE responsible for Higher Education. A person has been identified for that post and will become a member of the Task Team. Once in place, there would be advantage in support for the new section, in the interests of both College Turn Around and Institutional Development components.

Orientation of the Oro College VSO (Task 7)

30. Three meetings have been held with Marloes Zewuster, a VSO who commenced work at Oro College in November. She is already becoming integrated into the College and has been invited to meetings at the College (for example with the Planning Committee). Her interests and experience are likely to support, in particular, the activities of the Teacher Education Specialist.

Outputs

31. The Terms of Reference identify three outputs, namely:
- The College has an agreed student intake with an appropriate pre-service funding model, in line with the 2009 budget.
SEE sections 2.3 and 2.4.
 - Identification of appropriate management structures and processes within SMoE for effective implementation of responsibilities in respect of teacher education and Oro College in particular.
SEE section 2.7.
 - The College has held a preliminary meeting for academic and administrative staff on its status and role.

The way in which this has been approached is through separate meetings: Academic Board, Deans and Heads of Department, Departmental meetings, Unions, Student President and Representative Council.

It has been stressed, particularly at the meeting with the College Planning Committee (section 2.6), that consultation should be an on-going process and that communication is an essential component of successful transformation. The current situation is inevitably stressful for all staff, not least senior management, and it is essential that communication is given a high priority. It highlights the need to resolve, as soon as possible, issues related to 4.4 below.

Summary and Next Steps

32. The following provides a summary of future action and required support in respect of the institutional development component. It needs to be read in conjunction with the report from the Teacher Education Specialist.

- Submission of the proposed new College of Basic Education, Oro, Law to the Ministry of Justice.
- Finalise pre-service student selection process for the current year.
- SUBEB to finalise assessment of the number of teachers required over the next 10 years.

Critical decisions

- Complete staff 'audit' in respect of senior managerial staff.
- Determine advisability/viability of having a first year intake in January 2009.

Critical support requirements

- Institutional planning process in Oro College.
 - Capacity building for new section in SMOE responsible for teacher education.
 - Review of the College's management structure as part of the transformational process and subsequent completion of the management staff 'audit'.
 - Review of the College's management processes.
 - Capacity building and support for managerial and administrative staff.
33. The following chart shows an outline of activities for the period December 2008 to May 2009, although it is likely that the need for support will extend beyond May 2009.

Outline of Activities: December 2008-May 2009

Activity	Dec		Jan		Feb		Mar		April		May	
Finalise selection of students for first year entry												
SUBEB to complete assessment of teacher requirements over next 10 years												
Complete 'audit' of senior management staff												
Establishment of Higher Education section in SMoE												
Capacity building support for SMoE												
Pre-service curriculum outline & ongoing support												
In-service strategy development & ongoing support												
Institutional Plan & ongoing capacity building support												
Complete teaching staff audit												
Review management structure												
Complete 'audit' of management staff												
On-going support for institutional management												

Annex 1 Terms of Reference

34. Title of the assignment: Institutional strengthening of Oro College:
35. Duration and dates of the assignment: Four weeks, comprising two, two week inputs
(26th October – 8th November 2008 and 23rd November – 6th December)

Background

36. Despite the possession of considerable oil wealth, a rising population, inefficient government investment in front line public services and years of neglect have left the Nigerian education system in a poor state. Education indicators are amongst the lowest in Sub-Saharan Africa, particularly for girls. Currently it is estimated that there are 7-9 million school aged children not attending school, a disproportionate percentage of who are girls.
37. Since legislation was passed in 2004 establishing nine-year compulsory Universal Basic Education, the main sectoral focus of Federal and State governments has been an expansion of basic education to meet the Millennium Development Goals. There has been a significant increase in investment in the basic education sector through State governments and through Federal sources such as the Universal Basic Education Commission (UBEC). Access remains a problem, as do the low quality of education outcomes and the stark inequities in the system.
38. The Education Sector Support Programme in Nigeria (ESSPIN) is a six year DFID programme of education development assistance and is a part of a suite of programmes aimed at improvements in governance and the delivery of basic services. ESSPIN's aim is to have a sustainable impact upon the way in which government in Nigeria delivers education services and is directed at enabling institutions to bring about systemic change in the education system, leveraging Nigerian resources in support of State and Federal Education Sector Plans and building capacity for sustainability. It is currently operating in five States (Kano, Kaduna, Kwara, Jigawa and Lagos) and at the Federal level. ESSPIN builds upon previous technical assistance projects in education, in particular the Capacity for Universal Basic Education Project (CUBE). ESSPIN will run in parallel with World Bank credit-funded projects in four of the States (the State Education Sector Project (SESP) in Kano, Kaduna and Kwara and SESP II in Lagos).

Kwara State

39. Located in western Nigeria, Kwara State has a population of 2,371,089 (2006) with 48% of its population being under 15. Its economy is based on subsistence farming, with some small-scale manufacture, and government-driven economic activity. Its capital, and only sizable city, is Ilorin.
40. It is among the six poorest states in Nigeria and is also characterised by a substantial poverty gap, again being among the six worst States; additionally it is among the few States to experience a worsening incidence of poverty between 1996 and 2004. On a more positive note, the current State Government is noted for its commitment to a reform agenda. With regard to education, the Commissioner for Education, with the Governor's support, is keen to make progress and has clear ideas for, and is committed to, improving the quality of education in the State through the Every Child Counts programme.
41. One of the planks of the Every Child Counts programme is the improvement of pre-service teacher training at Oro College. Whilst the determinants of effective learning are complex, international research identifies teacher knowledge and experience as being amongst the critical determinants. The Commissioner for Education is committed to the improvement in the quality of the teachers in Kwara. Unlike many States, a relatively high proportion of the State's teachers are qualified, holding a degree with a teaching qualification or the NCE. However, the Commissioner believes those teachers' low levels of subject knowledge and pedagogical skills are largely responsible for poor pupil performance and this view is supported by the ESA:

The problem is that the teachers' formal qualifications are likely to be a misleading guide to their competence ... Despite the fact that the large majority of teachers are now qualified, Kwara's teachers do not have adequate knowledge ... Complaints about newly appointed teachers, who have low levels of numeracy and literacy skills as well inadequate knowledge in their chosen areas of subject specialisation, are commonplace. The low quality of graduates from the teacher training colleges and universities who are joining the teaching profession is a major issue.

