"Academic Research And Leadership: A Challenging Experience."

1st Foundation Lecture of the Federal University of Technology, Owerri (FUTO), Imo State.

Delivered on Thursday, 16th May, 2013

By PROFESSOR
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Professor of Agricultural Economics
And Former Vice-Chancellor, Federal University of Technology, Owerri, (FUTO), Imo State, Nigeria
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ACADEMIC RESEARCH AND LEADERSHIP: A CHALLENGING EXPERIENCE.

The Vice-Chancellor,
Deputy Vice-Chancellor (Academic)
Deputy Vice-Chancellor (Administration)
Other Principal Officers of the University,
Chairman and members of the 10th Governing Council,
Deans, Directors and Heads of Departments/ Units,
Visiting Heads of other Tertiary Institutions
My Lords Spiritual and Temporal,
Members of the University Senate, Congregation and Convocation,
Distinguished Invitees,
Staff and Students of the University,
Members of the Press,
Distinguished Ladies and Gentlemen

PREAMBLE

I feel extremely delighted for the singular opportunity and privilege of standing before you all today to give the First Foundation Lecture of the Federal University of Technology, Owerri (FUTO) - the only Federally-owned University of its kind East of the Niger. I say this because it affords me another opportunity to re-unite with numerous colleagues, friends, relations and associates whom I have not seen, addressed and related with on a face-to face basis since I left office as Vice-Chancellor barely eight years ago.

For this opportunity, I give special thanks to Almighty God for keeping us alive to date, and also giving me the rare and uncommon privilege of once leading our dear University. The hazards and challenges of University Leadership are enormous and anyone who survives them should remain eternally grateful to God. Besides, not
all Ex-Vice Chancellors have the luck of having the audacity to stand with confidence among colleagues without fear of molestation.

The incumbent Vice-Chancellor, Professor Chigozie. C. Asiabaka and his Management team, deserve special thanks for giving me the opportunity of being the First Foundation Lecturer of this University. I also thank the Vice Chancellor for creating an enabling environment for me to function as an Ex-Vice Chancellor and be at peace with my environment. It is not easy to be a 'Servant' in a community where you were once the 'Master'. This is, however, what makes the academic profession unique among all other public service institutions.

I also thank colleagues and friends (big and small) in FUTO for being very accommodating. They all received me back to the University with open hands and a lot of warmth when I returned from my four-year leave of absence.

Initially, I had planned to give an inaugural lecture, but when the alternative of a Foundation lecture was presented to me, I opted for it without hesitation. I did so primarily for two reasons. First, traditionally, inaugural lectures are given by academics who have been newly promoted to the rank of Professor. Ubong (2013) has noted that by the traditions of Imperial College, London, the opportunity for inaugural lectures are usually given to all new Professors who are either internally promoted or appointed externally. Thus, after about eighteen (18) years as a Professor, it is no longer appropriate to give an inaugural lecture. Second, I can legitimately lay claim to being one of the Foundation Staff of this University. I joined the services of the University in 1983 (only three years after establishment), and was the Foundation Lecturer of my department. Moreover, as the 4th Substantive Vice-Chancellor, it will not be completely out of place to be regarded as one of the Foundation Vice-Chancellors.
I give credit for the initiation of the University Foundation Lecture Series to the Vice-Chancellor and congratulate him for his innovativeness. Our brilliant, indefatigable and erudite Professor Moses, O.E. Iwuala, who is the University Orator and Chairman University Public Lectures Committee also deserves special commendation for being part of this innovation. He has done this job so well that it will be very difficult to find a close substitute for him in the near future. I feel proud to be associated with his initial appointment as the University Orator and Chairman of Public Lectures Committee. Identifying him, as such, is perhaps, an index of good academic leadership on my part.

1.0 INTRODUCTION

I have chosen to speak on the somewhat 'unconventional' topic of Academic Research and Leadership: A Challenging Experience, for at least two main reasons. First, all over the world, the primary and traditional responsibilities of every academic are teaching, research and public service. At the onset, one concentrates almost entirely on teaching and research and building of a solid academic foundation. Later, as one progresses and matures academically, he automatically gets involved in academic and administrative leadership through thesis supervision and headship of departments and units, in addition to undertaking personal research, until he attains his career peak as Professor. The academic research component of this lecture seeks to present my contributions to knowledge through research, teaching and public service.

Second, a very sizeable proportion of my academic life was spent giving academic and administrative leadership at various levels in the University. The most profound of them all is my ascendancy to the position of Vice-Chancellor and overall leader of the Federal University of Technology, Owerri (2000-2005). Before this, I had been Head of Department (1990-1992); Dean, Student Affairs
(1992-1997) and Deputy Vice-Chancellor Administration (1997-2000). The experience gained and the Challenges faced hold very important lessons for academics, young and old, who are potential and aspiring leaders of Universities and other tertiary institutions in Nigeria. This justifies second component of my lecture dealing with academic leadership.

In this lecture, I will share with you my knowledge, experiences and contributions to academics and development through research and leadership. I will also share with you the associated Challenges and X-ray the wider implications for development policy formulation. I invite you to share these with me.

1.1 Brief History of Federal University of Technology, Owerri (FUTO)

At this point, it is important to give a brief history of FUTO and pay tributes to the founding fathers of the Federal University of Technology, Owerri. The University was established along with two other Federal Universities of Technology in Bauchi and Makurdi in October 1980, with Professor Umaru Dechi Gomwalk as its Foundation Vice-Chancellor. It took off at a temporary site in Lake Nwaebere campus which was originally the permanent site of Federal Government Girls College, Owerri. Later in 1992, the University moved hurriedly over to its permanent site at Ihiagwa in Owerri-West Local Government Area of Imo State.

Apart from Professor Umaru D. Gomwalk, who worked tirelessly to lay a strong foundation for the University, other foundation Professors of the University, who worked with him and deserve special commendation for their tireless contributions to the development of the University include: the second substantive Vice-Chancellor, Professor Amagh Nduka and the third substantive Vice-Chancellor; Professor C.O.G. Obah. Special tributes also go to the foundation Professors and Deans of Schools of the University. They are: Professor F.O. I Banigo, Dean of School of Natural and Applied Sciences (SNAS) now School of Science;
Engr. Prof. C.O.G Ohah, Dean of School of Engineering and Engineering Technology; Professor I.C. Onwueze, Dean of School of Agriculture and Agricultural Technology; Professor A. Nnaka, Dean of Post-graduate School, and Prof. E.A. Onyeagoro, the then Ag. Dean of School of Management and Management Technology. They individually and collectively gave FUTO very strong academic and administrative leadership at its foundation stage. The result is that the foundation graduates of the University are still highly rated in the national and international labour market.

These were strongly and closely supported by such other highly rated academics and administrators as Professor S.C.O Ugbolue, who was initially Director of Chemical Sciences Programme and later Dean of School of Science; late Professor H.B.C.O Ejikam, Director of Physical Science and later Deputy Vice-Chancellor; Others are Professor V.O Nwoko, Director of Engineering Programmes and later Dean of Engineering, Prof. C.I. Amadi, Coordinator of Industrial Chemistry and Prof. C.I. Esuash, Coordinator of Material and Metallurgical Engineering Programmes. Professor Ugbolue later became Deputy Vice-Chancellor (Administration), when Professor Obiakwun Duru (late time Dean of Engineering and Engineering Technology) was also Deputy Vice-Chancellor (Academic).

In the administrative sphere, Mr. Kenneth Lupton was the first and only Ag. Director of Administration and also doubled as the pioneer Director of Academic planning and Development. Using his wealth of experience gathered as an administrator from Ahmadu Bello University, Zaria, he produced the administrative guidelines for the take-off of the young University.

The history of FUTO will be incomplete without mention of the other Foundation Principal Officers of the University. The pioneer University Librarian, Mr. J.C. Anafula, was simply outstanding. He was often referred to as the 'Encyclopaedia', because he appeared to have the University Law, rules and regulations at his fingers tips.
Mr. G.O. Emerole, was the pioneer Academic Registrar, and later the Acting Registrar, when Mr. Lupton left. He was an astute administrator and did his administrative work with utmost dexterity.

Mr. S.N. Opara was the Foundation Bursar of the University, and was more or less a finance wizard. He laid down the administrative structure and accounting standards and principles on which the University Bursary department was built. As a young academic in the 1980s, I was full of admiration for these Foundation Leaders of the University.

They had one quality in common. They worked with uncommon zeal, dedication and commitment to duty. They were clearly on top of their jobs and had no time for frivolities. They gave a very solid foundation to FUTO. Present and future leaders of this University should emulate them for their selfless services to the institution and to humanity.

Certainly, there were other equally admirable layers of leadership that closely followed the pioneers. I belong to this group. They were mostly programme coordinators at the time and include Professors M. E. Enyiegbulam, C.I. Esimai, C.C. Ntamere, M.U. Iloeje, late H.O. Maduakor, M.M Munroe, P.O. Okeke, C.E. Emetarom and late Dr. H.A Agha.

We also had Late Engr. Godson Anya as the foundation Director of Physical Planning and Development and late Dr. U.A Ihekweazu as Foundation Director of Health Services.

As can be observed some of these foundation staff, including Mr. Lupton and Dr. H.I Agha, Prof. U.B.C.O Ejike, Prof. Maduakor, Engr. Anya and Dr. Ihekweazu are no longer living. May their souls rest in perfect peace.

The young academics and administrators here today may be
wondering at the use of such terms as Director of programme, Programme Coordinator and Director of Administration. This is because the University's academic and administrative/organizational structures, at inception, were different from the traditional set up in other Nigerian Universities. We adopted the school system in which the basic unit of academic organization is the school. In this context, a school is a 'Fully integrated unit of group of related subjects or disciplines, which have a common academic interest in teaching and research' (FUTO, 1983). This is as opposed to the conventional faculty arrangement, which represents only a federation of loosely associated departments. It was expected that the school system would reduce unnecessary duplication of facilities for teaching and research and thus maximize the use of available resources. However, it appears that these concepts have now been modified and we are moving towards the conventional faculty system.

In recent years, FUTO has witnessed tremendous progress in academic, administrative and infrastructural growth and development. For instance, from the initial intake of 225 students in 1981/82 academic year, the students' population has risen to 18,046 in the 2011/2012 academic year. Also staff strength increased from 1,909 in the 2002/2003 academic year to 3,171 members in the 2011/2012 academic year. The numbers of academic programmes/schools have also grown from four at inception in 1981/82 to six at present. These are in addition to a number of other centers or academic support units that have been established over the years in pursuit of the University's motto of "Technology for Service".

The history of FUTO has important lessons for the new and emerging generation of academic and administrative leaders. This is simply that FUTO was built on a solid foundation of academic excellence which the founding fathers bequeathed to us. This legacy of excellence and high academic standards must be sustained and improved upon by the present and new generation of
up-coming leaders, if we must continue to build and remain a first rate university. This is a challenge to all of us.

2.0 ACADEMIC RESEARCH

Conceptually, research is essentially an inquiry that seeks to discover new knowledge and improve, expand, verify or replace existing ones (Nolan, et. al 1967). It can be basic, applied or action research. Research can further be classified by type of method used as historical research, library research, experimental research, survey research, case study research and statistical research. There are variations from discipline to discipline.