42. Until the last few months, there were three State Colleges of Education in Kwara with enrolments at the three colleges being excessive, both in relation to training capacity and labour market demand. It is now proposed to reduce this number of colleges, with Oro focussing on pre-service education and in-service education below degree level

whilst part of Ilorin College, within the proposed new State University, is developed as an in-service provider at degree level.

43. The Commissioner will present an education budget based on the ESP to the Governor in late November 2008 which will include an allocation for College Reform.
44. An initial institutional review of the college at Oro was carried out in May 2008 and identified key strategic priority decisions which need to be addressed, before organisational reform can commence. The Reform Sub-committee has prepared an Action Plan.
45. In discussions held during the September Institutional Development of Oro College input, there was clarification on strategic priorities for in- and pre-service education and the role of Oro, and the college was asked to consider their projected student numbers and proposed funding levels. The Reform Sub-committee, which now formally includes the Chair of the Governing Council of Oro College and one member of staff are due to meet again on Wednesday 22nd October and it is expected that they will finalise student admission numbers for the forthcoming year at a maximum of 1,000. These students will study only basic education subjects, in line with the new State edict which simplified the primary curriculum.
46. During the first input, the consultant should align his work closely with the 2009 budget process, the Teacher Strategy for Kwara and the institutional development component and during the second, he should work closely with the Oro College: teacher education specialist.

Objectives of the Assignment

47. The objectives of this assignment are to continue to support the clarification and institutionalisation of SMOE's responsibilities towards Oro College and to support Oro College's engagement with the Reform process.

Tasks

48. Working with nominated State representatives,
 - Review progress of the task team for Oro College and advise and support as necessary
 - Finalise pre-service student planning numbers
 - Establish sustainable pre-service funding model for the College

- Together with the Oro College: Teacher education specialist, engage in preliminary discussions on the implementation of the staff review and development exercise
 - Together with the Oro College: Teacher education specialist, engage in preliminary discussions with the task team and senior management of Oro College on the development of an institutional plan.
 - Discuss with the Task Team and the Commissioner structures and processes in SMOE for strengthening SMOE's responsibilities in relation to teacher education/Oro College.
 - Contribute to the college based orientation of the Oro College VSO.
49. In addition, the consultant will liaise with the team responsible for supporting the 2009 budget process, and if possible with the Kwara Teacher Strategy consultant who will be making her first input. Finally he will familiarise himself with the work to date of the institutional development component and discuss with them his experience gained during the last input.

Outputs

- The College has an agreed student intake with an appropriate pre-service funding model, in line with the 2009 budget
- Identification of appropriate management structures and processes within SMOE for effective implementation of responsibilities in respect of teacher education and Oro College in particular
- The College has held a preliminary meeting for academic and administrative staff on its status and role.

Institutional/administrative arrangements

50. The consultant will report professionally and administratively to the Kwara State Team Leader, Lilian Breakell, and liaise closely with the Commissioner of Education, both directly and through his nominated representatives. A brief technical report, including the agreements reached will be submitted and presented at the end of the assignment to ESSPIN for discussion with the State Ministry of Education. The consultant will be based in Ilorin.

Competencies

Qualifications/experience

- A minimum of a higher degree in a relevant area and 10 years' experience of working in institutional reform in developing countries.
- Extensive practical experience of Education Management, Institutional Analysis, Organisational Development and Public Administration Reform.
- Experience of providing professional inputs in development assistance programmes.
- Experience of working with Nigerian government and parastatal officials.

Knowledge

- Practical knowledge of educational development issues in Nigeria and other countries.
- Knowledge of current international literature on Governance and Institutional Development and the delivery of public services.
- Knowledge of Nigerian Government and parastatal structures and systems.
- Knowledge of the capacity constraints that may hamper effective and efficient action.

Abilities

- Ability to manage change through other people.
- Possession of inter-personal skills and the ability to deploy them as and when necessary.
- Ability to provide constructive feedback and clear advice to senior members of government.
- Ability to lead and inspire colleagues and to act as member of a team.

Annex 2 Proposed New College of Basic Education, Oro Law, 2008

1. The attached document is the text of a proposed new College of Basic Education, Oro, Law.
2.
 - (a) It repeals the College of Education, Oro, Edict, 1984.
 - (b) The College has also been operating according to provisions in the Law Revision (Miscellaneous Amendments) Law, 2006 but it is unclear whether this Law primarily relates to Ilorin College.
 - (c) The legal situation needs to be clarified and clause 42 of the proposed new Law amended accordingly.
3. The proposed Law:
 - (i) inserts “Basic” in the title of the College;
 - (ii) consolidates previous legislation (that is; the College of Education, Oro, Edict, 1984 and the Law Revision (Miscellaneous Amendments) Law, 2006;
 - (iii) makes amendments in the light of recent experience;
 - (iv) reflects government policy that there should be a single College focusing on the training of teachers in basic education.
 - (v) addresses those goals of *Every Child Counts* that focus on:
 - Improved teacher quality; and
 - College of Education turn around

The GOVERNOR OF THE KWARA STATE OF NIGERIA hereby makes the following Law:-

- | | |
|---|-------------------------------|
| <ol style="list-style-type: none"> 1. This Law may be cited as the College of Basic Education, Oro, Law, 2008 and shall be deemed to have come into operation on the [date] | <p>Title and commencement</p> |
| <ol style="list-style-type: none"> 2. In this Law, unless the content otherwise requires - <p>“Academic Board” means the Academic Board established under section 21 of this Law;</p> <p>“Academic Staff” means members of the College whose sole or primary duty is teaching and research;</p> <p>“the Board of Examiners” means the Board of Examiners appointed under the provisions of section 22 of this Law;</p> <p>“the Chairman” means the Chairman of the Council;</p> | <p>Interpretation</p> |

“the College” means the Kwara State College of Basic Education, Oro;

“the Commissioner” means the State Commissioner charged with the responsibility for Education, Science and Technology;

“the Council” means the Council of the College established under section 5 of this Law;

“the Governor” means the Executive Governor of the State of Kwara;

“the Librarian” means the Librarian of the College;

“National Commission for Colleges of Education” means the National Commission for Colleges of Education established by section 1 of the National Commission for Colleges of Education Act charged with the responsibility of co-ordinating all aspects of teachers’ education and regulating the programmes of all Colleges of Education;

“Non-Academic Staff” means all members of the staff of the College other than members of the academic staff;

“the Provost” means the Provost of the College;

“the Registrar” means the Registrar of the College;

“Staff” means all employees of the College and includes Academic and Non-Academic staff; and

“State” means the Kwara State of Nigeria.