As an Agricultural Economist, my research interest has been in the broad area of agriculture, particularly in the social science area of Agricultural Economics. As a specialization within the broad discipline of agriculture, Agricultural Economics is relatively young. This is understandable. Traditionally, emphasis was on production agriculture. Little or no attention was paid to post-production processes or even pre-production planning. Agriculture was not regarded as a business. It was thought of as purely for subsistence and not for profit. In most of the African continent, this attitude persisted even in 1950s and agriculture was largely regarded as an art rather than a science.

It was only in 1970s and early 1980s that Agricultural Economics began to come of age. It was gradually realized, even among eminent agricultural scientists, that it was not just enough to produce food; that food, after being produced, is only meaningful when it is on the dining table.

In order words, before production, Agricultural planning has to take place. Agricultural policy formulation has become a regular phenomenon and the basis for designing agricultural development
programmes and projects as well as their planning, management, monitoring and evaluation. In this whole scheme, agricultural economics, plays a crucial role in providing a guide to the direction in which policies and programmes should go.

2.1 Research Contributions
Every academic must have niche in his discipline that constitutes the primary focus of his teaching and research efforts. Mine is in the areas of Agricultural Marketing, Finance, Project Analysis and Policy. Almost all Agricultural Economists culminate their research interests and contributions in agricultural policy formulation. This is the ultimate in giving clear directions in which agricultural efforts should go. May I now go into my research contributions.

2.1.1 Agricultural Marketing
Mr. Chairman, Distinguished Ladies and Gentlemen, permit me to digress a little into the definitions of market and marketing because they are simple concepts that are not easily understood.

Bressler and King (1970) define a market as an area or setting within which producers and consumers are in communication with one another; where supply and demand conditions operate, and title to goods transferred. It does not necessary connote a location as ordinarily conceived. Buyers and sellers may congregate in a place or may be widely dispersed. What is important is that these buyers and sellers are in constant communication with one another and are able to establish the prices of their products and services. In modern times, with vastly improved telecommunications infrastructure, markets for commodities are easily established nationally and internationally. Through phone calls, e-mails etc. the world is served with several markets. Markets are one of the most widespread institutions in the world. From Port-Harcourt to Lagos, Abuja, Kaduna, Kano, Maiduguri, Lagos to Dubia and to China, you see markets thriving.
On the other hand, agricultural marketing is defined as "the performance of all business activities involved in the flow of goods and services from the point of initial agricultural production until they are in the hands of the ultimate consumer" (Kohls and Downey (1972). These activities include buying, selling, storage, transportation, processing, standardization, financing and provision of market intelligence. Marketing is a huge industry employing millions of people who earn a living in the process.

Typically, Agricultural Economists often seek to evaluate existing government policies and programmes in agriculture in order to determine their success or failure. In the process, they identify constraints to policy success and propose solutions for ultimate success.

Over the past three and half decades, I have been engaged in such evaluative research in my primary research areas of agricultural marketing, agricultural finance, agricultural project management, analysis, monitoring and evaluation, as well as policy formulation. Initial research efforts focused on the evaluation of agricultural marketing systems in Northern Nigeria. This was the direct consequence of my earlier sojourn as an academic staff of Ahmadu Bello University, Zaria (1977-83), which had the mandate for conducting research and extension services in all the nineteen (19) Northern States of Nigeria.

In this regard, studies were conducted on marketing of grains (sorghum, millet and wheat) as well as groundnut and cotton in Northern Nigeria. The main purpose was to evaluate the efficiency of the marketing systems for the commodities in terms of costs, prices and margins earned by producers and middlemen (traders). At this point in time, food grains (sorghum, millet and wheat), which were earlier traded in the open market and without price controls, had come under the control of multi-commodity marketing boards (the Nigerian Grains Board), established by the Federal Government of Nigeria. There were also separate marketing
boards for groundnut and cotton.

Soon after establishment, the commodity boards came under severe attack on account of alleged inefficiencies and ineffectiveness associated with their operations, particularly with respect guaranteeing higher producer prices for farmers as incentives to increased agricultural production. Guaranteed minimum producer prices, fixed annually by the commodity boards, were expected to be higher than local market prices, cover farmers' production costs, and yield reasonable profit margins to support increased production.

There also exist a number of misconceptions and allegations associated with agricultural marketing systems in Nigeria and most other developing countries. These have blamed the poor performance of agricultural marketing systems on the exploitative activities of middlemen, who are also regarded as redundant (Bauer, 1963).

In fact, a very popular view of indigenous marketing systems in developing countries is that they are exploitative, collusive, economically inefficient and operate with high profit margins for the traders (Mellor, 1970; Jones, 1972; FAO, 1970). It is also alleged that there are too many redundant intermediaries in the marketing systems of developing countries, who increase the cost of marketing and earn high profit margins in the process. (Thodey, 1968; Ejiga, 1977; Hays, 1975 and Hanson, 1977; Scott, 1985)

In addition, rural markets are assumed to be inefficient, with excessive marketing margins and inadequate storage facilities which cause seasonal declines in food prices. Besides, the system is assumed to be burdened with proliferation of middlemen who congest the distribution channels and earn excessive profits which lower producers' incomes (de Janvry and Dere, 1974.)

These misconceptions have often led to misdirection of government
policy, and the focus of our research in this area has been to generate empirical evidence to verify the existence or otherwise of these alleged inefficiencies. By so doing government policy can be appropriately directed and redirected.

(i) *Marketing of Food Crops:*
Studies of foodgrains (sorghum, millet and wheat) marketing sought to determine the efficiency of the system under the new commodity board marketing arrangement. In addition, the pioneer studies in this area sought to determine the extent to which cooperatives as an institution, actively and effectively contributed to market development and efficient marketing of grains.

Evidence from these studies showed that local market prices for foodgrains were higher than the guaranteed minimum prices fixed by the Nigerian Grains Board (Njoku, 1981). The implication is that the existence of the Nigerian Grains Board did not economically influence positive marketing improvements and welfare of farmers. Cooperative Societies also had very limited involvement in the marketing of food grains contrary to a priori expectations (Njoku, 1980).

Studies on the marketing of root and tuber crops including plantains presented slightly different scenarios. This is primarily due to locational factors and the bulky nature of these commodities, particularly plantain, cassava, cocoyam and ginger. In their primary and raw forms, long term storage is extremely difficult, as such storage technologies have not yet been perfected.

Processing is required to reduce bulk and permit easy transportation from rural to urban markets (Njoku and Nweke, 1985; Njoku and Obiefuna, 1987). The evidence is that the marketing system for root and tuber crops functioned relatively efficiently, in the face of serious transportation, storage and processing constraints.
In the special case of the study of Cassava Production, Processing and Marketing in Nigeria jointly funded by the International Fund for Agricultural Development (IFAD) and the Federal Agricultural Coordinating Unit (FACU), the primary objective was to determine current trends in the production, processing and marketing of cassava, with a view to indentifying major constraints and recommending measures for improvement.

Findings showed increasing output and production trends due to increased use of high – yielding cassava varieties and fertilizers. Although at the time of the study, there was a commodity board responsible for the marketing of cassava, there was no evidence of cassava or garri marketing through the commodity board (Root Crops Marketing Board). Farmers participated actively and directly in the marketing of their products and this increased the margins they earned.

There was very limited long distance trade in cassava, and exports were virtually non-existent. Increased export promotion drives at the time (period of Structural Adjustment Programme) did not have any significant impact on cassava exports, since it was a non-tradable good (Ene, Njoku, and Afolami, 1993).

However, the ban on imports of maize, wheat and rice, which are substitutes to cassava in consumption, and industrial use, indirectly influenced the prices of cassava and cassava-based products.

High transportation costs, excessive price instability and shortage of trading capital, were very critical constraints to cassava marketing and contributed significantly to the relatively low margins earned by producers and traders. It was considered that increased production would only be possible if alternative uses were found for cassava and its exports were promoted. This would require indentifying other industrial uses of cassava that can lead to product exports. This proposal is relevant to current effort by the Nigerian Government to promote cassava – based bread
production.

The marketing of vegetables with particular reference to Onions presented a unique marketing pattern because inter-state trade is involved. Onions is produced in the Northern States of Nigeria and shipped to the Southern States. The evidence is that the high price differences in the different regional markets in the north and south were accounted for by high transportation costs (Njoku, 1994). This points to the need for massive improvements in road infrastructure in the country.

(ii) **Marketing of Cash or Export Crops:**
Although there were scattered efforts at investigating the marketing of some export crops such as cotton in Northern Nigeria, and palm oil in Southeastern Nigeria (Ohajianya, 1989; Njoku, 1990), the major research in this areas was with respect to the Marketing of Groundnuts in Northern Nigeria (Njoku, 1981).

The major emphasis of this study was on the role of Licenced Buying Agents (LBA), who, under the marketing board reforms of 1977, no longer had monopoly of purchasing and selling produce on behalf of the Nigerian Groundnut Board.

Under this arrangement, the market for groundnuts became competitive since other traders competed with Licensed Buying Agents (LBA) in the purchase and supply of groundnuts to the Board. Local market prices for groundnuts were also higher than those fixed by the Board. As a result, LBAs, though licenced to purchase on behalf of the board, purchased, not at the designated buying stations, but at the local markets and supplied to other users such as Oil Mills at more remunerative prices. In other to have enough volume of business, they also engaged in the purchase and sale of other non-scheduled commodities. In effect, the LBAs were largely ineffective in performing their statutory functions of purchasing produce on behalf of the board. The board also failed in achieving its major objective of guaranteeing higher producer
prices for farmers and purchasing enough products for export, in the face of falling output and production of groundnuts.

As part of the policy analysis research, an assessment of the “Effects of Structural Adjustment Programme on the Output, Prices and Exports of Major Agricultural Export Crops in Nigeria” was undertaken. The Structural Adjustment programme, through its market liberalization policy, was expected to usher in more competitive markets and their attendant higher prices for export commodities. Such higher prices were also expected to stimulate increased production and enough marketable surplus for export and inflow of foreign earnings. The objective was to determine if the SAP did have such positive effects.

Available evidence did not confirm any significant increases in the output, prices and export of such major agricultural export commodities as groundnut, cocoa, palm oil and cotton. This is because factors such as high production and marketing costs, resulting from inadequacies in basic infrastructure, were impacting negatively on the marketing system.

2.2 Agricultural Financing
In other to minimize the constraints to agricultural development posed by shortage agricultural credit, both federal and state governments initiated a number agricultural credit programmes. These include the Agricultural Credit Guarantee Scheme (ACGS) of the Federal Government, the Smallholder Direct Loan Scheme of the Federal Government and the Special Emergency Loan Scheme in Imo State. These programmes were designed to increase the volume of credit available to farmers in order to increase the agricultural output and productivity.

Our research findings do not suggest that these credit programmes achieved the objectives for which they were established (Njoku and Odii, 1991; Njoku and Obasi, 1991). Among the identified constraints to the success of the programmes were delays in
processing applications and the difficulties experienced by farmers in securing appropriate titles to their agricultural land due to the weaknesses of the Land Use Decree.

Poor loan repayment performance by farmers was also identified as a major constraint (Njoku and Nzenwa, 1989). Among the major factors adversely affecting loan repayment were the low volume of loans which were inadequate to fully finance farm operations to a profitable level. These have lessons for recent approaches to funding agriculture under the Agricultural Transformation Agenda.

2.3 Food Demand Studies

A major contribution to socio-economic studies is that on demand elasticities for food...... in Southeastern Nigeria. Such studies are important because knowledge of food consumption patterns, as well as income and price elasticities of demand, is needed in designing appropriate food production, consumption and marketing policies and programmes (Njoku, 1989).

The major objective of this study was to determine the nature, magnitude and direction of demand (income, price and cross price) elasticities for food in Imo State and identify major factors influencing food consumption expenditure in the area.

The results are presented in table 1, 2 and 3. For most foods as shown in Tables 1, expenditure (income) elasticities were high. Elasticities were greater than unity for seven (7) out of the twelve food groups. Own price elasticities of demand for food are presented in table 2.

Own price elasticities of demand were highest for fish (-1.64), garri (-1.21) and yam (-1.16), but lowest for meat (-0.02). This implies that an increase in price by 1% leads to a more than proportionate increase of 1.64%, 1.21% and 1.16% in consumption of fish, garri and yam, respectively. The relatively low own-price elasticity of
Table 1. Expenditure (Income) Elasticities of Demand for Food in Minor Food Producing Areas of Southeastern Nigeria

<table>
<thead>
<tr>
<th>Food Item</th>
<th>Expenditure Elasticity</th>
<th>R²</th>
<th>R²</th>
<th>F-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yam</td>
<td>1.25</td>
<td>0.14</td>
<td>0.10</td>
<td>2.97</td>
</tr>
<tr>
<td>Cassava</td>
<td>0.42</td>
<td>0.62</td>
<td>0.60</td>
<td>3.99</td>
</tr>
<tr>
<td>Garri</td>
<td>1.05</td>
<td>0.25</td>
<td>0.21</td>
<td>6.40</td>
</tr>
<tr>
<td>Rice</td>
<td>1.10</td>
<td>0.11</td>
<td>0.06</td>
<td>2.27</td>
</tr>
<tr>
<td>Cowpeas</td>
<td>0.71</td>
<td>0.15</td>
<td>0.10</td>
<td>3.28</td>
</tr>
<tr>
<td>Wheat</td>
<td>1.10</td>
<td>0.14</td>
<td>0.10</td>
<td>3.62</td>
</tr>
<tr>
<td>Meat</td>
<td>1.33</td>
<td>0.12</td>
<td>0.09</td>
<td>3.27</td>
</tr>
<tr>
<td>Fish</td>
<td>0.96</td>
<td>0.25</td>
<td>0.21</td>
<td>6.26</td>
</tr>
<tr>
<td>Oils</td>
<td>0.54</td>
<td>0.16</td>
<td>0.12</td>
<td>3.67</td>
</tr>
<tr>
<td>Green</td>
<td>0.50</td>
<td>0.12</td>
<td>0.08</td>
<td>3.45</td>
</tr>
<tr>
<td>Vegetables</td>
<td>1.23</td>
<td>0.09</td>
<td>0.05</td>
<td>2.03</td>
</tr>
<tr>
<td>Fruits</td>
<td>1.09</td>
<td>0.13</td>
<td>0.08</td>
<td>2.74</td>
</tr>
</tbody>
</table>

Table 2. Own Price Elasticities of Demand for Food in the Minor Food Producing Areas of Southeastern State, 1984-1986

<table>
<thead>
<tr>
<th>Food Item</th>
<th>Own Price Elasticities</th>
<th>T-Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yam</td>
<td>-1.16</td>
<td>-0.43</td>
</tr>
<tr>
<td>Cassava</td>
<td>-0.79</td>
<td>0.62</td>
</tr>
<tr>
<td>Garri</td>
<td>-1.21</td>
<td>0.28</td>
</tr>
<tr>
<td>Coarsegrain</td>
<td>0.28</td>
<td>1.18</td>
</tr>
<tr>
<td>Rice</td>
<td>-0.76</td>
<td>0.26</td>
</tr>
<tr>
<td>Cowpea</td>
<td>-0.50</td>
<td>0.77</td>
</tr>
<tr>
<td>Meat</td>
<td>-0.02</td>
<td>1.64</td>
</tr>
<tr>
<td>Fish</td>
<td>-1.64</td>
<td>-1.86</td>
</tr>
<tr>
<td>Oils</td>
<td>-0.42</td>
<td>1.31</td>
</tr>
</tbody>
</table>

Demand for meat suggests that demand for meat is almost perfectly inelastic and there are no close substitutes for meat.

Own price elasticities of demand for cassava (-0.79) and rice (-0.76) are substantial, suggesting a relatively high degree of
responsiveness to price changes. Own price elasticity was expected to be higher for rice than has been determined, but this is not so because of increased importation of rice which distorted the price of rice of the commodity.

2.3.1 The Special Case of Meat and Rice
Because of the unique importance of meat and rice in the diets of Nigerians, separate demand analysis was carried out for meat and rice.

Per capita daily urban household meat consumption, as expected, was higher among urban than rural households. Expenditure elasticity coefficient for all income groups was very high at 1.33, indicating that demand for meat was elastic with respect to income (Table 3).

Own price elasticity of demand for meat with respect to the prices of cassava, oil, cowpea and rice were positive suggesting substitution. This is because of the possibility of the income effect outweighing the price effect of a price change. Household income was the most important determinant of meat consumption (Njoku and Nweke, 1990).

Table 3. Cross-Price Elasticities of Demand for Meat in Southeastern Nigeria 1984-86

<table>
<thead>
<tr>
<th>With Respect to the Price of</th>
<th>Elasticities for Meat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meat</td>
<td>-0.02</td>
</tr>
<tr>
<td>Yam</td>
<td>-0.26</td>
</tr>
<tr>
<td>Cassava</td>
<td>0.57</td>
</tr>
<tr>
<td>Coarsegrain</td>
<td>-0.37</td>
</tr>
<tr>
<td>Fish</td>
<td>-0.45</td>
</tr>
<tr>
<td>Oils</td>
<td>0.84</td>
</tr>
<tr>
<td>Cowpea</td>
<td>0.50</td>
</tr>
<tr>
<td>Rice</td>
<td>1.16</td>
</tr>
</tbody>
</table>
Since income is a major determinant of meat consumption and the large differentials between rural and urban household consumption of meat were also due to income differences, policies to increase meat consumption and nutritional well-being of the people should include efforts that increase agricultural productivity and rural household incomes. Input and output price subsidies should also be properly targeted and implemented with caution.

Cross price elasticity of demand for rice with respect to fish was high at -0.76, suggesting high responsiveness of rice consumption to an increase in the price of oil. This relationship is negative and significant, suggesting complementarity (Njoku and Nweke, 1994, Njoku, 1992). This is as expected because oil is used in preparing the sauce with which rice is usually consumed.

In general, own price elasticities of demand for food were substantial and negative in conformity with a priori expectations. Cross price elasticities were negative for most foods, indicating high degrees of complementarity. Cross price effects were substantial for yam (Nweke et. al; 1994), fish (Njoku, 1992), fish and rice, but were generally low for cassava, coarsegrain, meat, oils and cowpea. Cross price elasticities for major staples and necessities such as cassava and oils tend to be lower than those for the non-staples such as fish. The policy implications of these will be explored later.

### 2.4 Economics of Agricultural Production

Few studies on the economics on agricultural production were carried out either singly or jointly. They include those on plantain (Nweke and Njoku, 1985; Nweke, Njoku and Wilson, 1988;) rice (Njoku, 1989) production efficiency (Obasi, Onyenweaku and Njoku, 1995).

The studies on plantain generally revealed that the productivity of plantain farms were higher under compound garden conditions
than in large scale farms. This was due to constant dumping of compound refuse on compound gardens which substantially increased the fertility of the soil.

Production efficiency studies indicate that efficiency of resource use on smallholder farms was generally high but farmers were more efficient in labour use than in the use of most other biological inputs.

2.5 **Technology Adoption**

The main concern of an economist in technology adoption is not only to determine the level and rate of adoption but also to evaluate the profitability of such technologies.

The first of such studies was on the adoption of new farm technologies by cooperatives which compared the level of adoption of rice production technologies by members with those of non-members of cooperative societies in Northern Nigeria.

Adoption level was found to be higher among cooperative members than non-cooperators members mainly because members of cooperative societies had greater access to information than non-members (Mijindadi and Njoku, 1985).

Adoption of improved oil palm production technology was also investigated. The main objective was to determine the levels and rate of adoption of improved oil palm technologies by farmers. Pruning, triangular spacing and improved seed varieties, had the highest adoption rates of 89%, 80% and 78% respectively. This is because these technologies were less complex than such other technologies as the use of insecticides and herbicides which were regarded as complex.

Adoption rates for insecticides and herbicides were low, in part, because these inputs were expensive and not readily available. Unlike improved seeds and fertilizers, these inputs were not
publicly distributed at subsidized prices (Njoku, 1990).

In addition, most small holders used improved inputs and management practices at levels that deviated considerably from what was recommended. This was the case with plant spacing and use of fertilizers where farmers lacked adequate knowledge of recommended practices. Besides, the high costs of inputs, particularly labour, insecticides and herbicides, also constrained technology adoption significantly. These findings have wider implication for the design and implementation of agricultural extension policies and programmes in Nigeria.

2.6 Appraisal of Agricultural Policies and Programmes

In an effort to solve Nigeria's chronic food shortage problem, the Federal Government initiated the National Accelerated Food Production Project in 1973. Concern for the success of the project, in the face of failure of similar but earlier initiatives such as the Green Revolution Programme, prompted an appraisal of the project designed to identify constraints to the project and make recommendations for success.

The introduction of seed varieties that did not meet farmer's traditional preferences, shortage of field extension staff, poor funding by state governments and inadequate coordination of the project with other related government agricultural development programmes, were the identified major constraints. It was concluded that the project, if well-managed, would provide a springboard for a 'green revolution' in Nigeria.

Within the context of the Green Revolution Programme, a food production programme that succeeded the National Accelerated Food Production Project (NAFPP), pricy policy was also evaluated. The evidence was that price policy was ineffective in stimulating increased food production. This is because the programme, established in 1980, became politicized, incoherently structured and short lived as its life ended with the takeover of a military
2.7 Other Contributions

There were a number of other research contributions that were either federally or internationally-funded as part of consultancy services. Under the auspices of the World Bank, in collaboration with the Federal Ministry of Agriculture and Rural Development, a study of the Planning, Monitoring and Evaluation component of the National Agricultural Technology support project was undertaken in 1990.


The International Fund for Agricultural Development (IFAD) also supported a consultancy study for the 'Diagnostic Survey and Impact Assessment of IFAD Cassava Multiplication Programme' in Imo State in 1993, while the Appropriate Technology International supported a study of the Potentials for Small-Scale Irrigation Development in Nigeria. We also, under the same sponsorship, examined the 'Feasibility of Adoption of Manually-Operated Treadle Pump Small-Scale Irrigation Technology in Nigeria.'

USAID-MARKETS Sponsored a study of Fish farming in Bayelsa State in 2006 to determine the Status of fish farming activities as an alternative to the traditional artisanal fish production prevalent in the area. Environmental pollution had rendered artesenal fish production nearly extinct and it was necessary to promote its natural alternative of fish farming. The study was to determine the scientific basis for such promotion. We also participated in the evaluation or assessment of Fadama 11 project in Imo State. Fadama is another food production initiative of the Federal Government in collaboration with state governments. The
objective was to determine the extent to which project objectives had been achieved and also provide logical basis for initiating the third phase of the project.