Establishment of the College

3. (1) There is hereby established at Oro a College to be known as the College of Basic Education, Oro which shall be an institution for the training of teachers in basic education as well as for research and study of education.

(2) The College shall be a body corporate with perpetual succession and a common seal and may sue and be sued in its corporate name.

Functions of the College

4. (1) The functions of the College are:-

- (a) to organize, improve and develop courses for the training of various categories of teachers in basic education;
- (b) to promote research and advancement of science and learning;
- (c) to serve as a centre for educational research, especially as applied to local conditions;
- (d) to organize, improve and extend education of a standard higher than the secondary school level;

- (e) to encourage all classes and communities without any distinction to pursue a regular and liberal course of education; and
 - (f) to perform such other functions as in the opinion of the Council are consistent with the objectives of the College specified in section 3 (1).
- (2) For the purpose of attaining and maintaining the highest possible academic standards, the College shall as soon as practicable, subject to the following conditions get accredited by the National Commission for Colleges of Education, that is to say:
- (a) that there will be strict compliance by the College with the required standard for Colleges of Education, as set out by the National Commission for Colleges of Education;
 - (b) that the Nigeria Certificate in Education Examinations are moderated by the National Commission for Colleges of Education through their monitoring department and the results thereof presented to the Academic Board for approval; and
 - (c) that the Provost and Registrar of the College shall be the final signatories to the Nigeria Certificate in Education awarded by the College to the graduates of the College.
- (3) The College under the authority of the National Commission for Colleges of Education may award the Nigeria Certificate in Education to students of the College who qualify for the award and independently may award any other certificate or diploma to such students who qualify for the award.
5. (1) There is hereby established for the administration of the College, a Council to be known as the Council of the College of Basic Education, Oro.
- (2) Subject to the provisions of this Law, the Council shall be the governing body of the College having responsibility for the general supervision and control of the College, including control of the property and finances of the College.
6. (1) The Council shall consist of the following members:-
- (a) a Chairman and five other persons appointed by the Governor, two from each Senatorial District of the State, cognizance being taken of the Chairman;

Establishment
of Council of
the College

Composition of
Council and tenure
of office

- (b) a representative of the National Commission for Colleges of Education;
 - (c) one representative of the Federal Ministry of Education;
 - (d) the Commissioner, Ministry of Education, Science and Technology;
 - (e) the Provost;
 - (f) the Deputy Provost;
 - (g) one representative of the Academic Board of the College not below the post of Principal Lecturer elected from among themselves;
 - (h) one representative of the College Congregation not below the rank of Principal Lecturer or its equivalent elected by and from among the Congregation; and
 - (i) one representative of the Alumni Association elected by and from among the Association.
- (2) Members of the Council other than *ex-officio* members shall each hold office for three years, but shall be eligible for re-appointment for another term of three years.
 - (3) Members of the Council other than *ex-officio* members shall be paid such allowances as the Governor may determine.
7. (1) Notwithstanding anything to the contrary contained in this Law or in any letter or instrument by which a person is appointed under section 6 of this Law, the Governor may at any time, if he deems it expedient in the interest of the College, revoke the appointment of such a person and shall appoint in his stead some other person.
- (2) If at any time the Governor is of the opinion that the Council ought to be reconstituted, he may, by order published in the Gazette, reconstitute the Council with effect from such date as may be set out in the order, and the provisions of section 6 of this Law shall be deemed to be replaced or amended accordingly:

Power of Governor to terminate appointment of members and to reconstitute

Provided that in the reconstitution of the Council by such order all the bodies or interests required to be represented in the Council by section 6 of this Law are represented in the reconstitution.

- | | |
|--------------------------|---|
| Resignation | <p>8. (1) The Chairman may resign his appointment in writing under his hand addressed to the Governor and upon the acceptance by the Governor of the resignation, the appointment of the Chairman shall determine.</p> <p>(2) A member other than an <i>ex-officio</i> member may resign his appointment in writing under his hand addressed to the Governor through the Commissioner; and upon the acceptance by the Governor of the resignation the appointment of such member shall determine.</p> |
| Functions of the Council | <p>9. (1) The functions of the Council shall be to:-</p> <ul style="list-style-type: none"> (a) carry out the functions of the College under this Law; (b) ensure that the courses of instructions provided by the College conform to the broad policy of teacher education and satisfy the needs of the institutions where the teachers are likely to teach on completion of their courses; (c) appoint, promote, dismiss and exercise disciplinary control over the staff of the College; (d) determine and approve schemes of service including non-contributory pension scheme for all categories of the staff of the College; (e) subject to subsection (3) of this section, prepare and implement conditions of service for all categories of the staff of the College; (f) acquire any equipment, furniture and other property required for the purpose of the College; (g) maintain the premises forming part of or used in connection with the College; (h) prepare and submit to the Governor annual reports on the activities of the College; and (i) carry on all such activities and do all such things as are necessary, advantageous or proper for the advancement, control and administration of the college assets and for the performance of the functions of the College. <p>(2) Without prejudice to the generality of the foregoing, the functions of the Council shall include:-</p> |

- (a) the authorization of appropriate and necessary expenditure of the funds available to the College; and
 - (b) the preparation of annual estimates and such statements as may be required by the Governor.
- (3) The conditions of service prepared in pursuance of paragraph (e) of subsection (1) of this section shall be submitted for the approval of the Governor.
- 10. (1) For the conduct of its business, the Council shall meet at the College or at such other places and at such times, as the Chairman may appoint howsoever that in any one year the Council shall meet at least four times. Meetings
- (2) All meetings of the Council shall be summoned by and at the direction of the Chairman:

Provided that whenever any four members sign a notice addressed to the Chairman declaring their intention to call a meeting of the Council, the Chairman shall direct that the meeting be summoned for the purpose specified in the notice.
 - (3) The Chairman shall preside at all meetings of the Council at which he is present, but in his absence, the members shall elect one of their number to preside and the person so presiding shall have all the powers of the Chairman at that meeting.
 - (4) Where the Council desires to obtain the advice of any person on any particular matter, it may co-opt such person as a member for the purpose of considering the particular matter and such person, while so co-opted, shall have all the rights and privileges of a member save that he shall not be entitled to vote on any question and shall not be counted for the purpose of a quorum.
- 11. At any meeting of the Council, the Chairman and six other members including the Provost shall form a quorum, but if the Chairman is absent, seven members including the Provost shall form a quorum. Quorum
- 12. (1) The common seal of the College shall not be used or affixed to any document except in pursuance of a resolution duly passed at a meeting of the Council and recorded in the minutes of such meeting. Seal of the College