By far, the most ambitious consultancy study undertaken in my academic career was the 'Collaborative Study of Cassava in Africa,' which I coordinated for Nigeria in an acting capacity in 1992 before I was appointed Dean of Student Affairs in the same year. This Africa-wide study provided the basis for most of the work on cassava production, processing, marketing and utilization under the current Federal Government Agricultural Transformation Agenda.

2.8 Erosion Research
As Sub-Theme Leader under the Socio-economic Sub-Theme of the Erosion Research Project (1986-89), we undertook a number of preliminary studies on erosion in parts of Southeastern Nigeria. We undertook a review of erosion research in Southeastern Nigeria (Njoku and Asiabaka, 1990) as well as the adoption of Erosion Control technologies in Southeastern Nigeria. This was undertaken under the Erosion Research Project (Later Erosion Research Centre) that eventually metamorphosed into the Institute for Erosion Studies.

The foregoing account represents the modest efforts made to contribute to knowledge in my discipline over the past 36 years I enrolled as an academic, starting from Ahmadu Bello University, Zaria. The question that quickly arises is, what are the implications of these findings for agricultural development planning, policy formulation and project implementation. In other words, of what relevance are the studies to current agricultural development efforts particularly, the Federal Government's Agricultural Transformation Agenda (ATA)? This question shall be attended to later. For now, we explore the issue of academic leadership.
On a worldwide basis, there is widespread concern about the role of leadership in national development (Luthans, 1992). This concern is more disturbing and pronounced in Nigeria and most other developing countries where, almost on a daily basis, economic backwardness is largely attributed to poor, inept, ineffective and corrupt leadership. For instance, the late world-acclaimed literary giant, Professor Chinua Achebe, once said, in one of his books that "the trouble with Nigeria is simply and squarely a failure of leadership."

The academic community, as an integral part of the larger Nigeria society, is not spared of this social malaise. It therefore, becomes auspicious at this point in the Nigerian history to discuss the issue of Academic Leadership in our tertiary institutions.

Before we proceed, however, it is useful to pause a while and briefly examine the concept of leadership. This is because there is a general tendency to confuse leadership with management. Moreover, it is even more confusing to distinguish between leaders and managers in most organizations.

3.1 The Concept of Leadership
There is no universally accepted definition of leadership. However, one definition that captures the essence of leadership is that given by Ponder (2005) that sees leadership as the ability to get the right things accomplished at the right time with the assistance of other people.

Another way of explaining leadership is by defining the important characteristics of leaders. According to Newman (1997), leaders are long-term thinkers; have interests in the organization beyond the unit they are heading; put heavy emphasis on vision, values and motivation; do not accept the status quo and have strong people skills.
There is usually a tendency to differentiate between managers and leaders. This is because as Bennis (1989) noted, "to survive in the twenty-first century, we are going to need a new generation of leaders, not managers. As Luthans (1992) put it with respect to the distinction between managers and leaders: 'Leaders conquer the context—the volatile, turbulent, ambiguous surroundings that sometimes seem to conspire against us and will surely suffocate us if we let them—while managers surrender to it.' It is obvious from the foregoing that while leaders are change agents, innovative and often do not accept the status quo, managers tend to maintain the status quo and keep the 'business as usual'. Now to academic leadership.

3.2 Academic Leadership
The word leadership originated from the ancient root leith, which means "to go forth and die" as in a battle. It means the act of mobilizing one group to dominate or vanquish another. Recently, within the North American and European perspective on leadership, there has been a significant shift of emphasis from the individual to a broader focus on the team or community (Mark, 2003).

In recent times, the term leadership has been used interchangeably with the word governance. Governance in higher education is the means by which higher educational institutions are formally organized and managed (Albach, 2005). Simply put, university governance is the way in which universities are operated.

The concept of governance of tertiary institutions predominantly refers to the internal structure, organization and management of autonomous institutions. The organization of internal governance is generally composed of a governing board or council, the university Vice-Chancellor with a team of administrators, Deans, Directors, Heads of Departments and Students Organizations.

Governance is a leadership vehicle designed to ensure proper
growth and accountability towards openness, access and equity which define the boundaries of responsibilities for tasks and relationships. It involves accountability, responsibility and transparency on a foundation of intellectual honesty and relationship (King, 2006).

Having had some insight into the concepts of academic leadership and university governance, it is important to relate these to our own academic leadership experience and explore what lessons we can learn for future development of our institutions of higher learning. Permit me, therefore, to relate to you our own individual and collective experiences in Institutional governance and academic leadership.

3.3 Our Leadership Experience

I use the word 'our' because our leadership was a collective effort. Nevertheless, I will begin with my personal story and history because I was the "Chief driver" of the leadership 'vehicle' in my capacity as the Vice-chancellor of the University at the time.

When I took up an academic job, I never planned to be a Vice-Chancellor; I never even planned to be a Head of Department or Dean of a School or Faculty. My desire was to be a hard-core academic, 'buried' in research and publication and glob trotting the entire world, presenting papers in international scientific conferences. But destiny diverted me into University administration and leadership, when I was appointed Dean of student Affairs in 1992 and subsequently Deputy Vice-Chancellor (Administration) in 1997.

Ordinarily, I would not have contested for the position of Vice-Chancellor if I was not a Deputy Vice-Chancellor. I thought it would be abnormal for a Deputy Vice-Chancellor not to apply when the post of Vice-Chancellor of FUTO was advertised. I therefore joined some other 21 Professors to apply for the post.
In that contest, I was easily the 'underdog' of all the contestants. Initially, nobody actually gave me a chance. I had no God father except God himself. I was merely a relatively young, simple, humble and unassuming Professor making an honest effort to clinch the post of Vice-Chancellor. If the effort failed, I told myself, I would simply return to the classroom and go back to internationally-funded Consultancy Services, which I had abandoned to take up administrative responsibilities in the University.

Alas, destiny knocked at my door, and by the special grace of God, I was appointed Vice-Chancellor in August 2000 after coming first in the selection interview as well as in the Governing Council elections. I say, by the special grace of God because I competed with very erudite, brilliant and highly experienced Professors from within and outside the University, who were certainly more competent than I was.

But that is how God works. He works in very mysterious ways and gives power and authority to those he chooses to give at any point in time.

I belonged to the set of 'autonomy Vice-Chancellors'-those who were appointed by the Governing Councils and their appointments later ratified by Mr. President.

This was at the time the Federal Government had granted administrative autonomy to the Universities and granted the Governing Councils the powers to appointment Vice-Chancellors just as it is being practiced at present.

Permit me Mr. Chairman, to, at this point, pay special tributes to the members of the 6th Governing Council of the University led by an eminent jurist, Dr. T.C Osanakpo (SAN), for the very transparent manner in which my appointment as Vice-Chancellor was processed. The Council followed due process and applied the law to the last letter in that exercise. The members of that Council
showed dignity, integrity and honesty. Perhaps, this is also because they found in Dr. Osanakpo an incorruptible leader of Council. This is a lesson for Government in determining the quality of men and women that should be appointed into the membership of Governing Councils of Public institutions of higher learning.

My appointment as Vice-Chancellor was perhaps a fulfillment of a premonition I constantly had as a child; I always had a feeling that I would occupy a major position of authority sometime in my life. It was also, to some extent, a fulfillment of my late father’s dream.

Mr. late father, Pa Michael Onwuruike Njoku (1904-1999), was a teacher. His desire and request was that I should have a minimum of a Masters degree in any discipline. He preached education wherever he was because he was one of the pioneer educationists in my little community of Obiangwu, in Ngor Okpala Local Government Area of Imo State. Luckily, he was still alive when I got a doctorate degree, became a professor and rose to the position of Deputy Vice-chancellor. He died a fulfilled man in August 1999.

When I was announced Vice-Chancellor before the entire university community in August, 2000, I promised that I would use that position for public good and enhance the welfare of both staff and students. I adopted a position of ‘no victor, no vanquished’ in order to ensure speedy reconciliation with all those who were aggrieved because they lost to me in the contest. There was also palpable fear among those who worked against me during the contest as they feared that they were going to loose the administrative position they were appointed to by the Acting Vice-Chancellor whom I took over from. Few days later, I convened a General Assembly (the first of its kind in FUTO) of all staff and students of the University and proclaimed my vision and policy thrust for the University. I announced that all those appointed to headships of departments before my arrival should remain in their posts till further notice. This had a salutary effect on the university community as it signaled the non-vindictive posture of the new
administration. New guidelines for the appointment of Heads of Departments were then introduced. Appointments to headship of departments were now based purely on seniority instead of perceived loyalty of the staff and other mundane considerations. Fairness, justice and equity become the guiding principles of the new administration.

These leadership principles became imperative because we had inherited a university community that was thoroughly traumatized and polarized by the unsavory outcomes of a Visitation to the university in 1999 that led to the exit of some very senior members of the university administration.

There was an urgent task of returning peace and tranquility to the university. It became necessary to carry along both friend and foe in the administration of the University. All those who, hitherto felt sidelined in the administration of the university were brought in, appointed to relevant positions and given a sense of belonging. There was no need to fight or victimize anybody because that would destroy the fragile peace that existed. It was important to return peace so that a conducive environment for teaching and learning would be created. To a large extent, this was achieved and the conditions were created for the rapid development that the university witnessed shortly, in the face of acute shortage of financial resources.

In the spirit of equity and in keeping with existing traditions of the university, there was even spread in the appointment of Principal Officers, particularly the Deputy Vice-Chancellors. Deans of Schools were elected in a very democratic manner and without undue interference by the management of the university. In like manner, student's union executives were also elected freely and fairly without management interference.

Staff and students' welfare were given priority attention, and students were actively involved in decision-making processes
involving matters that affected their welfare. For instance, it is to
the credit of our administration that we established the Parents
Management Forum (PMF) as a forum for meaningful interaction
between parents of students and the management of the university.

Under the auspices of this forum, an ultra modern lecturer theatre
and a 137-room students' hostel was built with levies paid by
students based on mutual agreements and intense consultations.
While the management designed the buildings and supervised the
construction, the PMF handled the award of the building contracts.

At the inception of the administration all arrears of promotions
were cleared, and staff who obtained higher qualifications, were
converted to higher ranks even when, indeed, such staff may not
have received official approvals before embarking on the training
programmes that earned them the higher qualifications.

There were very cordial relationships with the staff and students'
union's based on mutual respect. Thus, all through the period of this
administration, the staff unions did not embark on any local strike
action, while nationwide strike actions by staff unions did not result
in total grounding of all academic activities. As result, while almost
all Nigerian universities lost an academic year as a result of
prolonged nation-wide strike actions, FUTO did not, and
graduated its students on a regular annual basis.

Cultism and examination malpractices were reduced to their barest
minimum in the university during this period. Such other vices as
examination malpractices, sale of handouts, extortion of money,
sorting and sexual harassment were also at their lowest ebb.

We adopted due process in all the operations of the university,
including award of contracts, staff appointments and promotions,
staff and students discipline as well as admission of students.

For instance, in the first staff recruitment exercise undertaken by
the administration, relevant positions were advertised, qualifying examinations and interviews were conducted before appointments were made. There were no cases of/executively-approved appointments at inception.

We ran an open, decentralized and humble administration that did not distance itself from the generality of the university community. Every staff and student was treated with dignity and respect.