- (2) The affixing of the common seal shall be authenticated by the signature of the Chairman or of some other member authorized generally or specifically by the Council to act for that purpose.
 - (3) Any document purporting to be a document duly executed under the seal of the College shall be received in evidence and shall, unless the contrary is proved, be deemed to be executed.
- Borrowing powers

13. The Council may from time to time raise loans of such amounts from such sources, in such manner, and upon such conditions, as the Governor may approve.
- Investments

14. Moneys standing to the credit of the College may, with the approval in writing of the Governor, from time to time, be invested in stocks and shares and other securities, and the Council may, from time to time, with the like approval sell any or such stocks, shares, or other securities.
- Vacancy in the office of Chairman

15. (1) If at any time:-

 - (a) the office of the Chairman is vacant; or
 - (b) the Chairman is absent from the country; or
 - (c) the Chairman is incapacitated from exercising his functions under this Law,

the Governor may appoint some other person to act as the Chairman during such vacancy, absence or incapacity.

(2) Subject to the provisions of this Law and the standing orders of the Council, the Council may act, notwithstanding any vacancy in its membership or any irregularity in the appointment of a member.
- Committees of the Council

16. (1) Without prejudice to the provisions of section 21, 22 and 23 of this Law, the Council may appoint one or more committees of the Council which shall exist independently of any board, committee or sub-committee specifically provided for in these sections, and subject to subsection (2) of this section, may delegate to any such committee such of its functions or duties as it thinks may better be dealt with by such committee.

(2) No decision of a committee appointed under this section shall have effect unless it is confirmed by the Council.
- Minutes of the proceedings

17. (1) The minutes of the proceedings of the Council or of a committee of the Council shall be properly kept in books provided for the purpose.

- (2) Copies of such minutes shall be prepared by the Secretary and shall, as soon as may be after the proceedings have taken place, be sent to:-
 - (a) the members of the Council;
 - (b) the members of the relevant committee; and
 - (c) the Commissioner.
- (3) Except as provided in subsection (1) of this section, and subject to any direction that the Chairman or the Commissioner may give in relation thereto, the minutes of the proceedings of the Council or of a Committee of the Council shall not be published in any newspaper or magazine, or otherwise be communicated to the public.
- (4) The books in which the proceedings of the Council or of a committee of the Council are kept shall be open to the inspection of any member, the Commissioner or the Governor or any other person authorized by the Governor or Commissioner.
18. Subject to the provisions of this Law, the Council may from time to time make standing orders providing for the proper conduct of the business and meeting of the Council or of the Academic Board or of a committee of the Council. Standing Orders
19. The Council may delegate any of its functions to any officer of the College or to any member of the Council or of a committee of the Council and may impose any conditions for the exercise of such functions: Delegation

Provided that nothing in this section shall prevent the Council from exercising any functions delegated under this section.
20. All the staff of the College both academic and non-academic shall be employees of the College and shall be paid their salaries and other emoluments directly from funds appropriated to the College under its approved recurrent estimates, and such staff shall be subject to the conditions of service, rules and regulations laid down by the Council. Staff of the College
21. (1) There shall be established for the College a body to be known as the Academic Board. Academic Board
 - (2) The Academic Board shall consist of:-
 - (a) the Provost, who shall be the Chairman;
 - (b) the Deputy Provost;
 - (c) the Deans and Directors of the College;

- (d) the Heads of the Academic Departments of the College;
- (e) the Chief Lecturers in the College;
- (f) two members of the Academic Staff elected by and from among themselves;
- (g) the Teaching Practice Co-ordinator; and
- (h) the College Librarian.

(3) The Academic Board shall:-

- (a) advise the Council and the Provost on all academic matters relating to the College including, in particular, the direction and management of academic matters, the regulation of admission of students, the award of certificates and diplomas, scholarships, prizes and other distinctions and the maintenance of high academic standards in the College;
- (b) make such reports to the Council as it thinks fit on any academic matter;
- (c) conduct a screening exercise for prospective students for admission in the College;
- (d) foster and encourage research activities and publications;
- (e) perform any other functions which may be delegated to it by the Council.

Board of
Examiners
Finance and
General
Purposes
Committee

22. (1) There is hereby established for the College, a Board of Examiners (hereinafter referred to as "the Board") which shall consist of:-

- (a) the Provost of the College, who shall be the Chairman;
- (b) the Deputy Provost of the College;
- (c) the Deans of Schools and Heads of Academic Department; and
- (d) the examination officers of all Departments of the College.

(2) The Provost of the College shall preside at the meetings of the Board of Examiners and in his absence the Deputy Provost shall so preside. In the absence of the Provost and Deputy Provost the most Senior Dean shall preside.

(3) It shall be the duty of the Board of Examiners to:-

- (a) draw up rules for the award of the Nigeria Certificate in Education or any other certificate or diploma to students of the College who qualify for the award;
- (b) ensure the proper conduct of the examinations of the College;
- (c) consider reports from external examiners and provide external examiners with an opportunity to attend, and to speak at, meetings of the Board of Examiners;
- (d) advise the Academic Board; and
- (e) consider the results of examinations held in the College before presenting to the Academic Board for approval.

Finance and
General
Purposes
Committee

23. (1) There shall be a committee of the Council to be known as Finance and General Purposes Committee.
- (2) The Committee shall consist of:-
- (a) the Chairman of the Council who shall be the Chairman of the Committee;
 - (b) the Provost;
 - (c) the Commissioner of Education, Science and Technology;
 - (d) the Commissioner of Finance and Economic Development; and
 - (e) four other members of the Council, one of whom shall be a member of the Academic Board, to be appointed by the Council.
- (3) The Registrar shall be the Secretary of the Committee.

24. Subject to the direction of the Council, the Committee may:-
- (a) exercise control over the property, revenue and expenditure of the College;
 - (b) deal with, on behalf of the Council, any matter requiring decision in the intervals between the meetings of the Council; and
 - (c) perform such other functions of the Council as the Council may from time to time assign to it.

Powers of the
Finance and
General
Purposes
Committee

25. (1) There shall be a committee of the Council to be known as the Appointments and Promotions Committee.
- (2) The Committee shall consist of:-

Appointments
and
Promotions
Committee

- (a) the Chairman of the Council who shall be the Chairman of the Committee;
- (b) the Provost;
- (c) the Deputy Provost;
- (d) the Commissioner of Education, Science and Technology;
- (e) one representative of the National Commission for Colleges of Education;
- (f) one representative of the Federal Ministry of Education; and
- (g) three other members of the Council, one of whom shall be a member of the Academic Board, to be appointed by the Council.

(3) The Registrar shall be the Secretary of the Committee.

26. Subject to the direction of the Council, the Committee shall:-

- (a) make recommendations in respect of appointment and promotion of members of the academic and non-academic senior staff; and
- (b) perform such other functions as the Council may from time to time assign to it.

Powers of the
Appointments
and
Promotions
Committee

27. (1) The Academic Board may establish sub-committees for such purposes as the Academic Board shall from time to time determine. The membership of such sub-committees shall consist of the Provost as Chairman, and such other members of the Academic Board and any other person as the Provost may, after consultation with the Academic Board, appoint.

Sub-
committees of
Academic
Board

(2) The Registrar shall act as Secretary to the sub-committee but in his absence or incapacity, the Academic Board shall designate a member of the senior staff of the College to act as Secretary.

(3) The Academic Board may delegate to the sub-committee such of its functions or duties as it thinks may be better and more conveniently carried out or performed by the sub-committee.

28. (1) There shall be a Provost of the College who shall be the Chief Executive and academic head to the College and shall be responsible for the execution of the policy decisions of the Council as well as the day to day administration of the College.

Office of
Provost

- (2) The Provost shall be appointed by the Governor from among three persons recommended by a joint committee of the Council and the Academic Board, and shall hold office for a term of five years only, which shall be non-renewable.
- (3) The joint committee of the Council and the Academic Board, referred to in subsection (2) of this section, shall consist of four members of the Council and three members of the Academic Board.
- (4) The Chairman of the Council shall be the Chairman of the joint committee of the Council and the Academic Board.
- (5) The Governor may, after consultation with the Council, remove the Provost if he is satisfied that having regard to all the circumstances existing at the particular moment, it is in the interest of the College to remove the Provost.

Other duties of
Provost

29. Without prejudice to the generality of the provision of subsection (1) of section 28 and subject to any instructions which the Council may from time to time give to the Provost, the Provost shall in particular be responsible for:-
 - (a) the maintenance of discipline among the students and members of the staff of the College, including the suspension of any student from classes and recommending to the Council the expulsion of any student;
 - (b) the making of the day to day expenditure for the maintenance of the College in accordance with the approved estimates of the College, and the presentation, with the assistance of the Bursar of the College, of statements of accounts to the College; and
 - (c) any other duty which the Council may from time to time assign to him.

30. (1) There shall be a Deputy Provost who shall assist the Provost in the day to day administration of the College; and shall hold office for a term of three years only, which shall be non-renewable.
- (2) The Deputy Provost shall be appointed by the Council from among three persons recommended by a Committee of Deans of Schools and Directors through the Provost of the College.

Deputy
Provosts

31. (1) There shall be a Registrar, who shall be responsible to the Provost for the administration of the affairs of the College except as regards matters for

The
Registrar
and other
senior staff

which the Bursar is responsible in accordance with subsection (3) of this section.

- (2) The person holding the office of Registrar shall by virtue of that office be Secretary to the Council and to the Academic Board.
 - (3) There shall be a Bursar, who shall be the Chief Financial Officer of the College and shall be responsible to the Provost for the day to day administration and control of the financial affairs of the College.
 - (4) There shall be a Librarian who shall be responsible to the Provost for the administration of the College library and the co-ordination of all library services in the College and its schools, departments or any other unit.
 - (5) There shall be a Director of Works who shall be responsible to the Provost for the maintenance of the College buildings, minor works, security, transport and supervision of the College projects.
 - (6) The Registrar, the Bursar, the Librarian, the Director of Works, the Heads of Departments and other members of the academic and non-academic senior staff shall be appointed by the Council on the advice of the Appointments and Promotions Committee.
 - (7) The power to appoint other categories of staff shall be exercised by the Provost with the assistance of such committees as may be constituted by him for the purpose.
 - (8) The Registrar, the Bursar, the Librarian and the Director of Works shall hold office for a term of five years only, which shall be non-renewable.
32. (1) The Governor shall be the Visitor of the College.
- (2) The Visitor shall as often as the circumstances may require, not being less than once every four years, conduct a visitation of the College or direct that such a visitation be conducted by such persons as the Visitor may deem fit and in respect of any of the affairs of the College.
- (3) It shall be the duty of the bodies and persons comprising the College:-
- (a) to make available to the Visitor, and to any other persons conducting a visit, such facilities and assistance as he or they may reasonably require for the purpose of a visitation; and

Visitor

- (b) to give effect to any instructions consistent with the provisions of this Law which may be given by the Visitor in consequence of the visitation.

Removal from
office of
certain
categories of
officers

33. (1) If it appears to the Council that there are sufficient grounds for believing that the services of any member of the academic or non-academic senior staff of the College are no longer required for reasons either of misconduct or inability on the part of such member of staff to perform the functions of his office or employment, the Council shall serve on the person concerned a notice in writing of its intention to remove him stating clearly the misconduct or inability complained of and requiring the person to submit his defence against the accusation in writing to the appropriate investigating committee.

(2) Where the misconduct or inability relates to:-

- (a) the Dean of a School;
- (b) the Registrar; or
- (c) a Head of department or division,

the Council shall set up a committee which shall consist of such members of the Council and of the Academic Board as the Council may decide to investigate the alleged misconduct or inability and report its findings to the Council.

(3) Where the misconduct or inability relates to any other member of the academic or non-academic senior staff or any other senior employee of the College, the Council shall direct the Provost to set up a committee which may be presided over by him, to investigate the alleged misconduct or inability and report its findings to the Council.

(4) Where the person whose alleged misconduct or inability is to be investigated is a member of the senior academic staff, the investigating committee set up under subsection (2) or (3) of this section shall include in its membership such number of representatives of the Academic Board as the Council or the Provost, as the case may be, may think adequate.

(5) A person whose conduct is the subject of an inquiry under this section shall be entitled to appear in person before, and be heard by, the investigating committee.