From the foregoing, it is clear that we adopted an administrative and leadership style that brought about the needed peace and tranquility on campus that permitted modest achievements in various sectors of the university life that may now be highlighted.

3.4 Some Modest Achievements
At inception, infrastructural development was identified as critical because FUTO was very deficient and backward infrastructurally. Our hurried movement into the permanent site, the dwindling financial resources and non-release of capital grants, over the years, meant that critical infrastructure were lacking. A decision was taken not to abandon any uncompleted projects. So the Senate building, which was earlier under construction, was completed and moved into in the first few months of the inception of the administration.

For the five year period of the existence of the administration, the total amount received as capital grant from the Federal Government was less than N100million Naira. This is a university that lacked almost every thing in terms of laboratories, workshops, classrooms, staff offices roads, water, electricity and sporting facilities. The University Secured financial Support for the construction of the Transport Management Technology building from the Nigerian Maritime Authority; Health Technology building from the Central Bank of Nigeria; Information and Communication Technology building from Zinox Computers Ltd, Chemical Engineering building from Nigerian Breweries Plc and a
Department of Electrical and Electronics Engineering Information and Communication Technology building from NNPC/Chevron. These are in addition to the Science laboratory Technology Programme (SLTP) and School of Science Extension buildings that were financed from internally-generated revenue. The endowment lecture hall was also financed from funds realized from our endowment fund launch. The Educational Thrust Fund (ETF) (now known as Tertiary Education Thrust Fund) financed the construction of the new School of Agriculture and Agricultural Technology Building.

We also had 'operation beat back the bush', through which we opened up the university by replacing the surrounding bush with grassland and began systematic utilization of virgin land on campus.

The university also recorded improvements in academic programme development. The National Universities Commission gave approval and the School of Health Technology was established. The Center for Agricultural research was also established.

It was on account of the numerous achievements made in the infrastructure area that the 2003 Federal Government Visitation Panel to FUTO observed that “with the appointment of the Vice-Chancellor, Prof. J.E. Njoku, there were no more factions, victimization, intimidation, undue preference and prejudice as the Vice-Chancellor and other Principal Officers worked as a team with a vision. The present campus harmony was a result of the open door policy of the Vice-Chancellor and his team as staff and student matters were handled through due process and, where it affected the union, dialogue and negotiation was employed.” The panel further noted “The Vice-Chancellor had made a great landmark in FUTO and the administration worked relentlessly towards the achievement of a stable and peaceful environment.” Given this state of affairs, what lessons do we learn from past experience?
3.5 Lessons from Experience

There are important lessons to be learnt by past, present and future academic leaders and administrators from our past experience. It is God and only God who gives power, and he gives it to whomever he desires to at his own time and in ways that sometimes look mysterious. Those to whom he gives such powers should use them judiciously and with utmost care, humility and sense of responsibility. Do not victimize opponents when God favours you with power. Rather, employ the principles of fairness, justice and equity. By so doing, peace will reign and a conducive environment necessary for effective teaching and learning will be created.

The various laws establishing Federal Universities, Polytechnics and Colleges of Education (see Federal Universities of Technology Decree N0.13 of 1986, as amended) recognize Vice-Chancellors, Rectors and Provosts as Chief Executives and chief academic officers of their institutions. In deed, they are also the Chief accounting officers, Chief Security officers and Chief public relations officers of their institutions and are, therefore, very powerful. They take full responsibility for success or failure of their institutions.

They should realize, however, that as noted by Banjo (1970) although they are referred to as Chief-executives by law, in practice, they are Executive Heads. The implication is that they do not wield executive powers the same way as Managing Directors of Private commercial organizations, who are usually more autocratic and dictatorial do. Universities, Polytechnics and Colleges of Education are democratic organizations that are run by the committee system under the general control and supervision of Governing Councils. Heads of tertiary institutions who attempt to model their administrative style after those of Managing Directors and Chief Executives of commercial, profit-making organizations, run the risk of getting into trouble with their colleagues.

Their leadership style, using the committee system, should be
inclusive (Iloeje, 2004) rather than exclusive (Nwugo, 2011) Iloeje, 2011); so that decisions are arrived at by consensus. As leaders, they must be firm and fair, while carrying along members of the University Community in their decision-making processes.

Every head of a tertiary institution must work towards establishing cordial relationship with the Chairman and members of his Governing Council. There must be mutual trust and respect between the head of the institution and the Governing Council for the smooth running of the institution. It is a recommended practice for the Vice-Chancellor, for instance, to have regular consultations with the Chairman of Council and brief him fully before Council meetings so that he can direct the meetings effectively.

As is often observed, most Governing Councils can be very overbearing in their demands from the Management. A very wise attitude is that of tolerance and accommodation on the part of Management. Governing Councils are ‘demi-god’s; worship, appease and placate them when they are around, and continue your business when they leave. Nevertheless, an effective Vice–Chancellor or head of tertiary institution must be firm, frank and courageous in guiding the Council towards taking very important policy decisions.

Government, on its own part, must be very careful and meticulous in the choice and appointment of members of Governing councils. Universities, polytechnics and colleges of Education are complex organizations (Lockwood and Davis, 1985). Adequate care should be exercised in the choice of the quality of people to be appointed to membership of their Governing Councils, particularly at chairmanship level. Inundating the Councils with Chairmen and members who have no experience and exposure to tertiary education governance will spell doom for the effective leadership of the institutions bearing in mind that Governing councils are now fully responsible for the appointment of Vice-Chancellors and recommendations for the appointment of Rectors and Provosts of
Polytechnics and Colleges of Education.

The quality of leadership of a University and indeed other tertiary institutions is largely determined by the quality of the academic head who is either the Vice-Chancellor, Rector or Provost in the case of Universities, Polytechnics and Colleges of education, respectively. Ker (2006) recommends that leadership must fall on a strong academic whose credentials are impeccable and who can match their peers anywhere in the world. They must be tried and tested academically and professionally and have sound knowledge of their subjects, so that they can inspire their colleagues nationally and internationally.

In most cases, however, these qualities are overlooked by Governing Councils in the appointment of Vice-Chancellors. Social and political considerations become the overriding factors. The result is leadership crisis in our institutions of higher learning.

Academic leadership is not restricted to the Vice-Chancellor or other heads of tertiary institutions and their top management teams. There are other levels or layers of leadership. Apart from the other the principal officers, namely, the Registrar, Bursar and Librarian, who are at the very top of institutional leadership, others such as Deans, Directors and Heads of Departments/Units as well as Lecturers are also leaders in the system. They, collectively, working as a team with the executive head of the institution, determine the performance of the institution in achieving its vision and mission.

A cursory look at the performance of Nigerian Universities and selected Polytechnics in Nigerian, African and worldwide ranking of institutions (appendix 1 attached) is instructive in terms of the quality of leadership Nigerian Universities currently enjoy. The performance of Nigerian Universities appears very disappointing. For instance, Obafemi Awolowo University, Ile-ife ranked first among Nigerian Universities but ranked 14th in Africa and 1511 in
the world. The University of Nigeria, Nsukka came 4th in Nigeria, 40th in Africa but a distant 2827th in the world. Similarly, Ahmadu Bello University, Zaria came 7th in Nigeria, 55th in Africa and 3541st in the world. This is for the first generation Nigerian Universities.

Among the second generation Universities, University of Ilorin, came 5th in Nigeria, 41st in Africa and 2965th in the world. University of Benin came 9th in Nigeria, 71st in Africa and 4216th in the world, while University of Jos came 11th in Nigeria, 87th in Africa and 4995th in the world.

For the third generation Nigerian Universities, University of Agriculture, Abeokuta came 2nd in Nigeria, 29th in Africa and 2398th in the world. Federal University of Technology, Akure came 12th in Nigeria, 100th in Africa and 5643rd in the world. Federal University of Technology, Minna came 24th in Nigeria, 227th in Africa and 11,494th in the world. Federal University of Technology, Owerri, came 25th in Nigeria, 249th in Africa and 11727th in the world. The Nigeria ranking for FUTO has now improved to the 12th position.

No Nigerian university came among the first 100 universities in the world. In fact, none, including our best (OAU, Ile-Ife) came among the first 1000 universities in the world. Our own university, the Federal University of Technology, Owerri, did not come among the first 10,000 universities in the world.

Some of the criteria used for ranking are impact, presence, openness and excellence. Poor, ineffective and corrupt leadership at all levels is largely responsible for the performance of most Nigerian Universities. There is a very high level of corruption within the system. A sizeable number of academics are not able to teach effectively and conduct high quality researches that produce papers that are publishable in reputable international journals. They publish in substandard local journals that are department or faculty-based, and are not known beyond the gates of individual Nigerian Universities. They publish books that are not reviewed.
and published by reputable publishers and are reproduced from existing textbooks and printed by roadside printers in their localities.

The level of academic fraud prevalent in our institutions of high learning is very reprehensible, astonishing and embarrassing. From unauthorized sale of handouts, we have graduated to all manner of extortions, sale of unauthorized textbooks, change of grades, sorting and sexual harassment. They have debased academics and lowered academic standards below imaginable proportions.

While all these malpractices go on, academic leaders, functioning as Deans, Directors and Heads of Departments have displayed downright lack of courage and ability to reprimand and discipline their junior colleagues involved in academic fraud. They tend to look away and pass the buck to the Vice-Chancellor for fear of incurring the wrath of their subordinates.

Besides, we now have in the system, academic staff and students who normally should have no business being in the system. Students cheat their ways into the university and enroll through a floored admission process. They must cheat their way out through examination mal-practices or engage in cultism, rape, arson and other forms of deviant behavior.

There is explosion in the demand for university education. Under pressure (some of which may be political) weak leaders admit beyond their carrying capacities which put excessive pressure on already inadequate teaching and research facilities. Poor quality teaching results.

We also have a large crop of academic staff who have no business being in the system ab initio. They are ill-equipped and too poorly motivated to be in academics.
They came into academics in search of a job and not for love of the profession. Academics is a vocation like the priesthood where you enroll because of the love of the profession. Such poorly motivated academics fail to teach when they should teach, examine when they should examine and produce results when they should produce results. For these reasons, there are excessive delays in producing students' results and in graduating them in time. Sometimes, graduate students spend four or five years for a Masters degree programme that should normally last for two years.

These unsatisfactory situations in our tertiary institutions are as a result of the existing moral decadence in our society. It is not peculiar to our educational institutions. It has eaten up every fabric of our society. Indeed, every institution in our society has become bastardized by the decay in our moral fiber. The family, the church, the judiciary, the army, the government, the traditional institutions, culture and tradition are all affected. But the universities are traditional agents of change and are expected to bring about a turnaround in this parlous situation.

Mr. Chairman, if we must achieve this, I crave your indulgence to offer ourselves the following lessons and tips which Bennis, the great leadership writer gives to ensure that great groups achieve success:

- Greatness starts with superb people.
- Every great group has a superb leader.
- Great groups and great leaders create each other.
- The leaders of great groups love talent and know where to find it.
- Great groups are full of talented people who can work together.
- Great groups think they are on a mission from God.
- Every great group is an island—but has a bridge to the mainland.
- Great groups see themselves as winning underdogs.
- Great groups always have an enemy.
People in great groups have no distraction.
Great groups are optimistic, not realistic.
In great groups, the right person has the right job.
The leaders of great groups give them what they need and free them from the rest.
Great groups always deliver a product.
Great work is its own reward.