- (6) If the Council, after considering the report of an investigating committee, decides that the person concerned shall be removed, the Council may remove him by notice in writing signed by the Registrar on the direction of the Council, and the Council shall cause the notice to be served on the person concerned as soon as possible after the signing thereof.
 - (7) If it appears to the Council or the Provost, as the case may be, that the person whose conduct or performance is being investigated by a committee set up by the Council or by the Provost should be suspended from office or employment during the continuance of the investigation, the Council or the Provost, may by notice in writing signed by the Registrar prohibit that person from exercising the functions of his office or employment until the completion of the investigation and decision of the Council.
 - (8) A person suspended under the provisions of subsection (7) of this section, shall be entitled to receive only one-half of his salary or emolument of his office or employment during the period of such suspension.
 - (9) The provisions of this section shall not apply to any employment which may be specifically exempted from the operation of this section by regulations made by the Council from time to time.
 - (10) Members of all other categories of the staff of the College other than those mentioned in the foregoing provisions of this section shall, for the purposes of discipline, be subject to the authority of the Provost so however that where any member of such staff (except unconfirmed staff) is removed from office or employment by the Provost, such a member shall have a right of appeal to the Council against the removal.
 - (11) In the exercise of his powers under subsections (3) and (10) of this section, the Provost may in any case where he considers it appropriate so to do, appoint a disciplinary panel of such number of members of the staff of the College as he may deem necessary to advise him on any particular matter relating to discipline.
34. The Academic Departments in the College shall be organized in the form of schools in such manner as the Council may from time to time determine.
35. (1) The Governor may give to the Council directions of a general or specific character as to the performance by the Council of all or any of its functions and the Council shall give effect to such directions.

Establishment
of Schools of
the College
Directions of
the Governor

(2) Without prejudice to the generality of subsection (1) of this section, the Governor may in particular give to the Council directions:-

- (a) for the purpose of defining in cases of doubt or dispute, the powers of the Council in relation to its functions; and
- (b) relating to the membership and functions of the Academic Board.

36. (1) Subject to the provisions of this Law, the Academic Board shall make regulations providing for:-

Regulations

- (a) the academic management of the College;
- (b) the qualifications necessary for admission to the College; and
- (c) the carrying into effect of any provisions of this Law relating to the functions of the Board.

(2) In making regulations under section 36 (1) (b) the Academic Board shall ensure that admitted students have met the minimum requirements specified by the National Commission for Colleges of Education and such other requirements as the Academic Board shall from time to time determine.

(3) Subject to the provisions of this Law, the Council may make regulations providing for:-

- (a) the courses of instruction to be provided for the students of the College;
- (b) the duration of semesters of the College;
- (c) the grant of scholarships and studentships; and
- (d) the carrying into effect of any provisions of this Law relating to the functions of the Council.

Revenue of the
College

37. The revenue of the College shall include:-

- (a) subventions from government;
- (b) other subventions, grants-in-aid, endowments and other sources of revenue (including revenue from income generating activities) accruing from time to time to the College;
- (c) fees charged by, and payable to the College by, the students of the College;
- (d) any other amounts, charges or dues, recoverable by the College;

- (e) donations of legacies accruing to the College from any sources for the general or special purposes of the College;
- (f) rents from the letting or hiring of any property of the College; and
- (g) interest on investments.

Donations for particular purposes

38. (1) Donations of money to the College for any particular purposes shall be placed to the credit of a special reserve account and may be invested in such securities or other investment enterprises as may be approved by the Governor until such time as they may be expended in fulfilment of such purposes.

(2) The College shall not be obliged to accept a donation for a particular purpose unless it approves of the terms and conditions attaching to such donation.

Payment into bank

39. All sums of money received on account of the College shall be paid into such banks as may be approved by the Council for the credit of the College's general current or deposit account but the Council may, subject to this Law, invest, as it deems fit, any money not required for immediate use.

40. (1) The Provost shall, not later than the first day of June in each year immediately preceding the beginning of an academic year of the College, prepare, or cause to be prepared, and submit to the Council for approval, estimates of revenue and expenditure for that academic year.

Estimates

(2) The academic year of the College shall be the same as the financial year thereof which shall commence on the first day of October of each year.

41. As soon as possible after the end of each financial year but not later than the 31st day of July next following, the Council shall prepare a general report of its activities during the financial year and forward the same to the Governor together with a certified copy of the audited accounts of the College.

General report

42. (1) The Council shall:-

- (a) keep proper accounts of the income and expenditure of the College;
- (b) keep proper records relating to the accounts; and
- (c) prepare, in respect of each financial year, a statement of accounts.

Accounts of the College

(2) As soon as may be after the close of each financial year, the accounts of the College shall be audited by the State Director of Audit.

- (3) Such accounts shall include:-
- (a) an abstract account of receipts and payments;
 - (b) a statement of assets and liabilities;
 - (c) a statement of revenue and expenditure; and
 - (d) such other financial statements as the Director of Audit may require.

43. (1) In any suit by or against the College, the College may be represented at any stage of the proceedings by:- Representation

- (a) any servant of the College authorized in writing by the Chairman in that behalf;
- (b) a law officer; or
- (c) any other legal practitioner duly authorized by the Council.

(2) In this section "suit" includes action or any civil proceedings commenced by writ of summons or in such other manner as may be prescribed by rules of court but does not include a criminal proceeding.

Repeal 44. The College of Education, Oro, Edict, 1984 is hereby repealed.

Made at Ilorin this [date] day of [date]

Annex 3 Kwara State College of Education, Oro Staff Profile

(Photocopies of certificates will be required to support the information on this form.)

A. PERSONAL DATA

1. *Surname:*

2. **Other names:**

3. **Current post:**

4. **Date of birth:**

(day / month / year)

5. **Marital status:** **Maiden name:**

6. **Number of children:** **Age of last child:**

7. **Home town:**

LGA:

State:

8. **Language skills:** (Mark 1 to 5 for competence, 1= excellent: 5=basic)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>

EDUCATION

- 1. Summary of institutions attended and qualifications** (all institutions including primary schools)

Name of institution	Period		Qualification obtain
	From	To	

- 2. Undergraduate and postgraduate qualifications**

Qualification	Date of award	Subjects / dissertation title

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only

3. Membership of professional bodies (with date of membership)**4. Academic/professional awards and distinctions** (Please list with dates)**5. Training and / or staff development courses / programmes attended**

Name of course / programme	Dates	Award (if any), sponsor and brief description of skills / knowledge obtained

6. Computer literacy

	Skill level *	Give examples of how you use the facility and indicate any training received (with dates) that it not included in 4 above
Word		
Excel		
Powerpoint		
Other (please specify)		

* Estimate your skill level on a scale: 1 non-existent; 2 basic; 3 proficient; 4 expert

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7. Other information

If there is any further information you wish to give in respect of your education and/or qualifications (eg current registration and progress towards further qualifications) please list here.