The catch words in these leadership tips are greatness, superb people, great leaders, talented people, mission from God, winning underdogs, have an enemy, no distractions, optimistic, right person and right job, deliver a product and reward for great work. Let us all aspire to build great institutions that have all these ingredients.

As leaders, we must be guided by certain basic leadership principles or laws. Newman (1997) provides a shortlist of these. They include vision, discipline, courage, humility, wisdom, decision-making, friendship, tact and diplomacy, executive ability and inspirational power.

A vision is a dream. It is a comprehensive sense of where you are, where you are going, how you are going to get there and what you will do after you get there. Great leaders are dreamers.

A leader must be disciplined. Self-discipline is the willingness to perform acts that are beneficial to us but which we don't want to perform, for certain reasons. Some regard it as hardship. For a leader, discipline is mandatory if dreams and goals are to be achieved.

A leader must also have wisdom i.e the ability to apply knowledge and experience to any giving situation.

He must also have courage, which is the mastery of fear. Courage is also referred to as bravery, fearlessness, audacity, confidence,
presence of mind and inner strength. A leader must have humility. Humility is a very important quality of a leader which is appreciated by all. A humble leader is a good listener who works in harmony with his team members.

Decision making determines one's destiny. It is also important for a leader to develop friendship because nobody makes it alone. Good friends crystallize good ideas. Friendship is all about sharing.

Tact and diplomacy are important characteristics of a leader. It generates thrust and loyalty among team members. He must also develop some executive capacity by developing skills through constant learning. He must have inspirational powers and by so doing act as a role model and evoke commitment from team members.

4.0 RESEARCH AND THE AGRICULTURAL TRANSFORMATION AGENDA (ATA)

The key elements of the Agricultural transformation Agenda are:

- Focusing on agriculture as a business instead of a development project;
- Utilizing the transformation of the agricultural sector to create jobs, create wealth.
- Focusing on value chains where Nigeria has comparative advantage.
- Sharp focus on youths and women.
- The development of the Nigerian Incentive- Based Risk-Sharing System for Agricultural lending (NIRSAL). It is a new innovative mechanism aimed at de-ris-king agricultural lending; designed to provide the singular transformational and one bullet solution to break the seeming jinx in Nigeria's agricultural lending and development.
- NIRSAL is an approach that tackles both the agricultural
value chains and agricultural financing value chain.

- NIRSAL's objective is to trigger off an agricultural industrialization process through increased production and processing of the greater part of what is produced to boost economic earnings across the value chains.

Of all the key elements of the ATA, the development of agricultural value chains and the Nigerian Incentive-Based Risk-Sharing System for Agricultural Lending (NIRSAL), appear more relevant to our research experience. In deed, the concept of value chain is in consonance with the view of agriculture as a business that goes beyond the farm gate. It is in consonance with viewing agricultural production as a process that starts from the production of the commodity through storage, processing, transportation, marketing to consumption as well as utilization. The value chain concept is more of marketing than anything else.

The commodities involved in value chain development are cassava, cocoa, cotton, fisheries, fruit juice, horticulture, livestock, palm oil, rice, and sorghum. The value chain development programme covers six selected States of Anambra, Benue, Ebonyi, Niger, Ogun and Taraba.

The main objective is to reduce poverty and achieve accelerated economic growth through increases in the incomes and food security of poor rural households engaged in production, processing and marketing of rice and cassava.

There are two operational components, namely, agricultural market development and smallholder productivity enhancement. The agricultural market development component is to improve the profitability of smallholder farmers and small and medium-scale agro-processors by improving their access to markets and ability to add value to locally produced raw materials.

Marketing corporations are to be established around each of the
commodities involved in value chain development. They will be private sector driven to replace the scrapped commodity boards and ensure price stability and protection of farmers from exploitation by middlemen. They will coordinate the production and export of target commodities.

Results of our studies of the scrapped marketing boards do not justify the great optimism being expressed by planners of the marketing component of the Agricultural Transformation Agenda. The erstwhile commodity boards for grains, root and tuber crops, were largely ineffective in stabilizing producer prices. This was largely because the board’s fixed producer prices were, in all cases, lower than their local market equivalents. Unless, the planned marketing corporations are able to compete effectively with local traders and offer producers higher prices, they are likely to be ineffective.

The emphasis on protecting the farmers against middle men may also be a misplaced priority. Middle men will not be able to exploit farmers if the market conditions and infrastructure are provided. The anticipated marketing corporations will function effectively if there are good roads linking production and consumption areas; there are adequate storage, processing and transportation facilities, and if there are grading and quality control facilities as well as effective communication. Government efforts should be directed at providing these facilities.

The second component of the value chain development programme of ATA is the Smallholder Productivity Enhancement programme which seeks to enhance smallholder farmer productivity in a sustainable manner. The increased volume and quality of marketable surplus arising from this component will feed directly into the agricultural market development component. An important feature of this component is the Nigeria Results-Based Country Strategic Opportunity Programme which is also anchored on enhancing productivity and access to markets.
Evidence from research on productivity gains in agriculture show that access to finance and labour shortages have been very critical. The Nigeria Incentive-Based Risk-Sharing System for Agricultural Lending (NIRASAL) is expected to solve the problem of lack of credit. However, except the procedure for lending to smallholder farmers is made less cumbersome, the scheme may not have the desired impact. Besides, if the volume of loans is inadequate, the programme may be bogged down with loan repayment problems. Changes in the attitudes of both the lenders (Banks) and borrowers will also be desirable if the scheme must succeed.

The value chain approach to agricultural transformation has, as one of its objectives, ensuring the provision of adequate and good quality inputs such as seeds, fertilizers, seeds stock and agro-chemicals (FMARD), 2012). This is to be achieved through the Growth Enhancement Support Scheme of the Federal Government.

The growth Enhancement Support Scheme (GESS) is a policy shift that puts the resource-poor farmer at its center and provides a number of incentives to the major actors in the fertilizer value chain to work together to improve productivity, household food security and income of the farmer.

The programme aims at empowering 20million famers over a period of 4years. These will receive GESS in their mobile phones directly. It will also provide direct support to famers to enable them procure agricultural inputs, at affordable prices, at the right time and place. In this arrangement, the role of government will change from that of undertaking direct procurement and distribution to that of being a facilitator of procurement, regulator of fertilizer quality and catalyst of active private sector participation in the fertilizer value chain.

So far, government has undertaken pilot demonstration of the
implementation of the e-test to test the technology platform as well as stock verification of the fertilizer suppliers to determine the total stock of fertilizers available in the country. Stakeholders have also met to agree on the modality for implementation of the scheme.

Some impressive achievements have been recorded. For instance, about 17 fertilizer suppliers have been identified and committed to feed about 2,500 agro dealers spread across the country. List of verified agro-dealers have been compiled and sent to all participating banks and cellulite. Census of farmers has been undertaken and 600,000 identified, while 15 states have written to commit themselves to the programme. In deed, significant progress has been made towards successful implementation of scheme (FMARD, 2012).

However, available reports indicate that all is not well with the scheme. There are indications of delays in fertilizer supplies and limitations in the quantity available to farmers.

Experience with past input distribution arrangements (Idachaba, et.al 1980, justify the establishment of GEISS. However, such experience also point to the need not to consider fertilizer distribution in isolation. Some other conditions, such as efficient storage and transportation as well as effective demand for fertilizers of various types and other complementary inputs (insecticides and herbicides) must be met. It will ensure that crops realize their full yield potentials. Besides, there must be a very strong extension service backup to provide farmers information on the availability and effective use of fertilizers and other complementary inputs.

From the research point of view, there are other implications for agricultural policy, planning and project implementation which are derivable from our past efforts. These will be explored in the next section. For now, it is most appropriate to examine past efforts at offering academic and research leadership in the university over
the past two or more decades.

5.0 THE CHALLENGE OF RESEARCH AND ACADEMIC LEADERSHIP

Human existence is all about challenges. Life itself is full of challenges. The academic challenge itself starts from birth. You are born helpless, and you begin to learn to sit, stand, walk, talk, run and begin to help yourself. You then begin to go to school, learn to read and write from elementary to secondary school and to the university, all in preparation for life as an academic.

The typical academic must be exceptionally brilliant. He needs higher degrees, a minimum of Masters degree to qualify for admission into the academic 'club', but a doctorate is the ultimate, and this is the research degree. You are now fully initiated into academia.

Statutorily, an academic is required to engage in teaching, research and community service. Of all the three, the most demanding is research. Although teaching is most important, it is research that gives distinction in academics. It is a systematic and painstaking pursuit of knowledge without which there is little or no advancement of human society. But the challenge of research is the objectivity, truthfulness and honesty that is associated with it. After this, to what extent, you must ask, has it contributed to the development of human society? It is not just research for the sake of research or just to secure as many journal articles as possible. It must be one that contributes to new knowledge or modifies existing knowledge.

At another end, there is a strong need for academic leadership in research. This is done mainly through thesis supervision at the undergraduate and postgraduate levels. But there is the burden of mentorship of the younger academics by the more senior ones. This
is how academic growth and development is fostered in the university system.

The typical academic, who gets to the rank of Senior lecturer, is set to head an academic department. He is now expected to give both academic and administrative leadership at the departmental level. He has the greater challenge of giving leadership both in research and administration, particularly if he is in the professorial cadre. He is challenged to discharge his responsibilities dutifully and responsibly if he must enjoy the respect of his colleagues and serve as role model to the younger ones.

Overall, we face the greater challenge of bringing our research findings to the public domain where it can find applicability to solving human problems. Most of our research have failed to have relevance because of non-commercialization of such findings. In agriculture, we must find out the extent to which our research findings have found application in the farm or within government policy circles. This is another research challenge.

The entire academic growth and development process culminates in leadership at the top most level, usually as a university Vice-Chancellor, Rector or Provost of a Polytechnic or College of education, respectively. Certainly, the challenge of leadership at this level is enormous.

Universities, by their nature, are complex organizations. Bennis and Movios (2006) in answering the question why Harvard is so hard to lead noted that there it has undergone a sea of changes that make it among the most difficult organizations in the world to lead. A university is a community of knowledgeable people where almost everybody knows as much as his leader. Indeed, the Vice Chancellor is a primus interps Paris (first among equals) and must watch his footsteps carefully all the time. He is regarded as the chief executive, and yet he does not necessarily exercise executive powers. He has to lead by consensus and in as much a democratic
manner as possible. He has a major leadership challenge of having to harness the differing interests and views of his colleagues and subordinates and move the university forward. He has to manage both internal and external influence and balance them in a synthetic manner. He has to accommodate individual idiosyncrasies of his colleagues. Leadership training, however, begins from day one when the Vice-Chancellor gets appointed as a lecturer in the University. His character and personality must be right from the beginning and that is when people begin to assess him as a potential Vice-Chancellor. He must exhibit hardwork, honesty, brilliance, courage, firmness, fairness and a very high level of morality.

Besides, he must be very knowledgeable and competent in his discipline so that he enjoys the respect of his peers nationally and internationally. He must also be very experienced and versed in University administration so that he can lead his colleagues effectively. Developing most of these leadership qualities is one of the challenges of academic leadership at the topmost level.

There are hazards associated with university leadership. You are bound to be criticized and misunderstood severally, but you must learn to accommodate such criticisms and sometimes use them as a guide. Some degree of opposition is necessary in leadership. They keep you on the alert all the time and make you conscious of avoiding very serious mistakes.