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C. EMPLOYMENT DATA**1. Present employment**

Year of first appointment at the College:

Probable year of retirement:

Appointments held at the College:

Year of appointment (latest first)	Job title	Grade	Duties For each post please include details of: the courses you have (a) taught and (b) designed other roles / duties / responsibilities

2. Previous employment (List employment with latest dates first)

Dates		Name of employer	Position	Brief description of duties and experience gained
From	To			

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3. Publications

Please list publications (indicating dates and whether sole or jointly authored) under the headings of: books, book chapters, refereed journal articles, other journal articles, conference papers, other publications.

4. Academic and/or professional contributions

Please list below (with dates) all academic and / or professional activities that have not been included in other sections of this form eg conferences attended, invited lectures, short courses organized and / or delivered.

5. Academic and professional interests

Briefly state your main academic and professional interests.

D. DECLARATION

I.

(Names in full)

declare that all the information given above is correct and without any falsification whatsoever.

.....

Signature

.....

Date

Head of Department:

.....

Names in full

Official stamp, signed with date

Dean of School / Director (Academic Staff):

.....

Names in full

Official stamp, signed with date

Registrar (Non-teaching Staff):

.....

Names in full

Official stamp, signed with date

Verification of documents

Name and position of officer:

Signature and date:

Annex 4 Oro college Draft Job Descriptions for Senior Staff

PROVOST

The Provost is the Chief Executive Officer and academic head of the College. He/she is statutorily responsible for the execution of the policy decisions of the Council and the day to day administration of the College.

In undertaking these responsibilities the Provost will:

1. Provide transformational leadership of the College within the context of the need to improve the quality of basic education in the State of Kwara.
2. Advise the Council on all academic and management issues relating to the College, including strategic direction of the College.
3. Be an ambassador of the College, including:
 - a. fostering good relationships with government, schools, communities and local enterprises;
 - b. fostering the reputation of the College at Federal, State and Local level;
 - c. representation of the College on external bodies;
 - d. establishment of linkages between the College and external organizations for mutual benefit.
4. Establish the College as a leading institution for the training of teachers for basic education and as an influential voice in the development of teacher education at a State and National level.
5. Foster a culture of quality throughout the College, to be evidenced in the achievements of staff and students and the standards of provision and support.
6. Lead the process of establishing a ten-year vision for the College in terms of pre-service and in-service provision, research and scholarship activities and service to the community and the teaching profession.
7. Encourage the development of staff and students based on principles of equity.
8. Establish and encourage an entrepreneurial approach to the management of the College and establish systems, structures and procedures for effective management, including the monitoring of performance and progress. The Provost has a statutory responsibility for the making of the day to day expenditure for the maintenance of the College in accordance with the approved estimates of the College, and the presentation, with the assistance of the Bursar of the College, of statements of accounts to the College.
9. Maintain good order in the College. The Provost has a statutory responsibility for the maintenance of discipline among the students and members of the staff of the College, including the suspension of any student from classes and recommending to the Council the expulsion of any student.

10. Be the chairman of the Academic Board of the College and chairman / member of other committees as specified in legislation.
11. Undertake such other duties as are specified in legislation, including any other duty which Council may from time to time assign to him/her.

PERSON SPECIFICATION

1. Have a successful track record of leadership and transformational management in an education context.
2. Have an established academic record with postgraduate qualifications likely to be at doctoral level and publications in refereed journals.
3. Be an established teacher educator at the forefront of curriculum developments and teaching practice innovation.
4. Have strong inter-personal skills with the ability to motivate and inspire staff and students.
5. Have experience of interacting with government and representing organizations at a State and National level.

DEPUTY PROVOST

The Deputy Provost shall assist the Provost in the day to day administration of the College.

He/she is statutorily a member of the College Council, Academic Board, Appointments and Promotions Committee and Board of Examiners.

The Deputy Provost will act for the Provost in his/her absence.

The Deputy Provost is a member of the senior management team and in this capacity will have a responsibility for the strategic direction and management of the College.

The specific areas of responsibility of the Deputy Provost will be determined at the time of appointment taking account of the needs of the College, the priorities of the Provost and the skills and experience of the Deputy Provost. On the recommendation of the Provost, and subject to ratification by the College Council, the duties may vary during the period of appointment.

It is likely that the specific areas of responsibility of the Deputy Provost will include some of the following:

1. supervision of the Deans of Schools and Heads of Academic Departments;
2. academic-related issues eg examinations, lectures, teaching practice;
3. strategic planning;
4. curriculum development;
5. teaching and learning strategies;
6. research and scholarship initiatives;
7. staff and student welfare, counselling, discipline, study leave, etc;
8. campus services (eg Computer Centre, Library, hostels);
9. support services (including campus information);
10. development of information technology;
11. external relations;
12. chairmanship of committees;
13. such other duties as may be assigned to him/her from time to time by the Provost

PERSON SPECIFICATION

1. Have a successful track record of leadership and transformational management in an education context.
2. Have an established academic record with postgraduate qualifications likely to be at doctoral level and publications in refereed journals.

3. Have a strong background in the areas assigned to him/her and the ability to co-ordinate the development of such areas to meet the objectives of the College.
4. Have strong inter-personal skills with the ability to motivate and inspire staff and students.
5. Have experience of interacting with government and representing organizations at a State and National level.

REGISTRAR

The Registrar is the senior administrative officer of the College. He/she is statutorily responsible to the Provost for the administration of the affairs of the College except as regards matters for which the Bursar is responsible.

In undertaking these responsibilities the Registrar will:

1. Be the head of the Registry Department and will manage that department efficiently and effectively.
2. Supervise and provide leadership to the staff in the Registry Department and foster their staff development based on principles of equity.
3. Ensure efficient and effective administrative support to the academic and professional activities of the College.
4. Establish systems, structures and procedures, including development and use of information technology, for the efficient and effective management of the functions of the Registry Department, including
 - a. staff administration eg recruitment, appointment, promotion, discipline, development and training, record keeping;
 - b. student administration eg recruitment, admission, record keeping, examination arrangements, graduation arrangements, alumni relations;
 - c. student affairs eg discipline, hostels, counseling;
 - d. academic administration eg servicing of committees;
 - e. management information eg annual and ad hoc reports, statistical analyses;
 - f. external relations eg relationships with government, schools, communities and local enterprises;
 - g. ceremonial arrangements and functions;
 - h. legal affairs;
 - i. public relations, campus information, etc
 - j. formulation of administrative strategies to support institutional goals.
5. Be Secretary to the College Council and to the Academic Board and to such other committees as may be specified.