There are the challenges of prudent financial management, of providing security of lives and property, of maintaining campus peace and harmony, of providing an enabling environment for teaching and learning, of ensuring academic growth and development, of motivating his management team, of being a good image maker for the university and of ensuring the survival of the university.

That is why, in countries like the United States of America, a Vice-
Chancellor is referred to as 'President'. Just as the President of a country worries about the totality of the lives of his citizens, so a Vice-Chancellor worries of the totality of the lives and well-being of members of the University community, staff and students alike. To accomplish this is one of the biggest challenges of academic leadership.

My unplanned exit from the position of Vice-Chancellor was one of those challenges of leadership. It is the challenge of sometimes being vilified for what you do not know about and of being victim of political vindictiveness. But God will always vindicate the just. That is why I still stand before you today and have had the opportunity of still serving this state, at a command level, after leaving office as Vice-Chancellor. To God be the glory.

6.0 SOME POLICY PRESCRIPTIONS

The current Minister of Agriculture and Rural Development, Dr Adewunmi Adesina, has done a brilliant work of articulating an Agricultural Transformation Agenda (ATA) as part of The Federal Government's Transformation Agenda. For the first time in recent history of Nigeria, a core Agriculturist, an Agricultural Economist of international repute, is giving leadership to the agricultural sector of the Nigerian economy.

The difference is very clear. The Agricultural Transformation Agenda document is a masterpiece – a compendium of the most modern strategies for agricultural development in the world. It is, nevertheless, not a perfect document. It is part of our responsibilities as academics to continue to contribute towards shaping up the document, as implementation proceeds, using the benefits of our research experiences.
6.1 **Marketing Departments in the Federal Ministry of Agriculture and Rural Development**

The proposed marketing corporations may not be absolutely necessary in the light of past experiences with former commodity marketing boards for food and export crops, which were ineffective in achieving price stability. Such boards are usually burdened with heavy overhead costs in their operations, with little relevance to the services they render. Since they may play only regulatory roles, a Directorate within the Federal Ministry of Agriculture and Rural Development can be established to carry out the functions of the proposed Marketing Corporations for the value chain commodities. The Directorate will be responsible for market development and the promotion of policies and programmes for efficient marketing and export of the prescribed commodities. Thus, government's administrative costs can be reduced.

6.2 **Import Substitution Policies**

Government has recently come up with some import substitution policies for such agricultural commodities as rice, cassava, and sugar. Import substitution lowers cost of food, increases real wages and drives down inflation (FMARD, 2012). These policies include raising of import tariffs, tax reduction on inputs and increase in import duties. It is planned to replace imported brown rice with locally produced brown rice. There will, therefore, be increased import levy on brown rice, while import of finished rice will be substituted by stimulating private sector investment in rice processing in areas of current high production.

Apart from stimulating local production to meet domestic demand, there will be the need to enact laws that prohibit smuggling of agricultural commodities. Moreover, investments in infrastructure and national security will be absolutely necessary to attract investors.

There are two ways to give incentives for increased production. One is through price increases. The other is through targeted input
subsidies. Subsidies are recommended for target crops in addition to the proposed import substitution policies.

Most of the rice processing establishments fall under the category of Small and Medium Enterprises (SMEs). Indeed, it is from most of these industries that employment generation through ATA should come. The Federal Ministry of Trade and Investment, in collaboration with the Nigerian Stock Exchange (NSE), has developed a programme to facilitate access to capital market by SMEs for cheaper funds. This will minimize the problem of lack of easy access to funds generally faced by SMEs (Njoku, 2013). It is proposed that the Federal Ministry of Agriculture and Rural Development should enter into collaboration with the Federal Ministry of Trade and Investment to key processors into this programme.

6.3 Farm Input Distribution Arrangements

Available evidence suggest that existing farm input distribution systems are plagued with severe shortages, lack of access and delays in supplies for such imputes as fertilizers. However, such complementary inputs as herbicides and insecticides are not only scarce but are also costly and out of reach of the average farmer. They are also complex in the sense that their application methods are largely unknown to farmers.

It is, therefore, important that a programme of increasing farmers’ access to and use of fertilizers should be accompanied by a complementary programme of increasing farmers’ access also to these other complementary inputs such as herbicides and insecticides. This way they go as a package and ensure the full realization of the yield potentials of the inputs.

It is also important that the agricultural extension system be significantly revamped. In most of the South Eastern States of Nigeria, fertilizer use is very low due largely to ignorance about the use of improved inputs, including fertilizers. The ratio of extension
agents to farmers is extremely low. In fact, in most communities, they are non-existent, and lack the basic facilities for the performance of their functions. Current agricultural transformation efforts should include components for re-invigorating the agricultural extension services to educate farmers on new technologies and programmes.

6.4 Farmers' Access to Agricultural Credit:
Quite justifiably, the ATA has provided a programme for improving farmers' access to credit through the Nigerian Incentive-Based Risk-Sharing System for Agricultural Lending (NIRSAL). Unless the bureaucracy and red tapeism usually associated with agricultural lending procedures are minimized or eliminated, this is not likely to succeed.

Previous agricultural credit programmes have failed on this account. Such delays have caused late disbursement and consequent misuse of loans such that repayment was difficult and credit programmes failed. NIRSAL must ensure that these bottlenecks are removed. In this regard, lending banks need to give guarantees as part of their concessions to agriculture.

6.5 Food Import Restrictions
Special attention needs to be paid to rice and cassava with expenditure (income) elasticities of 1.10 and 0.42 respectively, because of the priority they enjoy in Nigeria's current food policy under the ATA. The income elasticity values indicate that while rice is a high income food, cassava is a low income food. As incomes fall, rice consumption will fall more proportionately by 1.10%. Therefore increasing rice importation will not benefit food consumption of the generality of low income households and should be discouraged. Rather domestic production should be increased to make it available for consumption by low income households.

Own price elasticity of demand for rice, however, is -76, suggesting that rice consumption will fall by about 76 percent if price rises by
100%. Own price elasticity of rice was expected to be higher than unity for rice but this was distorted by increased importation of rice during the period of data collection. Reducing the importation of rice will stimulate domestic production and increase the level of domestic consumption.

6.6 Economics of Production
Labour has remained the most critical constraint to increased production among smallholders. It is, therefore, imperative to introduce some labour-saving technologies such as use of herbicides into the farming system.

6.7 Increasing the Level and Rate of Technology Adoption.
It is now well known that most production targets in Nigerian agriculture often do not get realized because the relevant technologies do not get adopted. Often the problem is the economics of adoption which tend to be overlooked. Improved technologies must be profitable if they are to be adopted. Apart from the techniques of production, there must also be profitable markets for such commodities, in addition to the technologies being relatively low cost, simple to use and available to farmers. Policy makers and planners must ensure that the technologies being put out to farmers are not complex and that the material aspects of the technology are within easy reach.

I have already alluded to the issue of weaknesses within the extension system. It is strongly advised that general purpose extension workers should not be used for promoting the production of all commodities. Most of the export crops such as oil palm, cotton and groundnut require subject matter specialists to handle the dissemination of information and use of improved technologies applicable to their production. There must be regular training and retraining of such extension workers to upgrade and update their knowledge if they are to be effective in performing their functions.

Extension workers also need to be properly motivated through
appropriate incentives. Such incentives could come in the form of being provided the facilities for carrying out their duties, including adequate funding, payment of field allowances and adequate remuneration.

6.8 Stability of Agricultural Policies and Programmes
Agricultural policies and programmes are usually characterized by high degrees of instability. Over the past three decades, Nigerians have witnessed the 'birth' and 'death' of at least, seven agricultural development programmes that were initiated and replaced in quick succession. Among these are the Operation Feed the Nation (OFN), the National Accelerated Food Production Project (NAFPP), the Green Revolution (GRP), the River Basin Development Authorities (RBDAs), the Agricultural Development Projects (ADPs) the Fadama Programme and the National Programme on Food Security (NPFS). Although each new government that came into power tended to come with a new programme, these programmes had similar objectives.

The Agricultural Transformation Agenda is now on course. It is hoped that the programme will stand the test of time and will not be replaced if and when there is a change of leadership at the national level. Instability in agricultural development programmes also creates uncertainties among agricultural planners and farmers which adversely affect progress in the agricultural sector. This should be avoided. Leadership at the national and state levels should ensure ATA is sustained over time.

6.9 Evaluation of the Agricultural Transformation Agenda
Our agricultural scientists, particularly economists, should be proactive in research and come up with a research agenda to evaluate the agricultural transformation agenda. After nearly two years into the implementation of the agenda, there should be some preliminary evaluation studies of the schemes that make up the main thrust of the agenda so that we can examine the extent to which the objectives of the project are being achieved.
6.10  Towards a Democratic and Humane Leadership

As chief executives, Vice-Chancellors and other Heads of Tertiary Institutions in Nigeria, wield a lot of powers. But this power comes from God. Usually, a lot of qualified candidates are involved in the keen contest for these positions, but at the end only one person emerges as the Chief executive at a time.

God chooses whom he gives this power. He does so sometimes in ways that are mysterious and not easily understood by man. He can also take it when and how he wants.

Realizing this, Vice-Chancellors and others, who hold power in thrust for God and humanity, should use them judiciously and with the fear of God. It is very easy for power to corrupt and corrupt absolutely.

Very often, leaders both within the university and outside begin to play God. They no longer see themselves as ordinary human beings. They become power drunk and forget that power is one of the most transient things in life. They forget that sooner or later, but much sooner than later, they will step down from their Olympian heights and become ordinary citizens.

Vice-Chancellors, particularly, sometimes forget that they are mere “firsts among equals,” and shall return to the university community at the end of their tenures. The real test of ones leadership success or failure comes when he or she steps down and begins to get re-integrated into the university community. Those who ‘ruled’ like tyrants and refused to be democratic, usually retire and leave the system as quickly as possible. Tertiary institutions are led democratically and any wise leader will lead in accordance with democratic principles.

The Vice-Chancellor is just the ‘apex’ leader of the institution. There are other layers and levels of leadership at the School (Faculty), Directorate and Departmental levels. They should also
lead according to democratic tenets. They, along with Vice-Chancellor, constitute the overall leadership of the university. They collectively build the image and integrity of the university.

The Vice-Chancellor is the Chief Executive of the University. He is the chief academic officer by law; the chief accounting officer; chief security officer of the university. He takes full responsibility for the success or failure of the university. The buck stops on his table.

Yet with all these powers, he has to be humble as well as humane so that he can lead with a human face. As the number one Public Servant of the University, he must make himself available for service to the public and his key staff and students.

He must be fair, just and equitable. He must not victimize and discriminate. He must try to pardon those who hurt him and carry everybody, along, who is willing to work with him, in his administration.

The adoption of due process should be his guiding principles. Due process is time-consuming, but it saves you a lot of headache at the end of the day. In all things “you must do it right”. When you do this, every other thing falls into line. This has been my humble experience.

As a leader, you must be visionary, disciplined, courageous, humble and wise. You must also have the ability to take decisions swiftly, while dealing with people with tact and diplomacy. You must make friends, develop executive capacity and be an inspirational leader.