6. Act as Planning Officer to the College, including co-ordination and procedural arrangements, provision of management information and drafting of documents.
7. Be a member of the senior management team and in this capacity will have a responsibility for the strategic direction and management of the College.
8. Co-ordinate administrative activities where effective implementation requires collaboration between the Registry Department and other administrative and academic departments.
9. Assist the Provost in the day to day administration of the College and perform such other duties as the Provost may assign.

PERSON SPECIFICATION

1. Hold at least an undergraduate degree and/or professional qualification and show evidence of continuing professional development.
2. Have a successful track record of achievement in a senior managerial position in an education institution.
3. Ability to operate at a strategic level and to initiate proposals for the development of the College.
4. Proactive approach to institutional management with an ability to identify and implement necessary administrative reforms within the wider context of College transformation.
5. Have strong inter-personal skills with the ability to motivate staff.

BURSAR

The Bursar is the Chief Financial Officer of the College and is responsible to the Provost for the day to day administration and control of the financial affairs of the College.

In undertaking these responsibilities the Bursar will:

1. Be the head of the Bursary Department and will manage that department efficiently and effectively.
2. Supervise and provide leadership to the staff in the Bursary Department and foster their staff development based on principles of equity.
3. Establish systems, structures and procedures, including development and use of information technology, for the efficient and effective management of the functions of the Bursary Department, including
 - a. collection of income due to the College;
 - b. management of revenue to achieve appropriate levels of investment income;
 - c. payment of expenditure;
 - d. provision of financial management information in a timely manner and appropriate format;
 - e. auditing of income and expenditure;
 - f. formulation of financial strategies to support institutional goals.
4. Provide regular reports on the financial affairs of the College, including annual accounts, and attend meetings of the College Council, Finance and General Purposes Committee and other committees as required.
5. Be a member of the senior management team and in this capacity will have a responsibility for the strategic direction and management of the College.
6. Assist the Provost in the day to day financial management of the College and perform such other duties as the Provost may assign.

PERSON SPECIFICATION

1. Be a professionally qualified accountant and show evidence of continuing professional development.
2. Have a successful track record of achievement in a senior managerial position, preferably in an education institution.
3. Ability to operate at a strategic level and to initiate proposals to support the development of the College.

4. Proactive approach to institutional management with an ability to identify and implement necessary financial reforms within the wider context of College transformation.
5. Have strong inter-personal skills with the ability to motivate staff.

DIRECTOR OF WORKS

The Director of Works is responsible to the Provost for the maintenance of the College buildings, minor works, security, transport and supervision of the College projects.

In undertaking these responsibilities the Director of Works will:

1. Be the head of the Works Department and will manage that department efficiently and effectively.
2. Supervise and provide leadership to the staff in the Works Department and foster their staff development based on principles of equity.
3. Establish systems, structures and procedures, including development and use of information technology, for the efficient and effective management of the functions of the Works Department, including
 - a. estate management;
 - b. acquisition, operation and maintenance of College assets;
 - c. security arrangements;
 - d. vehicle inventory, maintenance and security;
 - e. preparation, exercise, control and monitoring of departmental budgets;
 - f. planning and control of the technical activities of the Department;
 - g. provision of management information in a timely manner and appropriate format;
 - h. formulation of works and maintenance strategies to support institutional goals.
4. Provide regular reports on works and maintenance and attend meetings of the College Council, Finance and General Purposes Committee and other committees as required.
5. Be a member of the senior management team and in this capacity will have a responsibility for the strategic direction and management of the College.
6. Assist the Provost in the day to day estate and asset management of the College and perform such other duties as the Provost may assign.

PERSON SPECIFICATION

1. Be professionally qualified in a discipline relevant to the duties of the post and show evidence of continuing professional development.
2. Have a successful track record of achievement in a senior managerial position, preferably in an education institution.
3. Ability to operate at a strategic level and to initiate proposals to support the development of the College.

4. Proactive approach to institutional management with an ability to identify and implement necessary estate and asset management reforms within the wider context of College transformation.
5. Have strong inter-personal skills with the ability to motivate staff.

LIBRARIAN

The Librarian is responsible to the Provost for the administration of the College Library and the co-ordination of all library services in the College and its schools, departments or any other unit.

In undertaking these responsibilities the Librarian will:

1. Be the head of the Library Department and will manage that department efficiently and effectively.
2. Supervise and provide leadership to the staff in the Library Department and foster their staff development based on principles of equity.
3. Establish systems, structures and procedures, including development and use of information technology, for the efficient and effective management of the functions of the Library Department, including
 - a. purchase and maintenance of books and journals;
 - b. assessment of departmental requirements;
 - c. monitoring of Library usage by staff and students;
 - d. preparation, exercise, control and monitoring of Library budgets;
 - e. provision of Library information in a timely manner and appropriate format;
 - f. formulation of Library strategies to support institutional goals.
4. Provide regular reports on Library provision and attend meetings of the College Council and other committees as required.
5. Be a member of the senior management team and in this capacity will have a responsibility for the strategic direction and management of the College.

least an undergraduate degree and a professional qualification in librarianship and show evidence of continuing professional development.

2. Have a successful track record of achievement in a senior library position, preferably in an education institution.
3. Ability to operate at a strategic level and to initiate proposals to support the development of the College.
4. Proactive approach to library management with an ability to identify and implement necessary reforms within the wider context of College transformation.
5. Have strong inter-personal skills with the ability to motivate staff.

Annex 5 Student Application Data Form

ANALYSIS OF APPLICANTS WHO SAT THE COLLEGE ENTRY EXAMINATION: November 2008

WASC/ NECO results	Total students sitting entry exam	Performance in College Entry Examination														
		50% +			49-40%			39-25%			24%-15%			14%-0%		
		Basic	Pure Sc	Other	Basic	Pure Sc	Other	Basic	Pure Sc	Other	Basic	Pure Sc	Other	Basic	Pure Sc	Other
5 Credits	623	33	7	2	23	1	-	79	16	14	142	9	12	238	16	32
4 Credits	232	6	2	1	11	1	1	30	3	6	56	4	4	87	4	16
3 Credits	198	5	1	1	12	-	1	22	1	5	40	2	7	79	7	15
2 Credits	262	6	-	1	7	6	2	32	1	4	45	3	13	114	9	19
1 Credit	125	2	-	5	6	1	1	15	1	1	22	2	6	53	2	8

0 Credits	68	-	-	-	-	-	-	3	-	8	19	3	3	28	3	2
TOTAL	1,508	52	10	10	59	9	5	181	22	38	324	23	45	599	41	92