The challenges of being a Vice-Chancellor as well as an academic and administrative leader are enormous. You must develop a thick skin and have the courage to take very important decisions. Do not be afraid of criticisms, provided you do the right thing. You certainly cannot please everybody, just as our Lord Jesus Christ never did. If you score 70 percent rating by those you lead, you have
done very well, since you cannot be as perfect as God Above all, you must, at all times, protect the interest of the University which you lead. At the end of the day, you must leave worthy legacies for which history will judge you kindly. This is where I stand.

I give the same exhortations to our political leaders at all levels to lead us aright. If Nigerians are given honest, sincere, committed and selfless leadership, we shall have a progressive and prosperous nation where no man is oppressed. We shall develop in the citizenry, the sense of national pride and patriotism which are part of the pre-conditions for national growth and development.

Besides, Nigeria is primarily agrarian nation. Agriculture, for me, remains the ultimate hope for Nigerian’s economic growth and emancipation. There is no other sector of the economy where Nigeria has comparative advantage in production, marketing and export as in agriculture. We need to go back to the basics and become producer rather than consumer-orientated

7.0 CONCLUSION

Mr. Chairman, distinguished ladies and gentlemen, permit me now to give my conclusions, after this lengthy exposition. Pardon me if I have bored you. Please understand that the opportunity to address this distinguish audience does not come all the time.

The journey to the Olympian academic height of professorship is usually not an easy one. To be found worthy and given the rare privilege of leading a university as a Vice-Chancellor is perhaps the greatest and life-time privilege one can have as an academic. No body gave me a chance, but God did, I am most grateful.

I have chronicled my work in academic research and my leadership experience as a one time Vice-Chancellor of this great university. I have done this so that generations to come may know and learn from my humble experience. I hope this highly distinguished
audience has some information, some knowledge, some message to take away from this lecture. I have come to know that for every outing I make, even a child's birthday celebration, there is some new knowledge I take away.

We are gradually transferring leadership to the next generation of academics, who will lead this university in the next couple of years. They are probably here. We do not know them now. Only God knows them at this point in time. But I make one request of you all. Please ensure that the dream of our founding fathers continues to be upheld.

I held the fort, to the best of my ability. I left my footprints in the sands of FUTO. As I take my seat at the rear, as an elder Statesman in FUTO, I borrow the words of our Lord Jesus Christ and give you peace. Receive this peace which I give to you. I urge you to love one another and forgive those who trespass against you. Let us build a community of peace and harmony, one where no one is oppressed. With abiding faith, love and peace, it is my hope and prayer that FUTO will achieve the peak of academic excellence for which it has always been known, and fulfill the dreams of the Founding Fathers of this great university.

I thank you all for your patience and may God bless you abundantly.
I wish to express my sincere gratitude to the Almighty God for all the special blessings He bestowed on me and my family. I am particularly grateful to him for giving me the rare opportunity of once being the Vice-Chancellor of the Federal University of Technology, Owerri. After God, my next gratitude goes to my dear wife, Dr. (Mrs.) Cele Ugochi Njoku, for her unflinching support and encouragement. In terms of career progression, we practically grew up together. When I was on my Masters degree programme, she was on her Bachelors degree programme. She was responsible for proof reading and typing all the manuscripts for my Masters and Doctoral theses.

She has continued to show me exceptional love and understanding all through my academic and administrative career. As a wife, she has been unique in allowing me to do my work freely and without any interference. For the five year period I was a Vice-Chancellor, she visited my office only thrice, two of which were for the priest to bless the office. She even refused to take over the leadership of the Federal University of Technology Women Association (FUTOWA). Only very few wives of Vice-Chancellors can resist such temptation.

She has also been exceptional in keeping my home, ensuring that I have peaceful and stable home environment necessary for pursuing my academic career effectively. Even as Rector and Chief Executive of Federal Polytechnic, Nekede, she still prepares my meals herself. I owe her a lot of gratitude.

I am also very grateful to my children for their discipline, humility and exemplary behavior. My first daughter, Mrs. Cynthia Nkechi Nwajiaku (nee Njoku), and second daughter, Miss Uchenna Perpetua Njoku, were all students of FUTO, when I was Vice-Chancellor. They all carried themselves so humbly and unobtrusively that only few people knew they were my children.
The boys, Christopher Emeka Njoku, (a final year Medical student) and Michael Obinna Njoku (a second year student of Information Resource Management), have always conducted themselves so well that I do not have any reasons to worry about them.

I thank my late parents, Pa Michael Onwuzurike Njoku and Ezinne Christiana Uhumma Njoku, for giving me good upbringing and for insisting that I must have good education. My late cousin, Engr. R.A. Njoku, was a very strong source of inspirations. He was the first graduate in the family and set very high ethical, moral and academic standards for the rest of us who trained after him. Professor Celestine Njoku, another senior cousin of mine, deserves special mention in this lecture. It was through his advice and direction that I took up and began my academic career at Ahmadu Bello University, Zaria.

The basic foundations of my academic development started at ABU. I am grateful to the university for contributing to making me a solid and all round academic. The institution exposed me initially to the joint responsibilities of teaching, research and extension services going on simultaneously. This increased my versatility.

There are a number of people in ABU, Zaria who deserve special mention. Late Professor N.B. Mijindadi was my Head of Department, friend, mentor and role model. He introduced me to the basic rudiments of academic practice, and taught me how to live a disciplined and honest life. Professors Ango Abdullahi, (former Vice-Chancellor of ABU, Zaria), Y. Yayock, (Director; Institute of Agricultural Research, ABU, Zaria) and Daniel Saror (also former Vice-Chancellor of ABU, Zaria) all deserve to be remembered as distinguished academic and research leaders, whom I admired and emulated.

Professor Felix Nweke (formally of the University of Nigeria, Nsukka as well as International Institute of Tropical Agriculture
(ITA) Ibadan), supervised my PhD thesis and subsequently became my friend and mentor. The scrupulousness and strictness with which he supervised my data collection and thesis writing, is unprecedented in the history of my department. He built my research competence and made me a confident Agricultural Economist. I appreciate his contributions to my academic growth and development.

I got my doctorate degree in 'old age' when I was already a Senior Lecturer. I spent some months at ITA, Ibadan with Prof. E.C. Okorji (of UNN), late Dr. Bonny Ugwu (formally of the National Roots Crops Research Institute, Umudike), Dr. L.S Elugu (former Rector, Federal College of Agriculture, Ishiagu, Ebonyi State) and they made life more bearable for me. I thank them. I also thank all those who made my stay at UNN a huge success. It is not easy to study at an old age.

Back at the Federal University of Technology, Owerri, I am very indebted to the foundation Vice-Chancellor, Professor U.D. Gomwalk for approving my appointment as a lecturer in FUTO; and to all the foundation Deans of Schools, Directors and Coordinators for laying a strong foundation on which we are still building the university today.

The foundation Dean of my School - School of Agriculture and Agricultural Technology, Prof. I.C. Onwueme, deserves special commendation. He was an astute administrator and world renowned scholar and academic who gave the school and its staff very sound academic foundations.

Professor C.O.G Obah, the third substantive Vice-Chancellor of FUTO gave me the opportunity to grow. He initially appointed me Ag. Dean of Student Affairs at a fairly young age, and subsequently his Deputy Vice-Chancellor (Administration), and this paved the way for me to become the 4th substantive Vice-Chancellor of FUTO. I remain eternally grateful to him. He has a very pleasant wife,
Professor Thelma Obah, who must be appreciated for being part of the secret of her husband's success and for her friendly disposition towards all.

In the spiritual realm, mention must be made of our good friend Rev. Fr. Prof. Louis Asiegbe, the pioneer chaplain of St. Thomas Aquinas Catholic Chaplaincy, FUTO for his friendship and spiritual guidance. The same goes to other chaplains of that chaplaincy including Rev Fr. Dr Ejimofor, Rev Fr. Dr Wence Madu and a host of others too numerous to mention. His Grace Archbishop A.J.V. Obinna has also been a spiritual mentor and deserves my thanks.

Back in my home parish, I remember with thanks, my own cousin, late Rev Fr. Peter Njoku, whom I grew up with. Others are Rev Fr. Christian Eke; Rev Fr. Dr George Nwachukwu and Rev. Fr. Chika Opara who have been of much spiritual assistance.

I owe a whole lot of gratitude to the entire FUTO community for their love and understanding. When I was Vice-Chancellor they gave me very good cooperation and support that enabled me get elected as BEST VICE-CHANCELLOR of all Nigeria Universities in 2003. They have continued to show me affection and love since I left office as Vice-Chancellor. Life as an Ex-Vice-Chancellor is not easy and can be made more miserable when you are treated with disdain by your colleagues.

I received unlimited cooperation, support and guidance from the Management and staff of the Federal Ministry of Education and National Universities Commission (NUC). For this, I am most grateful.

I gladly acknowledge the goodwill and cooperation that has existed between me and staff of the School of Agriculture and Agricultural Technology as well as my Department of Agricultural Economics.
In particular, I appreciate the friendship and warm exchange of ideas between me and my former students. These include Professors J.S. Orebiyi, P.C. Obasi, N.N.O Oguoma and M.A.C.A Odii. Others are Drs. J.I. Lemchi, D.Ohajianya, G. N. Asumagha, Felix Anebunwa, Ngozi Okereke, Mrs. Perpetua Akalonu and a host of others I am unable to remember now.

Also worthy of special mention are the direct staff in the Vice-Chancellor's office at the time, particularly Mr. Matthew I.A. Aligbe (my Personal Assistant), Mrs. C.N Onwuchekwa and Mr. Roland Ohiagu who were my Secretaries. They carried most of the pressure of work in the Vice-Chancellor’s office.

I worked as a team with my Principal Officers during my tenure as Vice-Chancellor. In this regard, I sincerely thank my Deputy Vice-Chancellors Academic and Administration, Professor A.B.I Udedeibe and I.C. Ogwude, respectively as well as the Registrars, Mr. M.O. Okoye and Mr. J.A. Faleye; Bursar, Mr. R.U. Akujuobi and University Librarian, Chief John Nwogu for their unity of purpose and dedication to duty.

This acknowledgement will be incomplete without mention of two former Governors of Imo State. They are His Excellencies Chief Achike Udenwa and Chief (Sir) Ikedi Ohakim.

Chief Udenwa, as Governor, intervened in a most brotherly manner when I had my political challenges with the Presidency in 2005 and has continued to show goodwill to date. I thank him and his dear wife immensely.

Chief (Sir) Ikedi Ohakim gave me the opportunity for greater leadership exposure outside the confines of the University academic environment by appointing me his Honourable Commissioner for Land, Survey and Urban Planning initially, and later Commissioner for Education during his four-year tenure as Governor of Imo State. I thank him immensely for that opportunity.
of getting wider leadership exposure.

I also thank my former colleagues in the Imo State Executive Council (2007 – 2011), and all my political leaders who made that outing the success it was, most of whom are here present.

Finally, I register my most sincere gratitude to the incumbent Vice-Chancellor, Professor Chigozie. C. Asiabaka, for treating me nicely as an Ex-Vice-Chancellor. Without this life would have been a little bit more unbearable. May he also be treated nicely whenever he becomes an Ex-Vice-Chancellor by his successor.
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NR = Nigerian Rank, AF = African Rank, WR = World Rank, PR = Presence Rank, IR = Impact Rank, OR = Openness Rank, and ER = Excellence Rank.

Source: Cybermetrics Lab; Spanish National Research Council (CSIC)